



Key Sustainability Drivers of Persepolis Club Brand

Zahra Rajaeizadeh¹, Ali Asghar Doroudian^{2*}, Masoume Shahbazi³, Shiva Azadfada⁴

¹ PhD Student, Department of Sports Management, North Tehran Branch, Islamic Azad University, Tehran, Iran.

² Associate Professor, Department of Physical Education, North Tehran Branch, Islamic Azad University, Tehran, Iran.

³ Assistant Professor, Sports Science Department, Shahid Rajaee Teacher Training University, Tehran, Iran.

⁴ Assistant Professor, Department of Physical Education, North Tehran Branch, Islamic Azad University, Tehran, Iran.

ABSTRACT

Purpose: Today, the strength of a brand is the first word in marketing and attracting customers because if a brand has desirable features, the consumer will be encouraged to purchase that brand and, more significantly, stay loyal. This research aimed to identify key sustainability drivers of the Persepolis Club brand.

Methodology: This research is explanatory in terms of the applied goal-setting strategy, and its method is descriptive-analytical and based on future study methods. The statistical population of this study consisted of professors in sports marketing, marketing officials of Persepolis Club, and league organizations. The selection of these people was purposeful, and the number was 15. To identify the issues affecting the future of the brand sustainability of Persepolis Club, a literature review and interviews with experts were used. Based on that, 15 final components related to the future of crucial sustainability drivers of the Persepolis brand were identified.

Findings: Based on the research findings, four variables, such as "improving brand equity, marketing activities, economic dimension, and social responsibility," are among the key sustainability drivers of the Persepolis Club brand in the future. Moreover, they were highly uncertain.

Originality: Accordingly, utilizing them in future planning and determining possible scenarios is necessary. Regarding the identified scenarios, it should be stated that the scenario of the flourishing potential of the Persepolis club brand can be the best case for the sustainability of the Persepolis club brand in the future, which is an important finding of this research.

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Brand Sustainability
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1. Introduction

Thinking about the future and its events is as long as the history of human consciousness, as people of all ages have always longed to know their future. This natural desire has gradually been replaced by the necessity of knowing the future in contemporary times. Living in today's world, studying the future as a modern science is essential to recognize the opportunities and threats ahead—future studies in the discovery and construction of the future impact purviews of decision-making (Jafari, 2022). Professional sports, as an industry with various profitable business aspects and positions, has become an even higher position than the industry. Sports club officials are sent to transform their teams into controlled brands. Forming a strong brand for a club is one of the unique goals of sports clubs, and plans to move in that direction (Gladden et al., 1998). The importance of the role of intangible assets in the effectiveness of the organization's activities and the creation and survival of the financial performance of businesses at the level of organizations, companies, and various industries is evident to all. Intangible assets are long-lived assets developed and expanded by a company or organization and are considered a company's assets (Lee & Lee, 2019). Literature related to positive brand communication could cover a variety of brand-related topics such as liking a brand 'passion 'happy attachment 'and satisfaction despite constant interest 'researchers have not examined negative feelings toward brands. However, few have considered negative feelings toward brands (Walsh & Lee, 2012). Unfortunately, in the field of sports branding in our country, it can be said that few studies have been done in this direction, and the studies in other fields are scattered and limited. Brand equity in sports clubs is an intangible asset. To identify the factors affecting this intangible asset, one must use the theoretical saturation method and refer to experts, professors, and experts' Theoretical saturation reached reputable sources, including books, dissertation papers, and authoritative sites (Fontanella et al., 2011).

Although many brands are created and developed, only some are successful, and many brands are doomed to fail in the stages of brand development (Moretta Tartaglione et al., 2019). A review of brand literature shows that each brand needs to be adequately developed to be empowered, with modifications and adjustments to maintain the dynamic and adaptive environment to manage and support the brand development process (Murray et al., 2018). Therefore, brand development is not achieved by chance but rather by a purposeful process rooted in a coalition of order, strategic thinking, and unlimited creativity, and it is a competitive advantage for businesses (Cheng et al., 2005). Palokangas (2012) believes that in the brand development literature, there needs to be more attention to the process of brand development dynamically and innovatively. On the other hand, a comprehensive model has yet to be designed, based on the circumstances under which the brand develops and the mechanisms necessary to sustain it during development. Therefore, cash flow and short-term profits are often considered essential parameters of brand performance.

Branding and developing it is a highly applicable strategy for distinguishing between service and manufacturing industries (Zhu, 2013). In the sports industry, sports brands are central to popular consumer brands (Lee & Lee, 2019), representing an actual global language with their own words, codes, values, resources, and representatives. Like some

