

# Investigating business capacity and dynamics in the skating federation of Iran: Importance-Performance Analysis of Competitive Advantage promotion Indicators

## Abstract

**Objective:** Competitive advantage is the distinguishing factor that positions an organization or company ahead of its competitors, encompassing superior features of products or services, cost-effectiveness, organizational culture, and innovative technologies. To sustain and enhance a competitive edge, companies must prioritize continuous improvement and innovation. This study scrutinizes the indicators of the competitive advantage of the Islamic Republic of Iran Skating Federation, employing the Importance-Performance Analysis framework, and explores its implications for business, employment, and entrepreneurship within the skating industry.

**Methodology:** This research adopts an applied purpose and a descriptive method. The statistical population includes experts in the field of skating. Given the expert-centric approach used to analyze importance and performance, 73 individuals within the skating sports community were selected as samples. Criteria such as extensive experience in skating sports and appropriate education were considered in the selection process.

**Findings:** According to the findings, 4 variables were placed in the first quarter. After prioritization and weighting, the first priority is attracting sponsors, the second priority is the development of facilities and infrastructure, the third priority is customer orientation, and the fourth priority is the development of international relations in the country they were determined.

**Originality:** This research pioneers an exploration into the competitive advantage of the skating federation, offering valuable insights into its current state and its implications for the broader business landscape, employment opportunities, and entrepreneurial endeavors within the skating industry. The findings can inform strategic planning and international goal-setting initiatives, providing a novel perspective on the skating federation's competitive positioning and its multifaceted impact.

**Keywords:** Competitive advantage, Performance, Skating, Grassroot, Training, Business

# بررسی ظرفیت و پویایی های کسب و کار در فدراسیون اسکیت جمهوری اسلامی ایران: تحلیل اهمیت-عملکرد شاخص های ارتقای مزیت رقابتی

## چکیده

**هدف:** مزیت رقابتی به مزیتی اطلاق می شود که یک سازمان یا شرکت را از رقبای و جایگاهشان از سایر شرکتها برتری دهد. این مزایا می تواند از طریق ویژگی های محصولات یا خدمات ارائه شده، هزینه های پایین تر، فرهنگ سازمانی، فناوری های نوآورانه و غیره ایجاد شود. به منظور حفظ و توسعه مزیت رقابتی، شرکتها باید به بهبود مستمر و نوآوری در فعالیت های خود تمرکز کنند. پژوهش حاضر به بررسی شاخص های مزیت رقابتی فدراسیون اسکیت کشور بر اساس رویکرد اهمیت و عملکرد می پردازد.

**روش:** پژوهش حاضر از نظر هدف کاربردی و از نظر روش توصیفی است. جامعه آماری این پژوهش شامل خبرگان حوزه ورزش اسکیت می باشند. با توجه به تجربه محور بودن ماهیت روش تحلیل اهمیت و عملکرد ۷۳ نفر در بین جامعه ورزشی اسکیت به عنوان نمونه در نظر گرفته شدند، برای انتخاب این افراد معیارهای از جمله سابقه بالا در حوزه ورزش اسکیت، تحصیلات مناسب لحاظ شد.

**یافته ها:** مطابق با یافته ها ۴ متغیر در ریع اول قرار گرفتند که بعد از اولویت بندی و وزن دهی به ترتیب اولویت اول جذب اسپانسر، اولویت دوم: توسعه امکانات و زیرساختها، اولویت سوم: مشتری مداری، اولویت چهارم: توسعه روابط بین المللی در کشور قرار گرفتند.

**اصالت:** این تحقیق به کاوشی در مورد مزیت رقابتی فدراسیون اسکیت می پردازد و بینش های استراتژیک و ارزشمندی را در مورد وضعیت فعلی و پیامدهای آن برای چشم انداز تجاری گسترده تر، فرصت های شغلی و تلاش های کارآفرینی در صنعت اسکیت ارائه می دهد. یافته های این تحقیق می توانند در برنامه ریزی استراتژیک و ابتکارات بین المللی و همچنین هدف گذاری های کسب و کار مورد استفاده قرار گیرد و دیدگاه جدیدی را در مورد موقعیت رقابتی فدراسیون اسکیت در فضای کسب و کار و همچنین در مقایسه با سایر فدراسیون ها ارائه کنند.

