

*In The*

*Name of*

*God*



# Sports Business Journal

**Scientific Semi-annual Journal  
of Alzahra University**

Summer and Autumn, 2021  
Vol. 1, Issue. 2, Serial Number 2

---

## Contact Us

Alzahra University, North Sheikh Bahae St., Deh-e Vanak, Tehran, I. R. of Iran.

- Tel: (+9821)88041468
- Fax: (+9821)88090661
- P. Code: 1993893973
- University website address: <https://en.alzahra.ac.ir/>

---

**Contact E-mail:** [Sportbj@alzahra.ac.ir](mailto:Sportbj@alzahra.ac.ir)  
**Alternate E-mail:** [Supportsbj@alzahra.ac.ir](mailto:Supportsbj@alzahra.ac.ir)  
**Journal website:** <https://sbj.alzahra.ac.ir/>

# Sports Business Journal

Scientific Semi-annual Journal  
of Alzahra University

Summer and Autumn, 2021  
Vol. 1, Issue. 2, Serial Number 2



Cover designer:  
Hamidreza Attaollahi

**License Holder: Alzahra University**  
**Editor-in- Chief:** Dr. Mohammad Ehsani  
**Director- in-Charge:** Dr. Zhaleh Memari  
**Journal Internal Manager & Pages Designer:**  
Mehri Pouyandekia

---

## Editorial Board

---

<b>Dr. Mohammad Ehsani</b>	Professor of Sport Management, Physical Education and Sport Sciences Department, Humanities Faculty, Tarbiat Modares University, Tehran, Iran.
<b>Dr. Mohammad Khabiri</b>	Associate Professor, Department of Sports Management, Faculty of Sport Science, Tehran University, Tehran, Iran.
<b>Dr. Hossein Raghfar</b>	Full Professor Economics Department Alzahra University, Tehran, Iran.
<b>Dr. Saeed Sadeghi Boroujerdi</b>	Professor of Sports Management, Professor, Department of Physical Education and Sports Science, Faculty of Humanities and Social Sciences, University of Kurdistan, Kurdistan, Iran.
<b>Dr. Nahid Atghia</b>	Associate Professor of Sports Management, Department of Sports Management, Faculty of Sport Science, Alzahra University, Tehran, Iran.
<b>Dr. Mahdi Talebpour</b>	Professor in Sport Management, Faculty of Sports Sciences, Ferdowsi University, Mashhad, Iran.
<b>Dr. Richard Hsiao</b>	Professor for the Sport Management program at Indiana University of Pennsylvania, United States.
<b>Dr. Raul Calderon Jr</b>	Visiting Professor, Faculty of Sport Science, Kasetsart University, Bangkok, Thailand.
<b>Dr. Zhaleh Memari</b>	Associate Professor of Sports Management, Department of Sports Management, Faculty of Sport Science, Alzahra University, Tehran, Iran.
<b>Dr. Reza Andam</b>	Associate Professor in Sport Management, Faculty of Physical Education and Sport Science, Shahrood University of Technology, Semnan, Iran.
<b>Dr. Neda Abdolvand</b>	Associate Professor of Information Technology, Alzahra University, Tehran, Iran.
<b>Dr. Mehrdad Moharamzadeh</b>	Professor of Sport Management, University of Mohaghegh Ardabili, Ardebil, Iran.

---

---

---

## Reviewers List

---

---

<b>Dr. Mohammad Khabiri</b>	Associate Professor at Tehran University
<b>Dr. Saeed Sadeghi Boroujerdi</b>	Professor of Sports Management at University of Kurdistan
<b>Dr. Nahid Atghia</b>	Associate Professor of Sports Management at Alzahra University
<b>Dr. Zhaleh Memari</b>	Associate Professor of Sports Management at Alzahra University
<b>Dr. Reza Andam</b>	Associate Professor of Sport Management at Shahrood University
<b>Dr. Alireza Elahi</b>	Associate Professor of Sports Management at Kharazmi University
<b>Dr. Ebrahim Ali Doost Ghahfarkhi</b>	Associate Professor at Tehran University
<b>Dr. Vajihe Javani</b>	Assistant Professor at Tabriz University
<b>Dr. Neda Abdolvand</b>	Associate Professor of Information Technology at Alzahra University
<b>Dr. Maryam Mokhtari Dinani</b>	Assistant Professor at Alzahra University
<b>Dr. Rasool Norouzi Seyed Hossini</b>	Assistant Professor at Tarbiat Modares University
<b>Dr. Roghayeh Sarlab</b>	Assistant Professor at Urmia University
<b>Dr. Seyed Morteza Azimzadeh</b>	Assistant Professor at Ferdowsi University of Mashhad
<b>Dr. Marjan Saffari</b>	Assistant Professor at Tarbiat Modares University
<b>Dr. Maryam Niazi Tabar</b>	Ph.D. in Sports Management
<b>Dr. Maryam Rahbar</b>	Ph.D. in Sports Management

---

# Guides for authors

---

## Peer Review and Ethics

SBJ is committed to peer-review integrity and upholding the highest standards of review. Once your paper has been assessed for suitability by the editor, it will then be double-blind peer-reviewed by independent, anonymous expert referees. Because a blind review process is used to evaluate manuscripts, all clues to the identity of the author must be eliminated throughout the manuscript. Make sure that all references to the author and to other publications by the author are referenced as “author” and not by name. The reference list should not include these references. The first page of the manuscript should not include author names or affiliations, but it should include the title of the paper and the date of submission.

## Ethics for authors

Being published in a peer-reviewed journal is an essential part of every researcher's career. Benefits to you as the author (and to your funder and institution) come from the work that is done to ensure that every article adheres to specific standards. For example, researchers must report their work accurately so that other people can use it and apply it.

## Case 1: Authorship

Every author listed in a journal article should have made a significant contribution to the work reported. This could be in terms of research conception/ design, acquisition of data, or the analysis and interpretation of data. As an author or co-author, you share responsibility and accountability for the content of your article.

## What to avoid

- Gift (guest) authorship: where someone is added to the list of authors who have not been involved in writing the paper.
- Ghost authorship: where someone has been involved in writing the paper but is not included in the list of authors.

## Case 2: Plagiarism

"When somebody presents the work of others (data, words or theories) as if they were his/her own and without proper acknowledgement." Committee of Publications Ethics (COPE)

When citing others' (or your own) previous work, please ensure you have:

- Marked quoted verbatim text from another source with quotation marks.
- Attributed and referenced the source of the quotation clearly within the text and in the Reference section.
- Obtained permission from the original publisher and rightsholder when using previously published figures or tables.

- If you discuss one particular source at different points in your paper, make sure you correctly cite every instance.

### **Make sure you avoid self-plagiarism**

Self-plagiarism is the redundant reuse of your work, usually without proper citation. It creates repetition in the academic literature and can skew meta-analyses if you publish the same data sets multiple times as "new" data. Therefore, if you're discussing your previous work, make sure you cite it.

*Sports Business Journal* uses Crosscheck to screen for unoriginal material. Authors submitting to it should be aware that their paper may be submitted to Crosscheck at any point during the peer-review or production process.

The editor of the journal will investigate any allegations of plagiarism or self-plagiarism made to a journal. If the allegations appear to be founded, we may also choose not to accept future submissions.

### **Case 3: Data fabrication**

All data must be accurate and representative of your research. Data sharing is more and more prevalent, increasing the transparency of raw data. We may then ask authors to provide supporting raw data where required. We may also ask Journal Editorial Board members to assist in further evaluation of the paper and allegations. If the explanation is not satisfactory, we will reject the submission. We may also choose not to accept future requests.

### **Case 4: Competing interests**

It is essential to be honest about any competing interests, whether sources of research funding; suppose an author does not declare a competing claim to the journal upon submission or during the review. It affects the actual or potential interpretation of the results. In that case, the paper may be rejected or retracted.

### **Ready to submit your paper? Your ethics checklist**

#### **Before you submit, make sure you've:**

- Read the journal's instructions for authors and checked and followed any instructions regarding data sets, ethics approval, or statements.
- Named all authors on the paper and the online submission form.
- Referenced all material in the text clearly and thoroughly.
- Carefully checked data and included any supplemental data required by the journal.
- Declared any relevant competing interests to the journal.
- Obtained (written) permission to reuse any figures, tables, and data sets.
- Only submitted the paper to one journal at a time.

Finally, notify all the co-authors once you have submitted the paper.

## Preparing Your Paper

Thank you for choosing to submit your paper to us. Before you submit your manuscript, it's important you read and follow the guidelines below. These instructions will ensure we have everything required so your paper can move through peer review, production, and publication smoothly. Please take the time to read and follow them as closely as possible, as doing so will ensure your paper matches the journal's requirements. Manuscripts should be submitted online at [https://sbj.alzahra.ac.ir/contacts?\\_action=loginForm](https://sbj.alzahra.ac.ir/contacts?_action=loginForm).

## Formatting and Templates

Article files should be provided in Microsoft Word format. Word templates are available for this journal. Please save the template to your hard drive, ready for use. Please note that this journal only publishes manuscripts in English. Please use the American spelling style consistently throughout your manuscript.

## Article length/word count

- Manuscript Structure: title page; abstract; introduction; theoretical background or literature review; method; results; managerial implications; conclusion; acknowledgments; declaration of interest statement; references; appendices (as appropriate); table(s); figures.
- A manuscript paper should have at least 5000 words and not exceed 8,000 words, all-inclusive (reference lists, tables, figures). In Meta-synthesis or Systematic review, can have 10,000 words count.

## Structured abstract

All submissions must include a structured abstract, following the format outlined below. These four sub-headings and their accompanying explanations must always be included:

- Purpose
- Design/methodology/approach
- Findings
- Originality

Should contain a structured abstract of 250 words. Should contain a structured abstract of 300 words in English and 350 words in Persian (exact translation of the English abstract).

**Note that:**

Title fonts in English (Times New Romans 14), abstract text fonts in English (Times New Romans 10), full-text fonts of the manuscript (Times New Romans 11) as well as headings (Times New Romans Bold 12), and subheadings (Times New Romans Italic 11). Title fonts in Persian (B Titr 14) and abstract text fonts in Persian (B Nazanin 10).

**References**

All references in your manuscript must be formatted using EndNote software based on APA7th styles.

The bibliography of references text font should be (Times New Romans 10).

The number of references of each manuscript should be between 40 and 50 references. Systematic review and Meta-synthesis manuscripts are excepted. However, sending the list, names, and complete details of the articles used for review in a table as a supplementary file is necessary.

**References examples:****Journal article**

Memari, Z., Rafei Boldaji, S., & Pouyandekia, M. (2021). How is the Football Schools Franchise Using a Valuable Approach to Revenue-Generating Capacity in Iranian Football Clubs? *Sports Business Journal*, 1(1), 31-44. <https://doi.org/10.22051/sbj.2021.36864.1008>

**Book**

Corbin, J., & Strauss, A. (2008). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. SAGE Publications. <https://books.google.com/books?id=0TI8Ugvy2Z4C>

**Book chapter**

Blase, K., Van Dyke, M., Fixsen, D. L., & Bailey, F. (2012). Implementation science: Key concepts, themes, and evidence for practitioners in educational psychology. In *Handbook of Implementation Science for Psychology in Education* (pp. 13-34). <https://doi.org/10.1017/CBO9781139013949.004>

**Conference proceeding**

Schreiner, R., Daniel, J. o., Junginger, C., Hauser, T., & Hoener, O. (2017, 31 May-2 June). *Soccer coaches' education within the German tid program: perceptions of the quality and need for development*. World Conference on Science and Soccer - Rennes, France. [https://wcss-rennes2017.sciencesconf.org/data/pages/Proceedings\\_WCSS\\_17.pdf](https://wcss-rennes2017.sciencesconf.org/data/pages/Proceedings_WCSS_17.pdf)

**Dissertation**

Kim, J. (2008). *An Analysis of Talent Development in Korean and German Football* [Seoul National University]. <https://www.semanticscholar.org/paper/An-Analysis-of-Talent-Development-in-Korean-and-Kim/5fff3eeafe4f5a4465bc1fbb0714ff7367392d55>



**Print Newspaper Article**

Grohmann, K. (2014, July 14). Investment, youth planning are secret of Germany success. *Reuters*. <https://www.reuters.com/article/us-soccer-world-ger-success/investment-youth-planning-are-secret-of-germany-success-idUSKBN0FJ1K920140714>

**Blog Post**

Amigone, M. (2015, June 23). Dutch Soccer Coach Jan Pruijn Shares Secrets from His Years Training Youth Players. *ACIS Educational Tours*. <https://acis.com/blog/dutch-soccer-coach-jan-pruijn-shares-secrets-from-his-years-training-youth-players/>

**Report**

Chesler, D. (2013). *2001-2013 The Evolution of Youth Academy Programs* (Technical Director Course - International Academy Case Study, November, Issue. <http://resources.usoccer.com/n7v8b8j3/cds/Email/131106-TECHNICAL-SUMMARY-ICS-GERMANY-Chesler-v.1.pdf>

**Webpage**

Fuller, J. (2020, August 5). *Football Coaching Courses: How to become qualified?* Pitch Hero Ltd. <https://blog.pitchero.com/football-coaching-courses>

**Checklist: What to Include**

- **Author details.** All authors of a manuscript should include their full name and affiliation on the cover page of the manuscript. Where available, please also include ORCIDs and social media handles (Facebook, Twitter, or LinkedIn). One author will need to be identified as the corresponding author, with their email address normally displayed in the article PDF (depending on the journal) and the online article. Authors' affiliations are the affiliations where the research was conducted. If any of the named co-authors moves affiliation during the peer-review process, the new affiliation can be given as a footnote. Please note that no changes to affiliation can be made after your paper is accepted.
- **Figures.** Figures should be high quality (1200 dpi for line art, 600 dpi for grayscale, and 300 dpi for color, at the correct size). Figures should be supplied in one of our preferred file formats: EPS, PS, JPEG, TIFF, or Microsoft Word (DOC or DOCX) files are acceptable for figures that have been drawn in Word.
- **Tables.** Tables should present new information rather than duplicating what is in the text. Readers should be able to interpret the table without reference to the text. Please supply editable files.
- **Equations.** If you are submitting your manuscript as a Word document, please ensure that equations are editable.



## **Editor-in-Chief Lecture** ---

Many thanks to God that we could publish the 2<sup>nd</sup> issue with 12 articles with his care. Now, we hope that by on-time entering the judging process of the Iranian Ministry of Science, we will be able to respond to the trust of sports management scientists to submit their manuscripts to SBJ. And many thanks from Alzahra University and the scientific community for following all scientific and executive efforts for taking steps to improve the quality of articles and the necessary infrastructure to publish the qualified articles and gain international recognition.

Also, we hope to expose qualitative articles of researchers to the world, researchers, and more international cooperation between them. This success will not be achieved except with the cooperation of all our colleagues in conducting and sending quality research related to the specialized scope of SBJ. Also, the efforts of the scientific and executive staff of the journal will continue to meet the legal needs to maintain formal standards and processes as before. We invite experienced and young researchers to submit their quality articles in business in sports to this journal to take more effective steps in this direction and soon indexed in more international databases.

## Table of contents

---

<b>The Kit Sponsors in the Stock Market: Nike as Kit Sponsorship of Three Football Club</b>	13
Saeid Ahmadi Bonabi, Vajiheh Javani	
<b>The Factors Affecting the Entrepreneurial Intention of Sports Science Students Based on the Planned Behavior Theory</b>	33
Seyed Amin Dehghan, Mohamad Hasan Peymanfar	
<b>What Are the Sports Tourism Factors and Potentials in Guilan Province?</b>	47
Maryam Fallah Kazemi, Nahid Atghia	
<b>Resistance Economy in Professional Sport-an Institutionalized Model</b>	59
Rasool Nazari, Vahid Hajiheydari	
<b>The Effect of Social Media Marketing Programs in the Online Retail Industry on Purchase of Sporting Goods</b>	75
Hossein Norouzi, Fatemeh Darvish, Mohammad Mesbahi	
<b>Marketing Strategies to Developing the Iranian Sports Industry</b>	95
Arezoo Ganjkanloo, Zhaleh Memari, Mohammad Khabiri	
<b>Experimental Marketing, Brand Equity, and Reputation of Customer Behaviors in Sports Venues</b>	115
Shahab Bahrami, Mohammad Saeid Kiani, Leila Nazari, Leila Shahbazzpour	
<b>How Can the Cooperation Between Federation and League Organizations Develop a Talent Program? Case study: German Football TID &amp; TED program</b>	129
Mehri Pouyandekia, Maryam Ghafari	
<b>Identification and Analysis of Islamic Management Barriers in Sports Venues</b>	149
Hossein Khanifar, Ebrahim Alidoost Ghahfarkhi, Sima Farahmand Momtaz	
<b>Analysis of Entrepreneurial's Value Chain in Sport Science Students at Tehran Universities</b>	171
Rahele Forsati Juybari, Maryam Mokhtari Dinani, Rasool Norouzi Seyed Hossini	
<b>The Relationship between Sensory Marketing, Customer Satisfaction and Loyalty in Luxury Sports Clubs</b>	191
Zahra Rabbani Nik, Ali Benesbordi, Parvin Shoshi Nasab, Javad Fesanghari	
<b>Design of Fuzzy Cognitive Mapping Model of Factors Affecting Personalized Advertising in the Sporting Goods Industry</b>	213
Roghayeh Sarlab, Maryam Farid Fathi	



## Kit Sponsors in the Stock Market: Nike as Kit Sponsorship of Three Football Club

Saeid Ahmadi Bonabi<sup>1</sup> , Vajihah Javani<sup>2\*</sup>

<sup>1</sup> MSc in Sports Marketing Management, Faculty of Physical Education and Sport Sciences, University of Tabriz, Tabriz, Iran.

<sup>2</sup> Assistant Professor, Department of Sport Management, Faculty of Physical Education and Sport Sciences, University of Tabriz, Tabriz, Iran.

### ABSTRACT

**Purpose:** One of the actual reasons for sponsorship is to attract millions to increase the number of consumers. Therefore, this article aims to study the effects of kit sponsorship for football clubs on Nike's corporate value by analyzing price trends.

**Methodology:** In this study, price data was gathered from the date of released statements of the football clubs present in the 2019-2020 season of the Premier League. Analyzing the data was conducted by the market Technical Analysis method with three different indicators (RSI-MACD-Moving Average).

**Findings:** The results showed that Nike faced significant changes in the price trend of its stock values. These three indicators show an increase in the exchanged volume of stock. The analysis explains its high potential of changing the trend.

**Originality:** Because of these changes, other companies were interested in being a sponsor for many clubs in any sports field, and it creates a competitive atmosphere between the companies.

### Keywords

Brand  
Premier League  
Sponsorship  
Stock Market  
Technical Analysis

### Article type

Original article

**Received:** 2022/01/16

**Accepted:** 2022/03/02

### How to cite this article:

Ahmadi Bonabi, S., & Javani, V. (2021). Kit Sponsors in the Stock Market: Nike as Kit Sponsorship of Three Football Club. *Sports Business Journal*, 1(2), 13-31. <https://doi.org/10.22051/sbj.2022.39181.1023>



## 1. Introduction

Sports sponsorship is a promotion perspective and provides supportive links between industry and most sports (Benar et al., 2012; Zapata Agüera & Martínez Caro, 2021). Being a Sponsor is one of the developing aspects of indirect marketing. Bennett said and argued that sports sponsorship seemed to be effective for controlling brand awareness and recall and creating among supporter's perceptions of widespread use of sponsoring company's products (Maricic et al., 2019; Silvestre & Santos, 2007). Known as one of "marketing's dramatic investment stories" in ancient history (Meenaghan et al., 2013), it is assumed that in terms of traditional and amateur marketing practices, "sponsorship might be more advantageous than advertising" for companies. Sports are a stable international environment enjoyed by millions of people, and many brands use sports as contexts for advertising worldwide. All the companies in the world are looking for the best way to advertise their products and services. They also assign an administrative part for analyzing the best ways for advertising. As a result of researches, they found that sports are the best option for companies (Burton et al., 2021; Meenaghan et al., 2013). Nowadays sports are more popular than other choices for advertising, such as a significant number of audiences, the easiest way to communicate with lots of people in so many different countries. Remarkably, the literature assumed that sport is a great area for sponsorship (Gwinner & Bennett, 2008; Takamatsu, 2022). Kit sponsorship is a kind of sponsoring that is available in a variety of sports.

Many other companies in different industries, such as sports, airlines, insurance, and chemical products, will use kit sponsorship opportunities in their marketing strategies (Kumareswaran, 2019). Commercial sponsorships have become an essential part of most sports structures (Abril Barrie et al., 2018) which, also is undoubtedly true in English football, where since the early 1980s, kit sponsorships have generated substantial revenues for all clubs at all sports (Doellman et al., 2022). The most way to promoting the clubs' revenue and social effects is more scientific, intelligent, and measurable management. Also, more experienced and more specialist club managers can gain more success (Memari et al., 2021). In the English Premier League, companies such as Adidas, Puma, Area, Nike, Under Amore, New Balance, Capappa, Ambro are focusing on kit sponsorship to widespread their brand awareness and gain more attention from consumers (Šíma, 2019). Although sports sponsorships build brand awareness, they also can highlight concerns about the unity between fans and the sponsor (Tsordia et al., 2018). By adapting the company and products to the mentioned variables, sponsors can also have an excellent interactive relationship (Saatchian et al., 2021). Over the past century, with the significant advances in the media, many companies worldwide are trying to promote their brands and communicate with consumers in the mass media (Silva, 2021). While some critical sports events attract a hundred million people as a TV audience, many companies utilize the sponsorship of football clubs to promote their brand and increase their brand awareness level (Batmunkh, 2021). As a result, companies are trying to increase their popularity and business quickly through football sponsorship. For this opportunity, companies spend thousands of millions of dollars. Furthermore, sport offers a reliable platform with

global media audiences to companies for achieving their promotion goals (Cornwell, 2014; Cornwell & Kwak, 2015).

For this reason, these companies are in very intense competition and working hard to get the club's kit sponsorship. If a company signs a kit sponsorship contract with a club, the effectiveness of sport sponsorship as a marketing and promotional tool is granted in a high percentage (Popp et al., 2018). The presence of sport manufacture and industrial companies in the English Premier League, alongside the stock market, created a mysterious relationship for the researchers. This study aimed to understand the relationship between companies' presence in the sponsorship industry with their presence in the stock market. Many studies verify that one of the best ways to analyze this relationship in the stock market is technical analysis. Technical analysis is an analytical and predictive method based on qualitative models of prediction. It examines the impact of factors on a company's stock index and price trend, most commonly in the intended period. This analytical tool includes indicators and oscillators that analyze the price trends in the stock market (Achelis, 2000).

## 2. Theoretical background

In the literature review part, we consider that the studies where determinants of football team's stock prices in the market are investigated how sports results can affect the stock prices in the stock market. Then we consider that it is all related to the companies and their passion for being on the team's jersey in the sponsor's title. In the end, we investigate the sponsorship statement effect on soccer team stock value in the market. A general, comprehensive, and detailed study of sports sponsorship is far beyond this article's scope. Subsequently, the paper tries to cover those parts of the research and the most practical topics for getting the results (Cornwell, 2014).

The financial concern in any football league, such as the English Premier League, is significant to club managers (Šíma, 2019). The managers of the football clubs buy players and equipment needed by the clubs for a strong presence in the Premier League to achieve a remarkable result at the end of the season. One of these manufactures is the closing kit (Doellman et al., 2022). To prepare the best clothing kit and most attractive one, they need a kit sponsor (Hanke & Kirchler, 2013). Each year, club executives hold long meetings and debates with many businesses, industrial about kit sponsorship contraction. There are many reasons for companies worldwide to negotiate with clubs before the start of the season to sign a kit sponsorship contraction (Popp et al., 2018). These reasons include increased attention to the brand, increasing visibility on the media, and increasing customers in the market platform.

In the meantime, an index called TV Broadcasting is also critical. The English Premier League claims more than £ 2.3 billion from fans that watched it in the 2014/2013 season over 10-month, and in the following season, 2015/2014, it has reached more than £ 3 billion domestic spectators. In recent deals with Sky League and B-Sport (T.V channels) signed for the 2019/2016 seasons, it attracts £ 5.136 billion (Naidenova et al., 2016). So it is easy to conclude that the English Premier League is a very efficient vehicle for the United Kingdom's international economy and global

marketing in any industry (Scholtens & Peenstra, 2009). This volume of spectators attracts the companies to present themselves in this field and make some money (Naidenova et al., 2016; Šíma, 2019). There are many ways, such as kit sponsorship, clubs' sponsorship, and stadium sponsorship, to reach consumers. In the English Premier League, the clubs were ranked at the top level in the game table and on the stock, market were evaluated in this research. Several instances could affect the share price of the sponsor (Doellman et al., 2022; Ramazani et al., 2012). First, depending on the market reaction to the sponsorship deal through the positive or adverse conditions, the statement of the sponsorship deal can affect the share prices of the company. Second, the successful results in competitions for the club can affect the share price. Sponsoring an unsuccessful club or a club that feels the danger of falling to the lower league due to the sponsors facing a poorly performing team can negatively affect the sponsor's stock, and besides that, it may decrease the number of other potential sponsors teams have (Khvastunov, 2011). Football club success is a dependent variable in several articles that affect the share price (Bunn et al., 2019). Palomino et al. (2009) findings investigate the effects of a football team's performance on the club's share price of stock showed a significant increase and a relationship between football club results in league with their ranking and stock price. Their findings become a good reference, and the results said that since good performance increases the number of audience and the TV media ranges, the club's profits increase. Also, lack of sport and sports media will be an essential loss. Therefore, the importance of media in the previous model of the sports industry and recent research is shown clearly (Aghaei Shahri & Azimzadeh, 2021).

Moreover, the impact of being unsuccessful in competitions for a club is more significant than the effect of winning a match. Moreover, the match results like wining or even losing a game have been returned to normal in a maximum of 5 trading days on stock price, which is the usual period between games in the league (Ferreira et al., 2017). The importance of the match is also an influential and significant factor that has many impacts on the football club's stock price and the way of trend (Khvastunov, 2011). Thus, the teams ranking position and the popularity of the league are significant elements for sponsorship.

Also to the football game results, there are additional variables known as valuable and practical elements for the price of football stocks: club's management changes (Dobson et al., 2001), signing the contract or renew a contract with players or the coach (Stadtmann, 2006), transferring the players of the academy to other clubs. Football match results are the influential factor of the team's stock price in the market, and the sponsors like Adidas, Kappa, Umbro, Nike, or Puma, which are the sponsors of the jersey, are as effective as other variables.

As mentioned above, there are significant results that show football matches can affect the price of the stocks in the stock market. Also, In the literature, the findings of research that focused on promoting sponsorship deals demonstrated that announcing sport event sponsorship mostly has a positive impact and had so many effects on the sponsor's stock market value (Clark et al., 2009).

As shown in table I, the three clubs selected for the main study are Chelsea, Manchester City, and Tottenham Hotspurs. According to Table 1, the football clubs in



the English league use separate sponsors who are working in various industries for their kit sponsorship and kit advertising.

**Table 1.** English Premier League clubs and sponsors.

Team	Shirt producer sponsor	Economic sponsor	Industry	Owner
Arsenal	Adidas	Emirates	Airline	Dubai, UAE
Aston Villa	Kappa	W88	Gambling	Philippines
Bournemouth	Umbro	M88	Gambling	Philippines & Gibraltar
Brighton & Hove Albion	Nike	American Express	Financial services	USA
Burnley	Umbro	LoveBet	Gambling	Malta
Chelsea	Nike	Yokohama Tyres	Automotive	Japan
Crystal Palace	Puma	ManBetX	Gambling	Malta
Everton	Umbro	SportPesa	Gambling	Kenya & Isle of Man
Leicester City	Adidas	King Power	Duty-free shop	Thailand
Liverpool	New Balance	Standard Chartered	Financial services & banking	UK
Manchester City	Nike	Etihad Airways	Airline	Abu Dhabi, UAE
Manchester United	Adidas	Chevrolet	Automotive	USA
Newcastle United	Puma	Fun88	Gambling	Isle of Man
Norwich City	Erreà	Dafabet	Gambling	Philippines
Sheffield United	Adidas	USG	Financial services	Australia
Southampton	Under Armour	LD Sports	(Sports) Media	China
Tottenham Hotspur	Nike	AIA	Life insurance & financial services	Hong Kong
Watford	Adidas	Sportsbet.io	Gambling	Curaçao
West Ham United	Umbro	Betway	Gambling	Malta
Wolverhampton Wanderers	Adidas	ManBetX	Gambling	Malta

According to [Table 1](#), Nike is the kit sponsor of all three clubs, Chelsea-Manchester City-Tottenham ([Hanke & Kirchler, 2013](#)).

The Nike Company was founded in January 1964 by Organ University Athlete Phil Knight and his trainer Bill Bowerman. Its original name is BRS or Blue-Ribbon Sport, and the company cooperated with Tiger, a footwear manufacturer in Japan, and began producing and selling 1300 pairs of athletic shoes almost a year after its founding. Two years later, in the year 1966, BRS established its first dedicated branch in California. Soon after, the company changed its name to Nike, which was registered in the year 1974. The company entered the New York Stock Exchange on 1980/12/02, and it has existed in the market yet. The company commenced trading on the first day of its entry into the New York Stock Exchange at an initial bid price of \$ 0.18 and an initial volume of 100.71 million shares. Over the years, the Nike stock price range was offered by the NKE name has been almost constant. In the early 1990s, with the massive changes in both the company and the New York Stock Market, we saw a rapid increase in the price of Nike stocks due to its high adaptability to the market and economic events of the period. Over time, both the price range and the volume has increased for a long time. At the beginning of its entry into the stock market, Nike was simply a manufacturer of sports shoes. Still, over time it has also begun to manufacture apparel and sports

equipment. Moreover, it has attempted to extend its variety of products (Flynn, 2015). Besides, Nike kit sponsorship in three big clubs in the English Premier league creates an excellent opportunity for it to become one of the famous sportswear manufacturers in the world.

In this research, the primary method for analyzing the data was the technical or chartist method. Technical analysis of financial markets involves providing predictions of assets prices based on reasons or trading advice based on visual testing and analyzing of the history of prices changes and trends (Edwards et al., 2012), besides specific quantitative summary measures and data of past price changes such as “momentum indicators” (oscillators) or moving (price) averages or other indicators (Taylor & Allen, 1992), but without any attention to underlying economic, or fundamental analysis.

More recently, however, many researchers have started to test the role of technical (Aghaei Shahri & Azimzadeh, 2021) world-wise, suggested that technical analysis may have been able and responsible for the overvaluation of the USD (United States Dollar). Some researchers have suggested that technical analysis may have been an essential and functional factor in international stock markets to understand the market behavior in the same era. Recent research based on survey data has also focused on investigating the theory that market dealers and stockholders use information wisely and widely in forming their expectations, adding theoretical skills to the study of market non-fundamentals. Though professional interest in the non-fundamental analysis of the stock market is increasing, there is a lack of functional examining and testing, other than theoretical, on the prevalence and use of such techniques in stock markets.

The technical analysis industry is expanding at an exponential pace. A few years ago, an internet search for “Technical Analysis” returned 206 million responses. Now it returns 1.36 billion answers. Even after weeding out duplicates and mismatches, it is still a tremendous amount of material. Do not be intimidated by the sheer size of the available material.

Technical analysis is not only a set of tools. It is also a mindset, a way of looking at securities prices and how they wag and what wags them. The first principle of a technical perspective is to throw conventional wisdom out the window and trade what you see on the chart (Achelis, 2000). Technical analysis is an evidence-based method of making trading decisions, which means you won't be consulting earning per share, cash flow, management quality, or any other fundamentals that lead to an assessment of value. Technical analysis isn't valued investing (Edwards et al., 2012). Value investing would have you continue to hold high-value security despite a significant price drop. The technical analysis trader will sell it, knowing he can always come back after the price bottoms and starts recovering.

Today's technical analysis has a broader understanding and appreciation of statistics and probability, and thus the value and pitfalls of forecasting (Achelis, 2000). The theory of probability originated in the 16th and 17th centuries but dealt mainly with the outcomes of games (Edwards et al., 2012). Nowadays, even ordinary people routinely ask health questions of their doctors in probability terms, such as what percentage of minor children without the meal's vaccination does it take for the rest of the school class to risk a measles outbreak? So, all people somehow use technical analysis in their life,

and they become technical analysts over time. Technical analysts use lines and indicators to identify the price moves that provide a reliable forecast of upcoming future price moves. The word “forecast” makes everybody squeamish because everyone knows stories of catastrophically bad ones.

Technical analysis is not confined to just math-based techniques, as some people may think. Utilizing math is a breakthrough and a curse.

In price action analysis, the math may not outperform human judgment and the human eye because numbers may lie all the time in price action analysis. It is possible to have a textbook-perfect trend with two, three, four, or more confirming indicators, and it can still run into a brick wall – awful news that trashes the security price over one night. Math can never overcome the inconvenient fact that a Shock (news or accidents of the economic or political environment), which no one can forecast, may overwhelm any price trend.

### 3. Methodology

This study used Nike stock data as a kit sponsor of three teams; Manchester City, Chelsea, and Tottenham Hotspur clubs presented in English Premier League. The data was gathered to study the effects of this sponsorship in stock and price trend of Nike Company.

For collecting the data, we used NYSE through the prestigious Yahoo Finance website for extracting stock price data (2019b). The data was from 01/01/2013 till 30/12/2018 for Nike Company. After that, we used technical analysis as a functional analysis tool in the stock market. The Technical analysis has so many indicators that we try to use the three most practical ones named Moving Average, MACD, and RSI in this research.

The Moving Average indicator is a delay indicator and also a trend calculator at a specific time interval. In this type of indicator, the upward trend (bullish trend) selection period may be more beneficial for subsequent surveys (Achelis, 2000).

The MACD Indicator is the Convergence / Divergence Moving Average Indicator introduced by Gerald Appel in 1970. The advantage of an indicator is the combination of some oscillator principles. The MACD is very simple to calculate; the difference between exponential moving averages for 26 and 12 days. There is a plot of another exponential average for 9 days which is placed on top of the MACD to indicate long/short opportunities; it is called “trigger” or “signal” (Edwards et al., 2012). Interpretation of MACD is easy to be used for traders. In this study whenever the MACD crosses the zero upward, it means there is a buying opportunity while if the MACD crosses the zero downward, there is a selling opportunity. There are two lines on this indicator on the process stage, but the calculations are processed with three lines (Edwards et al., 2012). Red and blue lines upward and downward crosses announce the buy-and-sell warnings. The best buy warning is when prices fall well below zero (emotional sales).

Appel sometimes utilizes different lengths for the EMAs, depending on the behavior of the security and trading objectives, shorter or longer term. He also analyses longer-term perspectives using weekly data, based only on the candle's closing price for the last day of each week. Appel showed that his basic MACD is an adaptable concept to any

time-frame from daily to monthly. Instead of applying a simple mechanical rule for interpreting MACD, Appel has established proprietary decision rules for sale in a research report and videotape.

For using MACD, it is necessary to experience and judgment as Appel intended. Even naïve testing assumptions illustrated that MACD might have some objective potential value as a purely mechanical, trend-following, and trend-based technical indicator. The majority of monthly buy signals would have been profitable for long-term trades only. MACD would have slightly outperformed the passive buy-and-hold strategy for long trades, while short selling would not have been worthwhile.

Alongside this indicator, there is the RSI indicator, which was introduced by Welles Wilder in 1971 and is one of the most famous indicators. The RSI indicator is one of the most vital indicators in the market that measures the strength of recent closing price changes by a priori values. Then it converts to a numerical scale between 0 and 100.

$$RSI = 100 - (100/(1+RS))$$

RSI is the ratio of the exponentially smoothed moving average of n-period gains divided by the specific value (i.e., ignoring sign) of the exponentially smoothed moving average of n-period losses (Yazdi & Lashkari, 2013).

As a formula, RSI does not relate any security to any other security. Instead, RSI quantifies price momentum. It only depends on the changes in exact closing prices. Despite its name, it has nothing in common with the traditional Relative Strength, whereby the price of a stock is divided by a broad market index (such as the Standard & Poor's 500 Index) to arrive at a ratio that shows the trend of a stock's performance relative to the stock market. Instead, Wilder's RSI is a front-weighted price velocity ratio for only one thing (a stock, a futures contract, or an index). In conformity with the standard interpretation of price velocity oscillator generally, Wilder places considerable emphasis on confirmations and divergences of RSI compared to the underlying stock price series.

RSI's method of calculation, utilizing Exponential Moving Averages, correctly avoids the problem of sudden movement caused solely by dropping off old data, that is, the issue of the "take away" number, an issue that plagues such popular indicators as short Simple Moving Averages, Rate of Change, and Stochastics. Exponential smoothing also reduces the need to work with long columns of historical data each day or each week. The smaller n is, the shorter the period measured and the more sensitive the indicator. The larger n is, the longer the period measured and the less sensitive the indicator. Wilder's suggested n-period measurement for 14 days. Other popular lengths are 20, 14, 10, 8, 7, and 5 days. We found that the shortest one, five days, gives us the best result.

The indicator can also be proved to any time frame, from minutes to months (Yazdi & Lashkari, 2013).

Because of that large number of market analysts use this indicator. This indicator measures the ups and downs and gives this number in the desired range. If the indicator shows a number above 70, the market is in an oversold position, and the price is higher

than expected. If it gives a number below 30, the market is overdrive, and the price is too low (Fathi & Parvizi, 2016).

For contracts issuance date between sponsor and club, the club's website information was used. Initially, the NKE price data was gathered from 01/01/2013 to 30/12/2018 from the stock market. Then, the dates of issuing announcements were found on the club's websites. For analyzing the price actions of the industrial companies, their price trend information is extracted from the stock market that companies are present in the same period. The date of the sponsorship announcement of the Nike for the clubs, as mentioned above, was also presented to Manchester City fans on 09/07/2015 and 25/07/2015 for Tottenham Hotspur fans on 30/06/2014 and Chelsea fans on 01/07/2017 and 08/07/2017. These dates are the date of release of Nike kit sponsorship news to the public (2019a).

Similarly, the date of sponsorship announcement of industrial companies on 16/07/2015 was signed between the Chelsea club and Yokohama Tires, and the date of presentation of the logo on 25/07/2015 (2017). On 18/07/2014, AIA also stated sponsorship of the Tottenham club (2014). In the meantime, Etihad has been sponsoring the Manchester City Club for more than a decade, so the announcement is missing for the studying period (2009).

## 4. Results

As Figure 1 the price trend and movement of the Nike Company were studied in the mentioned period, and there were some anomalies and changes in trend at the issuing date of the announcement.



Figure 1. Nike Co. stock price trend in stock market.

The date of issuing sponsorship announcements by the clubs and the change of the price trends outlined in Figure 2, which indicate a significant and obvious increase (bullish marketing) in price trend.



**Figure 2.** Schedules for clubs to issue a statement of support.

According to [Figure 2](#), the red shapes illustrated three English Premier League clubs (Manchester City, Chelsea, Tottenham) from 2013 to the end of 2018. In this period, sponsors are looking to sign a preliminary contract or renewal. According to data gathered from the stock market, on the date of the club announcement issuing Nike kit sponsorship, visible changes in the price trend make it essential to examine the impact of kit sponsorship in the Premier League. The effects of signing contracts are visible on trend change.

Data were analyzed by using Technical Analysis through three indicators RSI, MACD, and Moving Average.

According to [Figure 3](#), as shown below, the red shapes illustrated the date of announcements, and the green shapes described the trend according to the MACD indicator. According to [Figure 3](#), when issuing the announcement on 30/06/2014 for the Tottenham Hotspur Club for the first and second clothing kit, the moving average indicator is near the main trend line, so the proximity of the two indicators lines indicates the low potential of the trend change. However, we can see a price action changing after issuing the announcement.

On 09/07/2015 and 25/07/2015, when another announcement of Nike's sponsorship for the Manchester City club is issued, the moving average indicator is above the trend line. The MACD indicator is near Zero, which means that the trend is equilibrium. After the announcement issuance, the MACD has tilted to the zero lines and set the trend change to high prices (bullish trend). Meanwhile, price reforms should not be ignored in the market.

In 2017, when the following announcement of the kit sponsorship for Chelsea is announced on July 1st and 8th, Nike is still showing a change in the stock trend with both indicators increasing.



Figure 3. MACD Price Indicator.

In addition to the topics mentioned by the MACD indicator, the RSI indicator is again used to confirm the trends stated for each statement at that time.



Figure 4. RSI indicator analysis on the price trend.

According to Figure 4, in all three cases, green marks show the RSI is in the range of 60 to 70, illustrating a bullish market trend towards its saturation and a price increase. This figure demonstrated that the indicator also supports the previous two indicators due to the positive effect of sponsorship announcements.