household appliance brands (e.g., Phillips), food products (such as Danone), or multimedia products (such as Samsung), sports brands are fully integrated into people's lives. Many people admire some sports brands, whether for corporate or club brands (Bouchet et al., 2013). Like other brands, sports brands are always trying to develop new strategies and tactics to generate and encourage demand. In 2000, Adidas and Nike ranked 6th and 15th in terms of global brand value among brands in the market (Bouchet et al., 2013). In this regard, the results of Payami et al. (2022) showed that improving the brand's position in the Premier League, stable brand identity, customer relationship management, and financial benefits were influential factors. Finally, the foresight of the Premier League brand, the position of the league brand, the relationship between the league brand and the fans, brand commitment, and the correct brand management were the consequences of the research. Freydoni and Kalateh Seifari (2019) conducted research titled "Presenting a Model of Advertising Effect on the Brand Development of Persepolis Club with an emphasis on the mediating role of brand personality." The results showed that advertising has an impact coefficient of 0.51 on brand development and a coefficient of 0.55 on brand personality. Also, the coefficient of brand personality influence on brand development was 0.59. Finally, according to the findings of this model, managers and marketers of sports clubs are suggested to discover factors affecting brand personality and consider advertising methods for brand development. Ajour El Zein et al. (2019) conducted a study focusing on the role of sustainability in brand equity in the economic sector. The method used in this study included collecting information from companies that were active in this field.

The data of this study showed that ethical investments, addressing environmental issues, and social responsibility have a positive relationship with companies' brand equity. In addition, Majerova et al. (2020), in a study focusing on sustainability management in food products, concluded that corporate social responsibility as a facilitator plays a role in brand sustainability. On the other hand, brand loyalty is a hindrance to sustainable management. A review of the existing evidence shows that the development of sports brands in the group of the market growth of sports, recreation, and entertainment (Bouchet et al., 2013); however, its development cannot be limited to these factors and characteristics alone, because complex and broad conditions, mechanisms and strategies influence the development of a brand. For this reason, over the past few years, the policy of brand development has been placed on the agenda of sports product companies in the country (Saeedi, 2020).

Nevertheless, it is essential that domestic brands, as foreign brands have yet to be able to grow and develop in the country's domestic markets, and it is sometimes seen that the priority and preference of sports consumers are foreign brands. State and argument of these factors can have sociological, psychological, etc. roots that demand comprehensive and extensive research in the country around this topic. However, due to the limitations placed on each study, in this research, it is necessary to investigate why this is important from a marketer's point of view.

In general, the role of any company in achieving brand sustainability in the long run, along with the continuation of profitability, is identifying the components that will help it achieve this goal. Considering that achieving a sustainable brand may not be one of the goals of many companies, the company focuses on the brand's sustainability when the

company's manager, as the decision-making and guiding factor of the company, pays attention to the components of achieving sustainability. Brand management in Iran especially in the field of sports and sports institutions, including sports clubs, still faces problems. These questions are raised as to how one can understand the interactions between elements of sustainability and could be said how far a brand has stepped in the direction of sustainability and also the performance of the brands of a country towards sustainability can be measured (Ghorbani Asiabar et al., 2020). Considering that Persepolis is one of the most popular teams in Iran and Asia and is always in the spotlight, fans of this team and even fans of other teams as a rival club follow the activities of Persepolis Club. Hence, the Persepolis Club brand is one of the most prestigious brands in the country, and even in Asia, factors affecting brand sustainability should be identified; Persepolis Club is the case. As a result, the main problem we are looking for in this research is the future of Persepolis Club brand sustainability.

2. Methodology

The present research is applied in terms of purpose and nature, based on new methods of future study, analytical, and exploratory science, which has been carried out using a combination of qualitative and quantitative models. There are also records and library data collection methods. Qualitative data were prepared using an open questionnaire, interviews, a numerical review of the documents and quantitative data used in this study, and by weighting Delphi questionnaires. Accordingly, in the first step, the factors and components affecting this field were collected in different dimensions (individual, environmental, services and resources, and participation management). After collecting the data, the initial components were identified as a questionnaire distributed among 15 executive elites. The statistical population of the research was universities with sufficient expertise and experience on brand sustainability issues in clubs. By distributing the questionnaire, they were asked to rate the variables based on their impact and effect based on the number in the range of 0 to 3. In this score, "0" stands for "no effect," "1" stands for "weak," "2" stands for medium effect, "3" stands for high impact, and "P" means "direct and indirect effect".

The scores were then entered in the crossover matrix to determine the effect and influence (direct and indirect) of each factor and their subset variables with other factors, as well as by specifying the fundamental driving forces of the required charts as outputs. The critical point about the structural analysis method that was done with the help of the MicMac software is that the structural analysis method utilizes the concept of the interaction between variables to identify the fundamental driving forces (overt or hidden) in order to get feedback and encourage participants and stakeholders about complex and unpredictable aspects and behaviors of a system. The structural analysis method links ideas and thoughts that describe and identify the system through the communication matrix of all

system variables. The ability of this model to identify the relationships between variables and finally identify the key variables affecting the completion of the system (Rabbani, 2013).

In this research, to investigate the validity, the research findings are presented to the participants, who study the text of the theory and apply their points of view. Finally, the professors study and review this research, and some cases have been proposed to modify or change the final theory. Reliability refers to the range of reproducibility of research findings. One of the ways to demonstrate reliability is to study its audit process. The findings are auditable when another researcher can track the path of decision used by the researcher during the interview with methodology and clarity and show the consistency of the study. Therefore, the researcher has the reliability of the data by showing the path of his decisions and also placing all raw, analyzed codes, categories, study process, primary goals, and questions at the disposal of supervisors and advisors and with the careful audit of the experts confirmed the correctness of all the steps of the investigation. In addition, the intra-subject agreement method has been used in the current research to calculate the reliability of interviews.