**کلمات کلیدی:** مزیت رقابتی، عملکرد، اسکیت، سطح پایه، آموزش، کسب و کار

## Introduction

In recent years, the focal point of discussions on competitive strategies has revolved around gaining a competitive advantage, as extensively explored by researchers such as (Hoseinzadeh Shahri & Shahini, 2018). Competitiveness represents an ongoing process wherein each organization endeavors to outperform others and establish superiority. In the contemporary global landscape, acquiring competitive capabilities has become a fundamental challenge for various countries (Karamikhah, 2023). A crucial factor influencing organizational productivity and performance is a competitive advantage, encompassing factors or capabilities that consistently elevate an organization's performance above its competitors. Competitive advantage materializes when an organization attains advancements and capabilities in specific indicators, or a combination thereof, which surpass those of its rivals. These indicators may encompass access to natural resources, highly specialized human resources, or advancements in industrial and information technologies (Shabanpour, 2018). In essence, competitive advantage signifies a state where an organization achieves sustained improvements and developments, placing it in a superior position relative to its competitors.

Achieving a competitive advantage stands out as a paramount objective for managers operating in competitive and slow-growth markets, with its significance escalating as a key determinant of success and corporate growth in recent decades (Rihani, 2015). This competitive advantage, cultivated through enhanced competitive intelligence, represents a collection of factors and capabilities enabling companies to consistently outperform their competitors (Hassanzadeh et al., 2022). Acquiring a competitive advantage remains central to the strategic activities of managers. However, in the face of significant environmental changes, maintaining corporate superiority over competitors has become a formidable challenge (Bossaghzadeh et al., 2023). Competitive advantage is often described as the skills essential for an organization's survival in the competitive arena (Moradi Yaganneighborhood et al., 2022; Moses & Sharma, 2020). Companies can sustain a competitive edge through innovation, research, and development grounded in data, as well as the creation of novel products and services (Alghamdi & Agag, 2024). According to Barney (1991), a company possesses a competitive advantage when it possesses unique and hard-to-imitate resources and capabilities, allowing it to offer products to the market that deliver greater value to customers compared to competitors. In essence, the success of a company in meeting customer demands in comparison to competitors hinges on the perceived value of its competitive advantage (Mahdi et al., 2019).

The sports industry presents a substantial potential for attaining a competitive advantage (Dansoh, 2005). In sports management research, the exploration of competitive advantage in the sports domain commenced in the 1990s, drawing on the

resource dependence theory proposed by Pfeffer and Salancik. This theory considers sports as a crucial indicator of advantage. Sports organizations, by nature, place a significant emphasis on customer satisfaction with services, forming the core philosophy of their existence (Moodi et al., 2017). In this context, Robinson (2006), highlighted distinctive characteristics of sports organizations that set them apart from others. Firstly, sports services are often novel and carry substantial significance for customers in terms of costs. Secondly, customers engage with sports clubs during their leisure time. Thirdly, emotional investments, such as a sense of belonging, are prevalent in most sports clubs. These factors elevate expectations from clubs, achieving customer satisfaction and the establishment of a positive customer relationship central goals for sports club management.

Researchers have traditionally approached the exploration of competitive advantage indicators in a unidimensional manner. For instance, Kerdpitak and Jermstiparsert (2020) focused their investigation on the impact of human resource management practices on competitive advantage. Their findings revealed a positive relationship between the performance of human resources, such as employee training, learning methods, and the selection of employees, and the existence of a competitive advantage. Similarly, Jun et al. (2022) conducted a study titled "Determinants of competitive advantage for sports companies in Korea." This research delved into the determinants of competitive advantage concerning the economic performance of sports companies. The study evaluated efficiency indices, organizational characteristic indices, and industry classification indices as determinants of competitive advantage, highlighting that increasing efficiency emerged as a crucial determinant of competitive advantage. Ramezanlo et al. (2022) conducted research examining the role of input resources, market position, and creativity in establishing a competitive advantage for sports businesses. Their study concluded that the efficacy of a combined approach lies in the adept utilization of input resources. Within the spectrum of human, organizational, and financial resources, emphasis on customer capital and the integration of competitive intelligence emerged as pivotal factors shaping and sustaining market positions. Furthermore, innovation capital, information technology prowess, and knowledge management were identified as the paramount resources and elements instrumental in leveraging creative power to confer a competitive advantage upon businesses. Similarly, Soltani et al. (2018), employing a resource-oriented approach, identified and ranked the factors influencing the acquisition of competitive advantage in professional football clubs in Iran. Their findings indicated that efficiency, innovation, responsiveness to customers, and quality were the foremost factors contributing to competitive advantage in football clubs, in that order. Additionally, the study by Beyrami Igder et al. (2019) underscored the significance of sports clubs managing the acquired knowledge of their customers, asserting that such practices lead to increased commitment and a heightened competitive advantage relative to other sports clubs.