Club sponsors, such as Yokohama, are also listed on the Tokyo Stock Exchange because of their Japanese nature, Assessed in Figure 5.



Figure 5. Yokohama Tires price trend chart on the Tokyo Stock Exchange.

After gathering the price data of Yokohama Rubber C.O on the Tokyo Stock Exchange and removing wrong and not fitted ones, the data were examined for the price trend on issuing announcements on 16/07/2015 and 25/07/2015 by applying three technical analysis indicators. On the first date, the sponsorship news and the second one, the company badge print on the clothing kit, was announced, shown in Figure 6; along with the announcements, there is a change in the trends.



Figure 6. Yokohama Price Chart with Three MACD-RSI-Moving Average Indicators.



According to Figure 6, there were some changes in the trend. The price trend was ascending on that date. The review and implementation of the technical analysis tool found out that over the date of 16/07/2015 and 25/07/2016, the ascending trend was caused by issuing the announcements.

As shown in the lower part of Figure 6, the linear proximity to the RSI and MACD indicators to the middle line indicates the direction of the Bullish marketing and the saturation threshold for buying, making it possible to describe the uptrend. In both indicators, acceleration is also evident from the first issuing of the announcement until the Yokohama kit sponsorship announcement issuing at the date of the second one.

The second case was also investigated by AIA, which operates on the Hong Kong Stock Exchange. The price information of the company was extracted at the desired time and analyzed in Figure 7, according to the date of the announcement.



Figure 7. AIA stock trend chart in Hong Kong Stock Exchange.

According to Figure 8, the followings are the practical uses of the three indicators and how they respond to the trend. These three indicators were examined and analyzed on the date of the issuing of the announcement.



Figure 8. AIA Price Chart with Three MACD-RSI-Moving Average Indicators.

You can see the effects of announcing on 18/07/2014 for the company in the stock market. MACD and RSI first put a midrange departure on the green shapes, indicating the impact of the news on the market. By continuing on the trend line, we can see bearish trends and changes that occur when the lousy report or bearish marketing happens. However, after that, there is a significant change in the trend. The ascending movement is caused by being a sponsor for this Premier League club on the effects of issuing the announcements.

## 5. Managerial implications

The important thing is that despite the expected results for the sponsorship companies at the beginning of the announcement, there is also the possibility of a complete reversal stock trend at the end of the season if the club does not receive the results or get bad ones (Batmunkh, 2021; Cornwell & Kwak, 2015; Zapata Agüera & Martínez Caro, 2021). Alongside these results, it should be pointed out that some things lead to a significant change in the results of this study. For example, notable events that occur in the stock market or the economic market of countries can make the effects distort reality. Similarly, if too many competitors participate in negotiations between clubs, there will be significant changes in the equity process if a company wins. So, there are so many reasons that can affect the price trend of the sponsorship company, but with all these risks, the companies are very interested in being a sponsor for the football club. The results of this paper can be one of the main reasons for the companies to get the kit sponsorship of the football club to see how their price trend is going to change.

## 6. Discussion and conclusion

This study examined the relationship between being a kit sponsorship for a football club and its effects on its stock market value by studying the price trends and analyzing the trend with robust technical analysis methods. Studies show that issuing sponsorship announcements have affected stock trend change in the stock market.

The study considers the stock trend of kit sponsorship companies (Nike) and three industrial companies, which sponsor three famous football clubs in the English Premier League.

It also included utilizing the technical analysis and its three indicators for analyzing the effects of the announcements on the stock trend.

Theoretical analysis of kit sponsorship for clubs has, in most cases, led to an upward shift in the stock market trend (bullish trend) and an increase in corporate stock market clients (Abril Barrie et al., 2018; Doellman et al., 2022). The initial hypothesis expresses that the English League clubs' kit sponsorship effect on the equity market trend is sufficient (Silvestre & Santos, 2007; Šíma, 2019). According to Figure 3 and 4, the utilized indicators (Moving Average – MACD – RSI) indicates a trend change after issuing the announcements.

Both lines of the MACD indicator were above the zero lines in both stages of the study, indicating stability in trends that change after the announcement. The lines are below the zero lines in the last step, so there is a potential buying alert shown in the market. It is because of the sharp fall in trend for other reasons before issuing the announcements. The RSI also indicates the market trend towards saturation and high stock prices throughout the issuance of the announcements, which confirms the purpose of this research.

Significantly, a new sponsor for the clubs is pronounced in the brand-related fans number because the sponsor company's fans are becoming the club fan too (Bunn et al., 2019; Thomas, 2015). By increasing the number of fans, it is customary to see an increase in a stock market exchanging volumes, and it is normal to have a change in the stock trend.

## Disclosure statement and funding

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

## References

- Abril Barrie, C., Sánchez Herrera, J., & Recio Naranjo, T. (2018). Does Wall Street love sports sponsorship? Stock market reactions to the announcement of global official sponsorships. *Journal of Advertising Research*, 58(3), 297-310. <https://doi.org/10.2501/JAR-2017-016>
- Achelis, S. B. (2000). *Technical Analysis from A to Z* (2nd ed.). McGraw-Hill Education. <https://books.google.com/books?id=XuiF-2eWHYUC>

- Aghaei Shahri, M. S., & Azimzadeh, S. M. (2021). The Infrastructure, Peripheral, Organizational and Market Relations in the Iranian Sports Industry. *Sports Business Journal*, 1(1), 119-130. <https://doi.org/10.22051/sbj.2021.37288.1013>
- Batmunkh, E. (2021). Role of Football in International Business and Economy. *Management Science and Business Decisions*, 1(2), 39-56. <https://doi.org/10.52812/msbd.20>
- Benar, N., Ramezanejad, R., Khabiri, M., Kazemnegad, A., & Malekakhlagh, E. (2012). The Survey of Sport Sponsorship Objectives in Iran Super Leagues. *Journal of Sport Management*, 4(14), 161-176. <https://doi.org/10.22059/jsm.2012.28910>
- Bunn, C., Ireland, R., Minton, J., Holman, D., Philpott, M., & Chambers, S. (2019). Shirt sponsorship by gambling companies in the English and Scottish Premier Leagues: global reach and public health concerns. *Soccer & Society*, 20(6), 824-835. <https://doi.org/10.1080/14660970.2018.1425682>
- Burton, N., Naraine, M. L., & Scott, O. (2021). Exploring Paralympic digital sponsorship strategy: an analysis of social media activation. *Managing Sport and Leisure*, 1-17. <https://doi.org/10.1080/23750472.2021.1990789>
- Clark, J. M., Cornwell, T. B., & Pruitt, S. W. (2009). The impact of title event sponsorship announcements on shareholder wealth. *Marketing Letters*, 20(2), 169-182. <https://doi.org/10.1007/s11002-008-9064-z>
- Cornwell, T. B. (2014, July 16 ). *Sponsorship in Marketing: Effective communication through sports, arts, and events* (1st ed.). Routledge. <https://doi.org/https://doi.org/10.4324/9781315816371>
- Cornwell, T. B., & Kwak, D. H. (2015). Sponsorship-Linked Marketing: Introduction to Topics. *Journal of Sport Management*, 29(2), 133-136. <https://doi.org/10.1123/JSM.2015-0055>
- Dobson, S., Goddard, J. B., Goddard, J. A., & Goddard, J. (2001). *The Economics of Football*. Cambridge University Press. <https://books.google.com/books?id=7YVCwNjW1A8C>
- Doellman, T. W., Walkup, B. R., Bouchet, A., & Chabowski, B. R. (2022). A Dichotomy of Sport Sponsorships: Does the Nature of Competition Among Sponsors Matter? *Journal of Sport Management*, 36(2), 188-198. <https://doi.org/10.1123/jsm.2020-0203>
- Edwards, R. D., Magee, J., & Bassetti, W. H. C. (2012). *Technical Analysis of Stock Trends, Tenth Edition*. Taylor & Francis. <https://books.google.com/books?id=LB9Xlvh9yuIC>
- Fathi, S., & Parvizi, N. (2016). Profitability of Technical Analysis: Combining Oscillators With Moving Average Rules. *Financial Engineering and Portfolio Management*, 7(28), 41-53. [http://fej.iauctb.ac.ir/article\\_525510.html?lang=en](http://fej.iauctb.ac.ir/article_525510.html?lang=en)
- Ferreira, P., Loures, L., Nunes, J. R., & Dionísio, A. (2017). The behaviour of share returns of football clubs: An econophysics approach. *Physica A: Statistical Mechanics and its Applications*, 472, 136-144. <https://doi.org/10.1016/j.physa.2017.01.022>
- Flynn, P. (2015). *Nike Marketing Strategy: A Company to Imitate* [Honors Thesis, School of Business, The Honors College, University at Albany, State University Of New York]. [https://scholarsarchive.library.albany.edu/cgi/viewcontent.cgi?article=1013&context=honorscollege\\_accounting](https://scholarsarchive.library.albany.edu/cgi/viewcontent.cgi?article=1013&context=honorscollege_accounting)
- Gwinner, K., & Bennett, G. (2008). The impact of brand cohesiveness and sport identification on brand fit in a sponsorship context. *Journal of Sport Management*, 22(4), 410-426. <https://doi.org/10.1123/jsm.22.4.410>
- Hanke, M., & Kirchler, M. (2013). Football championships and jersey sponsors' stock prices: an empirical investigation. *The European Journal of Finance*, 19(3), 228-241. <https://doi.org/10.1080/1351847X.2012.659268>
- Khvastunov, O. (2011). *The impact of sponsorship on stock value* [MA in Financial Economics, Kyiv School of Economics]. <https://kse.ua/wp-content/uploads/2019/03/Khvastunov.pdf>

- Kumareswaran, S. (2019, January 4). *A Three-Year Marketing Plan* [Master Thesis, Business Administration, Business School, University of Wolverhampton]. [https://www.academia.edu/40047401/A\\_three\\_year\\_marketing\\_plan\\_for\\_the\\_development\\_of\\_the\\_Wolves\\_brand\\_in\\_Sri\\_Lanka](https://www.academia.edu/40047401/A_three_year_marketing_plan_for_the_development_of_the_Wolves_brand_in_Sri_Lanka)
- Maricic, M., Kostic-Stankovic, M., Bulajic, M., & Jeremic, V. (2019). See it and believe it? Conceptual model for exploring the recall and recognition of embedded advertisements of sponsors. *International Journal of Sports Marketing and Sponsorship*, 20(2), 333-352. <https://doi.org/10.1108/IJSMS-02-2018-0020>
- Meenaghan, T., McLoughlin, D., & McCormack, A. (2013). New challenges in sponsorship evaluation actors, new media, and the context of praxis. *Psychology & Marketing*, 30(5), 444-460. <https://doi.org/10.1002/mar.20618>
- Memari, Z., Rafei Boldaji, S., & Pouyandekia, M. (2021). How is the Football Schools Franchise Using a Valuable Approach to Revenue-Generating Capacity in Iranian Football Clubs? *Sports Business Journal*, 1(1), 31-44. <https://doi.org/10.22051/sbj.2021.36864.1008>
- Naidenova, I., Parshakov, P., & Chmykhov, A. (2016). Does football sponsorship improve company performance? *European Sport Management Quarterly*, 16(2), 129-147. <https://doi.org/10.1080/16184742.2015.1124900>
- Palomino, F., Renneboog, L., & Zhang, C. (2009). Information salience, investor sentiment, and stock returns: The case of British soccer betting. *Journal of Corporate Finance*, 15(3), 368-387. <https://doi.org/10.1016/j.jcorpfin.2008.12.001>
- Popp, B., Horbel, C., Klein, P., & Rach, N. (2018). *The Impact of Rivalry among Sport Teams on Sport Sponsorship Evaluation: Lessons from the German Bundesliga*. 26th European Association for Sport Management Conference (EASM), Malmö, Sweden.
- Ramazani, A., Mardani, H., Emamgholipour, M., & Mardani, S. (2012). The Effect of the Results of Football Champions League Games on Sponsors' Stock Prices: Evidence from Iran. *World Applied Sciences Journal*, 20(1), 102-106. <https://doi.org/10.5829/idosi.wasj.2012.20.01.2451>
- Saatchian, V., Azizi, B., & Talebpour, M. (2021). ADIDAS Sportswear Brand Popularity Model in Iranian Consumers. *Sports Business Journal*, 1(1), 163-177. <https://doi.org/10.22051/sbj.2021.36650.1004>
- Scholtens, B., & Peenstra, W. (2009). Scoring on the stock exchange? The effect of football matches on stock market returns: an event study. *Applied Economics*, 41(25), 3231-3237. <https://doi.org/10.1080/00036840701721406>
- Silva, F. M. C. (2021). *Does performance exclusively determine the value from shirt sponsorship in football?* [Master Thesis, NOVA Information Management School, Instituto Superior de Estatística e Gestão de Informação, Universidade Nova de Lisboa]. <https://run.unl.pt/bitstream/10362/129690/1/TGI0489.pdf>
- Silvestre, A. L., & Santos, A. (2007). The Euro 2004 marketing decisions and sponsoring results. *International Journal of Sport Management and Marketing*, 2(5-6), 475-495. <https://doi.org/10.1504/IJSM.2007.013962>
- Šíma, J. (2019). Sponsorship of European Professional Football Clubs. *Marketing Identity*, 7(1), 353-365. <https://www.cceol.com/search/article-detail?id=870997>
- Stadtmann, G. (2006). Frequent news and pure signals: The case of a publicly traded football club. *Scottish Journal of Political Economy*, 53(4), 485-504. <https://doi.org/10.2139/ssrn.839104>
- Takamatsu, S. (2022). The relationship between sponsorship objectives and sport team reputation among sponsor companies: An exploratory study focusing on sponsors of a Japanese professional women's volleyball club. *Journal of Global Scholars of Marketing Science*, 32(2), 252-268. <https://doi.org/10.1080/21639159.2021.1914128>

- Taylor, M. P., & Allen, H. (1992). The use of technical analysis in the foreign exchange market. *Journal of International Money and Finance*, 11(3), 304-314. [https://doi.org/10.1016/0261-5606\(92\)90048-3](https://doi.org/10.1016/0261-5606(92)90048-3)
- Thomas, R. J. (2015). Out with the old and in with the new: a study of new kit sponsorship and brand associations in the Barclays Premier League. *Journal of Product & Brand Management*, 24, 229-251. <https://doi.org/10.1108/JPBM-07-2014-0657>
- Tsordia, C., Papadimitriou, D., & Parganas, P. (2018). The influence of sport sponsorship on brand equity and purchase behavior. *Journal of Strategic Marketing*, 26(1), 85-105. <https://doi.org/10.1080/0965254X.2017.1374299>
- Yazdi, S. H. M., & Lashkari, Z. H. (2013). Technical analysis of Forex by MACD Indicator. *International Journal of Humanities and Management Sciences (IJHMS)*, 1(2), 159-165. <https://www.semanticscholar.org/paper/Technical-analysis-of-Forex-by-MACD-Indicator-Yazdi-Lashkari/fb6e980df804abf3531f74f01e6147c318ca1bae>
- Zapata Agüera, S., & Martínez Caro, L. (2021). An explanatory model of the influence of consumer exposure to sport sponsoring event. *Sport in Society*, 1-19. <https://doi.org/10.1080/17430437.2021.1922389>



## حضور حامیان البسه ورزشی در بازار سهام مطالعه موردی شرکت نایکی با عنوان حامی البسه ورزشی در سه باشگاه فوتبال

سعید احمدی بنابی<sup>۱</sup>، وجیهه جوانی<sup>۲\*</sup>

<sup>۱</sup> کارشناسی ارشد مدیریت بازاریابی ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه تبریز، تبریز، ایران.  
<sup>۲</sup> استادیار، گروه مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه تبریز، تبریز، ایران.

### کلیدواژه

ارزش سهام  
بازار بورس  
برند  
حامی مالی  
تحلیل تکنیکال

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** امروزه، بدست آوردن حق حمایت البسه تیم‌های ورزشی و در عین حال حق حمایت مالی به ویژه برای باشگاه‌های فوتبال به صورت فزاینده‌ای رقابتی شده است و ارزش‌های زیادی را برای برندهای حامی به دنبال دارد. بنابراین، هدف این پژوهش، مطالعه تاثیر حمایت البسه ورزشی، توسط شرکت نایکی از تیم‌های فوتبال در مقایسه با حامی مالی، بر ارزش سهام آن‌ها در بازار بورس اوراق بهادار و تاثیر حمایت مالی برندهای حامی البسه تیم‌های فوتبال بر ارزش شرکتی آن‌ها، با بررسی تغییرات ایجاد شده بر روی روند قیمتی این شرکت‌ها در بازار بورس اوراق بهادار است.

**روش:** در این پژوهش، داده‌های مورد استفاده از تاریخ صدور اطلاعیه سه تیم فوتبال حاضر در لیگ برتر جزیره (انگلیس) بوده که قبل از شروع مسابقات، شرکت حامی خود را معرفی کرده بودند و از طریق روش تحلیل تکنیکال بازار و سه اندیکاتور مختلف (آراس‌آی-مک دی- میانگین متحرک)، داده‌ها تحلیل شده‌اند.

**یافته‌ها:** نتایج بدست آمده نشان داد که برند نایکی حامی البسه تیم‌های فوتبال عمدتاً با وجود فضای رقابتی شدید، در روند قیمتی ارزش سهام خود، صعود نسبتاً قابل توجهی را شاهد بوده است. این تغییرات درست به هنگام رسمی شدن حمایت این شرکت هم برای نایکی و هم برای شرکت‌هایی که حمایت مالی را از این تیم هم بر عهده دارند نیز اتفاق افتاده است.

**اصالت و ابتکار مقاله:** به همین علت برندهای حامی تمایل به پرداخت هزینه‌هایی در جهت در انحصار گرفتن بازار حمایت از البسه تیم‌های فوتبال نیز دارند، تا از فضای رقابتی در بازار برنده خارج شوند. آنان با انتخاب و حمایت از تیم‌های فوتبال قدرتمند و مطرح سعی بر قهرمان شدن در لیگ‌ها و مسابقات مختلف را داشته، تا بتوانند این صعود روند سهام را بیشتر تحت سلطه داشته باشند.

تاریخ دریافت: ۱۴۰۰/۱۰/۲۶

تاریخ پذیرش: ۱۴۰۰/۱۲/۱۱







## The Factors Affecting the Entrepreneurial Intention of Sports Science Students Based on the Planned Behavior Theory

Seyed Amin Dehghan<sup>1\*</sup> , Mohamad Hasan Peymanfar<sup>2</sup>

<sup>1</sup> MSc of Sports Management Student, Islamic Azad University, Yazd, Iran.

<sup>2</sup> Assistant Professor, Department of Sports Management, Faculty of Sports Sciences, Kharazmi University, Tehran, Iran.

### ABSTRACT

**Purpose:** The most challenging face of sports entrepreneurship is the need to progress at the same pace as the industry (Hay Dock, 2020). In this regard, sports entrepreneurship in Iran has not yet been able to identify the motivations and needs of entrepreneurs. Therefore, the present study seeks to investigate the factors affecting the entrepreneurial intention of sports science students based on the theory of planned behavior.

**Methodology:** This research is applied in purpose and survey type in the data collection method. The statistical population of the present study was sports science students of universities in Yazd province. One hundred twenty students were selected as available in State university, Islamic Azad, Payame Noor, and non-profit universities. The measuring instruments of this study were four standard questionnaires of attitude towards behavior (26 questions), mental norms (6 questions), perceived behavioral control (entrepreneurial self-confidence) (23 questions), and entrepreneurial intention (3 questions), whose validity was confirmed by various researchers.

**Findings:** Findings showed that the dimensions of the theory of planned behavior had a significant relationship with the entrepreneurial intention of sports science students. Also, the regression test results showed that the three dimensions of the theory of planned behavior, including attitudes toward behavior, perceived behavioral control, and mental norms had a significant effect on the entrepreneurial intention of sports students. Also, the results of ranking the dimensions of the theory of planned behavior showed that attitudes toward behavior, perceived behavioral control, and mental norms had the highest priority, respectively. Therefore, it is suggested to pay attention to the dimensions of the planned behavior theory to develop entrepreneurship among sports science students.

**Originality:** The originality of this article is to use the theory of planned behavior in sports entrepreneurship.

### Keywords

Behavioral Attitude  
Behavioral Control  
Entrepreneurial Intention  
Entrepreneurial Self-Confidence  
Mental Norms

### Article type

Original article

Received: 2021/09/26

Accepted: 2021/12/08

### How to cite this article:

Dehghan, S. A., & Peymanfar, M. H. (2021). The Factors Affecting the Entrepreneurial Intention of Sports Science Students Based on the Planned Behavior Theory. *Sports Business Journal*, 1(2), 33-46. <https://doi.org/10.22051/sbj.2021.37889.1016>



## 1. Introduction

Given the size of the sports industry relative to the global economy, this requires constant attention from entrepreneurs and sports management researchers, and it is essential that sports entrepreneurship researchers continue to look to the future (Ratten, 2012). So, sports are a unique and dynamic industry inherently entrepreneurial in many sectors (Ciletti & Chadwick, 2012). The uniqueness of sports, given the spread of entrepreneurship in industries and organizations, has provided dynamic opportunities for entrepreneurs (Ciletti & Chadwick, 2012; Santomier, 2002). On the other hand, the growth and development of entrepreneurship as the main driving force in the emergence of new businesses and jobs and the subsequent acceleration of economic growth requires understanding the factors and decision-making processes that lead to entrepreneurship (Díaz-García & Jiménez-Moreno, 2010).

Entrepreneurship is a complex phenomenon that encompasses a wide variety of factors and contexts, so much of the entrepreneurial literature is devoted to identifying the factors that affect a person's desire to become an entrepreneur (Gerry et al., 2017) and the research of the entrepreneurial literature leads us to this direction. The factors involved in the growth and promotion of entrepreneurship have been analyzed at two levels. At the individual level, entrepreneurs' psychological and demographic characteristics are examined. At the environmental level, the factors that promote or inhibit the environment of entrepreneurial activity are identified (Mueller et al., 2002).

According to studies such as Gholami Torksaluye et al. (2019), which showed that today sports are one of the most important factors of economic and social development in the world, this industry has become one of the largest and most tangible industries in the world. Kearney (2021) also showed that the sports industry generated about \$ 700 billion in revenue in 2014, accounting for about one percent of total global GDP. Other studies have also shown that from 2009 to 2014, the world sports industry has grown by an average of seven percent each year, which is higher than the average economic growth rate in many countries (Ghorbani & Vahdani, 2016). In addition, the high volume of financial exchanges in the sports industry and the change in people's lifestyles provide countless opportunities for entrepreneurs in this field. Both sports and entrepreneurship seek to boost economic and regional development and have similar innovation, risk-taking, leadership, and opportunity-seeking (Ratten, 2018). Hence, investors have shown great interest in entrepreneurship in the sports sector as a sports business. This result has led organizations and companies to recognize new opportunities in sports and take advantage of them to be profitable in the long run (Kessler & Hermann, 2009). Thus, despite all these efforts, the process of identifying entrepreneurial opportunities still has as many unknown dimensions as a black box (Corbett, 2007; Venkataraman & Shane, 2000), and the question remains as to why some people take advantage of opportunities. And others are unable to do so? Therefore, behavioral factors and the entrepreneur himself are important in creating a business and developing entrepreneurship.

The importance of psychologists in the mid-twentieth century turned their attention to the analysis of the individual. It sought an answer to the question of what distinguishes the individual characteristics of the entrepreneur from the non-entrepreneur (Öner & Kunday, 2016). What characteristics young people and students should have to become entrepreneurs has been the subject of study by many researchers. Individual characteristics and entrepreneurial intention are classic and controversial approaches to entrepreneurship (Rauch & Frese, 2012). Measuring entrepreneurial intention and identifying the factors affecting it are determining factors in the phenomenon's occurrence. Entrepreneurship provides a more accurate prediction of the probability of its occurrence (Moradi et al., 2020). In this regard, several models have been presented. The most widely used in entrepreneurship research is the planned model of Ajzan (Autio & Acs, 2010; Engel & Teece, 2012). According to this theory, every behavior requires a certain amount of planning that intention can predict. Based on this theory and by studying the intention of a person to start a business, it can be predicted whether the person will eventually do it or not (Jones et al., 2010). On the other hand, studies such as Chan et al. (2012) showed that entrepreneurial motivation and entrepreneurial efficiency affect each other; They also concluded that entrepreneurial efficiency and entrepreneurial motivation have a positive and significant effect on entrepreneurial intent.

In a study conducted by Zellweger et al. (2011), the entrepreneurial intentions of individuals were measured by their determination to start a private company and its success. Among these, students are the most potential for studying the characteristics of entrepreneurship (Holienska et al., 2018). Hosseini and Khosravilagh (2017) stated that entrepreneurial motivation, entrepreneurial efficiency, and social networks positively and significantly affect entrepreneurial intentions. Rezaei et al. (2017) showed that perceived control variables and mental norms positively and significantly affect entrepreneurship development. On the other hand, Vamvaka et al. (2020), in their research entitled attitude toward entrepreneurship, perceived behavioral control and entrepreneurial intention, showed that emotional attitude and perceived self-efficacy are the strongest predictors of entrepreneurial intention. On the other hand, Holienska et al. (2018) stated that students' entrepreneurial characteristics in different disciplines are significantly different. Sport and entrepreneurship have several features in common. Therefore, when focusing on the entrepreneurship of university students, sports students deserve special attention. The results of the Student Entrepreneurship Survey showed that sports students are the second group after art students who are heavily involved in entrepreneurial activities (Holienska et al., 2018). Iran graduates and the labor market is not responsible for them; Therefore, students must have a serious intention for entrepreneurship with planned behavior. As Hayduk and Walker (2018) writes, sports entrepreneurs must be hopeful about the future of this industry by knowing themselves. But the important thing to note is that given the planned theoretical approach and the dimensions that arise from what factors can affect the entrepreneurial intent of sports students. Because of the behavioral and psychological aspects of these dimensions and their importance in the attitude and performance of students, these factors are important

in various aspects of innovation and entrepreneurship and have a great impact on their entrepreneurial intent. Therefore, in this study, the researcher examined the factors affecting the entrepreneurial intention of sports science students based on the theory of planned behavior.

## 2. Theoretical background

Logical action theory is used when there is considerable voluntary control over behavior (in other words, the success of reasoning action theory depends on the degree of voluntary control over behavior). In contrast, when the degree of voluntary control over a behavior decreases (the person, despite the behavioral intention, is not able to do it), the use of this model is not so much. Eisen et al. Established a new model called the "theory of planned behavior." In this theory, a third factor is proposed along with the two factors mentioned in the theory of reasoning action, called perceived control. In situations where the behavioral intention to do something is sufficient or the voluntary control over the behavior is high, the power of this third factor is reduced. Attitude Towards Behavior: Attitude toward a behavior is what Cheng describes as the product of a person's apparent belief that behavioral intentions will lead behavior toward actual results and the evaluation of outcomes that show the desired effect. Attitude towards behavior refers to a person's positive or negative assessment of behavior (Taheri Jandaghi & Husseinia, 2017).

Perceived Behavior Control: In the theory of planned behavior, perceived behavioral control is defined as an individual's assessment of whether a behavior is complex or straightforward. Perceived behavioral control determines behavior when perceived behavioral control reflects the actual behaviour of individuals on the desired behavior. It is assumed that behavioral control in K demonstrates the individual's previous experience and the predicted barriers to performing a behavior (Taheri Jandaghi & Husseinia, 2017). Mental norms: Mental norms are related to social factors and are connected to a person's perception of social pressures these people put on a person to do or not do or do something. It is also mental (abstract) norms that are the product of a person's normative belief, which relates to a person's confidence in their previous thoughts about "should or should not behave" and motivates them to perform or accept a behavior. A person in his social network will be influenced by several people, which indicates that the people around a person, including some factors like the father, mother of religious leaders, political leaders. All impact his ideas and behaviors (Ghavam & Kiamehr, 2020). Entrepreneurial intention: One of the presuppositions of entrepreneurial activities is entrepreneurial intention. Krueger (2009) sees entrepreneurial intent as a degree of commitment to future behaviors to create a new organization. (Davidsson, 1995) described entrepreneurial intent as a decision to start a company planned to do something groundbreaking for some time. Shapero and Sokol (1982) refer to entrepreneurial intent as the entrepreneurial event model and consider it to create a hypothetical event business that is influenced by the interactions of initiative, ability, management, and proportions of independence and risk. The three factors of

understanding desirability are pragmatism and understanding feasibility (Bani Shaykh al-Islami & Hamednejad, 2015, June 20). [Hosseini et al. \(2021\)](#) showed that structural ( $pc=0.99$ ), environmental ( $pc=0.88$ ) and behavioral ( $pc=0.80$ ) factors exert a direct effect on sports entrepreneurship ([Hosseini et al., 2021](#)).

### 3. Methodology

The present research is applied in terms of purpose and survey method in terms of data collection. The statistical population of the present study consisted of all undergraduate and graduate students in the field of physical education and sports sciences of Yazd universities (National, Free, and Payame Noor) (185 people). The statistical sample was selected according to the Morgan table of 120 people, and also, the sampling method was available. The research instruments included two standard questionnaires of [Ajzen and Sexton \(1999\)](#) (attitude towards behavior (26 questions), mental norms (6 questions), perceived behavioral control (entrepreneurial self-confidence) (23 questions)), and entrepreneurial intention (3 questions). Seven professors and experts confirmed the validity of these questionnaires. Cronbach's alpha method was used to measure reliability. The reliability coefficient for Attitude Towards Behavior (0.78), Mental Norms (0.89), Perceived Behavior Control (Entrepreneurial Self-Confidence) (0.88), and Entrepreneurial Intention (0.91) were obtained. Multiple regression analysis was used to confirm or reject the relationship between the variables after calculating the correlation coefficient and determining the intensity of the relationship between independent and dependent variables. Due to the differences between the variables, the Friedman test and SPSS (Ver 20.) were used to prioritize the variables.

### 4. Results

#### *Demographic characteristics description*

Descriptive findings showed that 83.3% of the respondents were under 30 years old, 16.7% were between 30 and 40 years old and older. Also, 60.6% of the respondents were male, and 39.4% were female. The highest level of education of the respondents was in the bachelor's degree, which is 76.6%. 23.3% of the respondents also had a master's degree.

To determine the normality of the research variables, we used the Kolmogorov-Smirnov test. It is shown in [Table 1](#).

**Table 1.** Kolmogorov-Smirnov test results.

	Attitude towards behavior	Appreciated behavioral control	Mental norms	Entrepreneurial intent
Sample number	120	120	120	120
Mean	98.50	9.25	22.29	79.62

		Attitude towards behavior	Appreciated behavioral control	Mental norms	Entrepreneurial intent
Normal distribution parameters	Standard deviation	10.17	2.48	2.63	11.55
Kolmogorov-Smirnov test statistics		1.19	2.73	2.21	1.65
obtained Levels from the test		0.08	0.1	0.06	0.12

Table 1 shows that all variables' significant level values are greater than the test level, i.e.  $\alpha = 0.05$ , so all variables had a normal distribution.

Investigating the relationship between research variables:

**Table 2.** Results of Pearson correlation test of independent variables and entrepreneurial intention.

Variable	Entrepreneurial intent	
Attitude towards behavior	Pearson coefficient	0.554
	significance	0.001
	Sample size	120
Perceived behavioral control	Pearson coefficient	0.354
	meaningfulness	0.001
	Sample size	120
Mental norms	Pearson coefficient	0.446
	Meaningful	0.001
	Sample size	120

Table 2 shows the results of calculating the Pearson correlation coefficient. All coefficients are confirmed at a 95% confidence level, so the  $H_0$  hypothesis that there is no correlation is rejected, and the claim is retained. Behavioral controls, perceived behavioral controls, and mental norms are dependent variables. Stepwise regression was used to identify only the most predictive power variables (best model) to analyze the research hypothesis.

**Table 3.** Name variables in the regression model.

1	Attitude towards behavior	
2	Perceived behavioral control	Independent variable
3	Mental norms	
4	Entrepreneurial intent	Dependent variable

Table 3 shows how to name variables in the regression model. The results obtained from the regression are shown in the table below.

**Table 4.** Summary of regression model for the dependent variable of entrepreneurial intention concerning independent variables.

Mod	Variables	Efficacy coefficient	Determination coefficient	Mediated efficacy coefficient	Standard estimation error	Watson-camera
1	Attitude towards behavior	0.69	0.476	0.474	1.80152	1.672
2	Perceived behavioral control	0.628	0.495	0.492	1.96583	1.84
3	Mental norms	0/40	0/160	0/156	2.28482	1.76

In the [Table 4](#) variables of attitude towards behavior with the variable of entrepreneurial intention, the value of the Watson camera test statistic is 1.67, and this value is in the specified allowable range of 1.5 to 2.5. There is no correlation regression among the components of the model error, and the fitted model is good. Also, the relationship between these two variables is 69%. Also, the perceived behavioral control variable with the entrepreneurial intention variable, considering that the value of Watson camera test statistic is equal to 1.84, and this value is in the specified allowable range of 1.5 to 2.5. There is no correlation among regression model error components, and the fitted model is good. The relationship between these two variables is 63%. Also, the variable of mental norms with the variable of entrepreneurial intention, considering that the value of Watson camera test statistic is equal to 1.76, and this value is in the specified allowable range of 1.5 to 2.5. There is no correlation between the error components of the regression model, and the fitted model is good. Also, the relationship between these two variables is 40%. According to the results, the attitude towards behavior has the most significant impact on entrepreneurial intention.

**Table 5.** Significance of hypothesis models.

Model	Source	Total squares	Average of squares	Freedom degrees	F	Meaningfulness
1	Regression	10364.085	10364.085	1	79.198	0.001
	Residue	15310.881	130.862	117		
	Total	25674.966		118		
2	Regression	11284.771	5642.385	2	45.484	0.001
	Residue	14390.195	124.053	116		
	Total	25674.966		118		
3	Regression	11887.820	3962.573	3	33.052	0.001
	Residue	13878.246	119.889	115		
	Total	25674.966		118		
4	Regression	12493.578	3123.395	4	27.013	0.001
	Residue	13181.388	115.626	114		
	Total	25674.966		118		

According to [Table 5](#), all variables were statistically significant. The Friedman test was used to prioritize independent variables and the value of their impact on entrepreneurship in this study. The test results are shown in [Table 6](#).

**Table 6.** Friedman test results of research variables.

Variable	N	Mean	Standard deviation	Friedman tests			
				Rank mean	The statistics are two	Freedom degree	Significance level
Attitude toward behaviour	120	4.6	0.983	4.53	38.198	2	0.001
Perceived behavariial control	120	4.16	0.947	4.38			
Mental norms	120	3.75	0.495	4.19			

Table 6 shows the results of the Friedman test that there is a significant difference between the priority of research variables in all three variables related to entrepreneurship. All factors were higher than average and based on this, the variable of attitude towards behavior had the highest priority, and the variable of mental norms had the lowest priority.

## 5. Managerial implications

Principals of sports schools should change sports students' behavior, attitudes, and mental norms by presenting attractive and practical programs. We use new and advanced sports facilities for students and establish sports workshops and seminars.

## 6. Discussion and conclusion

Entrepreneurship is a good way to achieve economic development and create job opportunities. Entrepreneurial intention is also a prelude to entrepreneurial behavior, so it is imperative to know the entrepreneurial intention of sports science students and recognize the factors affecting it. Findings show a positive and significant relationship between the two variables of attitude toward entrepreneurial behavior and entrepreneurial intention. In other words, positive attitudes toward entrepreneurial behavior significantly affect the likelihood of starting a sports business and one's entrepreneurial intent. These results were consistent with the findings of Engle et al. (2010), Sadeghi and Malekinia (2011), Hosseini and Khosravilagh (2017), and Ziyae and Vaghar Mousavi (2016). Accordingly, the importance of attitudes toward entrepreneurship in explaining the ideals and goals of individuals to create a new business has been clearly and empirically confirmed in previous research. In this regard, Frank (2007) found in their study that the attitude towards entrepreneurship is the most important determinant of entrepreneurial intention. Swan and Heesacker (2012) also argued that attitudes have a special place in determining a person's desires. The main point in the occurrence of a behavior is the view of individuals towards that behavior. In their study, Schwarz et al. (2009) found that about 50% of the difference in intention is due to attitudes. Therefore, a positive attitude towards entrepreneurship by physical education students significantly increases the likelihood of starting a sports business.



Because a person's attitudes and motivations are a key factor in influencing his entrepreneurial tendencies. To the extent that a person has a positive attitude towards entrepreneurial behavior by considering the positive consequences of starting a business, they are more likely to reinforce the intention of the above behavior. In other words, a better understanding of the specific benefits associated with the sports business by physical education students will increase their recognition of their identity as an entrepreneur. Other research findings show a positive and significant relationship between perceived behavioral control variables and entrepreneurial intention. This result of the study was in line with (Vamvaka et al., 2020) and (Rezaei et al., 2017). Vamvaka et al. (2020), in their study entitled Attitudes toward entrepreneurship, perceived behavioral control, and entrepreneurial intent showed that emotional attitude and perceived self-efficacy are the strongest predictors of entrepreneurial intent. Jenkins and Johnson (1997) also believe that perceived behavioral control influences career path choices. They cultivate themselves (Drnovsek et al., 2010; Naktiyok et al., 2009). Therefore, people with higher levels of perceived self-confidence will put more effort in a longer period and will have more continuity to receive the relevant results, as a result of which their entrepreneurial intention is more. The effect of mental norms on entrepreneurial intention shows a relatively strong positive relationship between the two variables. This result of the research was in line with the researches of (Rezaei et al., 2017) and (Hosseini & Khosravilagh, 2017). Previous research on the effect of this factor on entrepreneurial intention confirms the relationship between the two variables. When those around the person positively evaluate the role of entrepreneurship and related behaviors as a model, the person's tendency to develop entrepreneurial behaviors increases. But the analysis results show a weaker effect of this variable on intention than the other two variables. According to the study results, Ajzan considered mental norms the weakest factor in the model. Several studies conducted using the theory of planned behavior have found a weak relationship between this factor and entrepreneurial intention (Shook & Bratianu, 2010). A logical explanation for such a relationship is that this factor may not directly affect entrepreneurial intention and indirectly affect the entrepreneurial intention by influencing the other two factors of the model, namely attitude towards entrepreneurship and self-confidence. Individuals receive influences due to contact with family, friends, and other close and influential people in their lives, which can directly affect a person's attitude. According to Henley (2005), an individual's self-esteem may be influenced by a person's background, such as the degree of cultural acceptance of entrepreneurship as a career option or the strength of the family's influence on career choice. On the other hand, Ajzan emphasizes that the relative importance of the factors in the model varies during different situations and behaviors (Engle et al., 2010). Accordingly, the results of studies conducted on the effect of mental norms in different societies and examples have presented different results. Therefore, the mentioned reasons are the weaker effect of the mental norms variable on

entrepreneurial intention than the previous two factors. In general, if sports science students manage their behaviors more optimally and change their attitude towards entrepreneurship and business development in the sports industry, they can take a more positive step in their entrepreneurial goals. As a result, it is necessary to pay attention to the theory of planned behavior due to the importance of developing entrepreneurial intention among sports science students. In this regard, to pay attention to the dimensions of the theory of planned behavior. According to the priorities obtained from this research, it can improve and strengthen the entrepreneurial intention among sports science students.