In order to calculate the reliability of the inter-thematic agreement method of two coders, a brand expert who was present in the research stages and had good knowledge about this research was asked to participate in research coding as a collaborator. The necessary training and techniques for coding were transferred to the research colleague. Then, the researchers and collaborators co-encoded two of the interviews, and the percentage of in-topic agreement was calculated, which was calculated using the following formula:

$$\text{Inner agreement percent} = \frac{\text{number of agreements} \times 2}{\text{Total Number Of Codes}} \times 100\%$$

Table 1 shows that the total number of codes recorded is 84, and the total number of agreements between codes is 14. Moreover, reliability among coders for interviews conducted in this study is 0.77%. Therefore, considering the reliability of the codes is more than 60%, the reliability of the coding is confirmed, and it can be said that the reliability of the current interview analysis is appropriate.

Table 1. Reliability calculation.

Row	The Number of Interviews	Total Number of Codes	Agreed Codes	Reliability
1	4	16	6	75%
2	8	20	8	80%
	Total	36	14	77%

4. Results

4.1. Identifying effective variables

Based on the familiar concepts between indicators or open codes and referring to the theoretical foundations and brand sustainability literature, 15 influential variables called social responsibility, environmental monitoring, brand management, innovation, brand image, brand identity, foresight, marketing activities, environmental dimension, social dimension, economic dimension, brand satisfaction, brand loyalty, competitive advantage, and improved brand equity were created (Table 1).

Table 2. Theoretical coding (optional).

Interview Code	Axial Coding	Theoretical Coding
1-3-2-6-7-4-12-5-8	Social Responsibility	
1-12-2-14-3-8-9-15	Environmental Monitoring	
10-15-4-11-12-13-5-14-1	Brand Management	
15-2-6-7-1-9-8	Innovation	Brand Sustainability Requirements
1-9-6-2-3-8	Brand image	
1-11-2-5-13-4-14-3-6	Brand Identity	
1-6-2-3-7-8-14-9-15-10	Foresight	
11-13-10-12-5-7	Marketing Activities	
14-6-5-15-2-3-13-1-4-12-10-8	Peripheral dimension	Brand Sustainability dimensions
1-3-8-2-9-5-6-7-10-11	Social dimension	
11-12-2-3-10-9-4-6-5-15	Economic dimension	
5-4-15-14-6-11-1	Satisfied with the brand	
15-14-2-1-10-11	Brand loyalty	Desired Consequences of Brand Sustainability
9-10-12-1-11-3-4-14-15-13	Competitive Advantage	
14-5-15-10-11-6	Improved brand equity	

4.2. Identifying effective factors

According to the opinion of the relevant experts, "Social responsibility, environmental monitoring, brand management, innovation, brand image, brand identity, foresight, marketing activities, environmental dimension, social dimension, economic dimension, brand satisfaction, brand loyalty, competitive advantage, and improved brand equity" were selected. The largest share of selected variables is dedicated to future problems of identifying key sustainability drivers of the brand of Persepolis Club.

Table 3. Factors affecting the identification of key sustainability drivers of Persepolis club brand.

Effective Primary Factors	Mark
Improved brand equity	Var01
Satisfied with the brand	Var02
Marketing Activities	Var03
Competitive Advantage	Var04

Effective Primary Factors	Mark
Brand loyalty	Var05
Environmental Monitoring	Var06
Economic dimension	Var07
Foresight	Var08
Brand Image	Var09
Social Responsibility	Var10
Innovation	Var11
Brand Management	Var12
Brand Identity	Var13
Peripheral dimension	Var14
Social dimension	Var15

Overall system environment analysis: Based on library studies and interviews with experts, 15 factors influencing key drivers of Persepolis club brand sustainability and structural interaction analysis with Micmac software were analyzed to extract the main factors affecting the future of the studied system. The results of this section show that the number of repeated and 81.333 percent of the filling degree indicate that it shows the factors' relatively high and diffuse effect. Of the 225 relationships that can be evaluated in the matrix, 42 are zero, meaning that factors are unaffected or affected by each other. Fifty-eight relations to the value of one have a weak influence on each other, and 79 relations to number 2 have relatively effective solid relationships. In addition, 46 has the number 3, which means that the relationships of critical variables are very high and have much impact.

Table 4. Initial analysis of matrix data and crossover effects.

Index	Amount
Matrix Dimension	15
Number of repetitions	2
Number of Zeros	42
Number of ones	58
Number of twos	79
Number of Threes	46
Number of P	0
Total	183
Filling degree	81/333 %

The matrix of this research based on the studied variables with two rotations has 100% desirability and optimization, indicating the high validity of the questionnaire and its responses (Table 3).

Table 5. Degree of desirability and optimization of the matrix.