Competitive advantage assumes a pivotal role in the success of sports organizations, as significant profitability hinges on their ability to acquire and cultivate competitive advantages. Various perspectives on the determining and influential factors of competitive advantage have been presented in the literature (Ying et al., 2019). Recognizing the undeniable evolution of customers' wishes, needs, and expectations, it becomes imperative to first ascertain customer preferences before devising the means to fulfill them (Karamikhah, 2023). As custodians of a nation's sports, sports organizations strive to contribute more successfully and effectively to the sports, economic, social, and cultural development of society by reforming and enhancing their structures and processes. The intricate landscape of sports, diverse cultures, preferences, sports facilities, and numerous investments in the country intensify the complexity of the responsibilities faced by sports managers (Shabanpour, 2018). In light of these challenges, sports organizations are compelled to gain a competitive advantage to navigate environmental changes and meet competitive demands effectively (Dehghan et al., 2012). Simultaneously, they seek a larger share of the expansive and attractive sports market by creating distinctive competitive advantages. Given that customers typically prefer organizations that offer more value, sports organizations must focus on creating higher, more distinctive, and enduring value for their customers, especially when faced with products that are otherwise equal in all aspects (Tong & Hawley, 2009). Consequently, achieving a competitive advantage and identifying the factors that contribute to its enhancement stand out as imperative objectives for managers in today's competitive markets. Failing to outperform other organizations in various activities could jeopardize the prospects of sports organizations (Eaton, 2000).

Moreover, the intensifying competition in the realm of sports has propelled sports organizations into the challenging task of engaging a diverse clientele with distinct tastes and needs, all while fiercely contending for their satisfaction and loyalty. The proliferation of sports organizations has expanded the competition to attract customers and deliver superior services. Given this escalating competition, senior managers must prioritize the imperative of attracting and retaining customer satisfaction. Against this backdrop, the identification and analysis of determining factors represent the initial steps in developing the competitive advantage of sports organizations. In Iran, sports such as football, volleyball, and wrestling hold the status of being society's primary sports, perennially embraced by the public with a widespread desire for participation. In addition, skating itself consists of twelve different disciplines, which are under the supervision of the World Federation and eight of which are active in Iran. So it can be said that the skating federation has many competitors from East Asia; countries in Central Asia, Europe and Latin and Central American countries have modern technologies; professional infrastructure and coaches are up to date, which are the advantages of these countries. Therefore, the Iranian Skating Federation is also looking for ways to improve its competitiveness.

Therefore, the researchers are keen to identify the weaknesses of the Federation in improving the competitive advantage so that they can help improve the competitive advantage of the skating Federation based on the identification of these weaknesses and the prioritization of solving these problems.

## Methodology

Importance-performance analysis, a technique proposed by Martilla and James (1977), offers a method for scrutinizing an organization's products or services. IPA finds widespread application across various domains, including the automotive industry (Farsijani & Dehghan, 2016), higher education (Silva & Fernandes, 2011), and tourism (Taplin, 2012), among others. The present research adopts an applied purpose and a descriptive methodology. The statistical population comprises experts in the field of skating. Given the expert-centric nature of the Importance-Performance Analysis method (Azar; et al., 2019), a sample of 73 individuals within the skating community was selected. Criteria such as extensive experience in skating and appropriate education were considered in the selection process.

To identify the main factors that are effective in improving the competitive advantage of the skating federation, the first stage of the study included conducting interviews with experts. In the qualitative part, we extracted the final categories based on theoretical foundations and interviews with 15 experts in the field of skating who had more than 10 years of performance and academic experience. In this section, we identified 5 final categories and 13 sub-categories. Therefore, we designed 13 sub-categories in the importance-performance analysis section and presented them to 73 members of the skating community. The aim was to determine the favorable and existing situation of the federation, identify its weak points, and provide solutions to eliminate them based on the necessary strategies.

The final categories that were used in the importance-performance section are presented in Table 3.

**The first step:** In the first step, based on the goal of the problem, effective indicators should be extracted from experts or theoretical bases.

**The second step:** designing a questionnaire and asking experts to determine the importance and performance of each indicator based on the 5, 7, or 9 Likert scale.