### Disclosure statement and funding

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

### References

- Ajzen, I., & Sexton, J. (1999). Depth of processing, belief congruence, and attitude-behavior correspondence. In S. Chaiken & Y. Trope (Eds.), *Dual-process theories in social psychology* (pp. 117-138). The Guilford Press. <https://psycnet.apa.org/record/1999-02377-005>
- Autio, E., & Acs, Z. (2010). Intellectual property protection and the formation of entrepreneurial growth aspirations. *Strategic Entrepreneurship Journal*, 4(3), 234-251. <https://doi.org/10.1002/sej.93>
- Bani Shaykh al-Islami, Z., & Hamednejad, E. (2015, June 20). *Business Intelligence A Powerful Framework for Creating Strategic Entrepreneurship and Competitive Advantage*. First International Conference on Management, Economics, Accounting and Educational Sciences, Futuristic Scientific Research and Consulting Company and Payame Noor Neka University, Sari, Mazandaran, Iran. <https://civilica.com/doc/445485>
- Chan, K. Y., Ho, M.-H., Chernyshenko, O., Bedford, O., Uy, M., Gomulya, D., Sam, Y., & Phan, W. M. J. (2012). Entrepreneurship, professionalism, leadership: A framework and measure for understanding boundaryless careers. *Journal of Vocational Behavior*, 81, 73–88. <https://doi.org/10.1016/j.jvb.2012.05.001>
- Ciletti, D., & Chadwick, S. (2012). *Sports Entrepreneurship: Theory and Practice*. Fitness Information Technology. <https://books.google.com/books?id=ZBp4uQAACAAJ>
- Corbett, A. C. (2007). Learning asymmetries and the discovery of entrepreneurial opportunities. *Journal of Business Venturing*, 22(1), 97-118. <https://doi.org/10.1016/j.jbusvent.2005.10.001>
- Davidsson, P. (1995, November 23-24). *Determinants of entrepreneurial intentions*. RENT XI Workshop, Piacenza, Italy. [https://eprints.qut.edu.au/2076/1/RENT\\_IX.pdf](https://eprints.qut.edu.au/2076/1/RENT_IX.pdf)
- Díaz-García, M. C., & Jiménez-Moreno, J. (2010). Entrepreneurial intention: the role of gender. *International Entrepreneurship and Management Journal*, 6(3), 261-283. <https://doi.org/10.1007/s11365-008-0103-2>
- Drnovsek, M., Wincent, J., & Cardon, M. (2010). Entrepreneurial Self-Efficacy and Business Start-up: Developing a MultiDimensional Definition. *International Journal of*

- Entrepreneurial Behaviour & Research*, 16, 329-348. <https://doi.org/10.1108/13552551011054516>
- Engel, J. S., & Teece, D. J. (2012). John Freeman: Entrepreneurship and innovation defined—a personal remembrance. *Industrial and Corporate Change*, 21(1), 245-248. <https://doi.org/10.1093/icc/dtr078>
- Engle, R., Dimitriadi, N., Gavidia, J., Schlaegel, C., Delanoë-Gueguen, S., Alvarado, I., He, X., Baume, S., & Wolff, B. (2010). Entrepreneurial intent: A twelve country evaluation of Ajzen's model on planned behavior. *International Journal of Entrepreneurial Behaviour and Research*, 16(1), 35-57. <https://doi.org/10.1108/13552551011020063>
- Frank, A. (2007). Entrepreneurship and enterprise skills: A missing element of planning education? *Planning, Practice & Research*, 22(4), 635-648. <https://doi.org/10.1080/02697450701770142>
- Gerry, C. J., Marques, C. S., & Nogueira, F. (2017). Tracking student entrepreneurial potential: personal attributes and the propensity for business start-ups after graduation in a Portuguese university. *Problems and Perspectives in Management*, 6(4), 46-53. [https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/sets/2389/PPM\\_EN\\_2008\\_04\\_Gerry.pdf](https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/sets/2389/PPM_EN_2008_04_Gerry.pdf)
- Ghavam, M. M., & Kiamehr, M. (2020). *Investigating the intent of using mobile banking software using the theory of planned behavior* [Master Thesis, Sharif University of Technology]. Tehran, Iran.
- Gholami Torksaluye, S., Yuosefi, B., & Zardoshtian, S. (2019). Effect of Personality Characteristics on the Job-Search Self-Efficacy of Graduates of Sports Science. *Research on Educational Sport*, 7(17), 63-82. <https://doi.org/10.22089/RES.2018.6251.1513>
- Ghorbani, M. H., & Vahdani, M. (2016). Designing a Model of Competences of Entrepreneurs in Iran's Sports Industry. *Sport Management Studies*, 8(39), 205-228. <https://doi.org/10.22089/smrj.2016.890>
- Hayduk, T., & Walker, M. (2018). Mapping the strategic factor market for sport entrepreneurship. *International Entrepreneurship and Management Journal*, 14(3), 705-724. <https://doi.org/10.1007/s11365-017-0482-3>
- Henley, A. (2005). *From entrepreneurial aspiration to business start-up: Evidence from British longitudinal data*. [School of Business and Economics, University of Wales Swansea]. Singleton Park, Swansea, UK.
- Holienka, M., Holienkova, J., & Holienka, M. (2018). Sports as a Stepping-Stone for Entrepreneurship: Examining Sports University Students. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 66, 1485-1496. <https://doi.org/10.11118/actaun201866061485>
- Hosseini, S., & Khosravilagh, Z. (2017). Identifying effective factors on leadership and entrepreneurship intent among female students (Case Study: Management Students of Public Universities in City). *Quarterly Journal of Women and Society*, 8(30), 35-56. [http://jzvj.miau.ac.ir/article\\_2390.html?lang=en](http://jzvj.miau.ac.ir/article_2390.html?lang=en)
- Hosseini, S. S., Mokhtari Dinani, M., & Rezaei Pandari, A. (2021). Presenting a Model of Factors Affecting Sports Entrepreneurship (Case Study: Lorestan Province). *Sports Business Journal*, 1(1), 131-151. <https://doi.org/10.22051/sbj.2021.37223.1012>
- Jenkins, M., & Johnson, G. (1997). Entrepreneurial intentions and outcomes: A comparative causal mapping study. *Journal of Management Studies*, 34(6), 895-920. <https://doi.org/10.1111/1467-6486.00077>

- Jones, P., Packham, G., Pickernell, D., Miller, C., & Thomas, B. (2010). Attitudes towards entrepreneurship education: A comparative analysis. *Education and Training*, 52(8/9), 568-586. <https://doi.org/10.1108/00400911011088926>
- Kearney. (2021). *Winning in the business of sports - Korea - Kearney*. AT Kearney Korea LLC. <https://www. Kearney.co.kr/communications-media-technology/article?/a/winning-in-the-business-of-sports>
- Kessler, A., & Hermann, F. (2009). Nascent Entrepreneurship in a Longitudinal Perspective The Impact of Person, Environment, Resources and the Founding Process on the Decision to Start Business Activities. *International Small Business Journal*, 27, 720-742. <https://doi.org/10.1177/0266242609344363>
- Krueger, N. (2009). Entrepreneurial Intentions are Dead: Long Live Entrepreneurial Intentions. In *Understanding the Entrepreneurial Mind* (pp. 51-72). Springer, Cham. [https://doi.org/10.1007/978-1-4419-0443-0\\_4](https://doi.org/10.1007/978-1-4419-0443-0_4)
- Moradi, S., Naderi, N., & Delangizan, S. (2020). Analyzing Fintech Startups Development Process in Iran. *Journal of Entrepreneurship Development*, 13(1), 121-140. <https://doi.org/10.22059/jed.2020.296930.653250>
- Mueller, S. L., Thomas, A. S., & Jaeger, A. M. (2002). National entrepreneurial potential: The role of culture, economic development, and political history. In *Advances in Comparative International Management* (Vol. 14, pp. 221-257). Elsevier. [https://doi.org/10.1016/S0747-7929\(02\)14037-6](https://doi.org/10.1016/S0747-7929(02)14037-6)
- Naktiyok, A., Karabey, C., & Gulluce, A. (2009). Entrepreneurial self-efficacy and entrepreneurial intention: The Turkish case. *International Entrepreneurship and Management Journal*, 6, 419-435. <https://doi.org/10.1007/s11365-009-0123-6>
- Öner, M. A., & Kunday, Ö. (2016). A study on Schumpeterian and Kirznerian entrepreneurship in Turkey: 2006–2013. *Technological forecasting and social change*, 102, 62-71. <https://doi.org/10.1016/j.techfore.2015.09.005>
- Ratten, V. (2012). Sports Entrepreneurship: Challenges and Directions for Future Research. *International Journal of Entrepreneurial Venturing*, 4, 65-77. <https://doi.org/10.1504/IJEV.2012.044819>
- Ratten, V. (2018). The Future for Sport Entrepreneurship. In (pp. 139-149). [https://doi.org/10.1007/978-3-319-73010-3\\_10](https://doi.org/10.1007/978-3-319-73010-3_10)
- Rauch, A., & Frese, M. (2012). Entrepreneurship as a Key Element in Advancing the Psychology of Competitive Advantage. *Industrial and Organizational Psychology*, 5(1), 108-111. <https://doi.org/10.1111/j.1754-9434.2011.01414.x>
- Rezaei, R., Sharafi, L., Najafloo, P., & Golbaz, S. (2017). Affecting Factors Agricultural MSc Students' Entrepreneurial Intention with emphasis on Mediating Effect of Attitude towards Entrepreneurial Behavior in University of Zanjan. *Journal of Agricultural Education Administration Research*, 9(40), 96-111. <https://doi.org/10.22092/jaeear.2017.107934.1297>
- Sadeghi, M., & Malekinia, E. (2011). University Student's Assessment of Entrepreneurial Environments and its Relationship with Entrepreneurial Intention. *Quarterly Journal of Research and Planning in Higher Education*, 17(1), 69-89. <http://journal.irphe.ac.ir/article-1-1043-en.html>
- Santomier, J. (2002). Sport business entrepreneurship. *New England Journal of Entrepreneurship*, 5(1), 5.
- Schwarz, E., Wdowiak, M., Almer-Jarz, D., & Breitenecker, R. (2009). The Effects of Attitudes and Perceived Environment Conditions on Students' Entrepreneurial Intent. *Education + Training*, 51(4), 272-291. <https://doi.org/10.1108/00400910910964566>

- Shapiro, A., & Sokol, L. (1982). The social dimensions of entrepreneurship. *University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship*. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1497759](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1497759)
- Shook, C. L., & Bratianu, C. (2010). Entrepreneurial intent in a transitional economy: an application of the theory of planned behavior to Romanian students. *International Entrepreneurship and Management Journal*, 6(3), 231-247. <https://doi.org/10.1007/s11365-008-0091-2>
- Swan, L. K., & Heesacker, M. (2012). Anti-atheist bias in the United States: Testing two critical assumptions. *Secularism and Nonreligion*, 1, 32-42. <https://doi.org/10.5334/snr.ac>
- Taheri Jandaghi, A., & Husseiniya, S. R. (2017). *Investigating adolescent sports participation based on the theory of planned behavior*. [Master Thesis, Shahroud University of Technology]. Semnan, Iran.
- Vamvaka, V., Stoforos, C., Palaskas, T., & Botsaris, C. (2020). Attitude toward entrepreneurship, perceived behavioral control, and entrepreneurial intention: dimensionality, structural relationships, and gender differences. *Journal of Innovation and Entrepreneurship*, 9. <https://doi.org/10.1186/s13731-020-0112-0>
- Venkataraman, S., & Shane, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-226. <https://doi.org/10.2307/259271>
- Zellweger, T., Sieger, P., & Halter, F. (2011, 09/01). Should I Stay or Should I Go? Career Choice Intentions of Students with Family Business Background. *Journal of Business Venturing*, 26, 521-536. <https://doi.org/10.1016/j.jbusvent.2010.04.001>
- Ziyae, B., & Vaghar Mousavi, M. (2016). Investigating the Effect of Formal Entrepreneurship Trainings on Entrepreneurial Intention. *Journal of Entrepreneurship Development*, 9(1), 99-117. <https://doi.org/10.22059/jed.2016.59858>



SBJ

# نشریه کسب‌وکار در ورزش

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

تلبستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۳۳-۴۶

شناسه دیجیتال: 10.22051/SBJ.2021.37889.1016



## عوامل موثر بر قصد کارآفرینی دانشجویان علوم ورزشی مبتنی بر نظریه رفتار برنامه‌ریزی شده

سید امین دهقان<sup>۱\*</sup>، محمد حسن پیمانفر<sup>۲</sup>

<sup>۱</sup> کارشناسی ارشد مدیریت ورزشی، دانشگاه آزاد اسلامی، یزد، ایران.

<sup>۲</sup> استادیار، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه خوارزمی، تهران، ایران.

### کلیدواژه

خودباوری کارآفرینانه  
قصد کارآفرینی  
کنترل رفتاری  
نگرش رفتار  
هنجارهای ذهنی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** بزرگ‌ترین چالش پیش روی کارآفرینی ورزشی، نیاز به پیشرفت با همان سرعت صنعت است (های داگ، ۲۰۲۰). در این راستا کارآفرینی ورزشی در ایران هنوز نتوانسته است انگیزه‌ها و نیازهای کارآفرینان خود را شناسایی کند. لذا مطالعه حاضر به دنبال بررسی عوامل موثر بر قصد کارآفرینی دانشجویان علوم ورزشی بر اساس نظریه رفتار برنامه‌ریزی شده است.

**روش:** این تحقیق از نظر هدف کاربردی و از نظر شیوه گردآوری اطلاعات از نوع پیمایشی است. جامعه آماری پژوهش حاضر دانشجویان علوم ورزشی دانشگاه‌های سطح استان یزد بود. که تعداد ۱۲۰ دانشجو به صورت در دسترس در دانشگاه‌های دولتی، آزاد، پیام نور و غیرانتفاعی انتخاب شدند. ابزار اندازه‌گیری این پژوهش ۴ پرسشنامه استاندارد نگرش نسبت به رفتار (۲۶ سؤال)، هنجارهای ذهنی (۶ سؤال)، کنترل رفتاری درک شده (خودباوری کارآفرینانه) (۲۳ سؤال) و قصد کارآفرینانه (۳ سؤال) بود که روایی آن توسط پژوهشگران مختلف مورد تأیید قرار گرفته است.

**یافته‌ها:** یافته‌ها نشان داد ابعاد تئوری رفتار برنامه‌ریزی شده با قصد کارآفرینی دانشجویان علوم ورزشی رابطه معناداری دارد. همچنین نتایج حاصل از آزمون رگرسیون نشان داد، سه بعد تئوری رفتار برنامه‌ریزی شده شامل نگرش نسبت به رفتار، کنترل رفتاری درک شده و هنجارهای ذهنی بر قصد کارآفرینی دانشجویان علوم ورزشی تأثیر معناداری داشت. همچنین نتایج حاصل از رتبه‌بندی ابعاد تئوری رفتار برنامه‌ریزی شده نشان داد به ترتیب نگرش نسبت به رفتار، کنترل رفتاری درک شده و هنجارهای ذهنی دارای بالاترین اولویت بودند. بنابراین، پیشنهاد می‌شود جهت توسعه کارآفرینی در میان دانشجویان علم ورزشی به ابعاد تئوری رفتار برنامه‌ریزی شده توجه گردد.

**اصالت و ابتکار مقاله:** نوآوری این مقاله به جهت استفاده از نظریه رفتار برنامه‌ریزی شده در کارآفرینی ورزشی است.

تاریخ دریافت: ۱۴۰۰/۰۷/۰۴

تاریخ پذیرش: ۱۴۰۰/۰۹/۱۷



## What Are the Sports Tourism Factors and Potentials in Guilan Province?

Maryam Fallah Kazemi<sup>1\*</sup>, Nahid Atghia<sup>2</sup>

<sup>1</sup> PhD of Sports Management, Department of Sports Management, Faculty of Sport Science and Physical Education, Payame Noor University, Tehran, Iran.

<sup>2</sup> Associate Professor, Department of Sport Management, Faculty of Sport Sciences, Alzahra University, Tehran, Iran.

### ABSTRACT

**Purpose:** In recent years, tourism, especially sports tourism, has become a rich source of income in many countries. Therefore, identifying the factors that affect the flourishing of sports tourism in a region is the first step for the progression and development of sports tourism.

**Methodology:** In this study, a researcher-made questionnaire with 94% Cronbach's alpha was used to identify the factors affecting tourism growth in Guilan Province. Twelve professors of sports management confirmed the validity of the questionnaire. The statistical population consisted of 25 cultural heritage experts, 46 sports specialists, and 600 sports tourists. A census was sampling in the first (cultural heritage experts) and second (sports experts) groups. The third group consisted of sports tourists, namely all those who visited Guilan Province to participate in competitions and watch the fahr decade tournament in 2019. The sample number was considered 460 according to similar studies. The questionnaire was submitted to a group of professors and university experts, and its validity was confirmed. SmartPLS software was employed to analyze the data.

**Findings:** The research results showed that aquatic sport in coastal cities could lead to the prosperity of sports tourism in Guilan Province and turn this province into a hub of water sports tourism. To achieve this goal, sports, welfare, transportation infrastructure, and proper advertisements are necessary.

**Originality:** Many studies have been done on affective factors of sports tourism in Guilan province. These researches show that the natural attractions of Guilan province are the priority of sports tourism development in this region. This study shows that attention to water sports effectively promotes sports tourism in Guilan province. It appears that this is the first research to investigate the potentials of sports tourism in Guilan Province of Iran.

### Keywords

Sports Attractions  
Sports Specialists  
Sports Tourism  
Sports Tourists

### Article type

Original article

**Received:** 2021/06/21

**Accepted:** 2021/10/06

### How to cite this article:

Fallah Kazemi, M., & Atghia, N. (2021). What are the Sports Tourism Factors and Potentials in Guilan Province? *Sports Business Journal*, 1(2), 47-58. <https://doi.org/10.22051/sbj.2021.36633.1002>



## 1. Introduction

Today, the tourism industry is regarded as the largest and most diverse industry globally, which is the main source of income, job creation, private sector growth, and infrastructure development in many countries (Valizadeh & Amery, 2020). Sports tourism is also a new form of tourism emerging from the connection between tourism and sports and creating a unique and comprehensive structure to fill leisure and recreation time and promote human mental and physical vitality (Harahap & Kartika, 2020). In general, any travel for sports activities is called sports tourism, including skiing, hiking, mountaineering, cycling, hunting, swimming, boating, participating in sports competitions, watching tournaments and the like. Such excursions may be done individually or collectively. Many countries attract sports tourists by establishing well-equipped sports complexes and facilities for sports and athletes; in addition, sports sponsors and spectators who travel to the venue are considered sports tourists (Zarei & Ramkissoon, 2020). Sports tourism is the best industry to improve the economic, social and political conditions, increase employment and income and develop infrastructure. It has also become an economic complement. Many cities attempt to use the empty capacity of hotels to host sports competitions or take advantage of festivals to help the tourism and hotel industry (Herbold et al., 2020). Championship sports are also widely supported by governments to bring about economic, social and political benefits by creating sports tourism brands for the host community in addition to stimulating national pride (Zhai et al., 2021). Also, the facilities were built for international sporting events can be used for many years for the entertainment, cultural and sports requirements of tourists in their leisure time.

## 2. Theoretical background

Developed countries in the tourism industry have taken further steps to identify the potential of sports tourism in their country to invest in tourist attractions in each region, succeed in attracting sports tourists and create better economic opportunities for their country (Buning et al., 2016). In a study by Dixon et al. in 2021 on the legacy of sports tourism ten years after hosting the 2010 Vancouver Olympics and Paralympics, it was found that this event provided new sports tourism opportunities over this period and that many tourists became regular visitors. That is why all countries are trying to provide the conditions for holding critical sporting events and attracting tourists to allocate a large share of this economic activity to their region and country (Dickson et al., 2021). In their research, Buning et al. (2016) concluded that sports tourism enables the optimal use of natural sports attractions to invite sports tourists and gain tourism revenue (Buning et al., 2016). Happ (2020) examined the interests of the destination for the sport tourism development and concluded that as well as natural attractions, sports facilities and venues, transportation infrastructure, political framework, advertising, amenities and hotels are of importance in the attractiveness of an area as a tourist destination (Happ, 2020).

Elahi et al. (2021) suggest that the sports mega-events have many consequences, including employment creation, increased investment, increased prices, improved



infrastructure, increased tourism, and urban reconstruction for the host communities (Elahi et al., 2021). The different destinations have specific characteristics, attractions and capabilities of sports and tourism to develop tourism and attract tourists. Pouder et al. (2018) pointed out that the first step in developing sports tourism in an area is identifying potentials (natural and artificial). Also, the cultural heritage of the region is effective in the blossoming of sports tourism. It is essential to detect the hubs of sports tourism according to the potentials of the destination communities (Pouder et al., 2018). The climate of each region has an important impact on mapping the future of tourism development and multiple capabilities of receiving tourists in different areas during the year, paving the way for increasing tourism potentials, especially sports tourism (Karimi et al., 2018). Therefore, it is essential to address the factors affecting the prosperity of sports tourism in each region. One of the critical factors that can develop the country's sports tourism industry is recognizing the factors that affect the flourishing of sports tourism in each country region (Nazari, 2021).

As Iran struggles with the unemployment problem more than ever before and because the country's economy has become increasingly dependent on petroleum, policymakers are looking for solutions to reduce the dependence on oil revenues. In the meantime, tourism can be a good alternative in this regard. The United Arab Emirates has shifted its focus from an oil- and gas-based economy for many years, and as a result, has witnessed the growth of health, sports, recreation and tourism services industries. Dubai has hosted major international sporting events, many of which are repeated annually. The phenomenon of sports tourism has received special attention as a strategy for the economic development of societies. In this regard, the sports tourism sites of Tehran Province, as one of the most important provinces with tourism attractions, have been addressed (Moradi Doliskani & Atghia, 2021). The most important success factors that make Dubai a competitive global sports destination are tourism attractiveness, proper management of events and the variety of events in this region (Swart et al., 2021). Meanwhile, the share of our country showed a downward trend due to the spread of COVID-19 in 2020. Unfortunately, this figure is tiny compared to 77/000/000 international tourists entering France simultaneously (UNWTO, 2021)<sup>1</sup>.

To improving the Iranian sports tourism industry, we must follow the steps taken by developed countries. Furthermore, advances in any region's tourism and sports tourism industry by addressing the factors affecting the prosperity of sports tourism and providing for the development of sports tourism in that region. Meanwhile, Guilan province is considered one of the most beautiful provinces in terms of natural attractions with high capacities for developing the tourism industry. The diversity of geographical conditions of this province in terms of topography, especially the factor of altitude that divides it into coast, plains, foothills and mountains, can be explained as follows. The climate in the coastal part is alluvial, and foothills enable the attraction and retention of tourists throughout the year. Permanent rivers flow throughout the province from west to east and from north to south, the existence of coasts all over the province that all tourists can enjoy. Vegetation, forest and rangeland, and the distribution of rural,

---

<sup>1</sup> The World Tourism Organization (UNWTO) is a specialized agency of the United Nations

nomadic and urban settlements and other tourism capacities (Adabi et al., 2020). Despite its rich natural capital for tourism, unfortunately, there has been no infrastructural development in the tourism and sports tourism sector in Guilan. Employment as a result of tourism in this region has not managed to eradicate unemployment. Due to the high unemployment rate of young people in Guilan Province, which often leads to their migration to industrial cities, it is necessary to take action and create employment to earn income from sports tourism. To accelerate this process, it seems necessary to pay attention to the factors affecting the flourishing of sports tourism in Guilan province.

### 3. Methodology

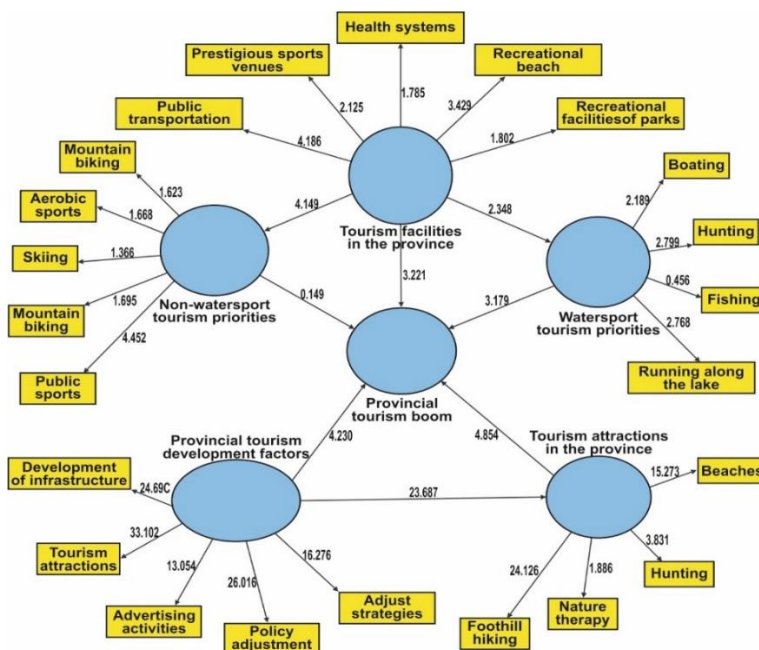
The present research is applied in terms of objective or result, descriptive in terms of research goals and field concerning data collection method. The researcher-made questionnaire with Cronbach's alpha of 0.94 was used in this study. Twelve sports management professors also confirmed the validity of the questionnaire at the Guilan, Alzahra and Tehran Universities. The statistical population consisted of 25 cultural heritage experts, 46 sports specialists, and 600 sports tourists. Sampling in the first (cultural heritage experts) and the second community (sports experts) has been a complete census. According to studies and similar research, the sample size in the third community (sports tourists, namely all people visiting Guilan Province to participate and watch the competitions of the Fajr decade) was 460. After the necessary corrections, a questionnaire using a five-point Likert scale with very low=1 to very high=5 was prepared for a pilot study. Therefore, to evaluate the validity of the prepared questionnaire, it was given to the twelve professors experts. The smartPLS19 software (version 3.3.3.) has been used to analyze the data.

### 4. Results

The Smart PLS (2) structural equation design software has been used to assess the fit of the research model. The result of this study is presented in the software output graph and Figure 1-4. Evaluation of structural model: The estimation method in PLS is non-parametric. Therefore, the indicators obtained in PLS all show the quality of fit. The critical indicators are the validity and reliability indices of the model and estimation of the independence of indicators and the square of correlation, which can be seen in Table 2. As can be seen in the Table, Cronbach's alpha coefficient, which must be  $>0.6$ , is acceptable in all three of our variables. In addition, the **AVE** coefficient or the mean extracted variance, which must be  $>0.5$ , confirms the validity of the model. On the other hand, the **VIF** coefficient, which is used for the independence of indices, also shows that the indicators forming the structure are no longer too aligned with each other. Finally, the **R<sup>2</sup>** coefficient, 0 for the exogenous variable, is acceptable for endogenous variables. Concerning the findings, the research hypotheses were confirmed. In contrast, no positive relationship was observed between non-water tourism priorities and the tourism boom in the province ( $t=0.14$ ).

**Table 1.** The indicators reported in the designed model.

R <sup>2</sup>	Indicator Variable	Cronbach's alpha	Mean of extracted variance AVE	Alignment between indicators VIF
0.53	0.23	0.52	0.67	Natural tourism attractions of the province
0	0.18	0.84	0.90	Factors of tourism industry development in the province
0	0.38	0.65	0.85	Tourism facilities of the province
0.41	0.14	0.56	0.74	Water tourism priorities
0.48	0.29	0.62	0.83	Non-water tourism priorities



**Figure 1.** Fitted research model.

**Table 2.** T- and P-value of the conceptual research model.

Path	Path coefficient	The test statistic (t)	P-value	Result
Confirmed	0.01	4.85	0.672	Tourist attractions with the prosperity of tourism in the province
Confirmed	0.001	4.23	0.414	Factors of tourism industry development with the prosperity of tourism in the province
Confirmed	0.05	3.22	0.573	Tourism facilities with the prosperity of tourism in the province
Confirmed	0.001	3.17	0.482	Water tourism priorities with the prosperity of tourism in the province
Rejected	-	0.14	-0.149	Non-water tourism priorities with the prosperity of tourism in the province
Confirmed	0.001	23.68	0.874	Factors of tourism industry development with the tourist attractions of the province
Confirmed	0.05	2.34	0.257	Tourism facilities of the province with water tourism priorities
Confirmed	0.001	4.19	0.657	Tourism facilities of the province with non-water tourism priorities

## 5. Managerial implications

According to the  $t$  coefficient (4.85), there is a significant relationship between tourist attractions, beaches, fishing and hunting, nature therapy, and rangeland climbing with the prosperity of sports tourism in the province. This means that the natural tourist attractions of Guilan Province could lead to the boom of sports tourism in this province. The results of [Maleki et al. \(2020\)](#) research also show that the nature of Guilan province has been evaluated to be capable of sports tourism ([Maleki et al., 2020](#)). [Chaigasem and Leruksa \(2020\)](#), in their study entitled "Sports Tourism Guidelines in Thailand", have pointed to the impact of natural tourist attractions such as mountains, sea, and climate on the prosperity of sports tourism ([Chaigasem & Leruksa, 2020](#)). Guilan province, with eight coastal cities, has a high potential for beach sports and hosting these sports. [Carvache-Franco et al. \(2019\)](#), in their research, evaluated the demand of foreign tourists in a beach destination and claimed that in addition to attraction, ecotourism, beach and sea, water and beach sports are among the most important motivations for tourists to enter coastal cities ([Carvache-Franco et al., 2019](#)).

Guilan, which has more than ten hot springs, is considered rich in terms of nature therapy. According to the statistics provided by the General Directorate of Cultural Heritage of Guilan, each hot spring can receive 10,000 tourists a year, creating jobs for 40 people directly and indirectly. However, an average of 500 people uses these springs annually, most of whom are residents. Surveys show that the absence of infrastructure facilities, lack of a special trustee, and people's ignorance of the existence of hot springs are among the reasons for neglecting the hot springs of Guilan ([Namamian & Rahmati, 2021](#)). According to the  $t$  coefficient (4.23), there is a significant relationship between paying attention to the development factors of the tourism industry (improvement of infrastructure, advertising activities, policy adjustment, regulation of strategies) with the flourishing of tourism in this province. [Khodabakhshzade et al. \(2020\)](#), in a study modelling indicator for the development of sports tourism, introduced economic, political, communication, infrastructure and managerial indicators as criteria and indices to assess the prosperity and development of sports tourism.

Therefore, consideration of the required infrastructure for the development of sports tourism is of importance ([Khodabakhshzade et al., 2020](#)). [Zohrevandian et al. \(2018\)](#) in 2018, ranked the factors affecting the flourishing of sports tourism in the country and concluded that the political and legal support of the government is of utmost importance in the thriving of sports tourism ([Zohrevandian et al., 2018](#)). [Moharramzadeh and Imanzadeh \(2019\)](#), in a study on strategies for the development of adventure sports tourism in Ardabil Province, declared political and legal factors, information and ads, infrastructure, economic, managerial, security and safety, cultural and social factors as influential actors in the prosperity of tourism in that region ([Moharramzadeh & Imanzadeh, 2019](#)).

Creating the perception of security from various angles leads to sports growth in general and soccer in Iran and even globally ([Nazarian Madavani et al., 2021](#)). The importance of advertising to promote sports tourism destinations is obvious because a large part of our worldview is rooted in preconceived media messages ([Jiang et al.,](#)

2020). Zeytoonli, in his research (2020), presented a model of the effects of tourism advertising and identified ads, especially word of mouth, as one of the essential factors influencing the flourishing of sports tourism and recognized hosting of sports events as one of the main tools in attracting sports tourists (Zeytoonli, 2020). According to investigations stating that media advertising and increasing competition sensitivity through mass media are among the most important factors affecting the presence of people in competitions, media advertising and blogs can indeed effectively boost sports tourism (Lubis et al., 2020). Iranpur Mobarake et al. (2019), also studied the role of mass media in the development of sports tourism in Isfahan province and recognized the significance of audio-visual media compared to other media (Iranpur Mobarake et al., 2019) in the development of sports tourism.

Moreover, there is a significant correlation between tourism facilities (health and recreational facilities, parks, prestigious sports complexes, public transportation) with the blossoming of sports tourism in this province according to  $t$  coefficient (3.22), and the more facilities, the greater the prosperity of tourism in the region. Mandić et al. in their 2018 research, examined the interrelationship between tourism infrastructure and recreational facilities with tourism development and concluded that welfare and recreational facilities, as well as transportation, are the main priorities for tourism prosperity in an area and that the private sector can help the public sector in this regard (Mandić et al., 2018). In their research, Adeola and Evans 2020 discussed the role of infrastructure and tourism development in Africa. They stated that in the studies conducted from 1996 to 2016, with the reinforcement of infrastructure and leisure facilities, the number of tourists also increased and played a significant role in tourism development in Africa. A large share of this tourism development is related to the 2010 FIFA World Cup, which has played an essential role in improving the country's infrastructure (Adeola & Evans, 2020). Their 2020 research entitled "Satisfaction in sports" claimed that if spectators were satisfied with the facilities provided at an event, such as the transportation system, availability and parking, they would attend the event again (Santini et al., 2021).

There was a significant relationship between water tourism priorities and the tourism boom in the province ( $t=3.17$ ). This shows the considerable impact of coastal and water tourism attractions on the tourism boom of the region. In general, the results show that interests related to mountaineering and nature tourism with a load factor of 79%, those related to beach and summer water sports with a factor load of 87%, as well as fishing and hunting attractions with a load factor of 75% are the most important for the development of sports tourism in the country. Therefore, considering the role of water and beach sports in the development of sports tourism, the existence of beaches, wetlands and rivers in Guilan province is an important factor for the prosperity of sports tourism in this region. On the other hand, there was no positive relationship between non-water tourism priorities and the tourism boom in Guilan province ( $t=0.14$ ). Such attractions are more or less present in other provinces and do not play a distinctive role in tourism in Guilan Province. For the prosperity of sports tourism in Guilan Province, it is better to focus on beaches and water sports attractions.

Wei and Zhao in 2020 also investigated the marketing of water sports tourism resources in China's coastal cities and concluded that coastal cities are the backbone of the tourism industry with their unique advantages and special local conditions compared to other cities. They are valuable sources of sports tourism. The share of sports tourism in these areas is increasing year after year, indicating the important position of beaches in the economic development of these areas (Wei & Zhao, 2020). Also, a significant relationship was observed between the factors of tourism industry development with tourist attractions of the province ( $t=23.68$ ). It reveals that the more attention is paid to the factors of tourism development in the province, the more tourist attractions of the province are raised in the country and enjoy high capabilities for attracting tourists. Another significant relationship in the model can be the positive correlation between tourism facilities with water and non-water tourism priorities. Creating appropriate welfare and health facilities in different areas of the province can certainly convert each area to a recreation and tourism site. The conceptual model's general goodness of fit (GOF) with a 0.28 coefficient indicates a good and significant fit of the proposed model.

## 6. Discussion and conclusion

This study shows that the existing tourist attractions of Guilan province play a significant role in the tourism boom of this region. Studies concluded that the natural attractions of Guilan province are the priority of sports tourism development in this region. Also, water sports, hill climbing and nature tourism, mountaineering, caving, forest walks, spas and nature therapy, hunting and fishing and winter sports have the highest importance in the sports tourism, respectively (Hematinejad et al., 2015).

Because eight counties in Guilan Province are located adjacent to the sea, tourist attractions related to beaches and water sports are highly effective in promoting sports tourism in this province. Meanwhile, the per capita sports spending and infrastructure related to sports tourism in these cities are moderate and weak except in Anzali County (Ramezannezhad & Eftekhari, 2019). Therefore, given the critical role of water sports tourism activities for the prosperity of sports tourism in Guilan Province. It is essential to pay more attention to this dimension of sports tourism in the region so that this province can benefit from the revenues of sports tourism capacities in coasts and water sports. Studies show no significant relationship between non-water sports tourism activities and the development of sports tourism in Guilan province. It can be attributed to the fact that this region is not separable from the other areas and reveals the importance of beach sports and providing infrastructure and welfare facilities in this sector more than ever. In a study conducted by Hasibi and Shojaei (2020), results showed that the climate conditions for sports tourism in Rudsar city were assessed. And it was concluded that June, July, August and September are the best months to attract sports tourists primarily due to the attractiveness of beaches and water recreation in hot months of the year, which is proof of the importance of beaches in the development of sports tourism in this province.

Furthermore, the present study shows that Guilan Province needs to develop factors affecting tourism, including welfare facilities (hotels, transportation, communications,

health and advertising) for the prosperity of sports tourism. And no matter how much a tourist destination has sports tourism attractions, it needs infrastructure, service and advertising incentives to attract tourists and provide the best possible sports tourism services to become a new destination for sports tourists (Danylyshyn et al., 2020). Therefore, by directing government policies toward the development of sports tourism and have more investment, effective advertising, attracting investors from inside and outside the province, managers can move toward the boom in sports tourism to solve many of the economic and immigration problems of this province. The research is conducted to identify the capacities of coastal cities of this province in various water sports to apply the results in a more specialized way for the prosperity of sports tourism in the coastal towns of Guilan province.