Effectiveness	Impression	Rotation
98%	87%	1
100%	100%	2

4.3. The effect and direct influence of variables on each other

According to the numbers of the questionnaire, which is completed as a matrix. The software calculates their relationship and gives each factor a numerical score. Then, based on this score, factors are ranked directly and indirectly based on impression and effectiveness. In this case, the factors that earn the most points will also change their impact and impact accordingly. This section presents the types of direct and indirect relationships and influences, as well as the rank and number of variables that the Mix Mac software has measured. Effectiveness

As explained earlier, in the cross-effects analysis matrix, the sum of the rows indicates the effect of the variable, and the total columns represents the level of influence. The following table depicts these relations:

Table 6. Total rows and columns of the cross-effects analysis matrix.

Row	Variable	Total number of rows	Total number of columns
1	Improved brand equity	28	30
2	Marketing Activities	27	19
3	Economic dimension	26	25
4	Social Responsibility	24	20
5	Satisfied with the brand.	27	21
6	Brand loyalty	14	23
7	Competitive Advantage	30	28
8	Foresight	23	22
9	Innovation	20	29
10	Brand Management	28	29
11	Environmental Monitoring	25	22
12	Peripheral dimension	23	22
13	Social dimension	20	25
14	Brand image	19	22
15	Brand Identity	20	17
	Total	354	354

Assessment of effectiveness and impact plan the distribution and distribution of variables in the scattering plane indicate the system's degree of stability or instability. In the structural interaction analysis method with MICMAC software, two types of dispersion have been defined: stable systems and unstable systems. In the stable system model, the distribution of variables is L; in this model, some variables have high effectiveness, and some have high affectability. In unstable systems, however, the situation is more complex; in this system, the forces are scattered around the diameter axis of the plane, and in most cases, it has an

intermediary state of impression and effectiveness, which makes it challenging to identify critical variables (Godet et al., 2003). What can be found from the status of the distribution page of variables affecting the essential sustainability of the Persepolis Club brand is the instability of the system. Most variables are scattered around the diagonal axis of the plane. Apart from a few that show that they have a high impact on the system, the rest of the variables have almost the same status as each other (Figures 1 and 2).



Figure 1. Unstable system.

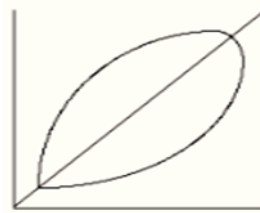


Figure 2. Stable system.

Based on the cases mentioned above, the type and status of each of the main variables can be identified according to their position in the direct impact matrix under the title of Direct Impression/Effectiveness Map, as shown in Figure 3.



Figure 3. Map of direct influences.

In the analysis of the impact map and direct influence, the factors affecting the system are determined which of the factors has a high high impact (4 factors in the northeastern part which include improvement of brand equity, marketing activities, economic dimension, social responsibility), which factors have a high and less effective effect (6 factors in the northwest part of the matrix of brand satisfaction,

brand loyalty, competitive advantage, future)—innovation, brand management), which factors have a relative or moderate impression and effectiveness. The factors have a high and low or moderate impact (3 factors in the southeastern part of the environmental monitoring, social dimension, environmental dimension), and finally, which factors have relatively less impression and effectiveness than other key components identified (2 factors in the southwest part of the matrix of brand image and brand identity). Each of the mentioned factors will be explained in detail in the continuation of this research. According to the system's inversions, the map of indirect and potential effects between the factors has been reported to be broadly similar to the direct impact map due to the relative stability of the data. However, the direct and indirect influence intensity between variables has different outcomes. Additionally, the table of direct and indirect effects of influences and impressions is drawn as follows:

Table 7. Prioritizing the effective factors in terms of direct effectiveness/impression.

Row	Variable	Direct impression score	Variable	Direct effectiveness score
1	Improved brand equity	847	Brand Identity	847
2	Marketing Activities	790	Brand image	819
3	Economic dimension	790	Environmental Monitoring	819
4	Social Responsibility	762	Peripheral dimension	790
5	Satisfied with the brand	762	Social dimension	706
6	Brand loyalty	734	Satisfied with the brand	706
7	Competitive Advantage	706	Brand loyalty	649
8	Foresight	677	Competitive Advantage	621
9	Innovation	649	Foresight	621
10	Brand Management	649	Innovation	621
11	Environmental Monitoring	564	Brand Management	621
12	Peripheral dimension	564	Improved brand equity	593
13	Social dimension	564	Marketing Activities	564
14	Brand image	536	Economic dimension	536
15	Brand Identity	395	Social Responsibility	480

The following table of indirect effects of impression and effectiveness is presented as [Table 8](#) for each factor.

The software output to prioritize the main factors in terms of the degree of direct and indirect influence is as follows: The first pillar is direct, and the second column is an indirect impression (the result of weight gain of the effects), and as it is seen, there is no significant difference in direct and indirect impression between the factors:

Table 8. Rating key factors on the sense of direct and indirect impression.