**Table 1.** An example of a designed questionnaire

Index	Importance	performance
-------	------------	-------------

	very low	low	medium	high	very high	very low	low	medium	high	very high
Index 1			2						4	
Index 2	1							3		

**Third Step:** Utilize the geometric mean to amalgamate the perspectives of all decision-makers or experts. Saati advocates for the application of the geometric mean as a more effective method to articulate the collective opinion of multiple decision-makers. Consequently,  $b_j$  is denoted as the final importance value, and  $c_j$  represents the final performance value of the  $j$ th characteristic, reflecting the amalgamated opinions of  $p$  experts.

**The Final value of importance**

$$b_j = \left( \prod_{i=1}^n b_{jp} \right)^{1/n}$$

**The Final performance value**

$$c_j = \left( \prod_{i=1}^n c_{jp} \right)^{1/n}$$

**Fourth Step:** Compute the threshold values for importance and performance. The threshold values play a crucial role in delineating each segment of the matrix. The determination of these threshold values relies on the arithmetic average. Specifically, the importance threshold value and performance threshold value are denoted as  $\mu_b$  and  $\mu_c$ , respectively. These threshold values, represented by  $\mu_b$  and  $\mu_c$ , are integral to Relationships 3 and 4 in the analysis process.

**Performance threshold value**

$$\mu_b = \frac{\sum_{j=1}^m b_j}{m}$$

**Importance threshold value**

$$\mu_c = \frac{\sum_{j=1}^m c_j}{m}$$

**Fifth step:** Analysis of the importance-performance matrix

**First Quarter (Focus Here):** In this quadrant, the importance of indicators is high, yet their performance is low, signifying a vulnerability that requires prioritized attention for improvement. Characteristics perceived as significant by stakeholders are inadequately addressed by the organization's current performance levels, exposing a

weakness that demands urgent and focused efforts to enhance and rectify. Second Quadrant (Keep up the Good Work): Positioned as the main strength of the organization, this quadrant demands continued attention and nurturing. Here, both the importance and performance of indicators are high, highlighting these aspects as pivotal competitive advantages that should be sustained and further leveraged. Third Quadrant (Low Priority): Indicators in this quadrant hold low importance, coupled with weak organizational performance. Given their lesser significance, the organization should refrain from dedicating excessive resources to this segment. Instead, limited time and resources should be allocated judiciously to prevent unnecessary expenditure. Fourth Quarter (Waste of Resources): This quadrant features indicators of low importance, despite the organization's high performance in this sector. Resources invested here are essentially wasted, as these indicators, though performing well, contribute little to the organization's overall goals. Strategies should be devised to either eliminate these indicators or repurpose them effectively to avoid resource drain.

**Sixth step:** We determine the weight of the  $j$ th characteristic based on the following relationship.

Relationship 1

$$OW_j = |(b_j - c_j) \times b_j|$$

## Findings

According to Table 2, the majority of participants in this section were men, comprising 81% of the total. Among the participants, individuals aged 31-40 years exhibited the highest participation rate, accounting for nearly 48% of the total respondents. Regarding education level, participants with master's degrees constituted the largest group. In terms of sports experience, approximately 41% of respondents reported having more than 15 years of experience. For further details, please refer to Table 2.

**Table 2.** Demographic characteristics of the participants

Variable	categories	Frequency	Percentage
Age	20-30	8	11%
	31-40	35	48%
	41-50	24	33%
	51 and above	6	8%
Gender	Male	14	19%



	Female	59	81%
Education Degrees	Diploma	2	3%
	A.D	5	7%
	B.A	18	25%
	M.A	33	45%
	Ph.D.	15	20%
Sports History	Less than 5 years	5	7%
	6-10	14	19%
	11-15	24	33%
	Above 15 years	30	41%
Sum		73	100%

The analysis of importance and performance, based on the collected findings, involves the following stages:

**Step 1:** The researchers utilized a qualitative research method and the thematic analysis approach to identify the main characteristics of the competitive advantage of the skating federation.

**Step 2:** Subsequently, a questionnaire was formulated, employing a 5-point Likert scale ranging from option 1 (very little) to option 5 (very much). Refer to Table 1 for details on the questionnaire.

**Step 3:** The researchers gathered the opinions of the experts in this step, utilizing the geometric mean by relationships 1 and 2. The results of the opinions collected from 73 experts are presented in Table 3.