### Disclosure statement and funding

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

### References

- Adabi, J., Nedae, T., Alimohamady, H., & Fattah zadeh fashkhami, M. (2020). Prioritization and comparison of sustainable sport tourism factors in Guilan province between sport tourists and the host community. *Journal of Tourism Planning and Development*, 9(34), 227-244. <https://doi.org/10.22080/jtpd.2020.19097.3313>
- Adeola, O., & Evans, O. (2020). ICT, infrastructure, and tourism development in Africa. *Tourism Economics*, 26(1), 97-114. <https://doi.org/10.1177/1354816619827712>
- Buning, R. J., Cole, Z. D., & McNamee, J. B. (2016). Visitor expenditure within a mountain bike event portfolio: Determinants, outcomes, and variations. *Journal of Sport & Tourism*, 20(2), 103-122. <https://doi.org/10.1080/14775085.2016.1239547>
- Carvache-Franco, W., Carvache-Franco, M., Carvache-Franco, O., & Hernández-Lara, A. B. (2019). Segmentation of foreign tourist demand in a coastal marine destination: The case of Montañita, Ecuador. *Ocean & Coastal Management*, 167, 236-244. <https://doi.org/10.1016/j.ocecoaman.2018.10.035>
- Chaigasem, T., & Leruksa, C. (2020). Ready to Be a Host? The Potential Development Guidelines of Sport Tourism in Buriram Province, Thailand. *African Journal of Hospitality, Tourism, and Leisure*, 9(1), 1-8. <https://kesifaraci.com/index.jsp?modul=page&w=9ghjpHQB865LH5Gn-Nwl&hash=99d3e1cdaf7fb6efb5a0789ebb2b5f81068c51c4&db=doaj.org>
- Danylyshyn, B., Bondarenko, S., Niziaieva, V., Veres, K., Rekun, N., & Kovalenko, L. (2020). Branding a Tourist Destination in the Region's Development. *International Journal of Advanced Research in Engineering and Technology (IJARET)*, 11(4), 312-323. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3599748](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3599748)
- Dickson, T. J., Darcy, S., & Walker, C. (2021). A Case of Leveraging a Mega-Sport Event for a Sport Participation and Sport Tourism Legacy: A Prospective Longitudinal Case Study of Whistler Adaptive Sports. *Sustainability*, 13(1), 170. <https://doi.org/10.3390/su13010170>
- Elahi, A., Gholampour, S., & Askarian, F. (2021). The Effects of Sports Mega-Events on Host Communities: A Systematic Review of Studies in Three Recent Decades. *Sports Business Journal*, 1(1), 13-30. <https://doi.org/10.22051/sbj.2021.36862.1007>

- Happ, E. (2020). Location decisions of sport manufacturing businesses in tourism destinations—analysing factors of attractiveness. *Current Issues in Sport Science (CISS)*, 5, 006-006. [https://doi.org/10.15203/CISS\\_2020.006](https://doi.org/10.15203/CISS_2020.006)
- Harahap, Z., & Kartika, T. (2020). Community development in sports tourism development as economic driver inclusive in South Sumatra. *Journal of Indonesian Tourism, Hospitality and Recreation*, 3(2), 197-206. <https://doi.org/10.17509/jithor.v3i2.28577>
- Hasibi, S., & Shojaei, V. (2020). Comprehensive Analysis of Sports Tourism Marketing Mix in Guilan Province with 7P's Approach. *Sport Management and Development*, 9(2), 52-68. <https://doi.org/10.22124/jsmd.2020.4369>
- Hematinejad, M., Shahriari Sajahrudi, B., & Malek Akhlagh, A. (2015). Prioritization of Sport Tourism Attractions in the Development of Sports Tourism in the Northern Provinces of Iran. *Two Plans for Management and Extension of Sport*, 1(6), 19-33. [https://jsmd.guilan.ac.ir/article\\_1352.html?lang=en](https://jsmd.guilan.ac.ir/article_1352.html?lang=en)
- Herbold, V., Thees, H., & Philipp, J. (2020). The Host Community and Its Role in Sports Tourism—Exploring an Emerging Research Field. *Sustainability*, 12(24), 10488. <https://doi.org/10.3390/su122410488>
- Iranpur Mobarake, M., Atghia, N., & Mokhtari Dinani, M. (2019). The Role of the Mass Media in Developing Sport Tourism in the Province of Isfahan. *Communication Management in Sport Media*, 6(4), 59-66. <https://doi.org/10.30473/jsm.2018.32330.1203>
- Jiang, H., Tan, H., Liu, Y., Wan, F., & Gursoy, D. (2020). The impact of power on destination advertising effectiveness: The moderating role of arousal in advertising. *Annals of Tourism Research*, 83, 102926. <https://doi.org/10.1016/j.annals.2020.102926>
- Karimi, S., Ghazanfarpour, H., & Hesampur, A. (2018). Climate-Tourism Zoning in order to Develop Urban Tourism (Case Study: Kerman Province Cities). *Journal of Tourism and Development*, 7(1), 101-117. [http://www.itsairanj.ir/article\\_63614.html](http://www.itsairanj.ir/article_63614.html)
- Khodabakhshzade, A., Ghahraman Tabrizi, K., & Sharifian, E. (2020). Designing a Model for Evaluating Indicators of Sport Tourism Development in Iran. *Applied Research in Sport Management*, 9(2), 41-50. <https://doi.org/10.30473/ARSM.2020.49137.3069>
- Lubis, F. R. A., Suharyanto, A., Effendy, R., Meidasari, V. E., & Shahnaz, L. (2020). Role of Facebook Advertising in Promoting Tourism in Asia. *International Journal of Psychosocial Rehabilitation*, 24(1), 1286-1296. <https://doi.org/10.37200/IJPR/V24I1/PR200228>
- Maleki, M., Mohammadpour, S., & Azadeh, S. R. (2020). The effect of infrastructural integration of regional transport on tourism promotion: The case of GUILAN province, IRAN. *Journal of Urban and Regional Analysis*, 12(2), 217-231. <https://doi.org/10.37043/JURA.2020.12.2.6>
- Mandić, A., Mrnjavac, Ž., & Kordić, L. (2018). Tourism infrastructure, recreational facilities and tourism development. *Tourism and Hospitality Management*, 24(1), 41-62. <https://doi.org/10.20867/thm.24.1.12>
- Moharramzadeh, M., & Imanzadeh, M. (2019). Presentation of a qualitative model for developing strategies for adventurous sports tourism. *Sport Management and Development*, 8(4), 2-17. <https://doi.org/10.22124/jsmd.2019.3795>
- Moradi Doliskani, N., & Atghia, N. (2021). The Role of Social Marketing in Sports Tourism Development in Tehran Province. *Sports Business Journal*, 1(1), 45-59. <https://doi.org/10.22051/sbj.2021.36529.1003>
- Namamian, F., & Rahmati, M. H. (2021). Designing and Developing a Model of Destination Brand Love in Tourism Industry of Iran (Case Study: Guilan Province). *Journal of Tourism and Development*, 199-214. <https://doi.org/10.22034/jtd.2020.201478.1825>
- Nazari, R. (2021). The Analysis of Strategic Ecology of Sports Tourism. *Sports Business Journal*, 1(1), 153-162. <https://doi.org/10.22051/sbj.2021.36941.1009>



- Nazarian Madavani, A., Monazzami, A. H., & Barati, H. (2021). Modelling the Relationship between Environmental Graphics and Feeling of Security in Spectators of Iranian Soccer Stadiums. *Sports Business Journal*, 1(1), 81-100. <https://doi.org/10.22051/sbj.2021.36975.1010>
- Pouder, R. W., Clark, J. D., & Fenich, G. G. (2018). An exploratory study of how destination marketing organizations pursue the sports tourism market. *Journal of Destination Marketing & Management*, 9, 184-193. <https://doi.org/10.1016/j.jdmm.2018.01.005>
- Ramezannezhad, Y., & Eftekhari, A. (2019). Strategies of rural coastal tourism development of Guilan province. *Journal of Studies of Human Settlements Planning*, 14(46), 19-34. [http://jshsp.iaurasht.ac.ir/article\\_665120\\_en.html](http://jshsp.iaurasht.ac.ir/article_665120_en.html)
- Santini, F. D. O., Ladeira, W. J., Sampaio, C. H., Fagundes, A. F. A., & Henz, M. M. (2021). Satisfaction in sports: a meta-analytic study. *Marketing Intelligence & Planning*, 39(3), 408-423. <https://doi.org/10.1108/MIP-01-2020-0004>
- Swart, K., Cazorla Milla, A., & Mataruna-Dos-Santos, L. J. (2021). From the desert to the city: how is Dubai branding itself through sustainable sport events? *Worldwide Hospitality and Tourism Themes*, 13(1), 34-48. <https://doi.org/10.1108/WHATT-08-2020-0101>
- UNWTO. (2021). *UNWTO World Tourism Barometer and Statistical Annex, Update July 2020*. UNWTO. <https://www.e-unwto.org/doi/abs/10.18111/wtobarometereng.2020.18.1.4>
- Valizadeh, V., & Amery, M. H. S. (2020). Identification and analysis of factors affecting the development of sports tourism in maku free trade and industrial zone with an effectual approach. *Journal of Advanced Pharmacy Education & Research*, 10(S4), 105. <https://japer.in/article/identification-and-analysis-of-factors-affecting-the-development-of-sports-tourism-in-maku-free-trade-and-industrial-zone-with-an-effectual-approach>
- Wei, Q., & Zhao, Z. (2020). Research on Evaluation of Coastal City Water Sports Tourism Resources Based on Set Pair Analysis. *Journal of Coastal Research*, 115(SI), 190-192.
- Zarei, A., & Ramkissoon, H. (2020). Sport Tourists' Preferred Event Attributes and Motives: A Case of Sepak Takraw, Malaysia. *Journal of Hospitality & Tourism Research*, 45(7), 1188-1213. <https://doi.org/10.1177/1096348020913091>
- Zeytoonli, A. H. (2020). Investigating the Factors Affecting the Word-of-mouth Advertising of Sports Tourists in Tourism Destination (Case Study: Gonbad Kavous City). *Urban Tourism*, 7(1), 89-106. <https://doi.org/10.22059/JUT.2020.292197.750>
- Zhai, L., Qi, J., Yang, T., & Hu, Y. (2021). *Economic Value Analysis and Development Strategy Research of "Outdoor Sports+ Tourism" Industrial Chain in Western China*. 2nd Asia-Pacific Conference on Image Processing, Electronics and Computers.
- Zohrevandian, K., Ehsani, M., & Khosravi Zadeh, E. (2018). Ranking the factors affecting the prosperity of sports tourism in Iran by AHP hierarchical analysis method. *Journal of Sports Management and Motor Behaviour*. *Journal of Sport Management and Motor Behavior*, 14(27), 29-42. <https://doi.org/10.22080/jsmb.2017.1852>



# نشریه کسب و کار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۴۷-۵۸

شناسه دیجیتال: 10.22051/SBJ.2021.36633.1002



## شناسایی عوامل مؤثر بر رونق گردشگری ورزشی استان گیلان

مریم فلاح کاظمی<sup>۱\*</sup>، ناهید اتقیا<sup>۲</sup>

<sup>۱</sup> دکتری مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده علوم و تربیت بدنی، دانشگاه پیام نور، تهران، ایران.  
<sup>۲</sup> دانشیار، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء<sup>(س)</sup>، تهران، ایران.

### کلیدواژه

جاذبه‌های ورزشی  
کارشناسان ورزشی  
گردشگری ورزشی  
گردشگران ورزشی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** هدف از انجام این تحقیق شناسایی عوامل مؤثر بر رونق گردشگری استان گیلان بود. در سال‌های اخیر گردشگری و به‌ویژه گردشگری ورزشی به یک منبع درآمد سرشار در بسیاری از کشورها تبدیل شده است. از این‌رو، شناسایی عوامل مؤثر بر رونق گردشگری ورزشی یک منطقه اولین گام جهت پیشرفت و توسعه گردشگری ورزشی به شمار می‌آید.

**روش:** روایی پرسشنامه توسط ۱۲ نفر از اساتید مدیریت ورزشی مورد تأیید قرار گرفت. جامعه آماری متشکل از ۳ گروه: ۲۵ نفر کارشناسان میراث فرهنگی، ۴۶ نفر کارشناسان ورزشی و ۶۰۰ نفر گردشگران ورزشی بودند. نمونه‌ها در جامعه اول شامل کارشناسان میراث فرهنگی و جامعه دوم شامل کارشناسان ورزشی به‌صورت کل شمار انجام شد. نمونه‌ها در جامعه سوم شامل گردشگران ورزشی ۴۶۰ نفر در نظر گرفته شد. برای بررسی روایی محتوا از روش روایی صوری استفاده شد که نسخه اولیه پرسشنامه در اختیار جمعی از اساتید و خبرگان دانشگاهی قرار گرفت و روایی آن تأیید شد و پایایی آن در یک مطالعه اولیه با ضریب آلفای کرونباخ معادل ۰/۹۴ بددست آمد. جهت تحلیل داده‌ها از نرم‌افزار Smart PLS استفاده شده است.

**یافته‌ها:** نتایج حاصل از پژوهش نشان داد ورزش‌های آبی در شهرهای ساحلی می‌تواند موجب رونق گردشگری ورزشی در این استان شود و استان گیلان را به قطب گردشگری ورزشی آبی تبدیل نماید که برای رسیدن به این هدف نیازمند به زیرساخت‌های ورزشی، رفاهی، حمل‌ونقل و نیز تبلیغات مناسب می‌باشد.

**اصالت و ابتکار مقاله:** مطالعات زیادی در مورد عوامل مؤثر بر گردشگری ورزشی در ایران انجام شده است. نتایج این تحقیقات نشان می‌دهد جاذبه‌های طبیعی استان گیلان اولویت توسعه گردشگری ورزشی در این منطقه است. همچنین، نتایج این مطالعه نشان می‌دهد توجه به ورزش‌های آبی به‌طور مؤثری گردشگری ورزشی را در استان گیلان ارتقا می‌بخشد.

تاریخ دریافت: ۱۴۰۰/۰۲/۲۱

تاریخ پذیرش: ۱۴۰۰/۰۷/۱۴



## Resistance Economy in Professional Sport-an Institutionalized Model

Rasool Nazari<sup>1\*</sup> , Vahid Hajjheydari<sup>2</sup>

<sup>1</sup> Associate Professor, Faculty Sport Sciences, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran.

<sup>2</sup> PhD Student in Sport Management, Faculty of Sports Science, Islamic Azad University of Isfahan (Khorasgan), Isfahan, Iran.

### ABSTRACT

**Purpose:** The sports industry is considered an essential economic sector in producing goods and services for sports and developing the national economy.

**Methodology:** The research goal was a standardized model of resistance economy based on professional sport. The study participants included specialists and experts in sports management and economics, of whom 15 individuals were selected. G.T.M. has been used, so it must mention the research sampling method was of the theoretical approach in which the data were generated in the process of the study; that is, the data were derived from the analysis of the previous data. Sampling and collection of data continued until the theoretical saturation was reached. The data collection tool included exploratory interviews.

**Findings:** After the completion of the interviews, through the coding process (with 193 open codes, 95 axial codes, and 73 selective codes), the paradigmatic model was derived from the findings of the study, including the six dimensions of the causal conditions, significant categories, strategies, background features, intervening conditions, and outcomes. In general, the integration of the categories based on the existing relationships between them based on the institutionalization of the resistance economy in sport is reflected in a paradigmatic model.

**Originality:** Few studies have been done on resistance economics in professional sports. This study is also unique in terms of using the emerging and Glazer approach.

### Keywords

Resistance Economy  
Strategy  
Macro Policy  
Sports Management  
Institutionalization

### Article type

Original article

**Received:** 2021/11/05

**Accepted:** 2022/01/23

### How to cite this article:

Nazari, R., & Hajjheydari, V. (2021). Resistance Economy in Professional Sport-An Institutionalized Model. *Sports Business Journal*, 1(2), 59-73. <https://doi.org/10.22051/sbj.2022.38406.1018>



## 1. Introduction

The world is in a changing condition of processes. In the meantime, organizations are heavily influenced by the accelerated changes of the present century. Therefore, they need to analyze the processes and methods to play a meaningful role in the environment and organize the operational processes to tosh their missions, values, and desires. Indeed, one of the most important and fundamental activities in an organization for the positive synchronization with the changes and the power of healthy competition in the community is to use the accountability improvement systems to achieve that organization's desired and constructive goals (Nazari et al., 2016). It must be acknowledged that no economic and service enterprise operates in a vacuum; like a dynamic and organic system, all organizations act within the environment, and they interact with the other components of the environment and each other (Mobini Dehkordi & Heidari, 2014).

The subject of economy, especially economics, has been with man since the beginning of human life. Human economic behaviors are rooted in his need. Over time and with the population growth, resource constraints, and the increasing and diverse needs of communities in the process of global change and the development of human civilization, the issues of economy, livelihood, and human needs are constantly changing and getting more complicated (Asadi, 2014). Economics can be regarded as an instrument for optimizing the economic situation of individuals and society, operating within the context of the constraints of the school of economics and taking account of institutional considerations (Lotfalipour, 2005). The economic system includes a relevant and systematic set of elements in the production, distribution, and consumption of goods and services within a society. A comprehensive economic program links the resources and needs and identifies the economic agents and the duties of social institutions (government, people, corporations, etc.) (Asadi, 2014).

It seems that every country needs a model for managing its economy, which is derived from the economic literature following the specific characteristics of each country. Adopting appropriate financial measures and strategies under the cultural and native requirements and needs of society seems essential for advancing the political system towards excellence in material and spiritual spheres; this issue is of great importance in Islamic societies considering the values governing the economy. Resistance economy is a long-term strategy in managing the economy of the country and designing a model and regime for the internal rehabilitation of the economy. Excellence and advancement of the society based on the principles of the Islamic economy, so that the county's economy be able to react against the external and internal economic and non-economic threats with great flexibility and like a living creature, produces the necessary antidote to the coming injuries within itself (Heydari & Qarbi, 2016). The concept of economics and economic planning is the act of resistance which means optimization in any situation (Seif, 2012). The intensification of economic and socio-cultural disturbances over the past decade in Iran has highlighted the need for applying crisis management in notification and implementation methods for the

upstream and downstream policies to reduce the burden of costs imposed on the society and achieve the goals of resistance economy (Eidelkhani et al., 2017).

Resistance economy is a practical concept for the country's leap in the economy, military power, cultural, scientific, and technological advancements. To take a long step towards the country's progress during the resistance period, it is necessary to consider domestic products' quality, price, and variety. And modification of the executive and operational management with an attitude towards economic self-sufficiency and take necessary measures for self-reliance in some areas (Fashari & Pourghfar, 2014). Therefore, a resistance economy is not a short-term program but a macro-process and strategy. It is not related to the periods of a boycott. Still, if all the sanctions are lifted, considering the spatial and temporal conditions, all elements contained in the document of the *general policies of the resistance economy* would be among the country's plans. It should be regarded as a long-term strategy (Soleimani & Seyyed Hoseinzadeh Yazdi, 2016). In a conceptual understanding of *the resistance economy*, it is considered an active approach to the economy, which leads to a reduction in the economic vulnerability and an increase in the progress of a country's economy (Goya, 2014). A resistance economy is a financial system operating in line with the Islamic system's general political and security policies to resist destructive actions, including economic sanctions and conspiracies, and maintain its ever-increasing national, regional, and global dimensions (Heydari & Qarbi, 2016).

The executive concept of resistance economy means to create an appropriate institution (a set of policies, regulations, and administrative measures) to minimize the risk factors of Iran's economy against the shocks and harmful internal and external impediments, especially international sanctions, to pave the way for Iran's achievement of the sustainable economic growth (Danesh Jafari & Karimi, 2015). As one of the best ways to address the administrative, economic, social, and political issues is to attempt to theorize around the resistance economy and plan for its implementation, to reduce the vulnerability on the one hand, and to follow the country's development path, on the other hand, it is necessary to adopt a new approach to economic and social policies and plans and this issue can be explained within the context of resistance economy literature. This type of economy is not passive and usually confronted with the dominated economy; it opposes the objectives of economic domination and attempts to transform the existing economic structures and localize them based on its worldview and goals. To follow this type of economy, it must move towards limiting the reliance of the country's economy on resources that cause dependency. It should be noted that a resistant economy exists in the case of a war against the system of domination. Therefore, it is necessary to study the concept of a resistance economy and the solutions for its realization in Iran's economy. Accordingly, it can be said that designing a specific lifestyle pattern for the public following the resistance economy is necessary.

## 2. Theoretical background

In the third millennium, any phenomenon, including the sports industry, has become a strategy-oriented organization for survival and sustainability in the competition since

strategic thinking seeks a productive and lasting cycle for organizations (Lashkar Blouki, 2011). Since the sports industry is considered as one of the most influential factors in the economic growth and among the most profitable industries in the current century (Amini Roshan et al., 2014), then as a financial sector, it plays a crucial role in the production and consumption of goods and services for sports and the economic development of different societies. It is now considered one of the most influential factors in the growth of the national economy (Moharramzadeh, 2006).

Kennelly and Toohey (2014) state that in today's fast-paced world, the development of people, sports, and the environment are encouraged through the social ecology. Many sports organizations from different countries developed their required strategies according to their mission and achieved remarkable implementation achievements. With such an ideology, some sports organizations have developed their organizational strategy to succeed in their missions. Therefore, the way to get out of the underdevelopment in the field of sport is to go ahead with a strategic and transparent plan. In addition to having a strategic plan and a clear vision, a successful presentation can be sought in the national and international arenas and achieve the determined goals through the implementation of these strategies (Gohar Rostami et al., 2013). A significant portion of resources is spent in sports each year, but it should be acknowledged that, unfortunately, there is no definite prioritization in the distribution of resources in sport (Ghalibaf, 2010). Given the importance of strategic planning in developing various categories, including sports, it is necessary to consider this issue more seriously. Undoubtedly, one of the reasons for the country's underdevelopment in sports is the lack of attention of officials to this important category and the lack of a strategic plan (Nazari et al., 2017).

The strong dependence of Iran's economy on oil exports, given its price fluctuations and the exhaustibility of this economic resource, has made it necessary to consider some other revenue-generating industries. Studies have shown that expanding non-oil exports would be a great help to other sectors and economic variables. In recent years, there has been a noticeable shift in the country's economic development strategy. The sports organization's proposal uses the model of a pioneering organization, from the strategy of penetration in the mass market, penetration in a particular market, rapid entry into the market, and faster withdrawal from it as maintenance strategies or strategies. Use growth and development to develop the Iranian sports industry (Ganj Khanloo et al., 2021). In this new approach, export promotion with particular emphasis on non-oil exports is considered one of the most prominent strategies in the country's economic, social, and cultural development programs. In the pursuit of this strategy, the need to use all commercial opportunities available to developing countries, including Iran, which are facing a lack of foreign exchange earnings, is an inevitable issue; this highlights the importance of paying more attention to some other income-generating industries such as the sports industry (Askarian & Jafari, 2007).

Since the components of economic culture require training and public promotion, the mission of the educational and training institutions is very important in realizing the general policies of the resistance economy. In other words, institutions like the family, schools, and the higher education system can help integrate the values of the resistance

economy into the community level and internalize its principles in individuals. Selection, design, and implementation of economic strategies to promote growth and excellence of society is one of the standard methods among the countries of the world, and each country tries to design and develop strategies and methods for reaching its development (Heydari & Qarbi, 2016).

### ***2.1. Research question***

As the realization of macroeconomic policies is accepted in all areas and the need for its implementation is felt in the society, the sports community is no exception, and given its large dimension and broad community, practicing this macro policy would be effective in the process of decision making within the institutional and organizational sub-layers. Expanding the sports successes in the public domain can ensure the community's health, and sports achievements in the championship dimension can increase the national dynamism and self-esteem. Furthermore, the executive span and purposefulness of sports, regarding the consumer demand and geographic extent, adequate environmental difference, different required infrastructures, etc., provide the opportunity for the private sector. Due to the production of sports products, the sports industry plays an essential role as a critical component of economic development. It has a direct and indirect impact on the progress of the economy and the money-making sector of the economy. In developed countries, healthy sports and leisure activities have a very significant impact on the growth and development of the national economy. Hence, the sports industry can be one of the most important bases of economic development and social progress and has an exciting and essential role in the sports economy and even in the growth of the national economy. The sports industry is regarded as the emergence of a modern human economy in a new industrial economy. However, it seems that the importance of this policy has not yet been seriously studied and applied in practice by the corresponding authorities, and the people as consumers and the private investor as the investor continue to play a fundamental role in explaining this important subject. How is it possible that the macro policy like the resistance economy is necessary for a society, but academic studies about its interpretation and implementation are ignored? Goal setting, strategy developing, and designing executive requirements in the long term require a social platform and comprehensive public learning to match the beliefs of different levels in the desired future. Such efforts represent the role of the research field of the universities and other research centers to answer the question that, given the determination of the policy of resistance economy as the basis of other measures and the government and private sector spending, what are the institutionalized strategies of the resistance economy in each area, and in the significant industry of sports?

Therefore, the purpose of this study was to identify the important causal and background categories of the economic management of sport with the strategic view of the resistance economy to achieve acceptable efficacy in society.

### 3. Methodology

This study included the *qualitative research method* in which the opinions of the interviewees about the components of the institutionalization of resistance economy in sport were analyzed using the grounded theory developed by Strauss and Corbin.

**Table 1.** Describes the demographic characteristics of the interviewees.

Expertise	Degree of education	Average research / management background	Frequency
Sport Management	PhD	10	5
Economy	PhD / Master	7	3
Marketing	MA	9	5
Football activists	Bachelor / Master	10	2

The statistical population of the study consisted of specialists and experts in sports management and economics, of whom 15 individuals were selected. The theoretical sampling method was applied in this study, and the data were generated in the process of the study; each data was derived from the analysis of the previous data. *Sampling* was continued *until the theoretical saturation* was reached. The data collection tool included exploratory interviews. The questions of the interviews were of open-ended types, which are analyzed based on the dimensions of the grounded theory, including the causal factors, environmental conditions, background characteristics, strategies, and outcomes of the institutionalization of the resistance economy policies in sports. The time allocated for each interview was an average of 30 minutes. All interviews were conducted and implemented by the researcher of the study.

The micro-analysis method was applied to analyze the data in a way that the data were analyzed through the open, pivotal, and selective coding process based on the data grounded theory. First, the sections that could be considered the primary concept code based on the research goals and questions were identified through open coding. Then, in the pivotal coding phase, assuming the role of concepts in explaining the components of resistance economy, these concepts were theoretically linked through a paradigmatic model in the form of Causal factors (the causes of the central phenomenon), strategies (strategies adopted in response to the main phenomenon), background characteristics (specific conditions affecting strategies), environmental conditions (general conditions influencing strategies), and outcomes (the results of applying strategies). Finally, through selective coding, the theory of the research on the institutionalized model of the resistance economy for sports was presented. The final report of the data analysis process and the obtained categories was sent to 4 interviewees along with the interview text, and their comments were used in the coding process and designing the model; this process lasted for about three months. The coding process was also reviewed by three professors who were not members of the interview group, and their suggestions were used in the formulation of the model. The researcher conducted two experimental interviews to assess the reliability of the qualitative tool. Then, after analyzing the results and comparing them with the goals of the study, some corrections were made in the order of the questions to increase the accuracy of the research tool.



## 4. Results

### 4.1. Open coding

**Table 2.** A sample of the concepts extracted and conceptual codes in open coding.

Extracted concepts	Conceptual code
The level of trust between the nation and the state is one of the factors needed for the macro-realization of the resistance economy. There is a genuine state-nation partnership in societies with a high level of trust between the nation and the state.	The level of social trust between the state and the nation is necessary for state-nation acceptance and cooperation. The genuine national partnership.
Increased levels of social capital in countries can be accompanied by increased acceptance and adherence to macro-policies in that society, which means that a level of acceptance of social capital is required to institutionalize the macro-policies of a society.	Social capital contributes to the level of understanding and acceptance of policies and development programs.
In line with the implementation of economic strategies, one of the most important and satisfactory issues is the effort to popularize the economy and reduce the government's share.	Reducing the government's share by entering the private sector into the realm of practice.
Self-sufficiency in the potential capacities of the country, including human and material resources, can lead to the realization of economic prosperity.	Self-sufficiency in using the existing resources and capacities.
Timely and appropriate action and measures will realize the policy implementation process.	Replacing action and measure instead of slogans.
The increased role of the university along with the industry and producing the economic knowledge and science needed by the country on the one hand, and the development of human resources in the subcategories required, on the other, will increase the efficiency and effectiveness of the organization.	The generation of economic knowledge in the university and its application in industry. Needs assessment in determining educational chapters.
Provision of the law in cases where the absence, shortage, weakness, or the grounds of the various interpretations of the existing law causes administrative and economic corruption and reduces institutional efficiency. Moreover, good law enforcement also needs adequate reinforcement and justification of the related organs.	Legislation and supervision on its adequate implementation.
Attention to cultural differences and proportions in the national and international dimensions of the plan to localize the economic models to the implementation domain in the country and generalize it according to the existing values in each country.	Localizing cultural models and avoiding the non-conforming laws and sub-policies.
Employing program-centered managers and implementing organizational and social culture management. A strategy in the country leads to the adoption and efficiency of the resistance economy policy.	Attracting program-centered specialists and committed managers. Appropriate social educations

The results of [Table 1](#) indicate that using the interview in the form of the above model, the information obtained from the experts' opinions and comments were summarized for the research purpose. Using these interviews, applied concepts were collected as open codes, and a part of this open coding was provided as a sample.

## 4.2. Axial coding

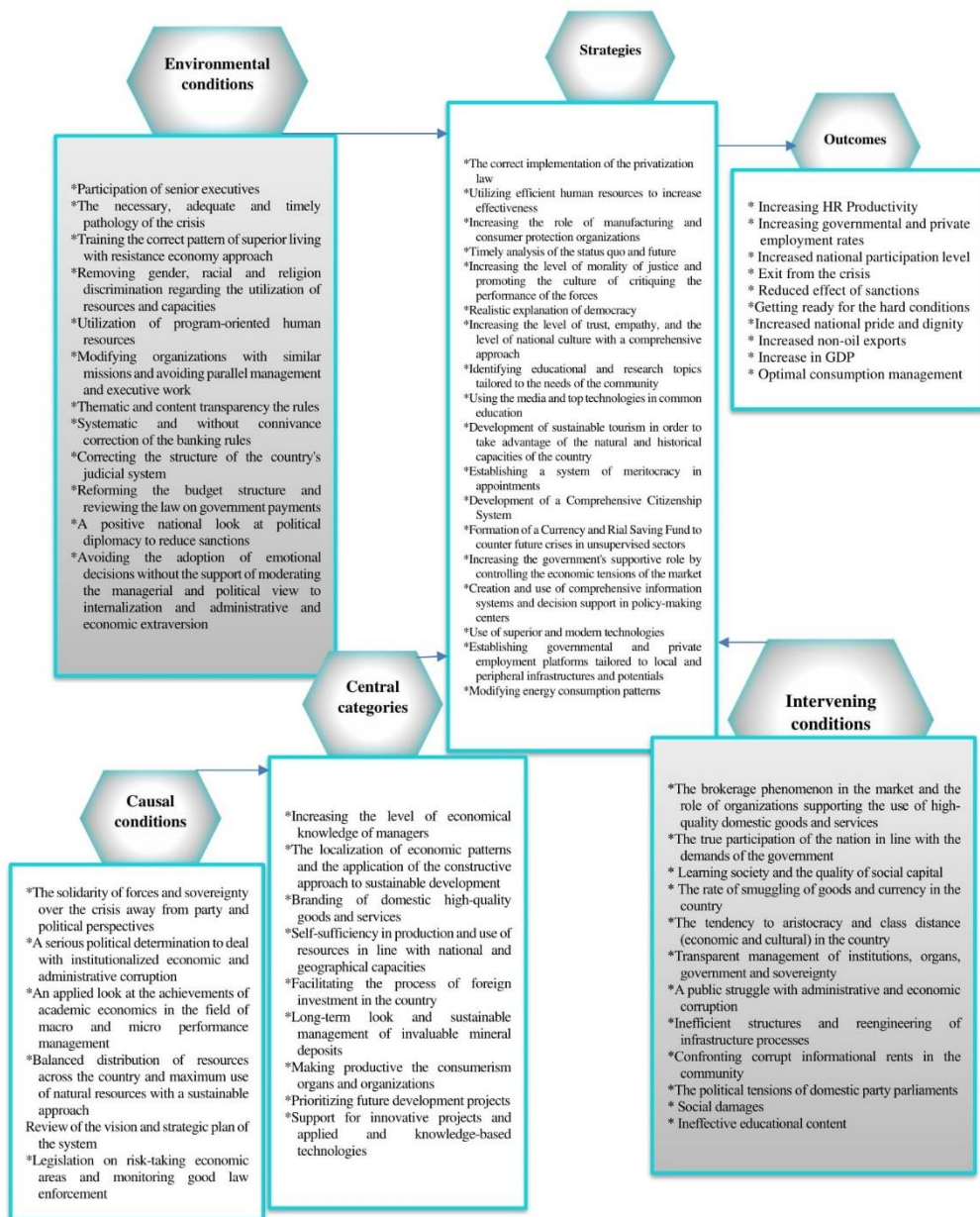
**Table 3.** A sample of categories are identified in axial coding.

Concept code	Sub-category	The main category	
1. Improvement of the level of state-nation trust 2. The spirit of social justice 3. Creation of a fair criticism environment 4. Real national partnership 5. Increase of the search for social capital 6. Education of the learning community	Social	Socio-cultural environment	
1. Reduction of the national cultural differences 2. Educational, cultural, applied educations 3. Change of attitudes in non-applied cultural approaches	Cultural		
1. Adaptation of basic education curricula in line with cultural changes 2. Revision of the non-applicable headings of the university 3. Increase industry-university interaction 4. Utilization of the top media in the social education domain	Educational		
1. Decrease of social gap (economic and social) 2. Balance in creating the structure 3. Balanced development 4. Balanced distribution and allocation of resources 5. Consideration of the financial capacities and native capital	Payment system		Legal environment
1. Modification of the pattern of resource consumption in the micro sector 2. Modification of the use of resources in the macro sector 3. Prioritization of the required project designs	Consumption system		
1. Identification of the corruption layers 2. Removal of non-functional organizational structures	Preventive laws		

In Table 2, in order to identify the similarities and differences in the listing of extractives from the interview's coding process was used after the open coding, and by integrating some of the concepts and codes of the previous step, the axis codes were selected.

## 4.3. Selective coding

At the last stage of coding, the axial codes in the previous stage are integrated into each other in terms of integration and the overall, functional, and comprehensive representation of each concept, considering semantics and content-relation, and then extracted selectively to complete the three-part coding process. At the end of this stage, the following comprehensive model was depicted.



**Figure 1.** The conceptual model of institutionalized strategies of resistance economy.

In **Figure 1**, which is derived from the interviews and coding process, causal causes, which are a reason for the occurrence of the intended events, along with six content components, affect the main phenomena. This part of the model with nine components of content and affectedness by the following two model subsets: environmental conditions

with twelve subsets and interventional factors with eleven subsets result in strategies. Finally, in the final section of the model, the strategies will lead to consequences.

## 5. Managerial implications

The widespread implementation of the resistance economy policy in Iran's sport can be implemented with many strategies. One of these strategies is the realization of the issue of privatization, which reduces the role of the government in competing with the private sector. There will be special economic and social consequences by implementing the strategies derived from the educational grounded model. The creation of currency-rail saving funds and a long-term investment view at the top position of policymaking in Iran's sport with the help of the regulatory authorities, which can be done with two approaches of reducing or eliminating future crises as well as better development alongside the financial backing available in the saving fund.

## 6. Discussion and conclusion

The present study has been carried out with the aim of formulating the institutionalized strategies of resistance economy policy in Iranian sport. The study of the economic variable in the management range indicates the importance of the above-mentioned subject matter. This study has tried to present a model in which details of the institutionalization of resistance economy policies in Iranian sport would be presented based on the grounded theory. The remarkable point is the method used in this research, which is based on the grounded theory. At the end of the studies and in the model presentation part, six items were drawn that the causal relationships and their effects on each other are apparent. The obtained results are based on the researcher's findings and the proposed model. The causal conditions include those factors that affect the main category. Based on the output model, solidarity between the three branches (legislative, executive, and judicial) and sovereignty as custodians of policymaking and managing the community affairs and consensus based on democracy was identified as an influential factor. A macro, purposeful and worthwhile look at society's main issues requires a consensus and following the principle of choosing a path based on social interest and prosperity. Other factors affecting the central point included corruption perception and directors' determination for constructive resistance. Other factors affecting the major category are scientism, balanced distribution of resources, reviewing the system's perspective, and legislation.

The main category or the pivot phenomena of the model show that the increase of managers' economic knowledge, the localization of economic patterns, and measures like this could pave the way for providing a strategy based on institutionalization of economic policies. But what strategies are ultimately debatable? According to the expert opinion, the macroeconomic resistance policy requires paradigms that are referred to in this paper as strategy and are called special interactions that come from a significant phenomenon. The implementation of the privatization law in the country in the true sense is a meritocracy, financial and spiritual support for the phenomenon of production

of goods and services in the country, a compelling look at employment across the country, conducting scientific studies, and avoiding tastes in the periodic and short-term management of the strategies which facilitate implementing resistance economy policies in the field of sport. There are factors known as "environmental conditions" implying that adequate pathology, training the right pattern of life, and removing gender discrimination play a unique role by impacting strategies. Also, the brokerage phenomenon, tendency to aristocracy, informational and financial rents, and inappropriate content of the educational system are interfering factors in strategic implementation. As a result, there will be special economic and social consequences by implementing the strategies derived from the educational grounded model. For example, going through the path of meritocracy, enhancing educational content, and using efficient human resources will greatly increase the productivity of social capital. The employment rate is another consequence that will raise and will improve effective and lasting employment. In macro view and with the correct implementation of planned strategies and actions, the positive effects on G.D.P. and decrease of the negative impact of sanctions in all the economic, social, and cultural fields, including the subject of sport, will be tangible.

In the following, the comparison of the information derived from the research with other relevant studies will evaluate and validate the findings of the study. In this regard, by explaining the semantic relation between Islamic economy and resistance economy, [Asadi \(2014\)](#) believes that scientific management, reduction of the impact of crises by timely identification, sustainable national production, attention to social capital, and culture-building will be a solution to the implementation of resistance economy policy. It can also be stated that the semantic similarity between the proposed model in this research and the research findings of [Khaleghian Meymand et al. \(2017\)](#) related to resistance economy strategies indicate that the common findings are the government's effective support to the production, a decisive deal with corruption, looking for a solution to the brokerage phenomenon, and purposeful import to the country.

On the other hand, [Farzandi Aradkani et al. \(2015\)](#) studied the strategies for the resistance economy and identified barriers such as the ineffectiveness monetary and banking system, the lack of an optimal consumption pattern, the lack of effective consumer rights protection, economic failure due to administrative and economic corruption, and harmful imports.

Moreover, similar strategies studied with the present model can be expressed under the subjects such as support for production, job creation, reforming the governmental structure, reviewing the consumption management, etc. [Hosseinpour et al. \(2016\)](#) also described four strategies in relation to resistance economy that under the category of the strategies of prevention, confronting, restoration, and distribution have results similar to the proposed model. In this regard, the use of private sector capacities under the preventive strategy, supporting knowledge-based products and implementing the principle of privatization in order to improve the competitive environment and business under the confronting strategy, improving the consumption patterns, reviewing the use of resources, and reforming the administrative system under the restoration strategies

category, and the effective subsidy quota under the distribution strategies can be cited in terms of similarity of achievement.

Regarding what has been pointed out in the strategies, the widespread implementation of the resistance economy policy in Iran's sport can be implemented with many strategies. One of these strategies is the realization of the issue of privatization, which reduces the role of the government in competing with the private sector. This important issue can reduce the government's share of both the management of places and the unnecessary cost and improve its revenue sources. Among the strategies proposed by this model are changing the attitude toward the employment process and employing human resources and senior executives by using income generators and more efficient managers instead of those who are interested in consumerism, which increases the efficiency and effectiveness of the governmental structures and ultimately causes the growth of the economic index of governmental agencies. Other extracted strategies are the creation of currency-rail saving funds and a long-term investment view at the top position of policymaking in Iran's sport with the help of the regulatory authorities, which can be done with two approaches of reducing or eliminating future crises as well as better development alongside the financial backing available in the saving fund. The results show that the accumulation of tangible and intangible assets, structural engineering, changing the view of cross-sectional plans, and the tendency toward the future will lead to the realization of a macroeconomic policy due to the sensitivity of the society under discussion and its wide scope.

It is suggested that an appropriate decision be made by the government regarding government clubbing and defective costing systems and that the mandatory protocol be established and communicated by the legislature as a long-term rather than a long-term process to get rid of these conditions. Also, in proportion to the population density and capacity of Iranian women athletes, the budget, facilities, and growth path should be considered to observe gender justice in this important issue and the wider sports community.

In this regard, what is one of the priorities of resistance economic policies in sports is a constructive, flexible, opportunistic, productive, endogenous, pioneering, and extroverted approach in the field of resistance economics in sports, which each of these areas will produce alone.

### **Disclosure statement and funding**

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

### **References**

- Amini Roshan, Z., Sharifian, E., & Nurayi, T. (2014). Comparison Use of Promotion Mix Strategies in Sport Industry Product Section in Iran. *Sport Management Studies*, 5(21), 97-110. [https://smrj.ssrc.ac.ir/article\\_242\\_0.html?lang=en](https://smrj.ssrc.ac.ir/article_242_0.html?lang=en)

- Asadi, A. (2014). Islamic economic system is a complete model for Resistive Economy. *Quarterly Journal of The Macro and Strategic Policies*, 2(5), 25-39. [https://www.jmsp.ir/article\\_6592.html?lang=en](https://www.jmsp.ir/article_6592.html?lang=en)
- Askarian, F., & Jafari, A. (2007). A study of the international exchanges of Iranian sporting goods in 1998 and 2001. *Olympic*, 15(4), 97-113. <https://www.sid.ir/fa/journal/ViewPaper.aspx?ID=66604>
- Danesh Jafari, D., & Karimi, S. (2015). Oil, 6th development plan, resistive economy. *Quarterly Journal of the Macro and Strategic Policies*, 2(8), 1-35. [https://www.jmsp.ir/article\\_8592.html?lang=en](https://www.jmsp.ir/article_8592.html?lang=en)
- Eidelkhani, Y., Akhavan, P., & Hosnavi, R. (2017). A model of knowledge management process impact on resistive economy in Islamic Republic of Iran (case study: Ansar Bank). *Emergency Management*, 5(2), 65-76. [http://www.joem.ir/article\\_25283.html?lang=en](http://www.joem.ir/article_25283.html?lang=en)
- Farzandi Aradkani, A. A., Yousefi, M., & Enanpour Kheirabadi, M. (2015). Resistance Economy in the Islamic Republic of Iran: Challenges and Strategies. *Journal of Contemporary Research of the Islamic Revolution*, 1(1), 63-87.
- Fashari, M., & Pourghfar, J. (2014). Investigating and explaining the pattern of resistance economy in Iran's economy. *Economic Journal*, 14(5 & 6), 29-40. <http://ejip.ir/article-1-672-fa.html>
- Ganj Khanloo, A., Memari, Z., & Khabiri, M. (2021). Marketing Strategies to developing the Iranian sports industry. *Sports Business Journal*, 1(2), 95-113. <https://doi.org/10.22051/sbj.2022.38999.1020>
- Ghalibaf, M. B. (2010). *A strategic view of the sports system in the country from the program of progress and justice*. Negarestan Hamed Publishing. <https://www.adinehbook.com/gp/product/6009218622>
- Gohar Rostami, H., Koozehchian, H., Amiri, M., & Honari, H. (2013). Typology of stakeholders and their strategic management in the country's sports system. *Sports Management Studies*(19), 151-170.
- Goya, M. A. (2014). *The Analysis of Economic Behaviors in Resistance Economy with Emphasis on Islamic Teachings*. [Master's Thesis, Imam Sadiq University].
- Heydari, M., & Qarbi, S. M. J. (2016). A Research on the meaning and concept of resistance economy in the Islamic Republic of Iran. *Journal of Defense Policy*, 25(97), 36-80. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=295151>
- Hosseinpour, D., Rezaei Manesh, B., & Mohammadi Siahbumi, H. (2016). The Relationship between the Constructive Management and Resistance Economy Strategies. *Quarterly Journal of Economic Research and Policies*, 24(79), 99-122.
- Kennelly, M., & Toohey, K. (2014). Strategic alliances in sport tourism: National sport organisations and sport tour operators. *Sport Management Review*, 17(4), 407-418. <https://doi.org/10.1016/j.smr.2014.01.001>
- Khaleghian Meymand, A., Vaez Barzani, M., Heidari, M. R., & Toghyani, M. (2017). Fiscal policies under the strategy of a resistance economy. *Islamic Economics*, 17(66), 13-46.
- Lashkar Blouki, M. (2011). *The Forms and Techniques of Strategic Thinking*. Nas Publishing.
- Lotfalipour, M. R. (2005). Economics, School of Economics and Islamic Economic System. *Journal of the Faculty of Administrative Sciences and Economics*, 3 & 4.
- Mobini Dehkordi, A., & Heidari, H. (2014). *The Fundamentals of Strategic Environmental Knowledge* (First ed.). Saffar Publishing.
- Moharramzadeh, M. (2006). Comparative Study of Procedures of Collegiate Sport Marketing in Iran and Turkey. *Quarterly Journal of Research and Planning in Higher Education*, 12(3), 93-108. <http://journal.irphe.ac.ir/article-1-472-en.html>

- Nazari, R., Tabatabaei, M., & Karimian, J. (2017). An Analysis of the Barriers to Implementing Isfahan Sports Strategic Plan Based on the Fortune Model. *Journal of Sport Management*, 9(1), 99-112. <https://doi.org/10.22059/jsm.2017.62275>
- Nazari, R., Yaghmaei, L., & Sohrabi, Z. (2016). Strategic Plan of Land Logistics of Isfahan Sports Sector. *Journal of Sport Management*, 8(5), 665-680. <https://doi.org/10.22059/jsm.2016.60240>
- Seif, A. M. (2012). A Proposed Model For Resistance Economy In Islamic Republic Of Iran (In Light Of The Viewpoint Of The Supreme Leader). *Journal of Security Horizons*, 5(16), 5-22. <https://www.sid.ir/en/journal/ViewPaper.aspx?id=328012>
- Soleimani, Y., & Seyyed Hoseinzadeh Yazdi, S. (2016). Explaining the approaches and components of moqawama economy(CASE STUDY: explaining the twelfth paragraph of policies: the components of economic diplomacy). *Quarterly Journal of The Macro and Strategic Policies*, 4(Special issue of Resistive Economics), 91-114. [https://www.jmsp.ir/article\\_38458.html?lang=en](https://www.jmsp.ir/article_38458.html?lang=en)





SBJ

# نشریه کسب و کار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۵۹-۷۳

شناسه دیجیتال: 10.22051/SBJ.2022.38406.1018



## راهبردهای الگوی نهادینه شده اقتصاد مقاومتی در ورزش حرفه‌ای

رسول نظری<sup>۱\*</sup>، وحید حاجی حیدری<sup>۲</sup>

<sup>۱</sup> دانشیار، دانشکده علوم ورزشی، واحد اصفهان (خوراسگان)، دانشگاه آزاد اسلامی، اصفهان، ایران.  
<sup>۲</sup> دانشجوی دکتری مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه آزاد اسلامی واحد اصفهان (خوراسگان)، اصفهان، ایران.