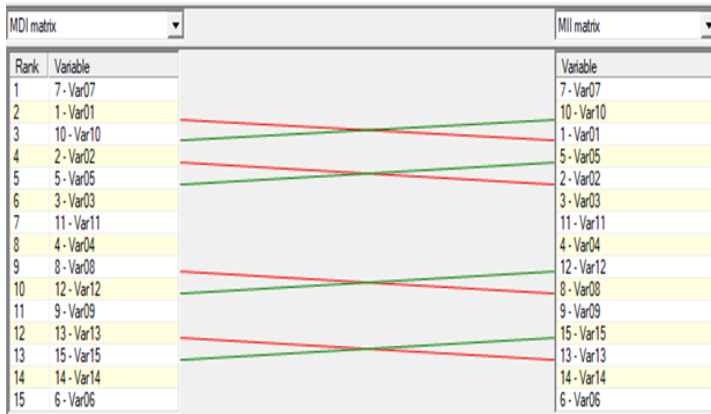
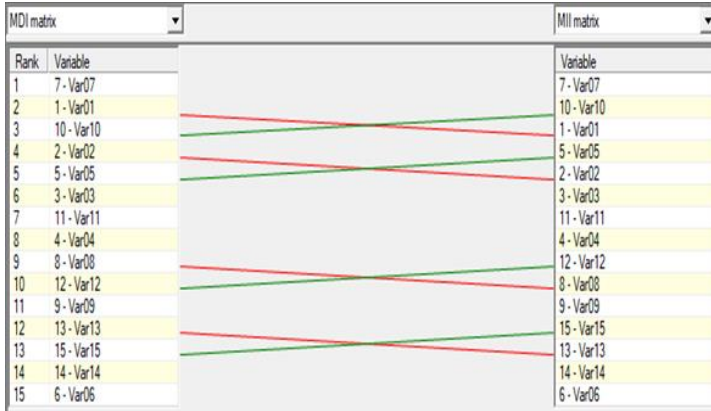
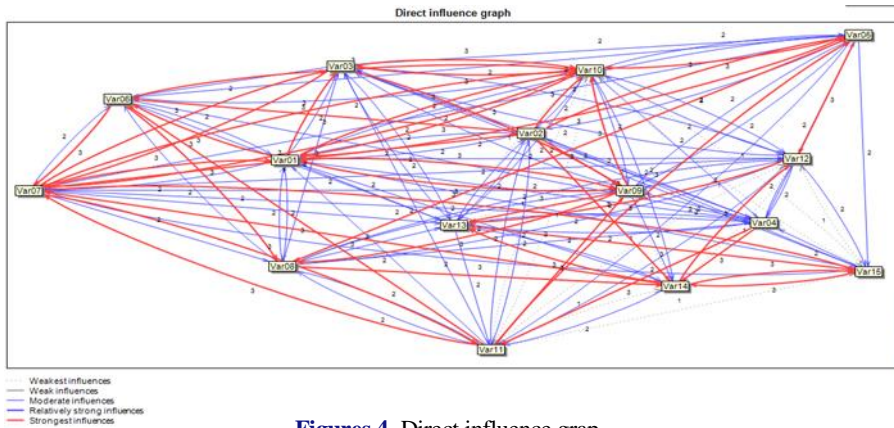


Table 9. Rating key factors on the sense of direct and indirect effectiveness.



Then, based on the analyses derived from the Mick software's output, [Figures 4 and 5](#), respectively, present a graphic representation of the intensity of communication between factors in the direct and indirect impression map.

As can be seen in the graphical map of direct influences, many of the connecting lines between the indicators have potent influences. These types of effects indicate that all the indicators are correctly selected and that there is a strong correlation between 15 indicators in the system.



Figures 4. Direct influence grap.

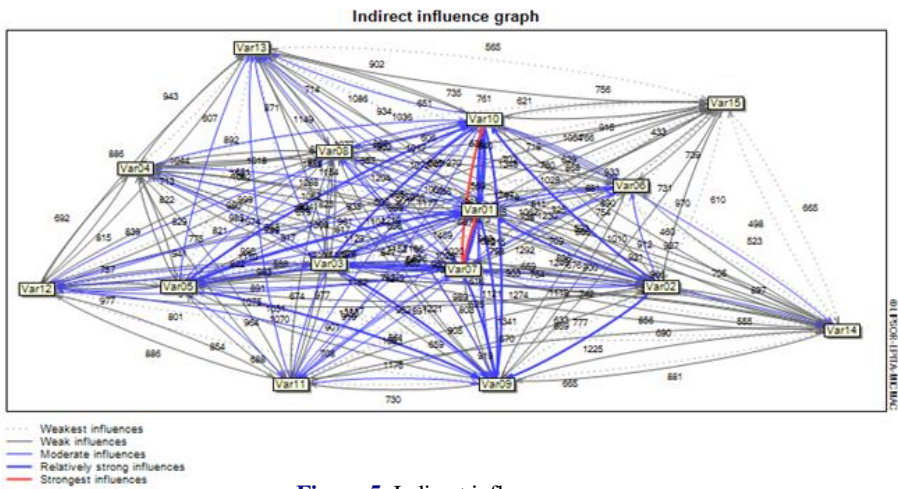


Figure 5. Indirect influence grap.

Finally, Figure 4 presents a graphical map of direct effects. In the indirect influences matrix, each of the software's indices is empowered, and accordingly, the indirect influences of the indicators are measured.

Based on the information presented in the previous sections, in this section, the key drivers of sustainability are selected for the Persepolis Club brand. As can be seen in the graph of direct and indirect influences between variables and critical trends, four factors of "Brand equity improvement, marketing activities, economic dimension, and social responsibility" were the most effective and the most effective in the development of critical drivers of Persepolis brand sustainability in the future. At the same time, they are essential and have high uncertainty.