**Table 3.** Aggregation of expert opinions based on geometric mean

Code	Indicators	Importance B <sub>j</sub>	Performance C <sub>j</sub>
F1	Awareness and information	3.41	3.42
F2	Improving the human capital advantage of the Federation	4.42	3.86
F3	Development of management skills	4.39	2.97
F4	Development of internal relations	3.45	2.3
F5	Customer orientation	3.98	2.91
F6	Development of international relations	4.48	3.3
F7	General advertising	4.6	3.55

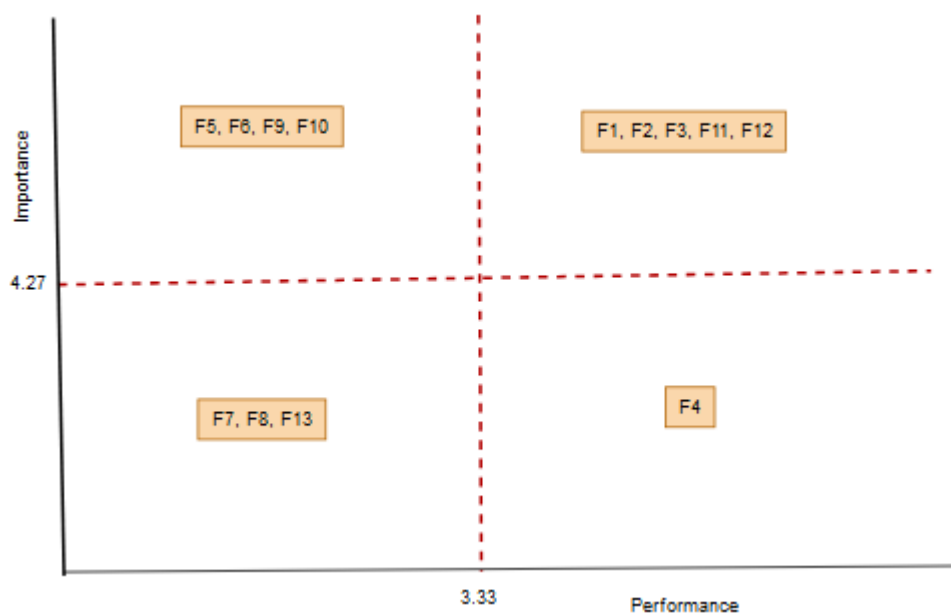
F8	Technical development of skating sports in the country	4.57	4.12
F9	Attracting sponsors	4.52	2.69
F10	Development of facilities and infrastructures	4.58	3.14
F11	Expansion of educational places and spaces	4.65	3.86
F12	Development of skating among the public and families	4.43	3.88
F13	Institutionalization of skating	4.02	3.33

**Step 4:** In this step, based on relationships 3 and 4, the threshold value of importance and performance has been calculated.

$$\eta_b = \frac{55.5}{13} = 4.27$$

$$\eta_c = \frac{43.33}{13} = 3.33$$

**Step 5:** Drawing the Importance -performance analysis matrix.



**Figure 1.** The graph of the importance-performance matrix of the competitive advantage of the Islamic Republic of Iran Skating Federation

According to Figure 1, the indicators of attracting financial sponsors, development of facilities and infrastructure, customer orientation, and development of international relations were placed in the first quarter. In other words, these characteristics are very important according to experts. However, the federation's performance in them is low, so the federation should focus on these indicators to increase its competitive advantage and improve its performance. Indicators of technical development of skating sports in the country, promoting the human capital advantage of the federation, development of management skills, expansion of educational places and spaces, and the development of skating among the public and families were placed in the second quarter. In other words, these indicators are of high importance and the federation's performance in these indicators is also appropriate. Therefore, the federation should maintain these departments in their current form. Indicators of awareness and information, institutionalization of skating sport, and public advertisements at the country level were placed in the third quarter. This shows that these indicators are not very important according to experts and the federation did not perform well in them. In other words, the federation has a low performance in indicators that are of low importance according to experts, which does not cause much of a problem. Finally, the development of internal relations was placed in the fourth quarter.

In other words, the federation has a high performance in indicators that are of low importance according to the experts. This shows that the federation has spent its resources and time on indicators that are not very important.

Sixth step, to determine the priority for improvement, the weight of the qualitative characteristics has been calculated based on equation 5-3.

As mentioned in Figure 1, the indicators of attracting financial sponsors; Development of facilities and infrastructure; Customer orientation and development of international relations were placed in the first quarter, and based on the weight calculated for each indicator, improvements should be made as follows:

First priority: attract sponsors

Second priority: development of facilities and infrastructure

Third priority: customer orientation

Fourth priority: development of international relations

This prioritization suggests the order in which improvements should be addressed, with a focus on enhancing the attract sponsors as the top priority.