### کلیدواژه

استراتژی  
اقتصاد مقاومتی  
سیاست‌های کلان  
مدیریت ورزشی  
نهادینه‌سازی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** صنعت ورزش به‌عنوان یک بخش اقتصادی ضروری در تولید کالا و خدمات برای ورزش و توسعه اقتصاد ملی محسوب می‌شود. هدف از انجام این پژوهش، تبیین مدل استاندارد اقتصاد مقاومتی مبتنی بر ورزش حرفه‌ای بود.

**روش:** شرکت‌کنندگان در این مطالعه شامل ۱۵ نفر از متخصصان و کارشناسان مدیریت و اقتصاد ورزشی بودند. در نمونه‌گیری تحقیق از رویکرد نظری استفاده شد که طبق آن داده‌ها در فرآیند تحقیق تولید می‌شوند. به‌عبارت‌دیگر داده‌ها از تجزیه و تحلیل داده‌های قبلی به دست می‌آیند. بنابراین، نمونه‌گیری و جمع‌آوری داده‌ها تا رسیدن به اشباع نظری ادامه یافت. ابزار گردآوری آن‌ها شامل مصاحبه به شیوه اکتشافی بود.

**یافته‌ها:** پس از اتمام مصاحبه‌ها، از طریق فرآیند کدگذاری (با ۱۹۳ کد باز، ۹۵ کد محوری و ۷۳ کد انتخابی)، مدل پارادایمیک حاصل شد که شامل شش بعد شرایط علی، عوامل همبسته، شرایط مداخله‌گر، پیامدها و نتایج، عوامل تعدیل‌گر و عوامل میانجی توزیع گردیدند. ادغام مقوله‌ها بر اساس روابط موجود بین آن‌ها مبتنی بر نهادینه شدن اقتصاد مقاومتی در ورزش در قالب یک الگوی پارادایمیک حاصل می‌شود.

**اصالت و ابتکار مقاله:** تحقیقات معدودی در ارتباط با الگوی اقتصاد مقاومتی در ورزش حرفه‌ای انجام شده است. همچنین این مطالعه به لحاظ استفاده از رویکرد پدیدار شونده گلپزر در نوع خود منحصر به فرد است.

تاریخ دریافت: ۱۴۰۱/۰۶/۲۱

تاریخ پذیرش: ۱۴۰۱/۰۷/۱۳





## The Effect of Social Media Marketing Programs in the Online Retail Industry on Purchase of Sporting Goods

Hossein Norouzi<sup>1\*</sup>, Fatemeh Darvish<sup>2</sup>, Mohammad Mesbahi<sup>2</sup>

<sup>1</sup> Associate Professor, Business Management Department, Faculty of Management, Kharazmi University, Tehran, Iran.

<sup>2</sup> MSc. in BM, Faculty of Management, Kharazmi University, Tehran, Iran.

### ABSTRACT

**Purpose:** The current study investigates the effect of social media marketing programs on brand attitudes and consumers' purchase intention of sporting goods in the online retail industry. The case study of this research is Anik online shop.

**Methodology:** A researcher-made questionnaire was designed in this research distributed to the research sample after verifying content validity and structure and its reliability. The statistical population in this research includes members of at least one of the Anik brand social media. Data collection was performed by selecting 559 people using a simple nonprobability sampling method. Structural equation modeling was used in the SPSS and LISREL software.

**Findings:** Results showed that all six research hypotheses are acceptable at a 95% confidence level. The restudy results came showed that the social media marketing program has a significant impact on the retail industry of sports products by influencing consumers' attitudes toward the brand and their shopping tendencies.

**Originality:** Few studies have been done on the social media sports retail industry. Thus, the research results showed us consumers' attitudes toward the brand and their purchasing plans on these platforms.

### Keywords

Anik Online Shop  
Promotional Campaigns  
Purchase Intention  
Relevant Content

### Article type

Original article

**Received:** 2021/11/07

**Accepted:** 2022/01/23

### How to cite this article:

Norouzi, H., Darvish, F., & Mesbahi, M. (2021). The Effect of Social Media Marketing Programs in the Online Retail Industry on Purchase of Sporting Goods. *Sports Business Journal*, 1(2), 75-94. <https://doi.org/10.22051/sbj.2022.38024.1017>



## 1. Introduction

The emergence of the internet as a new and fast tool has changed different aspects of communications (Richter & Koch, 2008). Social media is a phenomenon that has currently been noticed due to the development of the internet. Social media, useful applications, platforms, and online media are used to simplify communication, cooperation, and content sharing (Mishra, 2019). Social media has become an important source to empower, support, and inform customers and to share information with them. Therefore, it has been noticed by marketers a lot (Kaplan & Haenlein, 2010). In fact, the increasing use of social networks has had active organizations in industries and various businesses reflect on new ways to communicate with their customers (Cheong & Morrison, 2008). Due to the fact that social networks are an inseparable part of modern society and are increasingly developing, proper business management and being cautious in investment in the social networks develops companies' businesses and is a tool to achieve loyal customers (Simkhah & Mohamadkhani, 2019). Social networks provide the opportunity for businesses to communicate directly with their customers with low cost and high impact. And, it provides a higher level of efficacy in comparison to traditional marketing communication tools (Berthon et al., 2008). By the increasing expansion of using social media, improving the brand position in the customers' minds using social media is one of the raised topics noticed by many organizations and companies (Weber, 2009). The brand is an intangible asset that reflects the true value of a company and reveals the source of sustainable competitive advantage. Brands provide value-added both for the company and for the consumers (Rajagopal, 2011). Social media is a new strategy that has the capacity of changing public opinion – every hour, minute, even a second (Weber, 2009). Why not change customers' brand attitudes?

Social media provide the opportunity for the companies to present the value of their brand to their consumers directly and without intermediaries and to communicate with them faster. Branding has a significant relation with social media. When an organization uses social media for branding purposes, it should have a proper strategy to professionally use and implement its social media marketing program. A vital matter for marketers and retailers is to be aware of the factors that affect consumers' attitudes and motivations because consumers are increasingly producing content about brands nowadays, which was previously done only by the organizations themselves (Heinonen, 2011). As a result, it is important to know which aspects of the social networks affect consumers' attitudes and motivation. Customers' brand attitude is the basis of consumers' practical actions and plays a vital role in the success and profitability of the company. Because a strong brand leads to company competitive advantage and achieving market leadership in a special sector (Kim & Park, 2005). Brand attitude is the consumers' general evaluation of the brand (Kudeshia & Kumar, 2017) and due to the great impact that it has on the final purchase decision, it is noticed by the marketers. Generally, the main factors that bring buying motivation can be consumers' brand attitude, evaluation, and perception of the brand (Moreira et al., 2017).

Now, more than two billion people in the world are members of social networks and spend an average of three hours a day on them. Based on the researches research Iranian

Students Polling Agency), in Iran, 53 percent of the people are members of at least one social network (Farbodium et al., 2017). This considerable growth of the internet penetration rate and use of social media in Iran provides an opportunity for online retailers and organizations. The point that should be considered by the retailers and organizations in which activities in social media are necessary for businesses to be successful and which strategy should be used. Therefore, since any research that would have investigated the effect of social media on brand attitude and consumers' purchase intention of sporting goods in this way could not be found, the purpose of the present study is to investigate the effect of social media marketing programs on brand attitudes and consumers purchase intention of sporting goods in the online retail industry. Investigating the role of social media and its impact on the consumer brand attitude and purchase intention can provide a good insight for organizations so that they can predict customers' behavior with the help of this information and can have a better understanding of the status of their brand in the mind of their customers and in comparison, to their competitors and can make better decisions to improve their marketing programs including their advertising campaigns.

## **2. Theoretical Background**

### ***2.1. Social Media and its Types***

Nowadays, social media is considered by most business managers in their main programs. Managers and decision-makers of organizations and also business consultants try to realize how they can use these media to increase profitability (Richter & Koch, 2008). Growing companies use social media to release their advertising messages and to collect complete information about the market, customers, visions, and competitors. Social media is creating, releasing, or sharing content by one person to the people by providing horizontal interactions among people (Mishra, 2019). Social media types include collaborative projects, weblogs, content communities, virtual social worlds, virtual game worlds, and social networks. This study focuses on social networks among social media types. Social media is an opportunity, not a threat. Considering social networks as a threat, over the past years in Iran has deprived us of the opportunities that these networks could have provided in educational, public diplomacy, informing, entertainment, and development areas (Ziaeiparvar, 2016).

### ***2.2. Social Media Marketing***

Marketers have realized the great potential of social media and use it as an important part of their marketing strategy to communicate with customers. Using social media in marketing is known as social media marketing. Social media have the capacity to make customers as marketers and advertisers of an organization, a brand, goods, and services. In this new method of marketing, social media acts as a source of word-of-mouth marketing. Word of mouth marketing is any kind of positive or negative comments about an event, a product, a service, a brand, or a company that consumers share through

the internet (for example, websites, social networks, instant messages, and news feeds) (Mishra, 2019). They talk online about a product or a brand and engage in a marketing activity without realizing it. Organizations can communicate with their individual followers through social network sites. This direct personal communication can gradually create loyalty in followers and potential customers (Weber, 2009).

### **2.3. Internet Retailing**

Retailing is indeed being intermediary which facilitates exchanges between producers and consumers. In the real world, retailing happens in stores or factory outlets. Nowadays, internet retailing is a term that has become common in retailing. Online retailers are those engaged in online retailing. The purpose of online retailers is to sell products or services to people. In today's retailing world, online shopping has become one of the main growing trends, especially in developed countries. Statistics show that the number of people who shop online and also the quantity of online shopping is significantly increasing (Perea Y Monsuwé et al., 2004). The process of this significant change has started in the 90s, at the same time with the emergence of electronic commerce, and has changed the vision of retailing environment (Chen & Chang, 2003). Consumers use the internet not only to buy products and services but also to search online stores and get information about their possible purchases (Demangeot & Broderick, 2007).

### **2.4. Brand Attitude**

In today's competitive market, companies should gain the most positive brand attitude in the consumers' minds to be able to make their brand distinct in comparison to other brands (Alcañiz et al., 2010; Tian & Yuan, 2013). Brand attitude is one of the most important subjects of marketing research and is the consumers' general assessment of the brand, which is an assessment of favorable or unfavorable responses to brand-related stimuli (Kudeshia & Kumar, 2017). Indeed, brand attitude shapes consumer behavior tendencies in consumers' minds, such as the tendency to buy (Hooker et al., 2019). Attitude is an important concept not only in psychology but also in branding. Some of the researchers have paid special attention to it, and some of the most prominent of them have claimed that brand attitude is a vital element in creating brand equity (Keller, 2001). Customers' brand attitude plays a vital role in the success and profitability of companies because a strong brand leads to the company's competitive advantage and achieving market leadership in a special sector (Kim & Park, 2005). Many researchers have investigated brand attitude to realize its formation process of it. sportswear apparel manufacturers may plan and apply these components to increase the popularity of their brand. The sportswear industry could improve along with brands increasing their market share in competitive markets through the affection of consumers and implementing other components of brand popularity (Saatchian et al., 2021).

Keller (2001), in his paper "Building Customer-Based Brand Equity", developed a model with the same name, which can be a good guideline for marketers to create brand

equity. In this brand attitude model, the main stimulus is brand equity. This model consists of four stages. To reach the next stage, it is necessary to be successful in the previous stage. In the first stage, it should be ensured that the brand is known in the customers' minds. In the second stage, the meaning of the brand should be explained to the customers through tangible or intangible evoking. In the third stage, customers react to the brand based on recognition and brand meaning. At the last stage, the relation between the customer and the brand or loyalty is created. The third stage of this model is related to the brand attitude, which consists of two dimensions of feeling and judgment (Keller, 2001). This model is used in this research to investigate brand attitude (see Figure 1).

### 2.5. Purchase Intention

Purchase intention is an important concept because understanding customer behavior is a key factor for companies in customer attraction and customer retention, especially for luxury brands (Salehzadeh & Khazaei Pool, 2017). In brand managing, purchase intention is one of the important factors to predict customer behavior (Soenyoto, 2015). Purchase intention is a concept that shows the assessment of consumers' interests in a product and the probability of purchase.

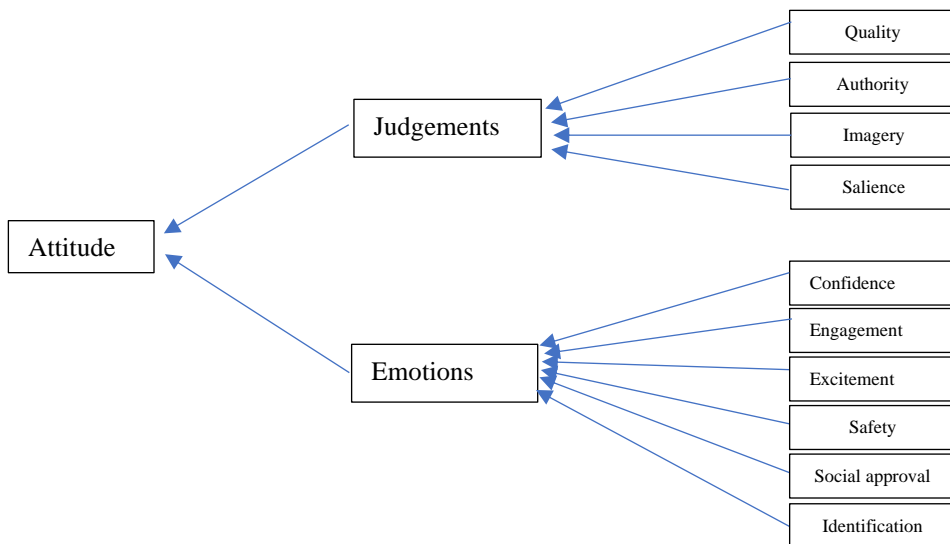


Figure 1. Keller's brand equity model (Reference).

Consumers tend to buy from a brand through which they can get maximum satisfaction (Park et al., 2010). This tendency can be defined as consumers' efforts to buy the products of a brand. The main factors of purchase motivation are consumers' brand attitude, evaluation, and perception. For example, the perceived quality of a brand can improve consumers' evaluation (Moreira et al., 2017). Making purchase intention

in consumers to buy from a particular brand needs a general evaluation of all the brands of a particular product. Based on the multidimensional tendencies model of Laroche et al. (1996), consumers' tendency to choose to buy from a particular brand is based on their evaluations of all the brands in the same category and in the same period of time (Teng et al., 2011).

## 2.6. Conceptual Model and Research Hypotheses

A customer loyalty program is a method in marketing that leads to enhancing the customer's natural and credit personality, which finally results in the customer's further purchases (Lee & Lee, 2019). It has been for many years that customer's loyalty program has become one of the constant and useful methods to increase the number of times the customer visits the place of purchase. For this reason, many shopping centers consider it. In today's competitive world, a loyalty program is sometimes known as a rewards program and is a program to reward customers in order to increase the rate of customer retention and customer satisfaction and to offer them higher value (Bolton et al., 2000). Research has shown that customers refer to the social media websites of the companies to update their information about the products of a brand and also to know about promotional campaigns (Knight, 2010; Mangold & Faulds, 2009). Therefore, the first hypothesis of the research is as follows:

**Hypothesis 1:** Promotional campaigns in social media has a positive and significant effect on the consumers' brand attitude.

Currently, some phrases such as relevant content and content marketing have become popular in the digital marketing world. Content marketing is a strategy in that the company presents valuable and relevant content to attract consumers to their brand, which is done in social media (Human et al., 2018). Relevant content can have different meanings depending on the field in which it is used. When a search engine optimization (SEO) professional talks about relevant content, he means selecting accurate keywords that make a website rank better on the SEO search results page. It may be a sales specialist who defines relevant content as content that increases the value of the products and services of a brand and increases sales. But in marketing jargon, especially in digital marketing, relevant content means the content which is useful for users and contains useful information. In other words, in social media, being relevant means offering a proper message, to a proper person, at a proper time and through a proper communication channel (Brito, 2011). One of the important reasons people use social networks is to search for information. Tracking and searching information explain why people use brand-relevant content in social networks, and the more the content presented by the brand is accurate and relevant, the more it affects consumers' brand attitude and trust (Human et al., 2018; Muntinga et al., 2011). Therefore, the research hypothesis is proposed as follows:

**Hypothesis 2:** Relevant content of a brand in social media has a positive and significant effect on the consumers' brand attitude.

Furthermore, customers see social media sites as service channels where they can have real-time communication with businesses (Knight, 2010). Customers prefer to see



updated content on social media. Therefore, Google has made changes to its search engine algorithm so that updated content tops the search list (Friedman & Friedman, 2013). One of the factors that make people return to social network pages is updated and relevant content. So, in this study, we have:

**Hypothesis 3:** Periodical updates about a brand in social media have a positive and significant effect on the consumers' brand attitude.

The popularity of social media and its content among friends is another reason that customers are engaged with the brands. A fun aspect of social networks is also an important reason to use them (Cheung et al., 2011; Dholakia et al., 2004; Lin & Lu, 2011; Park et al., 2009). Fun results in people are making, using, and sharing online brand-relevant content (Muntinga et al., 2011). Advertisements that are recognized by audiences as exciting, interesting, and glamorous have a positive effect on audiences' attitude towards advertisement (Taylor et al., 2011) audiences' brand attitude, and their willingness to return to the page (Raney et al., 2003). Therefore, the research hypothesis is as follows:

**Hypothesis 4:** Popular content about a brand in social media has a positive and significant effect on the consumers' brand attitude.

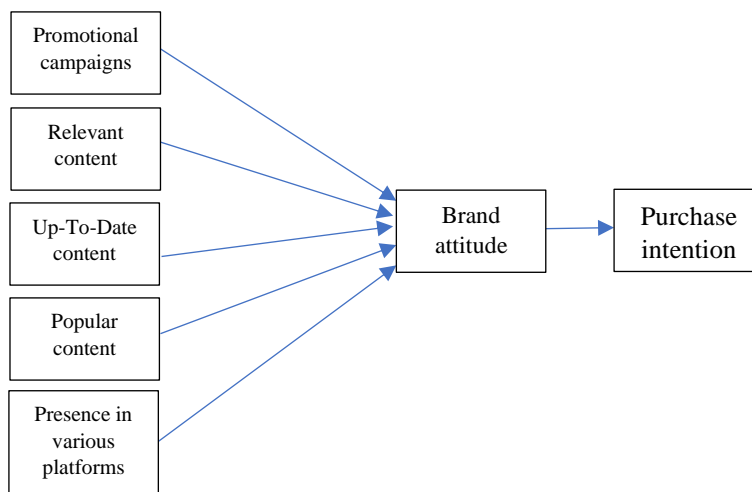
There are many platforms on social media, so it is impossible to be active in all of them. Therefore, marketers should analyze their target audience and decide how to connect with them through the most effective platform. In addition, providing mobile applications allows customers to engage with brands on a daily basis which leads to their brand loyalty (Kim & Alder, 2011). Therefore, the following hypothesis is proposed:

**Hypothesis 5:** Providing dedicated applications and presence on various social media platforms have a positive and significant effect on the consumers' brand attitude.

Purchase intention refers to the possibility that customers will buy a particular brand of a product category in a shopping situation (Singh & Banerjee, 2019). In general, purchase intention is an interfering psychological variable between attitude and actual behavior (Kudeshia & Kumar, 2017). The results of various studies indicate that there is a positive relationship between purchase intention and buying behavior. If the consumers have a positive brand attitude, it affects their buying behavior (Kudeshia & Kumar, 2017; Taute et al., 2017). Brand attitude is the most important factor for decision-making (Lee et al., 2017). Therefore, it can be said that since brand attitude is the most important determiner of consumers' purchase behavior, it has a positive and significant effect on purchase intention (Kudeshia & Kumar, 2017; Lee et al., 2017; Taute et al., 2017). Therefore, as a final hypothesis, we have:

**Hypothesis 6:** consumers' positive brand attitude has a positive and significant effect on their purchase intention.

According to the empirical research and the above hypotheses, the theoretical framework of the research is as shown in Figure 2.



**Figure 2.** Conceptual model of research.

### 3. Methodology

Research methodology is the study of a set of principles, rules, and explorations that lead us to scientific cognition. This research seeks to develop applied knowledge in the field of social media marketing program design, so it is applied research. In terms of data collection, the research is descriptive, using covariance matrix analysis and structural equation modeling, and is also survey research. The statistical population in this study includes members of at least one of the social networks of the Anik brand. The library research method is used to collect information related to the literature of this research and theoretical topics related to the subject. In order to obtain the facts about the past, present, and predict future events, field studies using an online questionnaire have been used whose questions are extracted from the base articles related to each variable. Because the population is unspecified and having the complete list of members of the population (those who are on at least one Anik brand social network page) is impossible, nonprobability sampling is used. In structural equation modeling, one important question is used in the analysis of determining the minimum size of the sample. From James Steven's point of view, considering 15 observations for each predictor variable in the multiple regression analysis with the standard method of least squares is a good rule of thumb (Hooman, 2018). In this study, the number of items is 38, and the number of completed and received questionnaires is 559. Approximately 15 samples were received for each item. The questionnaire designed in this research consists of two parts. The first part is related to demographic and basic information, which includes six questions, and the second part is related to the main questions, which include 38 questions. To check the validity and reliability of the questionnaire, their validity was reviewed and verified by marketing experts and their comments were used to improve the questionnaire. In addition, factor validity of the questionnaire is confirmed by factor analysis. The reliability of the questionnaire used in this study was

measured using Cronbach's alpha. In Table 1, the results of Cronbach's alpha test of variable dimensions are presented separately. As you can see, all dimensions of the research have appropriate reliability (above 0.7). Cronbach's alpha of the whole criterion is 0.973, which confirms the reliability of the questionnaire.

**Table 1.** Assessing the reliability of research dimensions.

Variables	Dimensions	Number of questions	Cronbach's alpha coefficients
Social media marketing programs	Promotional campaigns	3	0.789
	Relevant content	3	0.832
	Updated content	3	0.836
	Popular content	3	0.718
	Presence in various platforms	3	0.748
Brand attitude	Cognitive	14	0.956
	Emotional	4	0.934
Purchase intention	-	5	0.944

#### 4. Results and data analysis

Descriptive and inferential statistics were used to analyze the questionnaire data. SPSS software has been used to provide descriptive statistics and since the data were collected for observed variables of the theoretical model, LISREL software version 8.8 was used to fit the model and test the research hypotheses. LISREL is designed to fit models that include latent variables, measurement errors in each of the dependent and independent variables, two-way causality, concurrency, and interdependence (Hooman, 2018). The fitness of the structural and measurement model has been investigated. The highest frequency of respondents with 63.5% belongs to women and 36.5% belongs to men. Frequency distributions of other demographic data are presented in Table 2.

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

Respondents' age range	Under 18 years	1.4%	Respondents' level of education	Less than high school diploma	0.9%	Respondents' monthly income level	Under 1 million Tomans	44.9%
	18 to 24 years	30.8%		High school diploma	11.4%		1 to 2 million Tomans	28.1%
	25 to 34 years	46.3%		Associate degree	6.4%		2 to 3 million Tomans	12.9%
	35 to 44 years	15.7%		Bachelor Degree	46%		3 to 5 million Tomans	10%
	45 to 54 years	4.5%		Master Degree	31.1%		More than 5 million Tomans	4.1%
	Over 54 years	1.3%		PhD and higher levels	4.1%		Total	100%
Total	100%	Total	100%					
Anik's social pages visit frequency	Everyday	27.7%	Purchase frequency from Anik store	Every week	0.7%			
	Several times a week	7.3%		Every month	2.7%			
	Once or twice a week	9.7%		Several times a year	12.9%			
	Several times a month	19%		Once a year	10.7%			
	Several times a year	36.3%		I only follow the pages but do not buy	73%			
	Total	100%		Total	100%			

Confirmatory factor analysis (CFA) and structural equation testing (SEM) using LISREL software have been used to achieve the main purpose of the research (hypothesis testing). To perform factor analysis, it must be ensured that the available data can be used for analysis. In other words, is the amount of data required for factor analysis appropriate? For this purpose, KMO index and Bartlett's test were used.

**Table 3.** Results of KMO and Bartlett spherical adequacy test

<b>KMO sampling adequacy ratio</b>		0.97
<b>Bartlett's test of sphericity</b>		Chi-square 18244/321
		Degrees of freedom 703
		The significance level 0.0

According to Table 3, the results show that the KMO value is equal to 0.97, which is greater than 0.6 and is significant according to the Bartlett test significance level (0.0). Therefore, due to the adequacy of sampling and the significance of Bartlett test, the data correlation matrix is possible to enter the structural equations.

#### 4.1. Investigating the Normality of the Data and the Validity of the Model

In the model for measuring the normality of data, the validity of the model (based on factor loads) and the fitness of the model (based on goodness-of-fit indices) are examined. The normality of the data was assessed by examining the skewness and Kurtosis indices. According to experts, the acceptable amount of skewness is +3 to -3 and the amount of Kurtosis is +5 to -5 and all the data of this research have the condition of being normal (Ryu, 2011). In order to check the validity of the model, the factor loads of each question are considered. Scales larger than 0.4 indicate that the observable variable is a reliable scale for calculating the hidden variable and if they are between 0.3 and 0.4, although they are relatively weak, they are enough to continue the analysis. In Table 4, the factor loads of the questionnaire items are stated, all of which are quantifiable.

**Table 4.** Investigation of factor loads of structural model.

Item	Factor load	Item	Factor load	Item	Factor load	Item	Factor load	Item	Factor load
1	0.79	9	0.66	17	0.76	25	0.93	33	0.93
2	0.83	10	0.53	18	0.58	26	0.92	34	0.93
3	0.84	11	0.85	19	0.74	27	0.86	35	0.96
4	0.86	12	0.73	20	0.73	28	0.8	36	0.95
5	0.75	13	0.8	21	0.85	29	0.83	37	0.94
6	0.93	14	0.75	22	0.78	30	0.97	38	0.93
7	0.96	15	0.73	23	0.78	31	0.95		
8	0.95	16	0.49	24	0.84	32	1		

Investigating Model Fitness: To check the proper fitness of the model, the software provides indicators. If at least 3 of these indicators are within the acceptance range, the model is properly fitted. Table 5 shows the fitness indicators of the measurement model of the variables as well as the structural model of the research. Acceptable indicators are marked in green and out-of-range indicators in red. As we can see, for each row, there are more than 3 indicators in the acceptance area; therefore, the measurement model of research variables as well as the structural model has a suitable fit.

**Table 5.** Fitness indicators of the measurement and structural model.

Indicator	RMSEA	RMR	NFI	NNFI	CFI	RFI	IFI	GFI	AGFI
Acceptable amount	RMSEA<0.08	RMR<0.08	NFI>0.9	NNFI>0.9	CFI>0.9	RFI>0.9	IFI>0.9	GFI>0.9	AGFI>0.8
Social media marketing	0.083	0.046	0.97	0.97	0.98	0.96	0.98	0.92	0.87
Brand attitude	0.11	0.043	0.97	0.97	0.98	0.97	0.98	0.83	0.79
Purchase intention	0.15	0.026	0.98	0.97	0.98	0.96	0.98	0.96	0.87
Structural model	0.073	0.047	0.98	0.98	0.98	0.97	0.98	0.81	0.78

#### 4.2. Investigation of Research Hypotheses

The results of the hypothesis test based on structural equations are shown in Table 6 as well as Figures 3 and 4.

**Table 6.** Hypothesis test results.

Hypothesis	Relation	Path coefficient ( $\beta$ )	T-value	Total
1	Promotional campaigns → Brand attitude	0.59	17.51	Confirmed
2	Relevant content → Brand attitude	0.62	20.44	Confirmed
3	Updated content → Brand attitude	0.63	20.69	Confirmed
4	Popular content → Brand attitude	0.68	21.52	Confirmed
5	Presence in various platforms → Brand attitude	0.77	32.01	Confirmed
6	Brand attitude → Purchase intention	0.83	56.00	Confirmed

According to the results of path coefficients (Carey, 1998) and the amount of T value (significance level), it can be said that the variable of promotion campaigns with a path coefficient of 0.59 and T value of 17.51 has a positive and significant effect on brand attitude. The second hypothesis of the research, which expresses the relationship between relevant content and brand attitude with a path coefficient of 0.62 and a value of more than 1.96, is accepted. The third hypothesis of the study examined the effect of updated content on brand attitude and was confirmed with a path coefficient of 0.63 and an at-value of 20.69. The popular content variable with a path coefficient of 0.68 and an at-value of 21.52 t is also acceptable. The variable of presence in various platforms with an impact factor of 0.77 and t-value of 32.01 has the greatest effect on brand attitude.

The last hypothesis of the study, which examines the effect of brand attitude on purchase intention, is accepted with a path coefficient of 0.83 and a T-value of 56.

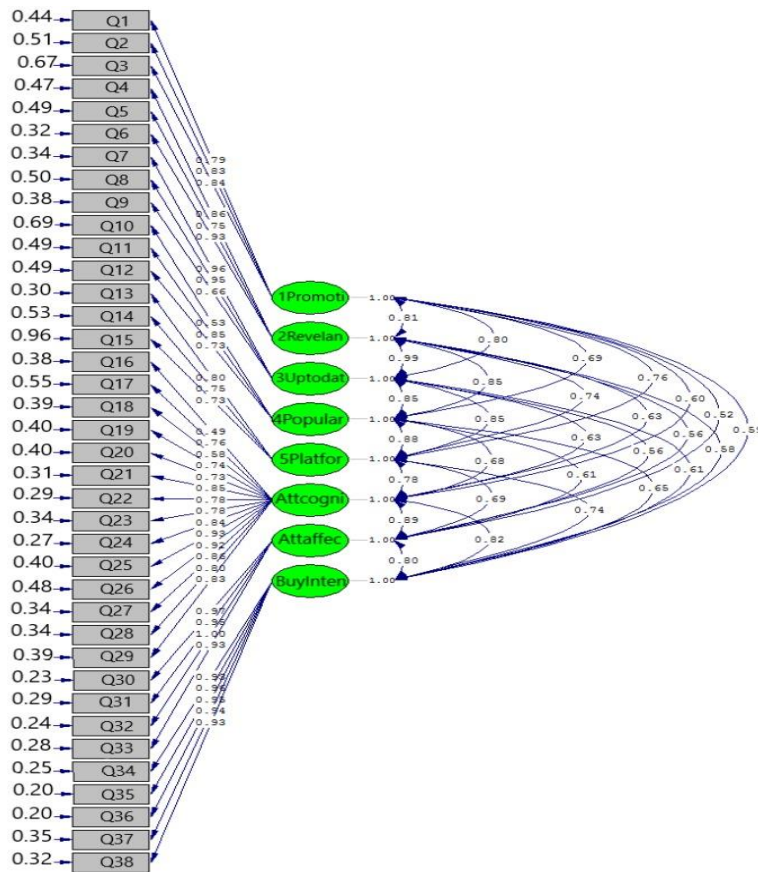


Figure 3. Structural model of research (standard estimate).

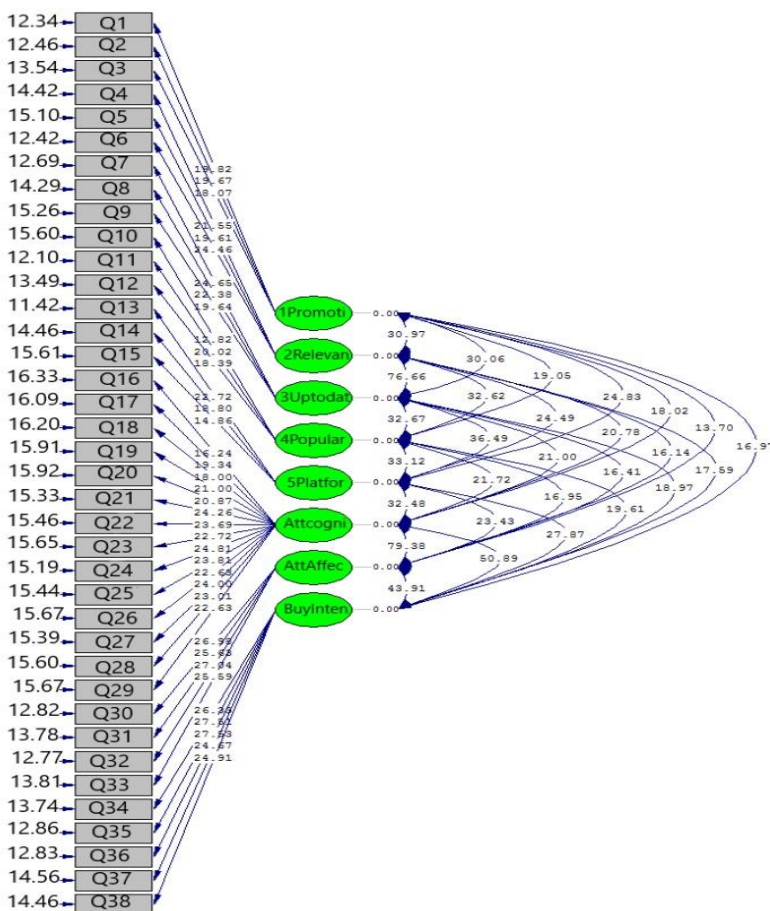


Figure 4. Structural model of research (a significant number).

### 5. Managerial implications

The content presented on a brand's social media pages should also be entertaining for the consumers. Online retail industry marketing managers should pay special attention to social media and have an appropriate and well-written strategy to operate in these media, especially social networks, and consider a suitable budget for this which will be significantly less than the budgets spent on traditional marketing programs. Producing relevant content means that the information provided on social media pages is relevant to the brand's wishes and theme and that scattered, and off-topic information is avoided. The content presented on social media pages of a brand (such as Telegram, Instagram, etc.) should be updated and new, and frequent updates should be presented, so that the information received by the consumers is always up to date. The consumers' positive brand attitude has a positive and significant effect on their intention to buy from the brand. If a person's attitude towards a brand becomes positive on social media, the person's intention to buy changes positively, and vice versa. Thus, the company can

create a positive attitude in the person that the company is her first choice to buy by providing attractive content that shows the quality of the product or by providing after-sales service, gaining consumer trust.

## **6. Discussion and conclusion**

The results of testing the hypotheses and comparing them with previous research are summarized, and at the end, practical, and research suggestions are presented along with the limitations of the research. Based on the estimated results of the structural equation model with a 95% confidence level, creating promotional campaigns on a brand's social media has a positive and significant effect on the consumers' attitudes toward the brand. The results of testing this hypothesis are in line with the findings of (Knight, 2010; Mangold & Faulds, 2009). The inclusion of customer loyalty programs such as promotion campaigns, offering discount coupons and special offers, holding various competitions, drawing, and awarding prizes on social network pages, and granting special privileges based on previous purchases play an important role in improving the consumers' brand attitude. Due to the high penetration rate of social media in Iran, online retail industry marketing managers should pay special attention to social media and have an appropriate and well-written strategy to operate in these media, especially social networks, and consider a suitable budget for this which will be significantly less than the budgets spent on traditional marketing programs. Presence in various social networking platforms indicates that in well-known and influential social networks, a page dedicated to the retail store of the brand should be created in order to increase the users' access to these pages. Also, since most users are on social networks through mobile phones, providing dedicated mobile software for popular operating systems such as Android and iOS can play an important role in facilitating access to the retail store to buy or search for product information.

According to the second hypothesis of the research, the relevant content in a brand's social media has a positive and significant effect on the consumers' brand attitude. This result is consistent with the findings of (Brito, 2011). Producing relevant content means that the information provided on social media pages is relevant to the brand's wishes and theme and that scattered, and off-topic information is avoided. This means that the content presented on social network pages of a brand should contain useful information about the products of the brand, and the consumer should be able to easily find the information he is looking for on these pages. Also, including customer loyalty programs such as promotion campaigns, offering discount coupons and special offers, holding various competitions, draw and awarding prizes on social network pages and awarding special privileges based on previous purchases will play a significant role in improving consumers' brand attitude.

The third hypothesis of the study indicates that the updated content on a brand's social media pages has a positive and significant effect on the consumers' brand attitude. This means that the content presented on social media pages of a brand (such as Telegram, Instagram, etc.) should be updated and new, and frequent updates should be



presented, so that the information received by the consumers is always up-to-date. Therefore, the result of testing this hypothesis confirms the findings of (Knight, 2010). In fact, having innovation and dynamism of the company in social media puts the company in a more suitable position in the field of competition and companies can influence the age groups, according to the characteristics and values understood by the group or create value by differentiation strategies and focus on social media to influence media users and also to inform consumers about updating their products and penetrate their minds by interacting with group managers and advertising through them.

Based on the results of the fourth hypothesis, the popular content on a brand's social media has a positive and significant effect on the consumers' brand attitude, which is in line with the results of (Raney et al., 2003). This means that the content presented on a brand's social media pages should also be entertaining for the consumers. Popular content in this study refers to entertaining content that users are willing to share with their friends and acquaintances. This content can include creative or entertaining content or visual appeal.

According to the fifth hypothesis, providing dedicated software and presence in various platforms of social media have a positive and significant effect on the consumers' brand attitude which is consistent with the results of (Kim & Alder, 2011) research. This means that a brand should be present in various and mainly influential social networks (Telegram, Instagram, etc.) to increase the ease of access to information for consumers in various social networks. Also, providing dedicated mobile software for popular operating systems (such as Android and IOS) will have a significant impact on the ease of access to information and shopping via mobile phones.

Finally, the sixth hypothesis of the present study indicates that the consumers' positive brand attitude has a positive and significant effect on their intention to buy from the brand. These results are in line with the findings of (Kudeshia & Kumar, 2017; Lee et al., 2017; Taute et al., 2017). In fact, they concluded through their research that creating a positive attitude among consumers towards a brand can lead to strong purchase intentions among them. In other words, if a person's attitude towards a brand becomes positive on social media, the person's intention to buy changes positively, and vice versa. Thus, the company can create a positive attitude in the person that the company is her first choice to buy by providing attractive content that shows the quality of the product or by providing after-sales service, gaining consumer trust. This research is a step towards providing appropriate programs and strategies for marketing managers of retailers and online stores in order to be effective in social media as a growing phenomenon and effective in improving the competitive position of organizations. The programs presented in this research for social media activities include participating in various social media platforms and providing dedicated mobile software, producing popular content, providing updated content, producing relevant content, and providing promotional campaigns. Very little research on social media activity strategies as a marketing tool requires researchers to delve deeper into the subject. Future researchers are suggested to study other social media strategies as an effective marketing tool and consider other branding factors such as brand satisfaction, brand awareness, brand

recognition, brand loyalty, brand engagement, brand equity, brand image, and brand development as the dependent variable in their research.

However, in all stages of this research, the utmost care and effort has been done, since each research has its own limitations, this research is no exception and has faced limitations, the most important of which are described below. Due to the newly emergence of the social media, there are not many theoretical foundations in the field of social media marketing programs and there is no known model in this field. In addition, the present study was conducted on the Anik online store, and the results may not be generalizable to other online retail brands.