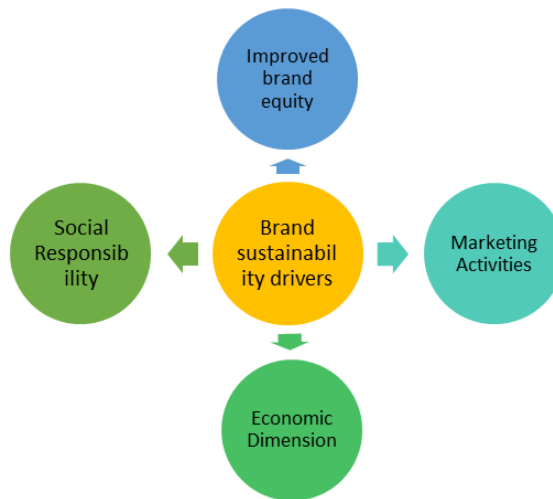


Figure 6. The critical sustainability drivers of the Persepolis club brand.

5. Discussion and conclusion

This study aimed to identify key drivers of sustainability of the Persepolis Club brand. Data analysis was performed on three levels, and responses to three questions were based on and structural analysis. She was, afterwards, answering the questions about why and how this result was discussed.

Analysis of interviews with experts following the question of the critical components of the sustainability drivers of the Persepolis Club brand. It was found that the brand has environmental, social, and economic dimensions. This finding is relatively consistent with the results of studies by [Taghva et al. \(2019\)](#), which focused on the structural model of green information technology and organizational development and showed that green actions and activities, green IT cycle management, organization, and green data centers, green IT monitoring) can be used to develop organizations ([Nyfeler, 2013](#)), which has cited social responsibility as one of the pillars of brand development, and [Sharma and Joshi \(2019\)](#) report that brand stability and development can be achieved through sustainable and green methods such as social responsibility, providing high-quality green products, environmental protection, etc., and transforming this capability into capabilities. Economic development means ensuring profits and preventing any adverse environmental and social impacts on the club's long-term performance through organizational operations. McKinsey believed in 2009 that long-term organizations always support environmental, social, and government functions to create value in various ways that support growth, improve return on investment, reduce risk, and improve quality management ([Dalmia, 2014](#)). In 2011, Szcz, Sethia, and Sriniviaz stated that organizations that involve business transactions with merchants could provide a positive economic impact by creating durable, repairable, affordable, resaleable products, upgrades, multi-user upgrades, or shared consumption opportunities.

Social dimension also refers to the ability to identify or identify with a group. In this regard, Bergström et al. (2010) as saying buyers make purchases based on a social dimension. They buy a brand that represents their social identity. A brand or logo symbolizes a social group. A good example is Nike and its famous Rustle. These symbols and brands lead to a connection between consumers of similar brands. In addition, Gupta et al. (2013) believed that taking into account the social development of many companies, they were the main engine of their communities' development through improvement and expansion in the direction of national, local, and regional communities, their motives not only changed the daily lives of many societies but also made the brand familiar with values such as innovation, entrepreneurship and foresight and toward energy sources. Despite their core business focus, Alternative directs non-renewable energy sources. Walmart also believes it has used initiatives including market-oriented skills training for employees, worker safety initiatives, and women's empowerment programs. Nestlé also uses similar schemes that focus on water scarcity, the welfare of nearby factory communities, and land management that respects the rights of local people. Bansal stated in 2005 that the social dimension focuses on creating value and improving the financial performance of the company's activities.

Finally, it can be pointed out that the environmental dimension focuses on activities that do not lead to the depletion of natural resources through the company's environmental management (Chabowski et al., 2011). Improving people's social and economic status is a consumption stimulus, but it damages the environment. For this reason, these companies achieved averages by improving the scales that protect the environment in a significant way (Wu & Tham, 2023). Chan et al. (2012) and Mariadoss et al. (2011) believed that the company's sensitivity to the environment and environmental issues was increasing so that Porter and Van der Linde (1995) that many companies accepted environmentally sustainable offerings (goods and services designed to minimize environmental harm) and introduced them to the Their operations are combined with the hope of earning rewards such as saving money, operational performances and positive consumer perceptions as a result. Walsh and Lee (2012) that adopting environmentally sustainable goods and services is closely related to adopting the corporate social responsibility concept, which, according to Werther and Chandler (2005), suggests that corporate social responsibility activities should be implemented through high levels of leadership. Faisal (2010) stated that when decision-makers have less knowledge and concern about the social responsibility of their business, they are less likely to take action. As a result, by expanding organizations globally and confronting different political, economic, and environmental situations, improving relations with other companies that share their social responsibility philosophy is often tricky, especially with suppliers focused on quantities.