**Table 4.** General prioritization of competitive advantage indicators of the Islamic Republic of Iran Skating Federation

Code	Indicators	SW <sub>j</sub>	Ow <sub>j</sub>	priority
F1	Awareness and information	0.034	0.001	13
F2	Improving the human capital advantage of the Federation	2.475	0.047	11
F3	Development of management skills	6.234	0.118	3
F4	Development of internal relations	3.968	0.075	6
F5	Customer orientation	4.259	0.081	8
F6	Development of international relations	5.286	0.100	4
F7	General advertising	4.830	0.091	5
F8	Technical development of skating sports in the country	2.057	0.039	12
F9	Attracting sponsors	8.272	0.156	1

F10	Development of facilities and infrastructures	6.595	0.125	2
F11	Expansion of educational places and spaces	3.674	0.069	7
F12	Development of skating among the public and families	2.437	0.046	10
F13	Institutionalization of skating	2.774	0.052	9

## Discussion and Conclusion

Competitive advantage is a set of unique abilities of an organization that allow it to penetrate the desired markets and provide superiority over competitors (Moradi Yaganneighborhood et al., 2022). In the present research, after identifying the indicators for improving the competitive advantage of the skating federation, we determined the importance and performance of each indicator based on the opinions of experts. Finally, we analyzed the matrix graph of the indicators for improving the competitive advantage of the country's skating federation based on the importance-performance approach. The results of the graph matrix of competitive advantage, based on the importance-performance approach, showed that the indicators in the first and second quadrants were the most important, while the indicators in the third and fourth quadrants were less important.

Indicators of the development of international relations; customer orientation; attract sponsors; Development of facilities and infrastructures were placed in the first quarter. In other words, these characteristics are very important according to experts. But the federation's performance in them is low, so the federation should focus on these indicators to increase its competitive advantage and improve its performance. In other words, these indicators are highly important according to experts, but the performance of the federation in them is low. Therefore, the federation should focus on these indicators and improve its performance in order to improve its competitive advantage. In other words, the weakness of the skating federation is in the mentioned indicators. Improving performance in these indicators can be very effective in improving the competitive advantage of the country's skating federation. Since they consider customer orientation as one of the most important indicators of achieving employee satisfaction and surviving in a competitive environment, this factor can reduce marketing and sales costs. It

brought faster and more effective customer acquisition and a better understanding of needs to the organization (Winer, 2001). Attracting financial sponsors is also very important to ensure a bright and successful future for sports organizations. In this regard, Moharramzadeh (2009) pointed out that organizations or clubs need to find additional financial resources to overcome their difficult conditions. One of the reasons for the importance of sports infrastructure is the positive impact of sports participation on the health of society and, as a result, on the cost of health (Wicker et al., 2013). Therefore, the existence of suitable sports infrastructures along with the principles of neighborhood in order to improve the competitive advantage of the skating federation is needed to increase collective participation in this field. Therefore, by building the specialized infrastructure of skating rinks in cities, building and optimizing our sports facilities and gyms, this weakness can be eliminated to some extent. Kerdpitak and Jermsittiparsert (2020), who investigated the impact of human resource management practices on competitive advantage, showed that there is a positive relationship between the development of employee training and the development of educational spaces and the organization's competitive advantage. Based on this, it is important to pay attention to these indicators, especially because the performance of the federation is low in them. Greco et al. (2016), also pointed out that the more a business interacts with other organizations, the more its chances to acquire ideas, capabilities, knowledge, technology, and other external intangibles, and its chances for successful innovation increase.

Indicators of technical development in skating sports in the country; promoting the human capital advantage of the federation; development of management skills; expansion of educational places and spaces; and the development of skating among the public and families were placed in the second quarter. In other words, these indicators are of high importance and performance in the federation, and the federation's performance in these indicators is also appropriate. Therefore, the federation should maintain these departments in their current form. It is natural that if the country's skating federation develops this discipline at the national and provincial levels in terms of technical, human capital, and management, it will have a positive effect on the competitive advantage of the federation. Since the skating federation is influenced by external and environmental conditions, the development and expansion of the organization among families, teenagers, and young people can prevent the federation from falling behind, facing isolation, crises, etc. On the other hand, in sports organizations, including the innovative skating federation, new and ethical strategies can lead to a competitive advantage. Additionally, due to globalization, technological complexity, increased competition, and

resource scarcity, organizations are changing and adopting a more open and collaborative approach to create their competitive advantage (Barrett et al., 2021). Soltani et al. (2018), also considered innovation as one of the most important factors for a competitive advantage in football clubs, along with respect for clients. Furthermore, Mirzaeeian et al. (2017) concluded that sports boards can convert strategy into a competitive advantage through leadership, resources, creativity, and innovation.