### Disclosure statement and funding

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

### References

- Alcañiz, E. B., Cáceres, R. C., & Pérez, R. C. (2010). Alliances Between Brands and Social Causes: The Influence of Company Credibility on Social Responsibility Image. *Journal of Business Ethics*, 96(2), 169-186. <https://doi.org/10.1007/s10551-010-0461-x>
- Berthon, P., Pitt, L., & Campbell, C. (2008). Ad Lib: When Customers Create the Ad. *California management review*, 50(4), 6-30. <https://doi.org/10.2307/41166454>
- Bolton, R., Kannan, P. K., & Bramlett, M. (2000). Implications of Loyalty Program Membership and Service Experiences for Customer Retention and Value. *Journal of The Academy of Marketing Science* 28(1), 95-108. <https://doi.org/10.1177/0092070300281009>
- Brito, C. (2011). Relationship marketing: Old wine in a new bottle? *Innovative Marketing*, 7(1), 66-77. [https://www.businessperspectives.org/images/pdf/applications/publishing/template/article/assets/3892/im\\_en\\_2011\\_01\\_C.Brito.pdf](https://www.businessperspectives.org/images/pdf/applications/publishing/template/article/assets/3892/im_en_2011_01_C.Brito.pdf)
- Carey, G. (1998). Multiple regression and path analysis. *Regression & Path Analysis*, 1-15. <https://pdf4pro.com/view/multiple-regression-and-path-analysis-5c728f.html>
- Chen, S. J., & Chang, T. Z. (2003). A descriptive model of online shopping process: some empirical results. *International Journal of Service Industry Management*, 14(5), 556-569. <https://doi.org/10.1108/09564230310500228>
- Cheong, H. J., & Morrison, M. A. (2008). Consumers' Reliance on Product Information and Recommendations Found in UGC. *Journal of Interactive Advertising*, 8(2), 38-49. <https://doi.org/10.1080/15252019.2008.10722141>
- Cheung, C. M. K., Chiu, P.-Y., & Lee, M. K. O. (2011). Online social networks: Why do students use facebook? *Computers in Human Behavior*, 27(4), 1337-1343. <https://doi.org/10.1016/j.chb.2010.07.028>
- Demangeot, C., & Broderick, A. J. (2007). Conceptualising consumer behaviour in online shopping environments. *International Journal of Retail & Distribution Management*, 35(11), 878-894. <https://doi.org/10.1108/09590550710828218>
- Dholakia, U. M., Bagozzi, R. P., & Pearo, L. K. (2004). A social influence model of consumer participation in network- and small-group-based virtual communities. *International Journal of Research in Marketing*, 21(3), 241-263. <https://doi.org/10.1016/j.ijresmar.2003.12.004>

- Farbodiam, B., Farhangi, A., & Soltanifar, M. (2017). Strategic Review of virtual social media as a medium role in creating brand equity. *22(63)*, 13-35. [http://smr.journals.iau.ir/article\\_530374.html?lang=en](http://smr.journals.iau.ir/article_530374.html?lang=en)
- Friedman, L., & Friedman, H. (2013). Using Social Media Technologies to Enhance Online Learning. *Journal of Educators Online*, *10(1)*, 1-22. <https://doi.org/10.9743/JEO.2013.1.5>
- Heinonen, K. (2011). Consumer activity in social media: Managerial approaches to consumers' social media behavior. *Journal of Consumer Behaviour*, *10(6)*, 356-364. <https://doi.org/10.1002/cb.376>
- Hooker, R., Wasko, M., Paradice, D., Teigland, R., & Hofacker, C. (2019). Beyond gaming. *Information Technology & People*, *32(6)*, 1397-1422. <https://doi.org/10.1108/ITP-11-2017-0407>
- Hooman, H. A. (2018). *Structural equation modeling using LISREL software (with corrections)* (6th ed.). Organization for the Study and Compilation of University Humanities Books (Samt). <https://www.adinehbook.com/gp/product/9644599624>
- Human, G., Hirschfelder, B., & Nel, J. (2018). The effect of content marketing on sponsorship favorability. *International Journal of Emerging Markets*, *13(5)*, 1233-1250. <https://doi.org/10.1108/IJoEM-06-2017-0215>
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, *53(1)*, 59-68. <https://doi.org/10.1016/j.bushor.2009.09.003>
- Keller, K. L. (2001). *Building customer-based brand equity: A blueprint for creating strong brands*. <http://anandahusseini.lecture.ub.ac.id/files/2015/09/article-4.pdf>
- Kim, D., & Alder, H. (2011, June 1). *Student's use of hotel mobile application: their effect on brand loyalty*. Graduate Students Research Conference, University of Amherst, Houston, Texas, United States. [https://scholarworks.umass.edu/gradconf\\_hospitality/2011/Poster/38/](https://scholarworks.umass.edu/gradconf_hospitality/2011/Poster/38/)
- Kim, J., & Park, J. (2005). A consumer shopping channel extension model: Attitude shift toward the online store. *Journal of Fashion Marketing and Management*, *9(1)*, 106-121. <https://doi.org/10.1108/13612020510586433>
- Knight, K. (2010, August 19). Rebuild brand loyalty with social media. <https://www.bizreport.com/2010/08/price-sensitive-shoppers-still-seeking-out-deals.html>
- Kudeshia, C., & Kumar, A. (2017). Social eWOM: does it affect the brand attitude and purchase intention of brands? *Management Research Review*, *40(3)*, 310-330. <https://doi.org/10.1108/MRR-07-2015-0161>
- Lee, E.-B., Lee, S.-G., & Yang, C.-G. (2017). The influences of advertisement attitude and brand attitude on purchase intention of smartphone advertising. *Industrial Management & Data Systems*, *117(6)*, 1011-1036. <https://doi.org/10.1108/IMDS-06-2016-0229>
- Lee, S. A., & Lee, J. (2019). Enhancing customers' brand loyalty via branded hotel apps. *Journal of Quality Assurance in Hospitality & Tourism*, *20(3)*, 339-361. <https://doi.org/10.1080/1528008X.2018.1537819>
- Lin, K.-Y., & Lu, H.-P. (2011). Why people use social networking sites: An empirical study integrating network externalities and motivation theory. *Computers in Human Behavior*, *27(3)*, 1152-1161. <https://doi.org/10.1016/j.chb.2010.12.009>
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons*, *52(4)*, 357-365. <https://doi.org/10.1016/j.bushor.2009.03.002>
- Mishra, A. (2019). Antecedents of consumers' engagement with brand-related content on social media. *Marketing Intelligence & Planning*, *37(4)*, 386-400. <https://doi.org/10.1108/MIP-04-2018-0130>

- Moreira, A. C., Fortes, N., & Santiago, R. (2017). Influence of sensory stimuli on brand experience, brand equity and purchase intention. *Journal of Business Economics and Management*, 18(1), 68-83. <https://doi.org/10.3846/16111699.2016.1252793>
- Muntinga, D. G., Moorman, M., & Smit, E. G. (2011). Introducing COBRAs: Exploring motivations for brand-related social media use. *International Journal of Advertising*, 30(1), 13-46. <https://doi.org/10.2501/IJA-30-1-013-046>
- Park, C. W., Macinnis, D. J., Priester, J., Eisingerich, A. B., & Iacobucci, D. (2010). Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers. *Journal of marketing*, 74(6), 1-17. <https://doi.org/10.1509/jmkg.74.6.1>
- Park, N., Kee, K., & Valenzuela, S. (2009). Being Immersed in Social Networking Environment: Facebook Groups, Uses and Gratifications, and Social Outcomes. *Cyberpsychology & Behavior*, 12(6), 729-733. <https://doi.org/10.1089/cpb.2009.0003>
- Perea Y Monsuwé, T., Dellaert, B. G. C., & de Ruyter, K. (2004). What drives consumers to shop online? A literature review. *International Journal of Service Industry Management*, 15(1), 102-121. <https://doi.org/10.1108/09564230410523358>
- Rajagopal. (2011). Determinants of Shopping Behavior of Urban Consumers. *Journal of International Consumer Marketing*, 23(2), 83-104. <https://doi.org/10.1080/08961530.2011.543051>
- Raney, A. A., Arpan, L. M., Pashupati, K., & Brill, D. A. (2003). At the movies, on the web: An investigation of the effects of entertaining and interactive web content on site and brand evaluations. *Journal of Interactive Marketing*, 17(4), 38-53. <https://doi.org/10.1002/dir.10064>
- Richter, A., & Koch, M. (2008). *Functions of Social Networking Services*. COOP '08 : the 8th International Conference on the Design of Cooperative Systems. <https://www.semantic-scholar.org/paper/Functions-of-Social-Networking-Services-Richter-Koch/7a4dcfc3403c24f085c39675f5b32df4058ff30d>
- Ryu, E. (2011). Effects of skewness and kurtosis on normal-theory based maximum likelihood test statistic in multilevel structural equation modeling. *Behavior Research Methods*, 43(4), 1066-1074. <https://doi.org/10.3758/s13428-011-0115-7>
- Saatchian, V., Azizi, B., & Talebpour, M. (2021). ADIDAS Sportswear Brand Popularity Model in Iranian Consumers. *Sports Business Journal*, 1(1), 163-177. <https://doi.org/10.22051/sbj.2021.36650.1004>
- Salehzadeh, R., & Khazaei Pool, J. (2017). Brand Attitude and Perceived Value and Purchase Intention toward Global Luxury Brands. *Journal of International Consumer Marketing*, 29(2), 74-82. <https://doi.org/10.1080/08961530.2016.1236311>
- Simkhah, M., & Mohamadkhani, E. (2019). The Mediating Role of Online Brand Community Commitment in the Relationship Between Online Brand Community Value Co-creation and Brand Loyalty. *BI Management Studies*, 7(26), 5-35. <https://doi.org/10.22054/ims.2019.9705>
- Singh, R. P., & Banerjee, N. (2019). Exploring the Influence of Celebrity Worship on Brand Attitude, Advertisement Attitude, and Purchase Intention. *Journal of Promotion Management*, 25(2), 225-251. <https://doi.org/10.1080/10496491.2018.1443311>
- Soenyoto, F. L. (2015). The Impact of Brand Equity on Brand Preference and Purchase Intention in Indonesia's Bicycle Industry: a Case Study of Polygon. *iBuss Management*, 3(2), 99-108. <https://media.neliti.com/media/publications/184122-EN-the-impact-of-brand-equity-on-brand-pref.pdf>

- Taute, H. A., Sierra, J. J., Carter, L. L., & Maher, A. A. (2017). A sequential process of brand tribalism, brand pride and brand attitude to explain purchase intention: a cross-continent replication study. *Journal of Product & Brand Management*, 26(3), 239-250. <https://doi.org/10.1108/JPBM-08-2016-1289>
- Taylor, D. G., Lewin, J. E., & Strutton, D. (2011). Friends, fans, and followers: do ads work on social networks?: how gender and age shape receptivity. *Journal of Advertising Research*, 51(1), 258-275. <https://doi.org/10.2501/JAR-51-1-258-275>
- Teng, L., Laroche, M., & Zhu, H. (2011). The effects of multiple-ads and multiple-brands on consumer attitude and purchase behavior. *Journal of Consumer Marketing*, 42(2), 27-35. <https://doi.org/10.1108/07363760710720966>
- Tian, H., & Yuan, H. (2013). The contingent effect of corporate social responsibility fit on consumer brand attitude. *Nankai Business Review International*, 4(4), 349-364. <https://doi.org/10.1108/NBRI-08-2013-0030>
- Weber, L. (2009). *Marketing to the Social Web: How Digital Customer Communities Build Your Business* (2nd ed.). Wiley. <https://books.google.com/books?id=9odl59jHUEsC>
- Ziaei-parvar, H. (2016). Communication and media function of virtual social networks in Iran. *Media Management*, 17(1), 9-18.



# نشریه کسب و کار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۷۵-۹۴

شناسه دیجیتال: [10.22051/SBJ.2022.38024.1017](https://doi.org/10.22051/SBJ.2022.38024.1017)



## نقش برنامه‌های بازاریابی رسانه‌های اجتماعی در صنعت خرده‌فروشی آنلاین بر خرید کالاها ورزشی

حسین نوروزی<sup>۱\*</sup>، فاطمه درویش<sup>۲</sup>، محمد مصباحی<sup>۳</sup>

<sup>۱</sup> دانشجویار، گروه مدیریت بازرگانی، دانشکده مدیریت، دانشگاه خوارزمی، تهران، ایران.  
<sup>۲</sup> کارشناسی ارشد MBA، دانشکده مدیریت، دانشگاه خوارزمی، تهران، ایران.

### کلیدواژه

فروشگاه آنلاین آنیک  
قصد خرید  
کمپین‌های تبلیغاتی  
محتوای مرتبط

### نوع مقاله

پژوهشی اصلی

### چکیده

**هدف:** مطالعه حاضر، با ارائه یک مدل پیشنهادی، به دنبال بررسی تأثیر برنامه‌های بازاریابی رسانه‌های اجتماعی بر نگرش برند و قصد خرید مصرف‌کنندگان از کالاها ورزشی در صنعت خرده‌فروشی آنلاین انجام شد. در این مطالعه موردی لوازم ورزشی فروشگاه اینترنتی آنیک مورد مطالعه قرار گرفت.

**روش:** بنابراین، پرسشنامه محقق ساخته‌ای طراحی و پس از تأیید روایی محتوا و ساختار و پایایی آن، در بین نمونه پژوهش توزیع شد. جامعه آماری در این تحقیق شامل افرادی بودند که حداقل در یکی از شبکه‌های اجتماعی برند آنیک عضویت داشتند. جمع‌آوری داده‌ها با انتخاب ۵۵۹ نفر از جامعه به روش نمونه‌گیری غیراحتمالی در دسترس انجام شد. برای آزمون فرضیه‌ها از مدل‌سازی معادلات ساختاری و برای محاسبات از نرم‌افزارهای SPSS و LISREL استفاده شد.

**یافته‌ها:** نتایج نشان داد هر ۶ فرضیه تحقیق در سطح اطمینان ۹۵ درصد قابل قبول هستند. به عبارت دیگر، نتایج مطالعه نشان داد برنامه‌های بازاریابی رسانه‌های اجتماعی با تأثیرگذاری بر نگرش مصرف‌کنندگان نسبت به برند و تمایلات خرید آن‌ها، تأثیر بسزایی بر صنعت خرده‌فروشی محصولات ورزشی دارد.

**اصالت و ابتکار مقاله:** مطالعات کمی در مورد نقش رسانه‌های اجتماعی در صنعت خرده‌فروشی ورزش انجام شده است. بنابراین، نتایج تحقیق نگرش مصرف‌کنندگان را نسبت به برند و برنامه‌های خرید آن‌ها در این پلتفرم‌ها نشان داد.

تاریخ دریافت: ۱۴۰۰/۰۸/۱۶

تاریخ پذیرش: ۱۴۰۰/۱۱/۰۳



## Marketing Strategies to Developing the Iranian Sports Industry

Arezoo Ganjkanloo<sup>1\*</sup>, Zhaleh Memari<sup>2</sup>, Mohammad Khabiri<sup>3</sup>

<sup>1</sup> MSc, Department of Sports Management, Faculty of Sport Science, Alzahra University, Tehran, Iran.

<sup>2</sup> Associate Professor of Sports Management, Department of Sports Management, Faculty of Sport Science, Alzahra University, Tehran, Iran.

<sup>3</sup> Associate Professor, Department of Sports Management, Faculty of Sport Science, Tehran University, Tehran, Iran.

### ABSTRACT

**Purpose:** This research aims to determine the Iranian strategic position with IFE and EFE analysis and present budget development marketing strategies.

**Methodology:** The study's statistical sample was selected from 18 expert faculty members in the research field to give a questionnaire. For the investigation of the Collecting Information Agency, during the closed interviews, the answer to the basics of the inventory status questionnaire, which was made in the contents of [Aghaei Shahri and et al. \(2014\)](#), with a reliability coefficient of 0.953, was used ( $P < 0.05$ ). The matrix is used more than the described indices for experiments and data analysis. The Friedman test is used in SWOT adjustment and study.

**Findings:** The findings showed that the current sports industry has eight strengths, 35 weaknesses, 16 opportunities, and 25 threats. Accordingly, matrix analysis in internal and external factors showed that the industry is based on other internal weaknesses of 1 factors' weak factors external factors in threats the strategic position (WT). As a result, it is appropriate to use defensive and protected strategies to get out of this situation. The sports organization's proposal uses the model of a pioneering organization, from the strategy of penetration in the mass market, penetration in a particular market, rapid entry into the market, and faster withdrawal from it as maintenance strategies or strategies. Use growth and development to develop the Iranian sports industry.

**Originality:** Authors in this article proposed marketing strategies to prevent the sports industry from dissolving and helping it develop.

### Keywords

Opportunities  
Strengths  
Sports Industry Development  
Treats  
Weaknesses

### Article type

Original article

**Received:** 2022/01/01

**Accepted:** 2021/01/22

### How to cite this article:

Ganjkanloo, A., Memari, Z., & Khabiri, M. (2021). Marketing Strategies to Developing the Iranian Sports Industry. *Sports Business Journal*, 1(2), 95-113. <https://doi.org/10.22051/sbj.2022.38999.1020>



## 1. Introduction

Sports and recreation in developed countries are considered an important industry and an influential factor in the national economy's growth and is one of the most lucrative industries in the 21st century. Nowadays, sport as a tool in various fields has a broad impact. Today's motivation to participate in sports activities is not to achieve high levels and achieve championships, but to gain health, well-being, vitality, social relations, and avoidance of diseases are important reasons for participating in sports. For this reason, today in France, 15 million people participate in organized sports activities, of which 6 to 14 years old is 6.5 million (Saatchian et al., 2015). Vahdati et al. (2014) also believe that industrial sports are beautiful today. A billion-dollar industry is overgrowing by 50 percent over a decade, as one of the top 10 sectors globally (Vahdati et al., 2014). The sports industry is one of the essential foundations for developing the sports economy and social progress. It also has an active and vital role in the sports economy. It has also led to the emergence of a new human economy in the form of a new industrial economy (Huang, 2011). According to (Cai & Xiong, 2011), as an emerging industry, the sports industry is one of the most promising sectors in the present era. Unlike other industries, the sport has specific distinctive characteristics, making the implementation of the management process unique in more than one aspect (Savić et al., 2018).

For this reason, the sports industry management system must formulate justifications and policies to support the development of this industry. Investment management, macro-leadership, and control efforts in the sports industry need to be strengthened. Besides, the sports industry needs to grow as a new point in the national economy's growth and a potential and growing industry. The transformation will have an increasing impact on society's economic, social and national development (Zeinizadeh et al., 2016). In a study, Lim and Love (2012) defined the sports industry as a group of business organizations that offer sports products and services where the primary goal is to make a profit (Foon & Wen, 2012). Among the advances in management knowledge in recent years, we can mention the emergence of a new movement called strategic management. This movement has emerged in the context of highly competitive business endeavors. It now has a long way to go in other It Has taken the management field (Andam & Aghaei, 2015). Modern - day sport is increasingly becoming adjusted to how business is conducted on the market, where the state has maintained its role of financier and helper to sport (Savić et al., 2018).

Strategic management is a systematic approach to the excellent task and increasing responsibility in public administration. It ensures the institution's continuous position and prevents sudden events. It connects the institution with its context (environment), preparing it for taking place. This type of planning guarantees all actions that lead to the definition of appropriate goals and strategies to achieve those goals for the entire organization (Zeinizadeh et al., 2016).

Unless a goal is set for an organization, it does not know where it wants to go. If a goal is set but not planned, the organization does not know how to achieve that goal, so any system that wants to succeed must have clear goals (Ebrahimifar et al., 2014).



However, community and recreational activities are well influenced by sports' cultural activities, which indicates the relative success of activities in this area.

Similarly, marketing in the event has a significant effect and does not substantially affect retail sales, which indicates that there is insufficient maturity in this section. Therefore, improving processes in this industry requires attention to the relationships between model factors (Aghaei Shahri et al., 2017). Due to the direct and indirect impact of basic infrastructure on organizational activities of the sports entrepreneurship value chain, sport managers must take appropriate measures to reinforce the essential infrastructure (Forsati et al., 2021).

The sports industry is composed of government, business, and volunteering from the researchers' perspective. It is one of the largest and fastest-growing sectors globally, with a turnover of several hundred billion dollars. The strategies are characterized in a quality dimension and a customer adaptation dimension. In the quality dimension, the strategies are related to characteristics of the industrial environment of the supplier country. The adaptation dimension is associated with the cultural affinity with the customer country as perceived by industrial purchasers in these countries (Hallén & Johanson, 1985).

For example, in the development of championship sports, such things as financial support for sports, a coherent approach to formulating macro sports policies, participation in sports, identification and development of talent in sports, sports path, and post-championship support for athletes, training facilities, Coaching, national and international competitions, scientific research and innovation. In this regard, Australia has innovated, researched, and improved athletes' training environment and made favorable changes in sports institutes and academies. Khosravi Zadeh et al. (2015) identified 11 strengths, ten weaknesses, 12 opportunities, and 12 threats (Khosravi Zadeh et al., 2015). The Australian Sports Commission also identifies five key components: the mission, objectives, approach, criteria, and strategies, among the Commission's Strategic Plan (ACT, 2020). South Africa's sport and leisure mission is to achieve sport and leisure by ensuring equitable access, development, and excellence at all levels of participation. And the allocation of social and economic assistance to create a better life for all South Africa. The University of Melbourne's vision is Australia's leading university for sporting performance, participation level, and facilities quality (David, 2014). Innovative marketing strategies, specifically promotion, had the most effect on manufacturers' performance (Kamarulzaman et al., 2021). Also, the sportswear industry could improve along with brands increasing their market share in competitive markets through consumers' affection and implementing other components of brand popularity (Saatchian et al., 2021).

In UK Sport Plan sets out the Iranian vision for 2020. Increasing public participation in sport, promoting international success, and supporting the hosting of major events is seen as a framework for developing UK sport (Hallaji & Hashemi, 2015). The Queensland Golf Club of Australia uses traditional development planning to link conventional planning processes with specific sports analysis (ACT, 2020). Few organizations can be found today, without which it would have succeeded. Paying attention to human capital on the one hand and planning for the club's economic and

financial prosperity to develop working capital and increase its profitability are critical issues for any organization. In other words, the era of sports clubs' dependence on public and state capital has ended, and clubs will be able to survive as government for-profit organizations (Memari et al., 2021; Pouyandekia & Memari, 2021). The quantitative and physical evidence and the quality of services of health clubs are at a suitable level. In that case, it can lead to customer satisfaction and more customer membership in that sports space (Bahrami et al., 2021).

The sport industry areas in Iran were classified into 18 categories: facilities and equipment, sports organizations, trade, event, tourism, human resources, goods and services, marketing, sports medicine, economic activity, government, etc. Therefore, attention to the factor loadings of each infrastructure is helpful for managers in making decisions and determining the status of each area and relevant infrastructures so that managers will be able to identify the status of each area to plan and promote it (Aghaei Shahri et al., 2018).

However, it seems that given the importance of the sports industry and its development, as well as the need to expand areas, employment and income, and the broad role that can play in increasing the national and global power of the country, identify the strategic position of this Industry in Iran and the presentation of management strategies in its development to provide the proposed marketing strategies, is essential. Therefore, if we can identify the industry's strategic position without determining operational strategies and, more appropriately, it will be possible to provide management solutions in its development from a marketing perspective. Thus, in the present study, the researchers intend to identify the Iranian sports industry's strengths, weaknesses, opportunities, and threats by analyzing the internal and external environment factors, determining its strategic position, and making suggestions from the perspective of appropriate marketing strategies.

## 2. Methodology

The present research has been done in two parts: qualitative and quantitative. The researcher uses response interviews in the qualitative part depending on the respondents' opinions about the current Iranian situation. In the quantitative part, descriptive statistics calculates the average to determine the status. Strengths, weaknesses, opportunities, and threats of payment. Based on the purpose, the researcher intended to help improve the industry's performance and development in the long run by recognizing the current situation and determining the Iranian sports industry's strategic position through scientific methods.

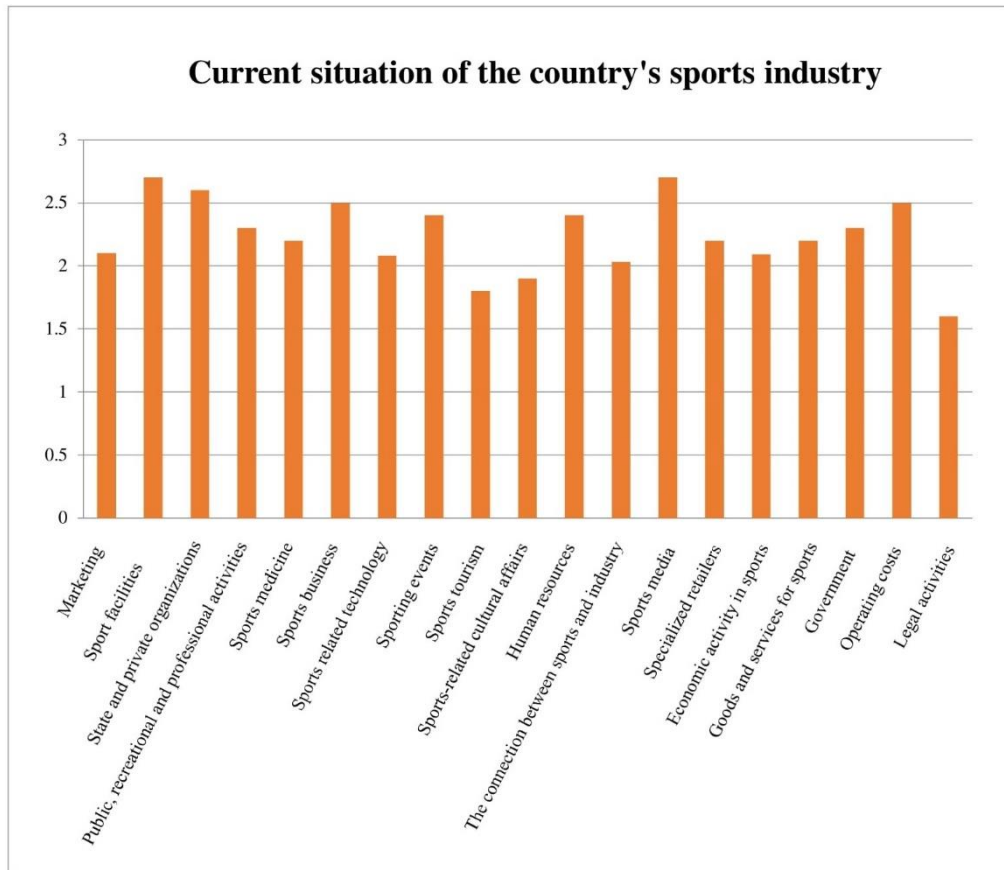
Based on data collection, descriptive research has been done by examining the current situation and drawing the desired position in strategic studies. Therefore, the statistical sample was considered following the community (all sports experts and faculty members of the Iranian sports management who have had information, experiences, and research in the field of sports industry) that a total of 18 professors and faculty members and experts the Iranian sports were purposefully selected for the interview. Finally, a researcher-made questionnaire, "Determining the Iranian sports

industry's strategic position," consisting of 84 items, was designed with scores on a five-point Likert scale. Also, four articles were developed about the participants' characteristics and the beginning information. Based on the study of theoretical foundations and research background concerning the sports industry and strategic planning and review of different planning models, a researcher-made questionnaire whose validity and reliability was confirmed using Cronbach's alpha statistical method, the question's reliability. The letter is set to 0.953. The questionnaire was submitted to sample members by selecting the last time. Descriptive statistics and indicators such as frequency, percentage, graph, and table were used to analyze the data obtained from the research. Inferential statistics were also used to analyze the information obtained. To determine the strategic position and other items in the strategic plan, from the internal factors evaluation matrix to compare strengths and weaknesses with each other, from the external factors evaluation matrix to compare opportunities and threats to each other, from the internal matrix and Exterior was used to determine the strategic position.

#### 4. Results

As Demographic information: According to the research findings, the highest frequency in the age of respondents is related to the age range of 50 years and above, with ten people equal to 55.6%. Also, the level of education of individuals at the doctoral level is 100%. The highest frequency of activity in sports is related to the class over 40 years with 38.9%. The highest frequency in respondents' sports activity is faculty members with a high percentage. 94.4% is the frequency of the total sample.

Current situation of the Iranian sports industry: In general, the status of the Iranian sports industry is reported as follows:



**Figure 1.** Current situation of the Iranian sports industry.

According to the surveys and surveys conducted, the current state of the Iranian sports industry from the perspective of professors, faculty members, and sports experts, on a 5-point Likert scale in matters such as marketing, sports venues, private and public organizations, activities Public, Recreational & Professional's, Sports Medicine, Sports Business, Sports Technology, Sports Events, Human Resources in Sports, Sports Media, Specialized Retailers, Sports Economics, Sporting Goods and Services, Government And operating costs, the state of the Iranian sports industry on average; In the field of sports tourism, cultural affairs related to sports, the relationship between sports and industry and legal activities, the situation of the Iranian sports industry has been assessed as inferior.

Strengths, Weaknesses, Opportunities, and Threats of the Country Sports Industry: Tables 1 to 4 show the general results of the strengths, weaknesses, opportunities, and threats of the Iranian sports industry based on SWOT analysis. Friedman test was performed to rank 84 items identified in different lists (strengths, weaknesses, opportunities, and threats). Tables 1 to 4 show the ranking of items in each list of strengths, weaknesses, lists, and threats, in addition to the mean and standard deviation,

based on the results of the Friedman test ( $P < 0.05$ ). According to the data in Tables 1 and 2, the ranking of strengths, weaknesses, opportunities, and threats of the Iranian sports industry is as follows:

**Table 1.** Results of ranking the Iranian sports industry's strengths, weaknesses, opportunities, and threats.

Strengths	Mean	Mean rating	Total rank
Common sports such as volleyball, basketball.	3.00	5.03	1
Human resources specialized in sports (such as referees, coaches, sports education, etc.)	3.00	5.00	2
Scientific journals in sport	2.89	4.92	3
Holding one-day sporting events	2.94	4.92	4
Sports clubs and health clubs	2.83	4.36	5
Holding multi-day sports events	2.72	4.25	6
Salaries and operating expenses of players and teams (expenses of athletes, players, and supporters)	2.61	3.94	7
The amount of money spent by the public on sports (buying tickets for swimming pools and entrances, etc.)	2.56	3.58	8
Weaknesses	Mean	Mean rating	Total rank
Specialized retailers	2.50	22.92	1
Advertising of goods and sports services on radio and television, Internet, journals	2.50	22.72	2
Specialty wholesalers	2.50	22.58	3
Companies providing media services to the Iranian sports	2.39	21.83	4
Sports equipment exhibitions	2.39	21.42	5
Organizations providing recreational sports services	2.39	21.14	6
Sports business institutions	2.39	20.89	7
Production of sports goods and equipment	2.33	20.53	8
Teams and organizations related to recreational and leisure competitions	2.33	20.42	9
Free activities of professional athletes	2.33	20.39	10
Private sector active in sports	2.33	20.33	11
Sports service companies for professional and semi-professional athletes	2.33	20.03	12
Training and utilizing volunteers in sports	2.28	19.39	13
Expenditures spent by spectators at a sporting event	2.33	19.11	14
Managing sports competitions and recreation camps for students, workers, and special groups in universities	2.28	18.78	15
Indigenous (local) sports	2.22	18.56	16
Owners of equipment for sports competitions (horses, cars, etc.)	2.22	18.33	17
Internet and information technology (stores, advertising, ticket sales)	2.11	17.97	18
Sports service agencies	2.17	17.64	19
Automobile clubs	2.11	17.42	20
The economic activity of professional and semi-professional teams and clubs	2.11	17.31	21
Companies repair and maintenance services of sports facilities and facilities	2.11	16.89	22

<b>Weaknesses</b>	<b>Mean</b>	<b>Mean rating</b>	<b>Total rank</b>
New physical activities (skating, body jumping, snow skiing)	2.11	16.78	23
Sponsorship in sports	2.06	16.72	24
Betting on horse racing and predicting race results	2.11	16.69	25
Sports talent companies	2.06	16.42	26
Ticket sales situation in professional and semi-professional sports	2.06	16.31	27
Recognition of revenue from the exploitation of the brand and logo of teams and clubs	2.00	16.00	28
Recognition of the income from the exploitation privileges of the owners of sports goods and services following the property rights law	2.00	15.36	29
Construction of sports venues and facilities in the country for international events	1.94	15.14	30
Information management systems in sports organizations	1.94	14.92	31
Companies in the field of export of sports equipment and accessories	1.94	14.89	32
Sports marketing companies	1.94	14.75	33
Companies and groups providing sports law services to organizations and athletes	1.67	10.58	34
Revenue from fan visits to sports museums	1.50	8.86	35
<b>Opportunities</b>	<b>Mean</b>	<b>Mean rating</b>	<b>Total rank</b>
Multifunctional indoor facilities	3.17	10.56	1
Indoor and outdoor pools (recreational, professional, show swimming, multifunctional)	3.17	10.17	2
Ministry-affiliated sports organizations such as provincial sports and youth departments and federations	3.00	9.47	3
Military personnel sports and military sporting events	3.00	9.33	4
Municipal playground activities for residents of neighborhoods, parks, and municipal sports facilities	3.00	9.31	5
Sports organization of municipalities, education, government offices, and institutions of the country	3.00	9.28	6
Public water recreational facilities (indoor and outdoor)	2.94	8.99	7
Non-governmental sports organizations (such as the National Olympic Committee)	2.89	8.78	8
Indoor sports facilities for a particular sport	2.83	8.56	9
Sportsbook publishing companies	2.83	8.31	10
Faculties of Physical Education of universities	2.78	8.11	11
Sports facilities, including sports stadiums	2.72	7.83	12
Ancient sports fields	2.72	7.39	13
Iranian Sports Organizations with International Sports Organizations (International Olympic and Paralympic Committee)	2.61	6.86	14
Sports magazines and journals (revenue turnover of sports magazines)	2.56	6.64	15
Sports facilities	2.56	6.50	16

Threats	Mean	Mean rating	Total rank
The activities of the Ministry of Sport and Youth	2.50	16.67	1
Clinics providing sports medicine services to elite athletes' researchers	2.50	16.25	2
Physical education and scientific research institutes	2.39	15.81	3
Providing services through measurement reports (Such as the number of athletes and statistical analysis of the progress of a team or a sport or the value of teams)	2.39	15.56	4
Contracting companies active in the field of construction of sports facilities and structures	2.39	15.50	5
Specialized sports medicine service laboratories for elite athletes, researchers, and doping detection laboratories	2.44	15.19	6
Tracks (running, cycling, motorcycling, motorsports)	2.39	15.06	7
Conservatories, academies, and sports schools of the country	2.39	14.86	8
Clinics providing services and sports facilities to veterans and the disabled	2.39	14.75	9
Clinics providing services to hospitals and medical centers in the field of sports injuries and physiotherapy	2.28	14.06	10
NGOs active in the field of sport	2.28	13.86	11
Sports medicine clinics to provide public services	2.28	13.56	12
Administrative and legal sports associations (such as the Scientific Association of Physical Education)	2.17	13.50	13
Council and municipal officials and members of parliament	2.17	13.42	14
Companies that produce sports computer games	2.22	13.36	15
Beach games facilities	2.11	12.69	16
Companies providing sports services to the public, including the elderly, heart patients, and the like	2.00	11.11	17
Companies providing sports services in prisons and correctional facilities	1.94	11.06	18
Companies producing and educational software in sports	1.89	10.72	19
Out-of-stadium sports tourist expenses (transportation, accommodation, food, entertainment, amenities)	1.89	10.44	20
Research, development, and technology units of sports products and equipment	1.89	10.28	21
Sports tourist expenses inside the stadium (concession, ticket, parking)	1.89	10.19	22
Companies providing sports psychology and sports counseling services to athletes	1.83	9.86	23
Sports-related cultural affairs	1.78	9.47	24
Sports cooperatives company (directing entrepreneurial and employment-generating activities in sports)	1.67	7.78	25

The strategic position of the Iranian sports industry: To determine this position, the internal factors evaluation matrix, external factors evaluation matrix, and internal and external factors matrix were used. Based on the results of Table 2; The average of the matrix of internal factors is less than 2.5 (2.29) and indicates that the Iranian sports industry is weak in terms of internal factors.

**Table 2.** Evaluation matrix of internal factors of the Iranian sports industry.

Internal factors	Factors title	Mean	Mean rating
Strengths	Holding one-day sports events	2.94	5.03
	Human resources specialized in sports (such as referees, coaches, sports education, etc.)	3.00	5.00
	Common sports such as volleyball, basketball	3.00	4.92
	Scientific journals in sport	2.98	4.92
	Sports clubs and health clubs	2.83	4.36
	Holding multi-day sports events	2.72	4.25
	Salaries and operating expenses of players and teams (expenses of athletes, players, and supporters)	2.61	3.94
	The amount of money spent by the general public on sports (buying tickets for swimming pools and entrances, etc.)	2.56	3.58
Weaknesses	Specialized retailers	2.50	22.92
	Advertising of goods and sports services on radio and television, Internet, journals	2.50	22.72
	Specialty wholesalers	2.50	22.58
	Companies providing media services to the Iranian sports	2.39	21.83
	Sports equipment exhibitions	2.39	21.42
	Organizations providing recreational sports services	2.39	21.14
	Sports business institutions	2.39	20.89
	Production of sports goods and equipment	2.33	20.53
	Teams and organizations related to recreational and leisure competitions	2.33	20.42
	Free activities of professional athletes	2.33	20.39
	Private sector active in sports	2.33	20.33
	Sports service companies for professional and semi-professional athletes	2.33	20.03
	Training and utilizing volunteers in sports	2.28	19.39
	Expenditures spent by spectators at a sporting event	2.33	19.11
	Managing sports competitions and recreation camps for students, workers, and special groups in universities	2.28	18.78
	Indigenous (local) sports	2.22	18.56
	Owners of equipment for sports competitions (horses, cars, etc.)	2.22	18.33
	Internet and information technology (stores, advertising, ticket sales)	2.11	17.97
	Sports service agencies	2.17	17.64
	Automobile clubs	2.11	17.42
	The economic activity of professional and semi-professional teams and clubs	2.11	17.31
	Companies repair and maintenance services of sports facilities and facilities	2.11	16.89
	New physical activities (skating, body jumping, snow skiing)	2.11	16.78
	Sponsorship in sports	2.06	16.72
	Betting on horse racing and predicting race results	2.11	16.69
	Sports talent companies	2.06	16.42
Ticket sales situation in professional and semi-professional sports	2.06	16.31	
Recognition of revenue from the exploitation of the brand and logo of teams and clubs	2.00	16.00	



Internal factors	Factors title	Mean	Mean rating
	Recognition of the income from the exploitation privileges of the owners of sports goods and services following the property rights law	2.00	15.36
	Construction of sports venues and facilities in the country for international events	1.94	15.14
	Information management systems in sports organizations	1.94	14.92
	Companies in the field of export of sports equipment and accessories	1.94	14.89
	Sports marketing companies	1.94	14.75
	Companies and groups providing sports law services to organizations and athletes	1.67	10.58
	Revenue from fan visits to sports museums	1.50	8.86
	<b>Mean</b>	<b>2.29</b>	

According to the data in Table 3, the external factors matrix average is less than 2.5 (2.43), indicating the threats facing the Iranian sports industry overcoming the opportunities ahead. Have; In other words, the Iranian sports industry is threatened by external factors.