In general, Funk (2003) and Elkington (1998) believed that development in terms of both conceptual and scientific literature encompassed three dimensions, including economic, social, and environmental. Székely and Knirsch (2005) pointed out that the most desirable dimension is the economic one because it provides financial power and avoids the conditions that lead to the liquidation of the business due to financial resources (Chabowski et al., 2011)—stated that the social dimension of development is an incentive to understand corporate social responsibility better. They also stated that a company will

be guided by all three dimensions of development towards better long-term performance. Moreover, the analysis of interviews about determining the requirements for brand sustainability in football clubs in Kurdistan province showed that these requirements include social responsibility, environmental monitoring, brand management, innovation, brand image, brand identity, foresight, and marketing activities. This finding is proportionately consistent with the results of the (Vadicherla & Saravanan, 2015) studies that looked at sustainable scales used by brands, retailers, and manufacturers and reported that air quality, energy sustainability, performance, environmental sustainability and sustainability and sustainable community play a decisive role in development, Barreda et al. (2016) in a study titled Online Branding: Hotel brand development through interaction theory concluded that brand awareness and brand image in turn influence brand equity, (Sharma & Joshi, 2019) who in a study titled Brand Development Among Young Consumers: Hierarchical Analysis and Network Analysis Approach determined that brand stability and development can be achieved through sustainable and green methods such as social responsibility, product delivery. Green with high quality, environmental protection, etc., and (Majerova et al., 2020), in research focusing on development management in food products, concluded that corporate social responsibility as a facilitator plays a role in brand development is congruent and aligned.

In explaining this finding, organizations today face new challenges related to sustainable branding that new smart marketing rules can better follow. Schultz and Block (2015) stated that brand development is more than individual user use, even with its size over a relatively long period. Brand development is more closely related to brand growth beyond the current consumer so that the brand can grow in volume and profitability over time and unlimitedly. Belz and Peattie (2014) and Meffert et al. (2010) stated that sustainable brands are products and services created to identify specific surplus value from an environmental perspective and social benefits and thus differentiate themselves from other competitors. Nonetheless, it should always be noted that although the user significantly increases the use of a particular brand over the following period, it will increasingly make it valuable to the brand owner. However, the development of the brand will not occur. In 2011, (Chabowski et al., 2011) stated that managers should always integrate development issues with their efforts to create a brand image in everyone's mind. Belz and Peattie (2014) that several first-generation development brands failed in the market because companies should have emphasized the product's positive social-environmental characteristics while they ignored the focus on other product features such as performance, design, innovation, brand identity, marketing activities, etc. As a result, many products will not be able to compete against these standard products. Therefore, to create and position strong development brands, it is necessary not only to take social responsibility and environmental monitoring but also to manage the brand, innovation, brand image, brand identity, foresight, and marketing activities. These indicators are requirements that should be considered in the branding process, and they should be planned and developed in a continuous cycle, but what should be noted in this research is that these are all steps that, if properly planned and executed, will lead to Hopefully the club will be a pharmacist.

Finally, the analysis of interviews showed that the sustainable desirable outcomes of the Persepolis Club brand include brand satisfaction, brand loyalty, competitive advantage, and improvement of brand equity. This finding is relative to the results of [Tabatabai-Nesab et al. \(2018\)](#) that studied the role of destination brand identity in developing the destination brand equity and determined that destination brand personality and destination brand experience affect brand loyalty to destination brand by influencing destination brand identity, [Kamyab Kalashmi \(2014\)](#) Success in a study titled A Model for Explaining Consumer Attitude towards Brand Development Based on Brand Image Reported that brand image has a positive and significant relationship on brand loyalty and perceived quality, [Loureiro et al. \(2014\)](#) who investigated how brand personality, brand identity and service quality affect brand equity and showed that brand personality, brand identity and quality of service each separately directly affect brand equity, [Barreda et al. \(2016\)](#) concluded that The dimensions of website interaction, i.e. two-way communication and user control, have a positive impact on the dimensions of brand knowledge, i.e. brand awareness and brand image, and in turn affect brand equity, [Ledikwe \(2020\)](#) who in a study measured the impact of the development of clothing brands on customer brand loyalty and reported that the development of clothing brands affects brand loyalty of its customers. [He et al. \(2020\)](#) conducted a study focusing on the role of development in brand equity in the economic sector. They pointed out that ethical investments, addressing environmental issues, and social responsibility have a congruent positive relationship with companies' brand equity.

In explaining this finding, the more influential football clubs' development, social, economic, and environmental marketing activities in emerging markets are, the stronger the branding of Iranian Premier League clubs will be. In this regard, [Brown and Dacin \(1997\)](#) believed that development-based branding had a positive effect on shareholder perceptions of product evaluations, as well as according to [Wu and Tham \(2023\)](#), attracting talented employees and finally linking the company's brand with desirable values such as responsibility. Ethics, environmental, and social monitoring can lead to competitive advantage. [Lai et al. \(2010\)](#) that corporate social responsibility and reputation improve brand equity in emerging markets. [Sharma and Joshi \(2019\)](#) stated that current research suggests that the coherence of operations with the company's marketing activities enables businesses to develop further. [Leischnig and Enke \(2011\)](#) also believed that brand consistency was a critical factor in reducing perceived risk, brand loyalty, and receiving price benefits. In addition, [Gupta et al. \(2013\)](#) explored the embedding of brand knowledge and value within development and stated that their goal is to investigate the relationship between knowledge-based development and brand value as the basis for differentiation, which can affect the brand selection criteria by consumers. They have been tested and tested with many different results. For example, as customers' knowledge about brand development increases, their ability to differentiate between brands increases, increasing brand concerns about product recycling and profitability related to economic and environmental challenges will present the brand with a community in which a positive way will affect brand knowledge and brand value received from customers. He did. The greater the value of the customers' value presented by the brand compared to the challenges of social development, consumers will increase the ability of consumers to

differentiate between brands. In addition, [Schultz and Block \(2015\)](#) stated that brand development is a practice that can help organizations increase brand equity both from the marketer and consumer dimension over time. It seems that by increasing brand equity, consumers' satisfaction with the brand increases, and as a result, the consumer finds an emotional connection with the brand that represents loyalty. Finally, through brand loyalty, competitive advantage can be considered the end of development.