The third quarter in the graph of the competitive advantage matrix, based on the importance-performance approach, shows that these indicators are not very important, according to experts. On the other hand, the skating federation did not perform well in these indicators. In other words, the federation has low performance in these indicators that are of low importance, according to experts, which does not cause much problems in the short term. Of course, since these indicators are also effective in improving the competitive advantage of the federation, it is better for the federation to pay attention to the indicators of this sector after paying attention to the indicators of the first and second quarters. Indicators of awareness and information, institutionalization of skating sport, and public advertisements at the country level are located in this section. After paying attention to the indicators of the first and second quarter, it is better for the federation to pay attention to the indicators of this quarter as well. It seems that the reason for placing these indicators in this quarter is that, according to the experts in this field, paying attention to the indicators of the first and second quarters that were mentioned can eventually affect the rest of the indicators and there is no need for special attention from the directors of the country's skating federation. It is logical that paying attention and giving importance to indicators such as the attraction of financial sponsors, customer orientation, development and expansion of infrastructure, and development of international relations which were in the first quarter can be the need for awareness and information, the institutionalization of skating sport, and reduce public advertising at the country level.

Finally, the development of domestic relations was placed in the fourth quarter. In other words, indicators that are of low importance according to experts, but the federation has a high performance in them. Paying attention to these indicators on the part of the skating federation does not have any harm in increasing the promotion of the competitive advantage; it can even help improve the competitive advantage. However, the analysis of the graph of the competitive advantage enhancement matrix shows that it is better for the federation to pay special attention to the indicators of high importance instead of paying attention to these indicators, which are of low importance according

to experts. Since the time, material, and financial resources for organizations are limited and it is not possible to give full and special attention to all the considered indicators, it is logical to consider the importance of the indicators and components in advancing the goals of the organization and improving the competitive advantage of the organization. They have a more positive impact, freeing up the organization's time and resources to achieve the upcoming goals faster.

## References

- Alghamdi, O., & Agag, G. (2024). Competitive advantage: A longitudinal analysis of the roles of data-driven innovation capabilities, marketing agility, and market turbulence. *Journal of Retailing and Consumer Services*, 76, 103547.
- Azar, A., Khosravani, F., & Jalali, R. (2019). *Research in soft operations of problem structuring approaches*. Industrial Management Institute, 4edition, Tehran. (Persian).
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Beyrami Igder, J., Akbari Yazdi, H., & Elahi, A. (2019). The Mediating Role of Perceived Value in the Relationship of Customer Knowledge with Customer Loyalty and Competitive Advantage in Premier League Football Clubs. *Sport Management Journal*, 11(3), 581-596. (Persian).
- Bossaghzadeh, N., Moradi, M., & Tamimi, M. (2023). A model for gaining competitive advantage in iranian export companies based on organizational ambidexterity and absorptive capacity. *Journal of decisions and operations research*, 8(1), 102-122. (Persian).
- Dansoh, A. (2005). Strategic planning practice of construction firms in Ghana. *Construction management and economics*, 23(2), 163-168.
- Dehghan, N., Dehghan, F., & Fathi, S. (2012). Explaining and Examining the Interaction Strategy of Capabilities of Learning, Innovation and Sustainable Competitive Advantage. *Journal of Strategic Management Studies*, 3(9), 133-155. (Persian).
- Eaton, D. (2000). *A phenomenologically based contingent anatomy of competitive advantage within the construction industry* [Citeseer].
- Farsijani, H., & Dehghan, E. (2016). Performance evaluation to achieve the world-class product according to VU method. *Journal of industrial management perspective*, 6(2, Summer 2016), 45-65.
- Hassanzadeh, V., Hemmati, A., & Shatri, A. (2022). Examining the importance of competitive intelligence in the insurance industry. *Research and Sciences of Islamic Studies*, 3(28), 51-64. (Persian).