**Table 3.** Evaluation matrix of external factors of the Iranian sports industry.

Internal factors	Factors title	Mean	Mean rating
Opportunities	Multifunctional indoor facilities	3.17	10.56
	Indoor and outdoor pools (recreational, professional, show swimming, multifunctional)	3.17	10.17
	Ministry-affiliated sports organizations such as provincial sports and youth departments and federations	3.00	9.47
	Military personnel sports and military sporting events	3.00	9.33
	Municipal playground activities for residents of neighborhoods, parks, and municipal sports facilities	3.00	9.31
	Sports organization of municipalities, Basij and education, government offices and institutions of the country	3.00	9.28
	Public water recreational facilities (indoor and outdoor)	2.94	8.99
	Non-governmental sports organizations (such as the National Olympic Committee)	2.89	8.78
	Indoor sports facilities for a particular sport	2.83	8.56
	Sportsbook publishing companies	2.83	8.31
	Faculties of Physical Education of universities	2.78	8.11
	Sports facilities, including sports stadiums	2.72	7.83
	Ancient sports fields	2.72	7.39
	Iranian Sports Organizations with International Sports Organizations (International Olympic and Paralympic Committee)	2.61	6.86
Threats	Sports magazines and journals (revenue turnover of sports magazines)	2.56	6.64
	Sports facilities	2.56	6.50
	The activities of the Ministry of Sport and Youth	2.50	16.67
	Clinics providing sports medicine services to elite athletes' researchers	2.50	16.25
	Physical education and scientific research institutes	2.39	15.81

Internal factors	Factors title	Mean	Mean rating
	Providing services through measurement reports (such as number of athletes and statistical analysis of the progress of a team or a sport or the value of teams)	2.39	15.56
	Contracting companies active in the field of construction of sports facilities and structures	2.39	15.50
	Specialized sports medicine service laboratories for elite athletes, researchers, and doping detection laboratories	2.44	15.19
	Tracks (running, cycling, motorcycling, motorsports, ...)	2.39	15.06
	Conservatories, academies, and sports schools of the country	2.39	14.86
	Clinics providing services and sports facilities to veterans and the disabled	2.39	14.75
	Clinics providing services to hospitals and medical centers in the field of sports injuries and physiotherapy	2.28	14.06
	NGOs active in the field of sport	2.28	13.86
	Sports medicine clinics to provide public services	2.28	13.56
	Administrative and legal sports associations (such as the Scientific Association of Physical Education)	2.17	13.50
	Council and municipal officials and members of parliament	2.17	13.42
	Companies that produce sports computer games	2.22	13.36
	Beach games facilities	2.11	12.69
	Companies providing sports services to the public, including the elderly, heart patients, and the like	2.00	11.11
	Companies providing sports services in prisons and correctional facilities	1.94	11.06
	Companies' production and educational software in sports	1.89	10.72
	Out-of-stadium sports tourist expenses (transportation, accommodation, food, entertainment, amenities)	1.89	10.44
	Research, development, and technology units of sports products and equipment	1.89	10.28
	Sports tourist expenses inside the stadium (concession, ticket, parking)	1.89	10.19
	Companies providing sports psychology and sports counseling services to athletes	1.83	9.86
	Sports-related cultural affairs	1.78	9.47
	Sports cooperatives company (directing entrepreneurial and employment-generating activities in sports)	1.67	7.78
	<b>Mean</b>	<b>2.43</b>	

The node matrix and the internal and external quadratic matrix were used to apply appropriate strategies for simultaneous internal and external factors. The standard deviation of internal factors, which is 0.49, the internal factors evaluation matrix (2.29), and the standard deviation of the external factors' evaluation matrix is 0.35; The matrix score evaluated for external factors (2.43). Thus, the formation of internal and external evaluation matrices revealed that the Iranian sports industry is in a nine-house matrix in house V, i.e., in a state of "maintenance or stability." And in the quadratic matrix in house IV, that is, in the form of "dissolution and transfer," choose "defensive" strategies. Given this situation and because the Iranian sports industry is a different industry and using the opportunities and strengths, it should continue to operate while stabilizing its position to include "growth and development" patterns. On the other hand, relying on existing opportunities and eliminating weaknesses should stop the threats ahead.

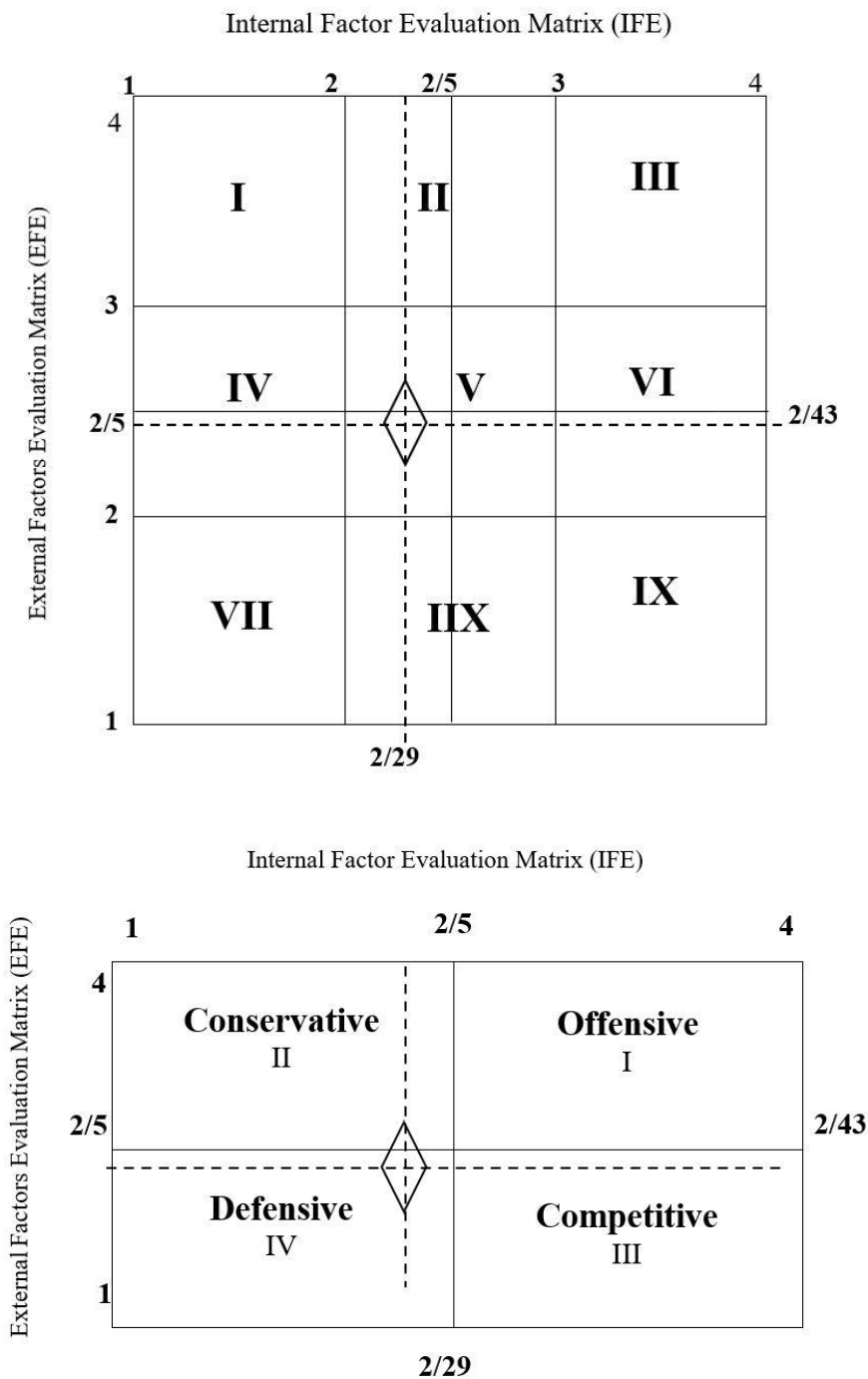


Figure 2. Internal and external matrix (IE).

## 5. Managerial implications

In the mass market penetration strategy, the main goal is a- to maximize the number of people who test and accept the new product introduced. It is suggested that the Ministry of Sports' esteemed officials in related matters increase their activities in public sports, fans, and the like to the maximum. B- Maintaining the position of market share is superior in the market. This section is also appropriate while eliminating the dormant and less attractive cells of this collection and observing some system overhead areas' transfer to the private sector, with the hope that the private sector can create a new boom in these sectors with the Ministry of Sports' support and while developing employment.

## 6. Discussion and conclusion

Analysis of internal and external factors is a strategic planning stage that can provide appropriate information to prepare the sports industry's strategic position. In the following, the analysis of internal and external factors of this industry is discussed, and then the proposed strategies are presented:

The organization's most desirable situation is its positive points, advantages, and competencies to maximize opportunities, opportunities, and demands. Any organizations' goal is to move from any position in the SWOT matrix to this state, i.e., SO strategies. If organizations can identify their weaknesses and address them, they can even turn them into strengths. This study aims to determine the position of the strategic plan by examining the current situation of the Iranian sports industry. Strengths, weaknesses, opportunities, and threats of the Iranian sports industry are identified. And using internal and external factor evaluation matrices to "determine the strategic position of the Iranian sports industry has been extracted. The suggestions and solutions have been provided to get out of the current situation towards the desired condition to achieve the desired goals.

However, the most critical factors affecting the growth and development of the Iranian sports industry are different from different researchers, the most important of which are mentioned here: the presence of scientifically and practically experienced people in sports, changing the culture of society, policy-making High-ranking state officials, the growth and development of the society's economy, the globalization of sports, the influence of sports media and press, the quantitative and qualitative change of sports equipment and facilities, and the greater connection of sports with science (Aghaei Shahri & Azimzadeh, 2021; Aghaei Shahri et al., 2017; Aghaei Shahri et al., 2018; Bahrami et al., 2021; Memari et al., 2021). Also, the factors affecting the growth and development of the sports industry in other countries include creating reasonable monetary policies, creating, and standardizing the sports market, strengthening market supervision, guiding companies to work according to fair and reliable law, the right to renew Ownership of sports rights by the government, expansion of the sports equipment industry and the tourism industry (Saatchian et al., 2015; Shojaei et al., 2012; Vahdati et al., 2014).

The first stage of planning the Iranian sports industry's development is to review the current situation and analyze its internal and external factors. Management is based on that. The third stage is to express the mission, vision, and goals for developing its sports

industry. The fourth stage is designing and formulating a strategic plan for developing the Iranian sports industry. The last step is implementing the plan. According to the statements of David (2014) in the strategic plan, the forces and opportunities ahead should be used to minimize the weaknesses and threats (David, 2014). Since this study showed that the Iranian sports industry is defensive, most selected strategies must be "defensive strategies." However, the Iranian sports industry can use WO, ST, WT or ST, strategies depending on the existing conditions.

In addition to integration strategies, organizations focus and diversify activities to pursue other strategies. These strategies include forming a partnership, reducing, selling parts of the organization (divestiture), or liquidating (David, 2014). The overall goal of a defensive strategy, which can also be called a "survival strategy," is to reduce system weaknesses to mitigate threats. In the realm of managerial activities, an organization that faces external threats and internal weaknesses deal with a dire situation, so it must fight for its survival and find a way to defend itself (Aghaei et al., 2013; Shojaei et al., 2012). According to David (2014), being a pioneer brings many potential competitive advantages, including significant risks. Since the Ministry of Sports' current situation and the need to follow defensive strategies, it is impossible to rely on observing the strategies of leading companies for this industry, using the strategies of leading companies (David, 2014). Therefore, marketing strategies based on conservation or stability strategies and growth and development strategies include fortress or position defense strategy, offensive or false attack strategy, counterattack strategy, market development strategy, and a strategy of contraction or rapid retreat. Also, following the following strategies based on partnership formation, reduction, sale of parts of the organization and market penetration, market development and product development are on the agenda, which include mass-market penetration, market penetration Special, either temporary entry into a market or rapid withdrawal from it (Cai & Xiong, 2011, August 6; Huang, 2011; Kamarulzaman et al., 2021).

The main goal of a specific market penetration strategy is to maximize the number of people who test and accept the new product offered to the target segment. With the development of professional leagues and all professional sports necessities, countless products can be produced and provided in this field. In this way, many customers are affected by the attention and activity in this sector. The boom in job creation and the increasing private sector participation can also take the organization out of the current situation. B- Maintaining the position of superior market share in the target sector. Privatization will give the organization a prominent share in this sector and help this sector develop employment and increase turnover. By respecting the sports organization's priority in matters related to legislation and the like, maintaining the share. Will guarantee superiority in the market. In the strategy of temporary entry into the market or rapid withdrawal from it, the main goal is a- to compensate as soon as possible the costs of development and commercialization of the new product. In this section, observing the principles of entering the market in the introduction phase can compensate for some opportunities lost in this area. Suppose some of the above strategies are identified as risky. In that case, it is appropriate that the sports organization officials consider the withdrawal. Perhaps one of the withdrawal strategies can be

referred to as compliance with Article 44 of the Constitution and privatization (Memari et al., 2021; Smith & Stewart, 2010; Zhang & Kim, 2018).

In addition to the above, adherence to relevant processes and focus on related strategic tasks and goals are also considered in all three strategic areas.

## Disclosure statement and funding

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

## References

- ACT. (2020). *A Strategic Plan for Sport and Active Recreation in the ACT & Region 2011–2020*. [https://www.sport.act.gov.au/data/assets/pdf\\_file/0006/847869/ACTIVE-2020-Strategic-Plan.pdf](https://www.sport.act.gov.au/data/assets/pdf_file/0006/847869/ACTIVE-2020-Strategic-Plan.pdf)
- Aghaei, A., Naderiyan Jahromi, M., Memari, Z., & Andam, R. (2013). Pathology of Handball Province Using the Model of Strategic Planning. *Journal of Sport Management Review*, 5(17), 13-42. <https://www.magiran.com/paper/1152695>
- Aghaei Shahri, M. S., & Azimzadeh, S. M. (2021). The Infrastructure, Peripheral, Organizational and Market Relations in the Iranian Sports Industry. *Sports Business Journal*, 1(1), 119-130. <https://doi.org/10.22051/sbj.2021.37288.1013>
- Aghaei Shahri, M. S., Memari, Z., & Saadati, M. (2017). Identification of the Relationships between the Fields of Iran's Sports Industry. *Strategic Studies on Youth ans Sports*, 16(37), 113-128. [http://faslname.msy.gov.ir/article\\_219.html?lang=en](http://faslname.msy.gov.ir/article_219.html?lang=en)
- Aghaei Shahri, M. S., Memari, Z., & Saadati, M. (2018). A Recognition of Areas and Infrastructures of Iran Sport Industry. *Journal of Sport Management*, 10(4), 627-645. <https://doi.org/10.22059/JSM.2019.201698.1587>
- Andam, R., & Aghaei, A. (2015). Designing Strategic plan of Physical Education Office of Shahrood University. *Research on Educational Sport*, 3(7), 15-40. [https://res.ssrc.ac.ir/article\\_414.html?lang=en](https://res.ssrc.ac.ir/article_414.html?lang=en)
- Bahrami, S., Kiani, M. S., Nazari, L., & Shahbazzpour, L. (2021). The Relationship between Service Quality, Physical Evidence and Customer Satisfaction in Sports Centres. *Sports Business Journal*, 1(1), 179-191. <https://doi.org/10.22051/sbj.2021.37342.1014>
- Cai, X., & Xiong, G. (2011, August 6). *Present Situation and Countermeasures of Sustainable Development of Sports Industry in Jiangxi Province*. International Conference on Advances in Education and Management, Dalian, China. [https://www.semanticscholar.org/paper/Present-Situation-and-Countermeasures-of-of-Sports-Cai-Xiong/74b0a\\_4a843cceb066f4f7d7cafad1fa73e98f17f](https://www.semanticscholar.org/paper/Present-Situation-and-Countermeasures-of-of-Sports-Cai-Xiong/74b0a_4a843cceb066f4f7d7cafad1fa73e98f17f)
- David, F. R. (2014). *Strategic Management: Concepts and Cases : a Competitive Advantage Approach*. Pearson. <https://books.google.com/books?id=bxS7ngEACAAJ>
- Ebrahimifar, S., Naji Azimi, Z., & Rahimnia, F. (2014, September 4). *Identifying the strategic position of crisis management of Ferdowsi University of Mashhad using a combined SWOT model and hierarchical analysis*. Third Annual National Conference on Modern Management Sciences, Islamic Azad University, Aliabad Katol Branch, Scientific and Professional Association of Managers and Accountants of Golestan in collaboration with the Islamic Azad University, Aliabad Katoul Branch, Gorgan, Golestan, Iran. <https://civilica.com/doc/311135>

- Foon, L., & Wen, L. (2012). Impacts of Celebrity Endorser on Malaysian Young Consumers: An Empirical Study in the Sports Industry, *SEGi Review. Electroencephalography*, 5(1), 95-114. <https://vdocuments.mx/impacts-of-celebrity-endorser-on-malaysian-young-consumers-of-celebrity-endorser.html?page=1>
- Forsati, R., Mokhtari Dinani, M., & Norouzi Seyed Hossini, R. (2021). Analysis of Entrepreneurial's Value Chain in Sport Science Students at Tehran Universities. *Sports Business Journal*, 1(2), 171-189. <https://doi.org/10.22051/sbj.2021.36424.1000>
- Hallaji, M., & Hashemi, K. (2015). The UK Sports Exercise Plan for 2020, Familiarity with Physical Education Teachers with Strategic Strategies in Advanced Physical Education and Exercise. *Growth of Physical Education Education*, 55(3), 9-11.
- Hallén, L., & Johanson, J. (1985). Industrial marketing strategies and different national environments. *Journal of Business Research*, 13(6), 495-509. [https://doi.org/10.1016/0148-2963\(85\)90044-X](https://doi.org/10.1016/0148-2963(85)90044-X)
- Huang, L. (2011). Research on Effect of Beijing Post-Olympic Sports Industry to China's Economic Development. *Energy Procedia*, 5, 2097-2102. <https://doi.org/10.1016/j.egypro.2011.03.362>
- Kamarulzaman, N. H., Khairuddin, N. H., Hashim, H., & Hussin, S. R. (2021). Measuring market orientation, innovative marketing strategies and performance: evidence from the Malaysian agro-food manufacturers. *Journal of Agribusiness in Developing and Emerging Economies, ahead-of-print(ahead-of-print)*. <https://doi.org/10.1108/jadee-06-2021-0148>
- Khosravi Zadeh, E., Haghddadi, A., & Kamankesh, A. (2015). Barriers and solutions for communication between sports industry and higher education institutions in Markazi province. *Journal of Research in Educational Sports*, 3(8), 15-36. [https://res.ssrc.ac.ir/article\\_483.html?lang=en](https://res.ssrc.ac.ir/article_483.html?lang=en)
- Memari, Z., Rafei Boldaji, S., & Pouyandekia, M. (2021). How is the Football Schools Franchise Using a Valuable Approach to Revenue-Generating Capacity in Iranian Football Clubs? *Sports Business Journal*, 1(1), 31-44. <https://doi.org/10.22051/sbj.2021.36864.1008>
- Pouyandekia, M., & Memari, Z. (2021). How can clubs play an essential role in talent identification and development programmes? A case study of German football. *Sport in Society* 25(), 1679-1713. <https://doi.org/10.1080/17430437.2020.1863372>
- Saatchian, V., Azizi, B., & Talebpour, M. (2021). ADIDAS Sportswear Brand Popularity Model in Iranian Consumers. *Sports Business Journal*, 1(1), 163-177. <https://doi.org/10.22051/sbj.2021.36650.1004>
- Saatchian, V., Hadavi, F., Akbari Yazdi, H., & Saffari, M. (2015). Strategies and the Consequences of Relation Management between Physical Education and Sport Science College and Executive Part of Sport Industry. *Strategic Studies On Youth and Sports*, 27(27), 193. <https://www.magiran.com/paper/1455606>
- Savić, Z., Randjelović, N., Stojanović, N., Veroljub, S., & Šiljak, V. (2018). The sports industry and achieving top sports results. *Facta Universitatis, Series: Physical Education and Sport*, 15, 513. <https://doi.org/10.22190/FUPES1703513S>
- Shojaei, V., Tejari, F., Soleymani, B., & Doosti, M. (2012). Strategic planning of sport tourism in Mazandaran province. *Geographical Space*, 12(39), 173-194. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=176956>
- Smith, A. C. T., & Stewart, B. (2010). The special features of sport: A critical revisit. *Sport Management Review*, 13(1), 1-13. <https://doi.org/10.1016/j.smr.2009.07.002>
- Vahdati, H., Hosseini, S. H. K., Ehsani, M., & Moshabbeki Esfahani, A. (2014). Designing The Brand Identity Model of Iranian Sports Industry (Case Study: Football Premier

- League). *Management Research in Iran*, 17(4), 203-223. [https://mri.modares.ac.ir/article\\_10.html?lang=en](https://mri.modares.ac.ir/article_10.html?lang=en)
- Zeinizadeh, M., Pilehvar, M. E., Peymanizad, H., & Alaei, M. (2016, March 9-10). *Strategic Plan Development of Physical Education and Sports Department of Education Khorasan Razavi*. Ninth International Conference on Physical Education and Sport Sciences, Tehran, Iran.
- Zhang, J., & Kim, E. (2018). The sport industry in growing economies: critical issues and challenges James Zhang, Euisoo Kim, Brandon Marstromartino, Tyreal Yizhou Qian, John Nauright. *International Journal of Sports Marketing and Sponsorship*, 19(2), 110-126. <https://doi.org/10.1108/IJSMS-03-2018-0023>





# نشریه کسب و کار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۹۵-۱۱۳

شناسه دیجیتال: [10.22051/SBJ.2022.38999.1020](https://doi.org/10.22051/SBJ.2022.38999.1020)



## راهبردهای بازاریابی برای توسعه صنعت ورزش ایران

آرزو گنج‌خانلو<sup>۱</sup>، ژاله معماری<sup>۲</sup>، محمد خبیری<sup>۳</sup>

<sup>۱</sup> کارشناسی ارشد، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء(س)، تهران، ایران.  
<sup>۲</sup> دانشیار مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء(س)، تهران، ایران.  
<sup>۳</sup> دانشیار، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه تهران، تهران، ایران.

### چکیده

**هدف:** هدف از انجام این تحقیق، موقعیتیابی استراتژیک ایران با تحلیل IFE و EFE و ارائه استراتژی‌های بازاریابی توسعه صنعت ورزش کشور بود.

**روش:** جامعه آماری شامل اساتید دانشگاه با سوابق اجرایی، مدیریتی در سطح کلان ورزش بوده و نمونه ۱۸ نفر از اساتید خبره در حوزه تحقیق به روش هدفمند انتخاب شدند. اطلاعات پژوهش، طی مصاحبه‌های بسته پاسخ بر مبنای پرسشنامه مطالعه آقایی و همکاران (۲۰۱۴)، با ضریب پایایی ۰/۹۵۳ گردآوری شد ( $P < ۰/۰۵$ ). برای تجزیه و تحلیل داده‌ها، از آزمون فریدمن و ماتریس ارزیابی درونی و بیرونی برای تعیین موقعیت و تحلیل SWOT استفاده شد.

**یافته‌ها:** یافته‌ها نشان داد وضعیت موجود صنعت ورزش کشور از ۸ قوت، ۳۵ ضعف، ۱۶ فرصت و ۲۵ تهدید برخوردار است. همچنین، تحلیل ماتریس ارزیابی عوامل درونی و بیرونی نشان داد، این صنعت در ناحیه ضعف‌ها و تهدیدها قرار دارد که مطابق جایگاه راهبردی تدافعی (WT) است. برای برون رفت از این شرایط، استفاده از راهبردهای تدافعی و محافظه کارانه پیشنهاد می‌شود. همچنین، با بهره‌گیری از الگوی یک سازمان پیشگام، از راهبردهای نفوذ در بازار انبوه، نفوذ در بازار بسیار خاص و نیز ورود موقت به بازار و عقب نشینی سریع از آن، همچنین از راهبردهای حفظ و نگهداری یا ثبات و راهبردهای رشد و توسعه برای توسعه صنعت ورزش کشور می‌توان بهره جست.

**اصالت و ابتکار مقاله:** نویسندگان در این مقاله راهبردهای بازاریابی را برای بقای صنعت ورزش از انحلال و کمک به توسعه آن پیشنهاد کرده‌اند.

### کلیدواژه

فرصت‌ها  
نقاط قوت  
توسعه صنعت ورزش  
تهدیدها  
نقاط ضعف

### نوع مقاله

پژوهشی اصیل

تاریخ دریافت: ۱۴۰۰/۱۰/۱۱

تاریخ پذیرش: ۱۴۰۰/۱۱/۰۲





## Experimental Marketing, Brand Equity, and Reputation of Customer Behaviors in Sports Venues

Shahab Bahrami<sup>1</sup>, Mohammad Saeid Kiani<sup>2\*</sup>, Leila Nazari<sup>3</sup>, Leila Shahbazzpour<sup>4</sup>

<sup>1</sup> Assistant Professor, Department of Sports Management, Kermanshah Branch, Islamic Azad University, Kermanshah, Iran.

<sup>2</sup> PhD Student, Department of Sports Management, Kermanshah Branch, Islamic Azad University, Kermanshah, Iran.

<sup>3</sup> PhD Student, Department of Sports Management, Kurdistan University, Sanandaj, Iran.

<sup>4</sup> PhD Student in Sports Management, Faculty of Physical Education and Sport Sciences, Guilan University, Rasht, Iran.

### ABSTRACT

**Purpose:** The present study investigated the effect of experimental marketing on brand equity and reputation in Tehran Municipality sports venues.

**Methodology:** The statistical population includes all users of sports facilities in Tehran Municipality. According to the Morgan table, the statistical sample was 384 customers selected by random clustering. This research tool included Schmidt (2016) Experimental Marketing Questionnaire, Sarmad and Bazargan Brand Value Questionnaire (2005), and Fembran et al. (2019) Brand Reputation Questionnaire. Structural equation modeling test of Smart PLS statistical software was used to analyze the data. According to the results, the path coefficient for the experimental marketing relationship on the brand equity is positive, and the T-value is more than 1.96. Therefore, practical marketing has a significant effect on the brand equity of Tehran Municipality sports venues. Also, the path coefficient for the experimental marketing relationship is positive on reputation, and the T-value is more than 1.96.

**Findings:** As a result, experimental retrieval can lead to the reputation of places and increase their brand value. These factors indicate the need for more attention of managers of sports venues using the current research model and practical use of experimental marketing.

**Originality:** Finding helps predict customers' behavioral tendencies.

### Keywords

Experimental Marketing  
Brand Equity  
Good Name  
Sports Places  
Sports Marketing

### Article type

Research paper

**Received:** 2021/12/11

**Accepted:** 2022/01/22

### How to cite this article:

Bahrami, S., Kiani, M. S., Nazari, L., & Shahbazzpour, L. (2021). Experimental marketing, Brand equity, and Reputation of customer behaviors in Sports Venues. *Sports Business Journal*, 1(2), 115-128. <https://doi.org/10.22051/sbj.2022.38814.1019>



## 1. Introduction

A brand can represent the position of a product or company in the market and allow consumers to easily judge it and make the right choice (Alcañiz et al., 2010). One of the essential characteristics of a brand is its value, which has a significant impact on creating differentiation in the brand, improving brand performance, and gaining a competitive advantage (Çifci et al., 2016). Brand equity is built for the organization by the brand name. It is a multidimensional structure that includes attitudinal and behavioral aspects. Various studies have shown that real value is not in the product or service but actual and potential customers, and it is the brand that creates real value in the minds of customers (Kotler & Pfoertsch, 2007). Corporate reputation has been around since the 1950s by marketing researchers. However, the exact definition of reputation is not yet provided by marketers.

In economic settings, reputation is defined as a reflection of a company's past activities that affect the future performance of its stakeholders (Davies et al., 2003). In strategic management, reputation is intangible, unimaginable, and unique and shapes stakeholders' feelings towards a company. In marketing science, reputation describes associates people attribute to a company that can attract customers, increase their loyalty, and strongly influence the buying and selling process. Put. Researchers have found that companies pay more attention to their company reputations (Mishina et al., 2011). Some factors increase public awareness of companies' actions and their extensive coverage. The companies' growing need for interest groups, increasing companies' demand for word-of-mouth marketing, increasing the importance of consumers' personal experience of a company's services and products has caused the importance of reputation for companies to double compared to the past (Shamma, 2012). As one of the largest municipal sports organizations in the country, Tehran Municipal Sports Organization, due to its challenging and essential tasks and generating income from its sports venues, is required to apply marketing concepts in activities. One of these concepts is empirical marketing, which is very important to study. The human senses focus on the company's marketing activities, emphasizing creating and delivering sensory experiences. This allows the company to convey its values and brand identity to the customer on a deeper individual level. Empirical marketing can be effective in a person's ultimate shopping experience- an experience in which the five human senses interact with the brand in a transcendent sensory experience. Experimental marketing is not about the masses or a particular segment but the individual. That's why empirical marketing deals with people personally and socially through conversation and interaction. It is different from customer acquisition in mass marketing and customer retention in relationship marketing (Ebrahimpour Azbari et al., 2015).

Schmidt defines empirical marketing as a customer after direct observation or attending a special stimulus event. It feels that it motivates and creates specific thoughts or consumer behavior (Garg et al., 2012). On the other hand, commercial marketing can affect brand reputation (Özdemir & Erdem, 2018). The Relationship between Experimental Marketing and Company Reputation: A survey of Turkish operator

companies found a positive and significant relationship between experimental marketing and company reputation. Practical marketers consider consumers emotional and rational individuals who seek to achieve enjoyable experiences. As a result, managers are encouraged to change their insights and attitudes from emotional and sensible decision-makers and develop this type among their employees. Empirical marketing originates from those theoretical foundations in which the brand's experience, whether goods or services, is considered with a holistic view (Seyed Javadin et al., 2010). An essential part of the brand experience is formed when customers are exposed to a company's mixed marketing strategy (Raisifar et al., 2013). To date, most empirical research has focused on utility features and product category experience, not on the experiences gained by brands. Experience the brand as the senses, emotions, recognitions, and behavioral responses read by the associated brand motivator that is part of a design and identity, packaging, communications, and brand environments; is conceptualized (Brakus et al., 2009). The brand experience can be defined by the consumer's perception at each moment of contact with that brand, whether the brand images in an advertising project or during the first personal contact or the appropriate quality level that the person feels received. The brand experience is created when the consumer uses the brand; they talk to others about the brand, seek out brand information, promotions, events, and more (Brakus et al., 2009). Most managers do not pay much attention to empirical marketing strategy because they consider customers who only pay attention to price, quality, and the traditional 4p marketing mix. Our pleasure and memory are the product (Hemmatyar & Saeidnia, 2016). Bagheri et al. (2020) concluded in their research that designing meaningful experiences can be a new approach for sporting event organizers to gain more market share. In general, the experience can predict customers' behavioral tendencies.

## 2. Methodology

The study's statistical population: Ten sports Tehran venues were selected from the north, south, east, west, and center of Tehran. A statistical sample was selected from the customers of these venues. Three hundred eighty-four people are the maximum number of statistical models in the Morgan table, which is considered due to the uncertainty of the size of the statistical population. Data collection using general characteristics questionnaires, the quality of services, sports brand advertisements, and the customer's purchase decision have been made. According to Morgan's table, the statistical sample was 384 randomly selected from the statistical population, and a research questionnaire was distributed among them.

The questions included gender, education level, occupation, and age.

- 1- Schmitt (1999) Experimental Marketing Questionnaire: In this questionnaire, experimental marketing experiences are questioned, including five parts: sensory experience, emotional experience, intellectual experience, and interactive experience, which contains 12 items. Schmitt (1999) reported the

reliability of this questionnaire as 0.87%. Taghshzadeh et al. (2015) also reported the reliability of this questionnaire as 0.82 in a study.

- 2- Sarmad and Bazargan Brand Value Questionnaire (2005): In this study, Sarmad and Bazargan brand equity questionnaire (2005), which has 21 items and nine perceived quality components (questions 1 to 4), brand loyalty component (questions 5 and 6), brand awareness component (questions 7 and 8), brand association component (questions 9 and 10), functional value component (questions 11, 12 and 13), social value component (questions 14 and 15), emotional value component (questions 16 and 17), component of Feeling lost (questions 18 and 19), a component of the tendency to word of mouth (questions 20 and 21), was used. Also, the answer to the questions is from the Likert five-choice range. Sarmad and Bazargan (2005) reported the reliability of this questionnaire as 0.91.
- 3- Brand Reputation Questionnaire: The questionnaire consists of 22 items compiled by Fembran et al. (2019). This questionnaire has four dimensions of tangible services (questions 1 to 5), credibility component (questions 6 to 10), social capital component (questions 11 to 15), and organizational reputation component (questions 16 to 22). How to answer questions is from the Likert five-choice range. Fembran et al. (2019) reported the reliability of this questionnaire as 0.84. Cronbach's alpha was used to calculate the reliability of the questionnaires by an appropriate method. The amount is reported in [Table 1](#) below.

**Table 1.** Reliability was calculated in each of the questionnaires and their components through Cronbach's alpha.

Reliability coefficient	Type of questionnaires
%81	Experimental marketing
%86	Brand equity
%79	Brand reputation

The descriptive statistics section used frequency, frequency percentage, central tendency indices (mean), and dispersion index (standard deviation). For the collected questionnaire data to be normal or abnormal, skewness and elongation were calculated using SPSS software version 24. A structural equation modeling test was used in data analysis. The Smart PLS statistical software was used for this purpose.

### 3. Results

The demographic characteristics of the research groups are as follows:

Table 2. Demographic characteristics.

Gender		Marital status		Sports history				Age				Job		Education			Variables				
Female	Man	Married	Single	Under-five years	Between 6 and 10 years	Between 11 and 15 years	Between 16 and 20 years	Over 20 years	Under 20 years	Between 20 and 24 years	Between 25 and 29 years	Between 30 and 34 years	Between 35 and 39 years	More than 40 years	Unemployed	Governmental	Free	Lower than bachelor	Masters	Master and above	Options
179	205	270	114	22	10	127	105	120	75	65	156	58	20	10	32	291	61	151	126	107	Abundance
46.7	53.3	70.3	29.7	5.7	2.6	33	27.3	31.2	19.5	16.9	40.6	15.1	5.2	2.6	8.3	75.8	15.9	27.8	32.8	39.4	Frequency

Questions do not necessarily have exact predictions and consequences in the constructive model. In contrast, in the case of the reflective model, the questions certainly have the exact predictions and outcomes. A measurement model is part of a general model that includes a variable with inquiries related to that variable. As shown in the figure below, there are three measurement models related to the three research variables in the research model.

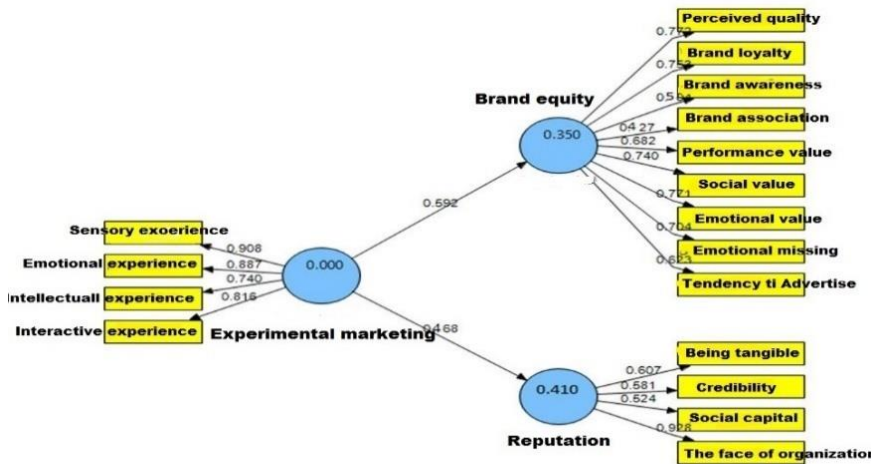


Figure 1. Fitted general model.

Factor loads are calculated by calculating the correlation value of the questions of a variable with that structure. If this value is equal to or greater than 0.4, it confirms the variance between the variables. Also, its questions are more significant than the variance of the measurement error of that structure. And the reliability of that measurement model is acceptable. The critical point here is that if the researcher, after calculating the factor loads between the variable and its questions, encounters values less than 0.4, he must correct that question or remove it from the research model. In the research model, we examine the factor load coefficients of each of the questions related to the three main variables:

**Table 3.** Investigation of factor load coefficients of each question related to the three main research variables.

	Experimental marketing	Brand equity	Brand reputation
1.	0.564835		
2.	0.523967		
3.	0.842990		
4.	0.872649		
5.		0.794088	
6.		0.668171	
7.		0.788538	
8.		0.571318	
9.		0.658419	
10.		0.683710	
11.		0.688619	
12.		0.609975	
13.		0.661829	
14.			0.688003
15.			0.691185
16.			0.796631
17.			0.761063

The value of the criterion for the suitability of the factor load coefficients is 0.4. In the table above, for all questions, the factor load coefficients of the questions are more significant than 0.4, which indicates that this criterion is appropriate. If, after running the model, we encounter questions with factor loads less than 0.4, we must delete that question so that other criteria are not affected. Here the factor loads of any of the questions are not less than 0.4. As shown in Table 3 below, the value of these criteria, i.e., Cronbach's alpha and the combined reliability of the variables in all three variables, is higher than 0.7, indicating the model's appropriate reliability. In this research, the reliability of the variables is at the desired level. The table below shows that the combined reliability and Cronbach's alpha are appropriate for all four questionnaire indicators. Since the reliability is confirmed, the hypotheses can be examined by structural equations, and the result can be generalized to the whole society.

**Table 4.** Combined reliability and Cronbach's alpha of research variables.

	Combined reliability	Cronbach's alpha
Experimental marketing	0.862215	0.785651
Brand equity	0.839092	0.782148
Brand reputation	0.838273	0.785885

#### 4.1. Convergent validity

The second criterion of examining measurement models is convergent validity, which examines the correlation of each variable with its questions (indicators). The AVE criterion represents the average variance of each variable with its inquiries. In simpler terms, AVE indicates the degree of correlation with its questions that the higher the correlation, the greater the fit. Table 4 below and the Fornell and Larker methods have



introduced a suitable value for AVE of 0.4 and above. For all variables, the value of AVE is greater than or equal to 0.4.

**Table 5.** Convergent validity study of research variables.

Variable	Mean extraction variance
Experimental marketing	0.511330
Brand equity	0.611002
Brand reputation	0.475789

Given that the appropriate value for Cronbach's alpha is 0.7, composite reliability is 0.7, and AVE 0.4, and all criteria in the factor load measurement section are relevant, the appropriateness of the reliability status and convergent validity of the research can be confirmed.

#### 4.2. Divergent validity

The third criterion is the fit of measurement models, which covers two issues:

In this method, the degree of correlation between the questions of one variable is compared with that variable, and the degree of correlation between the questions of one variable and other variables is compared. Suppose it is found that the degree of correlation between a question and variables other than the variable itself is more than the correlation of that question with the relevant variable. In that case, the divergent validity of the model under question is questioned. The following table is used for review:

The rows of this table belong to the questions, and its columns belong to the variables of the research model. The values inside the table cells indicate the correlation between the questions and the variables. The primary model in this research consists of 3 variables, each of which has several questions.

**Table 6.** Divergent validity.

	Experimental marketing	Brand equity	Brand reputation
1.	0.744504	0.122021	0.112977
2.	0.811251	0.418858	0.683710
3.	0.743929	0.597778	0.688619
4.	0.864551	0.492969	0.609975
5.	0.043957	0.729519	0.661829
6.	0.392203	0.858442	0.688003
7.	0.300855	0.822526	0.610432
8.	0.389421	0.748673	0.500803
9.	0.351463	0.792861	0.486389
10.	0.052761	0.864706	0.086342
11.	0.290783	0.826821	0.558373
12.	0.572905	0.710170	0.245559
13.	0.290783	0.826821	0.558373
14.	0.130428	0.347986	0.819886
15.	0.178054	0.321238	0.892719
16.	0.221304	0.351534	0.716021
17.	0.129008	0.347359	0.828312

### 4.3. Significant coefficients $t$

To evaluate the fitness of the structural model of the research, several criteria are used. The first and most basic of which are the significant coefficients  $t$  or the values of  $t$ -values.

The most basic criterion for measuring the relationship between variables in the model (structural part) is the significant numbers  $t$ . If the value of these numbers exceeds 0.95, it indicates the correctness of the relationship between the variables and thus confirms the research hypotheses at a confidence level of 1.96. Of course, it should be noted that the numbers only show the correctness of the relationship, and the intensity of the relationship between the variables cannot be measured by it.

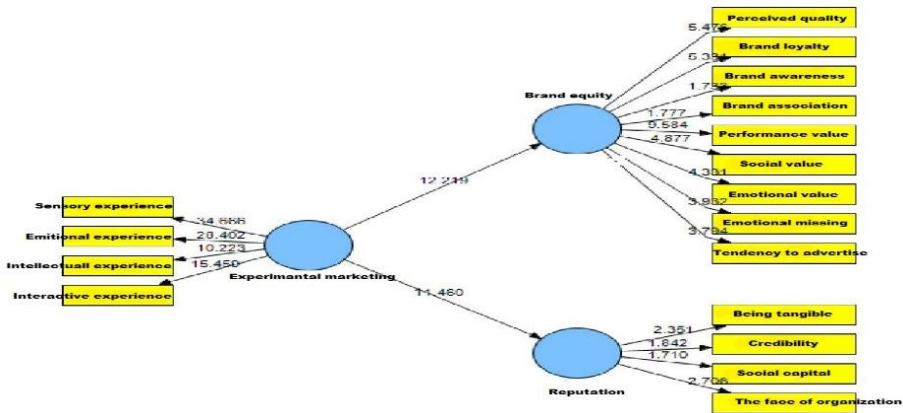


Figure 2. Fitting the structural model of the coefficient of significance.