In this study, the current status of the Persepolis Club brand was analyzed. The current situation could be better. This gap will only be filled by a serious determination from the country's top decision-makers and legislators and pressure from the pro-democracy community and the media. If it can be provided in appropriate contexts according to the identified propellants, the Persepolis Club brand will be in good condition. Otherwise, if the current trend continues and there is no fundamental thought from the rational, the elites, and the powerful, the current situation is not viable. It will be deteriorated and destroyed, and small and nonessential measures are a dwelling that will only delay this destruction. Based on the results of the research, it was generally determined that the components of "improving brand equity, marketing activities, economic dimension, social responsibility" are among the key drivers of the Persepolis Club brand sustainability in the future because they both have recorded high importance and uncertainty for themselves. Accordingly, using them in future planning and determining possible scenarios ahead is necessary. Some limitations in this study should be considered when generalizing the results. The first limitation is that only PEST, DIGEST, and STEEP models are used to identify the critical factors in future studies, which have yet to be used because the mentioned models could not cover sports. Sports and gym-specific technical issues and practical topics have been presented without classification and clustering. Another area for improvement is that this research merely reflects the views of club experts and university professors, so it is impossible to generalize their views to all stakeholders in the club's field. Based on this, it is suggested that future researchers design and validate models specific to future sports studies and investigate the views of all the stakeholders of Premier League clubs about factors affecting the future in a survey study.

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عوامل کلیدی پایداری برند باشگاه پرسپولیس

زهرا رجایی‌زاده^۱، علی اصغر درودیان^{۲*}، معصومه شهپازی^۳، شیوا آرافدا^۴

^۱ دانشجوی دکتری، گروه مدیریت ورزشی، واحد تهران شمال، دانشگاه آزاد اسلامی، تهران، ایران.
^۲ دانشیار، گروه تربیت بدنی، واحد تهران شمال، دانشگاه آزاد اسلامی، تهران، ایران.
^۳ استادیار، گروه علوم ورزشی، دانشگاه تربیت معلم شهید رجایی، تهران، ایران.
^۴ استادیار، گروه تربیت بدنی، واحد تهران شمال، دانشگاه آزاد اسلامی، تهران، ایران.

چکیده

هدف: امروزه قدرت یک برند حرف اول را در بازاریابی و جذب مشتری می‌زند زیرا اگر برندی ویژگی‌های مطلوبی داشته باشد، مصرف‌کننده ترغیب به خرید آن برند و مهمتر از آن وفادار ماندن می‌شود. این تحقیق با هدف شناسایی عوامل کلیدی پایداری برند باشگاه پرسپولیس انجام شد.

روش: این پژوهش از نظر راهبرد هدف‌گذاری کاربردی، تبیینی و روش آن توصیفی-تحلیلی و بر اساس روش‌های آینده پژوهی انجام شد. جامعه آماری این پژوهش را اساتید حوزه بازاریابی ورزشی، مسئولین بازاریابی باشگاه پرسپولیس و سازمان لیگ تشکیل دادند. انتخاب این افراد هدفمند و تعداد آنها ۱۵ نفر بوده است و به منظور شناسایی موضوعات موثر بر آینده پایداری برند باشگاه پرسپولیس از بررسی ادبیات و مصاحبه با کارشناسان استفاده شده است. بر این اساس ۱۵ مولفه نهایی مرتبط با آینده محرک‌های کلیدی پایداری برند پرسپولیس شناسایی شدند.

یافته‌ها: بر اساس یافته‌های پژوهش، چهار متغیر «بهبود ارزش ویژه برند، فعالیت‌های بازاریابی، بعد اقتصادی و مسئولیت اجتماعی» از جمله محرک‌های کلیدی پایداری برند باشگاه پرسپولیس در آینده هستند که همراه با درجه بالایی از عدم اطمینان هستند.

اصالت و ابتکار مقاله: بر این اساس، استفاده از آنها در برنامه‌ریزی‌های آتی و تعیین سناریوهای احتمالی پیش‌رو ضروری است. در مورد سناریوهای شناسایی شده باید بیان کرد که سناریوی شکوفای پتانسیل‌های برند باشگاه پرسپولیس می‌تواند بهترین حالت برای پایداری برند باشگاه پرسپولیس در آینده باشد که این موضوع یافته مهم این پژوهش است.

کلیدواژه

آینده پژوهی
باشگاه‌های ورزشی
پایداری برند
توسعه برند

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