- Hoseinzadeh Shahri, M., & Shahini, S. (2018). The impact of dynamic capability and innovation capability on competitive advantage. *Journal of business administration researches*, 10(19), 123-141. (Persian).
- Jun, I., Sung, H., Park, J., & Lee, H.-W. (2022). Determinants of Competitive Advantage for Sport Firms: Using Public Big Data in Korea. *Journal of Applied Sport Management*, 14(1), 6.
- Greco, M., Grimaldi, M., & Cricelli, L. (2016). An analysis of the open innovation effect on firm performance. *European Management Journal*, 34(5), 501-516.
- Karamikhah, B. (2023). Explaining and identifying factors that constitute competitive advantage in organizations based on qualitative technique. *Journal of Accounting and Management Vision*, 5(76), 128-143. (Persian).
- Kerdpitak, C., & Jermisittiparsert, K. (2020). The impact of human resource management practices on competitive advantage: Mediating role of employee engagement in Thailand. *Systematic Reviews in Pharmacy*, 11(1), 443-452.
- Mahdi, O. R., Nassar, I. A., & Almsafir, M. K. (2019). Knowledge management processes and sustainable competitive advantage: An empirical examination in private universities. *Journal of business research*, 94, 320-334.
- Martilla, J. A., & James, J. C. (1977). Importance-performance analysis. *Journal of marketing*, 41(1), 77-79.
- Mirzaeeian, Z., Mehdipour, A., & Azmsha, T. (2017). Providing Model Entrepreneurship on Achieving Competitive Advantage, The Board Sport Khuzestan. *Sport Management Studies*, 9(45), 175-190. (Persian).
- Moodi, D., Vahdani, M., & Mirkazemi, S. O. (2017). The role of customer relationship management in competitive advantage of swimming pools in Birjand city. *Sport Management Journal*, 9(2), 272-259. (Persian).
- Moharramzadeh, M. (2009). *Sports Marketing Management (2nd ed.)*. Urmia: Academic Jihad Publications. (Persian).
- Moradi Yaganneighborhood, S., Reza Mirabi, V., & Heydari, A. (2022). Investigating ways to create competitive advantage in Refah Karkaran Bank, . *Knowledge of Accounting and Management Audit*, 10(39), 69-84. (Persian).
- Moradi Yaganneighborhood, S., Reza Mirabi, V., & Heydari, A. (2022). Investigating ways to create competitive advantage in Refah Karkaran Bank, . *Knowledge of Accounting and Management Audit*, 10(39), 69-84. (Persian).
- Moses, A., & Sharma, A. (2020). What drives human resource acquisition and retention in social enterprises? An empirical investigation in the healthcare industry in an emerging market. *Journal of Business Research*, 107, 76-88.
- Ramezanlo, K., Benar, N., & Saeedi, F. (2022). Creating a competitive advantage in sports businesses: the role of input sources, market position and creativity.
- Rihani, M. (2015). *Designing a competitive advantage model for the sports industry*. Doctoral Thesis, Faculty of Physical Education and Sports Sciences, Gilan University. (Persian).
- Robinson, L. (2006). Customer expectations of sport organisations. *European Sport Management Quarterly*, 6(1), 67-84.

- Shabanpour, M. (2018). Investigating the impact of strategic thinking and intellectual capital on the productivity of employees of sports and youth departments in Mazandaran province with the role of mediator of competitive advantage. *Master's thesis, Faculty of Physical Education and Sports Sciences, North University*. (Persian).
- Silva, F. H., & Fernandes, P. O. (2011). Importance-performance analysis as a tool in evaluating higher education service quality: the empirical results of ESTiG (IPB). In the 17th international business information management association conference,
- Soltani, M., Kargar, G. A., Keshkar, S., & Ghafouri, F. (2018). Identifying and Ranking Factors Affecting Obtaining Competitive Advantage in Iran Professional Football Clubs with RBV Approach. *New Trends in Sport Management*, 6(20), 81-93. (Persian).
- Taplin, R. H. (2012). Competitive importance-performance analysis of an Australian wildlife park. *Tourism Management*, 33(1), 29-37.
- Tong, X., & Hawley, J. M. (2009). Measuring customer-based brand equity: Empirical evidence from the sportswear market in China. *Journal of product & brand management*, 18(4), 262-271.
- Ying, Q., Hassan, H., & Ahmad, H. (2019). The role of a manager's intangible capabilities in resource acquisition and sustainable competitive performance. *Sustainability*, 11(2), 527.
- Winer, R. S. (2001). A framework for customer relationship management. *California management review*, 43(4), 89-105.
- Wicker, P., Hallmann, K., & Breuer, C. (2013). Analyzing the impact of sport infrastructure on sport participation using geo-coded data: Evidence from multi-level models. *Sport management review*, 16(1), 54-67.