## 4. Managerial implications

Experimental retrieval can lead to the reputation of places and increase their brand value. These factors show the need for more attention of managers of sports facilities in Tehran Municipality using the current research model and practical use of experimental marketing. It significantly affects the brand equity of sports facilities in Tehran Municipality. The basis is proposed to create sports venues by holding sports festivals for children and adolescents and holding family sports competitions and experimental marketing in sports venues to increase their brand's brand value and provide new customers. Furthermore, experimental marketing on the reputation of municipal sports venues has a significant effect. Therefore, it is suggested that the managers of sports venues, by communicating through social networks and creating a suggestion box in sports venues, be aware of customers' opinions in improving the space and performance of the complex.

## 6. Discussion and conclusion

Experimental marketing helps customers interact emotionally with the brand, products, and services, leading to smart decision-making and informed purchasing decisions. In general, when customers use sports venue services, they are interested in re-attending the sports venue and, as an advertiser, receiving the services received. Friends and acquaintances redefine that this factor causes the growth and development of the brand and can help grow the brand value of sports venues, so it is suggested that the managers of sports venues, by increasing their awareness in the field of experimental marketing, can develop the brand. Make your sports venue available. Experimental marketing has a significant effect on the brand equity of sports venues. This result with the results of [Al-Hayari \(2018\)](#); [Ebrahimpour Azbari et al. \(2015\)](#); [Hosseinzadeh Shahri and Haddadi \(2017\)](#); [Okanga \(2018\)](#); [Roozfarakh \(2017\)](#) are all directions. [Al-Hayari \(2018\)](#) receiving empirical marketing affects the brand equity of goods with high mental engagement.

There is a positive and significant relationship between brand equity and customer loyalty. [Roozfarakh \(2017\)](#) found a significant effect in all aspects of experimental marketing on the value experienced. There is also a meaningful relationship between empirical marketing and satisfaction through experienced dealers. [Hosseinzadeh Shahri and Haddadi \(2017\)](#) found that empirical marketing affects the customer's experiential value [Ebrahimpour Azbari et al. \(2015\)](#) found that empirical marketing is effective in customer attachment to, customer loyalty to the brand, and customer trust in the brand. Customer commitment to the brand. [Özdemir and Erdem \(2018\)](#) found a positive and significant relationship between experimental marketing and company reputation. [Okanga \(2018\)](#) helps to use the experiences and brand reconstruction of small and medium enterprises found that using experimental marketing techniques can be the brand of small companies and reconstruct and revive the medium. Today, organizations, far from the features and benefits of traditional marketing, strive to create a customer experience. Around the world, companies have found that consumer decisions are more influenced by emotions than rational thinking.

Traditional marketing methods are inadequate today because they see customers as rational decision-makers and focus on product application features, product benefits, and quality ([Akyıldız et al., 2013](#)). In this regard, empirical marketing is one marketing approach that creates interaction between customers, the marketing team, and products. Of course, this approach is not based on traditional expectations and creates absolute brand loyalty through customers to achieve the ultimate competitive advantage ([Reichheld & Scheffer, 2000](#)). The empirical marketing campaign demonstrates complex and precise messages that traditional approaches cannot efficiently deliver by demonstrating new features and benefits that the consumer can understand only through experience. The live experience of the brand is usually performed in the form of a live ceremony that allows the consumer to live, breathe and feel with the brand through interactions and interactive sensory activities ([Smilansky, 2017](#)). Therefore, empirical marketing helps customers communicate emotionally with the brand, products, and services, leading to smart decisions and informed purchasing decisions. In general,

when customers use sports venue services, they are interested in re-entering the sports venue and, as an advertiser, receiving the services received. Friends and acquaintances redefine that this factor promotes the growth and development of the brand. They can help grow the brand value of sports venues. So, it is suggested that the managers of sports venues increase brand awareness in experimental marketing, the possibility of brand development. Make your sports venue available.

Experimental marketing has a significant effect on the reputation of sports facilities. This result is consistent with the results of (Ebrahimpour Azbari et al., 2015; Keshtkar Rajabi, 2016; Poursoltani Zarandi et al., 2018; Roozfarakh, 2017; Saeidnia & Goodarzi, 2013). Poursoltani Zarandi et al. (2018, May 16) found a significant relationship between experimental marketing and customer satisfaction. Also, the experimental marketing variable explains 26% of the variance changes in the satisfaction variable. There is value experienced. There is also a significant relationship between empirical marketing and satisfaction through experienced value, but the relationship between experiential marketing on loyalty and mediated experience value is not possible alone. But for meaningful communication along with practical value, customer satisfaction is needed. Keshtkar Rajabi (2016) found that experimental marketing and its dimensions (sensory experience, intellectual experience, communication experience, practical experience, and emotional experience) affect consumer attention, as well as consumer attention to his intention to buy.

Ebrahimpour Azbari et al. (2015) found that empirical marketing is effective in customer attachment to the brand, customer loyalty to the brand, and customer trust in the brand, and leads to customer commitment to the brand. Saeidnia and Goodarzi (2013) found that empirical marketing factors, in addition to intellectual experience and practical experience, positively affect emotion. In addition, emotion also affects satisfaction and desirable behavioral tendencies. It has a positive effect, and satisfaction positively affects hot behavioral tendencies. attitudes toward behavior, perceived behavioral control, and mental norms had the highest priority, respectively (Dehghan & Peymanfar, 2021). In general, having a good feeling and avoiding bad feelings is one of the main principles of life. Emotional marketing causes a rethinking of the customer's feelings and emotions, which creates an emotional experience from a weak positive to strong emotions such as pride and joy (Schmitt, 1999) have reached a general satisfaction and, along with these positive feelings, also experience positive emotions. In general, the reputation of a sports venue is derived from the multiple uses of customers. By consecutive visits to a sports venue and comparing the services received from this sports venue and other sports venues, customers get a good mental image of this sports venue that offers good services. Through experience, the various benefits of this place enhance their mental image of the sports place, which causes the development of a positive feeling of the sports place in customers' minds, making the sports place famous.

Therefore, the managers of sports venues should develop positive emotions in customers by making it possible for customers to use various services and experimental marketing strategies to make the sports venue famous. The results showed that the

model of the role of experimental marketing on the brand equity and reputation of sports facilities has a good fit. Considering the three values of 0.01, 0.25, and 0.36, which are introduced as weak, medium, and strong values, and obtaining values greater than 0.36, shows a strong overall fit of the model. This result is in line with the results of researchers such as (Ebrahimpour Azbari et al., 2015; Keshkar Rajabi, 2016; Poursoltani Zarandi et al., 2018; Roozfarakh, 2017; Saeidnia & Goodarzi, 2013). Because these researchers found that Empirical marketing has beneficial consequences such as customer satisfaction, brand value enhancement, and the intention to reappear, these researchers did not study sports environments but based on the present study results. Sports venues can also benefit from experimental marketing. Use to achieve their goals which are brand development and increasing customers. In sports venues, experimental marketing can be beneficial in two ways: First, in experimental retrieval, the individual uses the services and tangibly experiences them, realizes the quality of the equipment, and may be interested in using them. And secondly that people who use equipment and services, by recounting the experiences gained from the sports environment, play a promotional role, and increase word of mouth about the sports environment, which can pave the way for more people to attend.

Therefore, experimental retrieval can lead to the reputation of places and increase their brand value. These factors show the need for more attention of managers of sports facilities in Tehran Municipality using the current research model and practical use of experimental marketing. The present study results in the first hypothesis showed that experimental marketing significantly affects the brand equity of sports facilities in Tehran Municipality. The basis is proposed to create sports venues by holding sports festivals for children and adolescents and holding family sports competitions and experimental marketing in sports venues to increase their brand's brand value and provide new customers. The results showed that experimental marketing on the reputation of municipal sports venues has a significant effect. Therefore, it is suggested that the managers of sports venues, by communicating through social networks and creating a suggestion box in sports venues, be aware of customers' opinions in improving the space and performance of the complex. Improve them in the field of empirical marketing and improve the feelings and perceptions of customers in the collection. Results of the present study the third hypothesis showed that the model of the present study has a good fit, so it is recommended to the managers of sports facilities in Tehran Municipality to use this model to improve the performance of sports facilities. As a result, experimental retrieval can lead to a good reputation of the facilities and increase their brand value. These factors show the need for more attention of managers of sports facilities using the current research model and practical use of experimental marketing.

### **Disclosure statement and funding**

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

## References

- Akyıldız, M., Argan, M. T., Argan, M., Sevil, T. (2013). Thematic events as an experiential marketing tool: Kite Festival on the experience stage. *International Journal of Sport Management, Recreation & Tourism*, 12, 17-28. <https://doi.org/10.5199/ijsmart-1791-874X-12b>
- Al-Hayari, E. (2018). *Investigating the effect of experimental marketing on brand equity* [Master's Thesis, Hormozgan University].
- Alcañiz, E. B., Cáceres, R. C., & Pérez, R. C. (2010). Alliances Between Brands and Social Causes: The Influence of Company Credibility on Social Responsibility Image. *Journal of Business Ethics*, 96(2), 169-186. <https://doi.org/10.1007/s10551-010-0461-x>
- Bagheri, H., Shahbaz Pour, L., & Nazemi, A. (2020). The Effect of Service Experience on Future Attendance of Football Spectators at the Stadium. *Sport Management Studies*, 11(58), 183-200. <https://doi.org/10.22089/smrj.2019.7484.2589>
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand Experience: What is It? How is it Measured? Does it Affect Loyalty? *Journal of Marketing*, 73(3), 52-68. <https://doi.org/10.1509/jmkg.73.3.052>
- Cıfci, S., Ekinçi, Y., Whyatt, G., Japutra, A., Molinillo, S., & Siala, H. (2016). A cross validation of Consumer-Based Brand Equity models: Driving customer equity in retail brands. *Journal of Business Research*, 69(9), 3740-3747. <https://doi.org/10.1016/j.jbusres.2015.12.066>
- Davies, G., Chun, R., da Silva, R. V., & Roper, S. (2003). *Corporate Reputation and Competitiveness*. Routledge. <https://books.google.com/books?id=eU4bVJmmKC4C>
- Dehghan, S. A., & Peymanfar, M. H. (2021). The Factors Affecting the Entrepreneurial Intention of Sports Science Students Based on the Planned Behavior Theory. *Sports Business Journal*, 1(2), 33-46. <https://doi.org/10.22051/sbj.2021.37889.1016>
- Ebrahimpour Azbari, M., Akbari, M., & Rafiei Rasht Abadi, F. (2015). The effect of experiential marketing on brand commitment with the mediating role of trust and loyalty. *Journal of Business Management*, 7(4), 783-804. <https://doi.org/10.22059/jibm.2015.57091>
- Garg, R., Rahman, Z., Qureshi, M., & Kumar, V. (2012). *A Journey of Experience from Consumption to Marketing* National Conference on Emerging Challenges for Sustainable Business, Department of Management Studies, Indian Institute of Technology, Roorkee, India. [https://www.researchgate.net/publication/280040345\\_A\\_Journey\\_of\\_Experience\\_from\\_Consumption\\_to\\_Marketing](https://www.researchgate.net/publication/280040345_A_Journey_of_Experience_from_Consumption_to_Marketing)
- Hemmatyar, M., & Saeidnia, H. R. (2016). Investigating the effect of brand experience, trust and satisfaction on brand loyalty in urban enterprises; Case study: Kaleh dairy products. *Journal of Urban Management*, 1(Serial 42), 355-368. <https://www.magiran.com/paper/1520410>
- Hosseinzadeh Shahri, M., & Haddadi, S. (2017). The Effects of Experiential Marketing on Customer Experiential Value through Brand Personality. *Quarterly Journal of Brand Management*, 3(4), 41-64. <https://doi.org/10.22051/bmr.2018.10585.1134>
- Keshtkar Rajabi, Y. (2016). *The Study of Impact Of Experiential Marketing On Consumer Attention (Case study: Television Industry)* [Master Thesis, Faculty of Management and Economics, Tarbiat Modares University]. <https://parseh.modares.ac.ir/thesis/1037161>
- Kotler, P., & Pfoertsch, W. (2007). Being known or being one of many: the need for brand management for business-to-business (B2B) companies. *Journal of Business & Industrial Marketing*, 22(6), 357-362. <https://doi.org/10.1108/08858620710780118>
- Mishina, Y., Block, E., & Mannor, M. (2011). The Path Dependence of Organizational Reputation: How Social Judgment Influences Assessments of Capability and Character. *Strategic Management Journal*, 33(5), 459-477. <https://doi.org/10.1002/smj.958>

- Okanga, B. (2018). Using experiential marketing to leverage the small and medium-sized enterprises' brand repositioning and revitalisation. *The Southern African Journal of Entrepreneurship and Small Business Management*, 10(1), 1-20. <https://doi.org/10.4102/sajesbm.v10i1.128>
- Özdemir, O., & Erdem, S. (2018). The relationship between experiential marketing and corporate reputation: A research on Turkish operator companies. *European Journal of Interdisciplinary Studies*, 4(2), 7-14. <https://doi.org/10.26417/ejis.v4i2a.p7-14>
- Poursoltani Zarendi, H., Sultan Ali, E., & Sohrabi, A. (2018, May 16). *The role of experimental marketing in the satisfaction of customers of swimming pools in Birjand*. 4th National Conference on Sports Science and Physical Education of Iran, Association for the Development and Promotion of Basic Sciences and Technologies, Tehran, Iran. <https://civilica.com/doc/774658>
- Raisifar, K., Bakhtiari, H., & Taheri, M. (2013). Investigating the effect of brand experiences on willingness to pay higher. *Journal of Industrial Strategic Management (Pajouheshgar)*, 10(32), 15-28. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=228318>
- Reichheld, F. F., & Schefter, P. (2000, July 1). E-Loyalty: Your Secret Weapon on the Web. <https://hbr.org/2000/07/e-loyalty-your-secret-weapon-on-the-web>
- Roofarakh, A. (2017). *Investigating the effect of experimental marketing through experienced value on customer satisfaction and loyalty of Kohgiluyeh and Boyer-Ahmad sports complexes*. [Master Thesis, Kurdistan University].
- Saeidnia, H. R., & Goodarzi, A. (2013). Investigating the effect of empirical marketing on post-purchase behavior of food consumers. *Journal of Industrial Strategic Management (Pajouheshgar)*, 10(31), 79-90. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=221242>
- Schmitt, B. (1999). Experiential Marketing. *Journal of Marketing Management*, 15(1-3), 53-67. <https://doi.org/10.1362/026725799784870496>
- Seyed Javadin, S. R., Khanlari, A., & Estiri, M. (2010). A Model for Evaluating the Impact of Service Quality on Loyalty of Sports Services Customers. *Olympic*, 18(4), 41-54. <https://www.sid.ir/fa/journal/ViewPaper.aspx?ID=150101>
- Shamma, H. M. (2012). Toward a comprehensive understanding of corporate reputation: Concept, measurement and implications. *International Journal of Business and Management*, 7(16), 151-169. <https://doi.org/0.5539/ijbm.v7n16p151>
- Smilansky, S. (2017, December 26). *Experiential Marketing: A Practical Guide to Interactive Brand Experiences* (2nd ed.). Kogan Page. <https://www.amazon.com/Experiential-Marketing-Practical-Interactive-Experiences/dp/0749480963>



# نشریه کسب و کار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۱۱۵-۱۲۸

شناسه دیجیتال: 10.22051/SBJ.2022.38814.1019



## بررسی تاثیر ارتباط بازاریابی تجربی بر ارزش ویژه برند و خوشنامی اماکن ورزشی

شهاب بهرامی<sup>۱</sup>، محمد سعید کیانی<sup>۲\*</sup>، لیلا نظری<sup>۳</sup>، لیلا شهبازپور<sup>۴</sup>

<sup>۱</sup> استادیار، گروه مدیریت ورزشی، واحد کرمانشاه، دانشگاه آزاد اسلامی، کرمانشاه، ایران.  
<sup>۲</sup> دانشجوی دکتری، گروه مدیریت ورزشی، واحد کرمانشاه، دانشگاه آزاد اسلامی، کرمانشاه، ایران.  
<sup>۳</sup> دانشجوی دکتری، گروه مدیریت ورزشی، دانشگاه کردستان، سنندج، ایران.  
<sup>۴</sup> دانشجوی دکتری مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه گیلان، رشت، ایران.

### چکیده

**هدف:** پژوهش حاضر، تأثیر بازاریابی تجربی بر ارزش ویژه برند و خوشنامی در اماکن ورزشی مطالعه موردی شهرداری تهران، بود.

**روش:** روش انجام پژوهش حاضر از نظر هدف کاربردی و از نظر روش گردآوری داده‌ها، در گروه تحقیقات پیمایشی و مبتنی بر روش توصیفی (همبستگی) و جامعه آماری آن شامل کلیه استفاده‌کنندگان از اماکن ورزشی شهرداری تهران بود. نمونه آماری با توجه به جدول مورگان ۳۸۴ نفر در نظر گرفته شد که این افراد به صورت خوشه‌ای تصادفی انتخاب شدند. این ابزار پژوهش شامل پرسشنامه بازاریابی تجربی اشمیت (۲۰۱۶)، پرسشنامه ارزش ویژه برند سرمد و بازرگان (۲۰۰۵) و پرسشنامه خوشنامی برند فامبران و همکاران (۲۰۱۹) بود. روایی آن‌ها توسط اساتید تأیید و پایایی آن‌ها در حد بالایی برآورد شد. در تجزیه و تحلیل داده‌ها از آزمون مدل‌سازی معادلات ساختاری نرم‌افزار آماری Smart PLS استفاده شد.

**یافته‌ها:** در نتیجه با توجه نتایج، ضریب مسیر برای رابطه بازاریابی تجربی بر ارزش ویژه برند مثبت و مقدار T-Value معنی‌دار بود. همچنین ضریب مسیر برای رابطه بازاریابی تجربی بر خوشنامی مثبت و مقدار T-Value معنی‌دار بود. در نتیجه بازاریابی تجربی هم می‌تواند به خوشنامی اماکن منجر شود و هم ارزش برند آن‌ها را افزایش دهد و این عوامل لزوم توجه بیشتر مدیران اماکن ورزشی شهرداری تهران در استفاده از مدل پژوهش حاضر و استفاده عملی از بازاریابی تجربی را نشان می‌دهد.

**اصالت و ابتکار مقاله:** این یافته‌ها به پیش‌بینی تمایلات رفتاری مشتریان کمک می‌کند.

### کلیدواژه

ارزش ویژه برند  
اماکن ورزشی  
بازاریابی ورزشی  
بازاریابی تجربی  
خوشنامی

### نوع مقاله

پژوهشی

تاریخ دریافت: ۱۴۰۰/۰۹/۲۰

تاریخ پذیرش: ۱۴۰۰/۱۱/۰۲





## How Can the Cooperation Between Federation and League Organizations Develop a Talent Program? Case study: German Football TID & TED Program

Mehri Pouyandekia<sup>1\*</sup> , Maryam Ghafari<sup>2</sup>

<sup>1</sup> PhD Student at the Department of Sports Science and Physical Education, Faculty of Sport Management, Tehran University, Tehran, Iran.

<sup>2</sup> MSc, Department of Sport Management, Faculty of Sport Sciences, Alzahra University, Tehran, Iran.

### ABSTRACT

**Purpose:** This study examined the role of the German governing body in the country's talent identification and development programs.

**Methodology:** This study is based on the German football talent management program and procedure informed by Sandelowski and Barroso's qualitative meta-synthesis.

**Findings:** Governing bodies' supervisory and cooperative roles and reviewing and redefining processes are other issues that can be considered in this direction. Creating a national determination, providing financial resources, and developing knowledge, managerial and technical skills are undeniable necessities in sports development.

**Originality:** By studying the documents and articles published by the Germans between 2000 and 2021, we were able to identify the details of relationships, processes, and roles. These experiences are valuable for societies seeking to develop talent programs in their sports.

### Keywords

German Football Association  
German Football League  
Talent Identification  
Talent Development  
Meta-Synthesis

### Article type

Case study

**Received:** 2022/01/01

**Accepted:** 2022/01/22

### How to cite this article:

Pouyandekia, M., & Ghafari, M. (2021). How Can the Cooperation Between Federation and League Organizations Develop a Talent Program? Case study: German Football TID & TED Program. *Sports Business Journal*, 1(2), 129-148. <https://doi.org/10.22051/sbj.2022.38855.1021>



## 1. Introduction

Today's Sport has been organized, mechanized, marketed, and administered as a business (Charaf, 2016). Modern Sport is its ever-increasing commercial (Laurell & Söderman, 2018). Sport penetrates all spheres of life of people, from relations with the state, creating a specific sphere for running a business (Savić et al., 2018). The numbers, frequency, and intensity of links between Sport and business have increased considerably over 40 years (Slack, 2004). Therefore, Sport is recognized as a vital component of a country's socio-economic growth (Mandal, 2020). It can play a significant role as a promoter of social integration and economic development in various geographic, cultural, and political contexts (Jaitman & Scartascini, 2017).

Some sports have achieved a global status (Dolles & Söderman, 2011). Football is more than just a game (Norman et al., 2015) and is one of the most popular sports with a great spectator base throughout the world (Dvorak et al., 2004). Football has been the primary vehicle of passion for almost a century. But where there are passions and crowds (Martin & Marquez, 2001). The attractiveness of football has grown (Pouyandekia & Memari, 2020). Its economic, social, cultural, and even political effects have led most countries to seek further benefits from developing the Sport in their society (Pouyandekia & Memari, 2020; Zhang et al., 2018). Furthermore, participation in World Cup competitions and acquiring a higher status among other countries brings individual credits to governments and societies (Bennett et al., 2018).

The National Sport Governing Bodies (NGBs) are an essential element of Sport that governs and administers sports nationally. NGBs have always gone about increasing participation and accessibility within the Sport, establishing new, improved ideas to overcome the hurdles within the industry. Overall, the role of NGBs in Sport is fundamental in managing, improving, and developing the sports industry. They provide the framework for change within the industry, establishing increased accessibility for all widespread love for the Sport (Careers in Sport, 2019).

Most NSGBs worldwide pursue excellence and victories in international competitions as the primary goal. In this regard, the NGBs needs to focus on (a) identification and development of athletic talent, (b) provision of expert coaching and scientific support, (c) organizing coaching and training camps, (d) conducting regional, national, and international competitions, and (e) preparing the teams for international competitions (Chelladurai & Zintz, 2015).

Talent Identification (TID) and Talent Development (TDE) programs are ubiquitous features of contemporary Sport (Bailey, 2018). Most countries would like to profit from the benefits of sports development in their society. So, one of the ways of action is to invest in young people to discover and identify talented players, growing and maintaining them, and ultimately turning them into professional players (Pouyandekia & Memari, 2020, 2021). Developing essential skills at an early age, and reaching this level of elitism, will make players more likely to attain high levels of athletic performance. Thus, the professional life of players will be longer, and their lifetime value (CLV) will increase and is an element to further developing the football industry (Doostdari et al., 2015). Furthermore, although aimed at sporting

performance, these programs impact physical health, education, and psychosocial development within youth athletes (Rongen et al., 2018).

The football association has given professional and non-professional clubs different tasks (Nesse et al., 2020) in the TID and TDE programs. These programs are a significant task for governing bodies. The popularity of football among young people worldwide (Fernandez-Rio & Méndez-Giménez, 2014) has caused youth football development to be an essential aim of governing bodies in any country (Mrkonjic et al., 2016). Many clubs and associations go to considerable lengths to operate organized (Güllich, 2014) and invest substantial resources in TID and TDE programs (Till et al., 2010).

Following Germany's dismal performances at Euro 2000, the German Football Association, the Deutscher Fußball-Bund (DFB), initiated a series of fundamental changes to reconstruct German football from the bottom up. The focal point of difference was youth development. With aging veterans and a lack of young talent to replace them, the DFB devoted vast resources to identifying and developing homegrown talent (Han, 2016). DFB aims to organize ambitious and entertaining projects on a local and national level that examine football's social connections and impacts. It lays the foundation for discussing the role of football in society and the impetus it can give to values such as integration. The game's social, economic, and cultural facets are the main focus because children and young people involved in football also learn about German and international social history (Norman et al., 2015). The current dominance of German football results from a massive overhaul in talent management that involved institutional changes, tactical development and, structural reform (Han, 2016).

France is not alone in nurturing talented young footballers, and the country benefits from a meticulously stratified youth development system (Williams, 2019). In French, the French Football Federation (FFF) is the governing body that organizes, supervises, and regulates the practice of grassroots and elite football; it finances and trains players and coaches throughout the country. The FFF federates the clubs whose mission is the training and practice of football (UK, 2021). In 1973, the French Professional Charter came into force, obliging all professional clubs to establish youth academies. Today there are 37 such academies in operation, catering for around 2,000 players aged between 15 and 20. In addition, there are 22 pre-training centres -15 for boys, seven for girls- that look after players aged 13 to 15 (Williams, 2019).

Furthermore, FFF also operates the famous Clairefontaine<sup>1</sup>, which is arguably considered the finest football academy in the world (FFF Academy, 2021). So, the FFF uses managers active in 21 regions to run programs and establish youth academies mandatory for all first-level professional teams (Stahl, 2000). France now prizes technical ability more than anything else for youth recruitment and youth coaching (Williams, 2019). A large number of talented players have trained in this program. The coaches selected some of them to play in the national team. They won the 2018 World Cup (Long, 2018) and the 2021 Nations League final (Evans, 2021).

In England, the two most significant developments to junior-elite football (Reeves & Roberts, 2018), included; (1) implementation of the Football Association (FA)'

---

<sup>1</sup> Centre Technique National Fernand Sastre

charter of quality (Wilkinson, 1997); and (2) the development of the Elite Player Performance Plan (EPPP) (Premier League, 2011). In an attempt to cope with the supposed barriers to the success of young players (Howie & Allison, 2015), the Premier League Clubs, in cooperation with the FA and representatives of the Football league (FL), founded the EPPP (Premier League, 2011) aimed at to promote a new youth development system (Howie & Allison, 2015) and the modernization of the academy system (Premier League, 2011). In this regard, the FA and clubs made enormous investments in the construction and development of facilities, recruiting staff, and facilities for young players (Lewis, 2007). A vital principle of the plan, which should be lauded, is to ensure more playing and training time for home-grown talent and broker relationships between clubs and local schools (Price, 2015). The FA selects players from under-15 through to under-21, seven-year groups. The coaching pathway has been established for decades and continues to evolve, yet the people responsible for identifying players (Laurell & Söderman, 2018). So, FA executed various courses for the promotion of coaches. Also, programs have been implemented in schools with the aim of football development (Howie & Allison, 2015). The FA investment in smaller-sized versions and recreational football formats allowed for further accessibility across the sport (Careers in Sport, 2019; StreetGames, 2021). In 2012, Double Pass and the Premier League worked together to optimize the English youth academies and, ultimately, their players' potential (Double Pass, 2021). Furthermore, the operation of clubs is overseen by Double Pass (Premier League et al., 2014). As a result of this program, they achieved the championship in U-19 Euro 2017 and U-17 and U-20 World Cups simultaneously (Long, 2018).

Therefore, despite the similarities in talent management methods and governing bodies' actions in leading countries, some differences make us interested in studying these processes in a developed country like Germany. A proper general understanding of this program and the relationships can be more exciting and get more attention from football managers in other countries. So, studying the TID and TDE programs and the governing bodies' actions can provide valuable insight for other countries as to how they structure their talents pathway (Bennett et al., 2018). Therefore, the researchers' aims are mainly: What is the DFB and DFL's role in the TID and TDE programs? What is the overview of the DFB and DFL's role and their collaboration with other sectors in the TID and TDE programs?

## 2. Methodology

The particular meta-synthesis process we developed is based on (Sandelowski & Barroso, 2007). Following the process outlined by Sandelowski and Barroso, the steps taken to collect and analyze the data were followed as these phases:

### 3.1. Inclusion and exclusion criteria

The authors created a search strategy that combined terms related to the study topic (Finfgeld-Connett, 2018). They included 'DFB Elite and Development Program',

'German TID and TDE Program', 'German TID and TP Program', '1998 World Cup and 2000 Euro', 'DFB', 'DFL', 'Coaches', 'Coordinators', 'DFBnet', 'DFB Regional Bases', 'Performance Centres', 'Youth Academies', 'Football Schools', 'Elite Football Schools', 'Regional/State Association', 'Double Pass'. The terms were searched in the Web of Science database, Science Direct, Google Scholar, and Google.

Figure 1 presents the process of identification and selection of the relevant records for the meta-synthesis. In June 2020, we identified 1124 documents. All (association, governing bodies, TID and TDE program, talent, development) TID-related documents on the Sport were reviewed first. Those that were not relevant to football were removed. Following the initial screening and selection procedure, 686 documents were retained. The 585 screened documents about German TID and TDE program were investigated in the second stage. Any documents that did not match the research purpose were discarded. Therefore, 53 records were included in the synthesis and analysis.

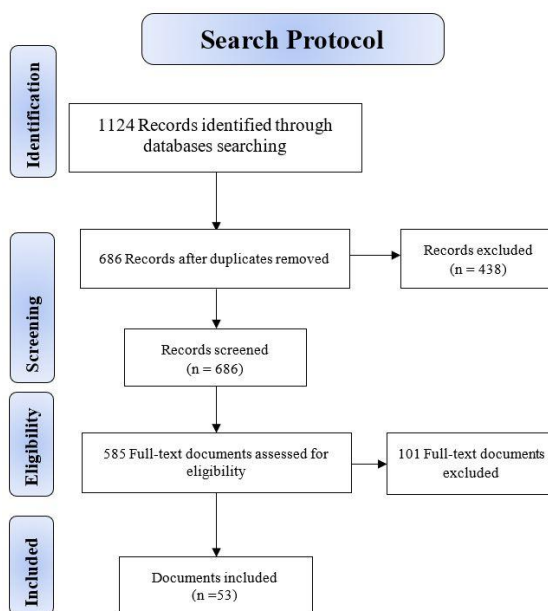


Figure1. Meta-synthesis review flow chart of the study (Moher et al., 2009).

### 3.2. Data extraction and synthesis

At this stage, coded the documents via a three-stage analyses process comprising open codes, selected codes (concepts), and theoretical codes (categories) based on the grounded theory method (Corbin & Strauss, 2008). Each document was first assigned a number before inductive line-by-line coding was undertaken. For all the information in each document, one code was used. The next stage identifies concepts as semantically different or similar, and the codes split or merged. The codes were further refined and

grouped according to conceptual similarities to produce defined concepts before similar codes were grouped into categories.

### 3.3. Validity

The validity mechanism includes (a) the maintenance of an audit trail, (b) ongoing negotiation of consensual validity, and (c) expert peer review (Sandelowski, 1998). A key mechanism for maximizing theoretical and pragmatic validity is expert peer review. The procedures and outcomes are continually scrutinized and critiqued by persons with the requisite research expertise (Sandelowski & Barroso, 2007). For control of the extracted codes' descriptive validity and to confirm our proposed model, it was reviewed by three experts.

## 4. Results

### 4.1. What is the DFB and DFL's role in the TID and TDE program?

#### 4.1.1. DFB and DFL' actions from 2001- to now

The rise of German football is in the professionalization of the DFB and the German Football League (DFL) under the coordinated management of the realization (Lu, 2017). The turnover point was poor results in 1998 WC in France and 2000 Euro Championship (Alagic, 2017). Immediately following the national team's disappointing performance, a DFB task force started to look into how the national team could be helped (Hesse, 2016; Malone, 2014). Investigating the reasons for the failure and the main factors behind the defeat of the German national team, deficiency of highly skilled young players (Han, 2016), and shortcomings in the youth development system were determined (Hesse, 2016). Within the DFB, though, was a stark realization that wealthier Bundesliga clubs were relying increasingly on imports, and relatively little work was being done to develop homegrown talent (Malone, 2014). So, DFB, the Bundesliga and, the clubs decided that developing more technically proficient homegrown players would be in everyone's best interests (James, 2013). Working together, the DFB and Bundesliga set out on a cultural overhaul of German football (Rose, 2016), which led to comprehensively renewed youth football (James, 2013).

Before Germans' football reform began, the DFB travelled the world searching for the best approaches to restore the team. During the process, they discovered successful foreign management tactics and incorporated them into the existing German blueprint (Han, 2016). The DFB undertook painstakingly thorough research to detect ways to develop better players and coaches. They sought to produce a generation of great players and learned from the experiences of countries like Spain, the Netherlands and, France (Ermissvland, 2014).

Reforming the club's operations and entry authorization is the first and most important actions for football development. The other items are improving the professional league team's entry license system, strengthening the professional club youth team training, and audit club finance. Also, to ensure that each team in the league

has enough mobility capital to maintain the operation and build a training center to ensure the continuation of the reserve talent team, standard football rules and regulations, improve the legal construction are the other actions (Lu, 2017).

German football is now reaping rich dividends from investment initiatives undertaken since 2000 to improve the quality of its coaches and young players (Ermisvfland, 2014). In 2001, DFB and the DFL began a program known as "DFB Talent and Elite Development" (Güllich, 2014). At that time, the DFB started a significant and sustained investment program to improve its footballing infrastructure radically. The DFB's master plan transforms Germany's youth development system (Ermisvfland, 2014). The DFB's program was helped by a change in Germany's nationality law in January 2000, which enabled foreigners to become German citizens (Niemann & Brand, 2008).

The philosophy of DFB has included international trends, strengths of German football; club football; development of talent; national teams, and coaching education (Tschan, 2008). Main DFB actions it was necessary to have been done talent identification; talent development; academy certification; competition structure; coaching development; certificate of academies, and modifying the league's competitive structure (Chesler, 2013). DFB's strategy was the setup of a modular & holistic talent & elite development system: systematic support of basic facilities; youth academies; network elementary/ high schools; age-appropriate practice-oriented competitions; national teams; investments; commitment licensing certification evaluation; staff organization DFB and DFL state associations; infrastructure, and, education coaches' player's experts (DFB, 2015).

The DFB and DFL' actions and creation of the necessary infrastructure for the development of football after the run of TID and TDE programs respectively as follows:

#### *4.1.2. DFB regional bases*

In 2001, DFB built 366 regional bases (Stöber, 2017), serving 50-70 clubs each (Lindberg, 2015). Three hundred sixty-six regional coaching bases where 1,300 professional, full-time coaches teach youngsters the basics of the modern game (Hesse, 2016), and it usually serves around 14,000 players between ages 11-15. Every year 600,000 youth players are scouted at these bases (Lindberg, 2015). The DFB made scouting better because small clubs could send players to official association trials. After scouting, the boys could also get an extra training session once a week in these bases players selected who participate in regular training sessions (Abraham, 2018).

#### *4.1.3. The 50+1% rule*

In 2001, the introduction of the "50+1%" rule, which requires Bundesliga clubs to be owned by their members (Bauers et al., 2020; Wilkesmann & Blutner, 2002), Rule meant that clubs could not be more than 49% owned by a single entity, has helped to promote homegrown talent (Hesse, 2016). In the absence of foreign benefactors, it

makes financial sense and appeals to the supporters in control to give young German players an opportunity (James, 2013).

#### 4.1.4. Financial investment

German football is now reaping rich dividends from investment initiatives undertaken since 2000 to improve the quality of its coaches and young players. In 2002, the DFB and the professional clubs spent an annual €48 million on this system. The Germans also realized that finding talent wasn't enough (Hesse, 2016). Since the launch of the performance center system, clubs and the DFB invested more than 700 million euros (Schmitt, 2015).

In the 2001-2002 season, on average, more than 65 million Euros per year are invested in youth performance centers (Schmidt & Stegmann, 2016). Therefore, a large part of the DFB's budget goes into elite and talent promotion, amateur football, and social and socio-political projects. For example, in 2010–2012, some €95 million have spent supporting 26 regional and subregional FAs in addition to a host of DFB projects. Financial support is also provided to the association's various foundations and its sustainability program. So, all of the approximately €5 million generated by the national team's biennial benefit match is used to help the DFB and DFL foundations (Norman et al., 2015). In 2013 some €22 million were budgeted for junior teams and talent promotion via elite schools (DJW, 2011), the 366 DFB regional bases across the country, and the "DFB-Mobil" scheme. Another significant outgoing is the DFB's extensive project work, primarily social and socio-political (Norman et al., 2015). In 2013–2014 alone, the 18 clubs invested €90 million in their youth, whereas the Bundesliga 2 supported 30 million (Schmitt, 2015).

#### 4.1.5. Reforming coaching system

Germany did very poorly in the 2000 Euro Championships (Simon, 2015). DFB identified the technical level as one cause and a system that values coaches and nurtures indigenous talent (Alagic, 2017). Therefore, managers needed to reform and specialize in the coaching system. Then, the collaboration between coaches and TID and TED program was revised.

Each DFB regional is based on DFB coaches providing continuing professional development for clubs in their region (DJW, 2011). So, every player has access to the best coaching (Weiss, 2013), and, unlike in their clubs, the DFB regional bases' coaches have enough time to address every individual's needs (Abraham, 2018; Simon, 2015).

In the youth performance centers, the younger players (U13 and U15) train four to six times a week; the older players (U17 and U19) train six to eight times a week. The skills offensive continues with the coaches. Of the 650 coaches total, 271 coach full-time. Of these, far more than 50% hold at least a national B license (Schmidt & Stegmann, 2016).



#### 4.1.6. DFBnet

In 2002, the DFB established the basis for the software-supported football organization with its subsidiary DFB-Medien (DFB, 2013). Its DFBnet platform supports all administrative and executive club functions and facilitates the exchange of information between clubs and associations or officials (DFB, 2016).

#### 4.1.7. DFB coordinators

DFB has hired 29 full-time base coordinators for the organization of this project in 2001 and 2002. They work closely with the regional associations to ensure a smooth operation and communication towards unified training and playing philosophies. Thus, the base coordinators assume a central role in the youth development concept (Alagic, 2017).

#### 4.1.8. Youth academies

To ensure that gifted youngster's amount to something in the future, the Academies Committee, formed in 2001, is likewise working constantly on opportunities for improving and expanding the foundations for working with young talents. Ten years later, the German promotion of its youth and elite talent is recognized throughout Europe (Bender et al., 2011).

#### 4.1.9. Performance centers

In 2001 and 2002, as the extended TID and TDE programs were devised and launched, the DFB and DFL added a new rule to these regulations (Hesse, 2016). So, every professional club (Bundesliga and Bundesliga2) to build or maintain a performance center and had to nurture young talent (James, 2013) as a pre-requisite for granting a license to play in the top professional divisions (Schmitt, 2015). The DFB regulated the quality of these academies (Ermisvfland, 2014).

#### 4.1.10. U17 and U19 Bundesliga

For children and players who participate in TID and TDE programs, training in the best training centers and benefiting from the best facilities, it is necessary to constantly participate in various competitions related to their age groups. So, the founding of the Junior Bundesliga was pioneering for the DFB because it was the first time that the association had run a youth league (Norman et al., 2015). In 2003-2004, the DFB introduced a nationwide U19 Bundesliga split into three geographical tranches (Alagic, 2017). The assessment of the U19 Bundesliga was so positive that the U17 Bundesliga was launched for the start of the 2007-2008 season (Honigstein, 2015), also divided into three divisions, each containing 14 teams. This approach aimed to guarantee the long-term intensive development of talent and offer young players an excellent opportunity to establish their careers (Norman et al., 2015).

#### 4.1.11. Double Pass

In 2005, to ensure German clubs' future success, the DFB and DFL began to employ the performance management system 'Foot Pass' to evaluate and certify the Bundesliga clubs and their academies (Van Hoecke et al., 2008; Van Hoecke et al., 2009). In 2007 and 2008, the academies certification by Double PASS evaluated everything from the clubs' playing fields and facilities, to staff members, via the club's philosophy, principles and, education concepts for young players (Price, 2015).

#### 4.1.12. Elite football schools

In 2006, DFB, in cooperation with local schools and clubs, had set up 39 elite football schools, which can fall back on a network of schools, elite sports centers, and clubs (Englisch et al., 2016). All talents receive comprehensive assistance to promote a parallel career in Sport and school (DFB, 2015). For instance, additional sport training units, help with homework, out-of-class tutoring, and flexible exam dates. A wide-ranging certification system ensures the quality of education and training in elite schools (Englisch et al., 2014). For performance centers, collaborating with schools is essential for optimal talent development. The all-day school significantly limits afternoon practice time. Elite football schools have training units in the mornings and provide students who miss school due to select training courses flexible opportunities to make up missed work (Schmidt & Stegmann, 2016).

#### 4.1.13. Mini pitches or Soccer Fields

One of the ways to develop football is to build hardware facilities, including the construction of football fields. Because large sports stadiums are costly, small pitches in various dimensions expand football in developed countries. So, DFB was designed to encourage active participation and instill a long-lasting love of the game; the 1000 Mini Soccer Pitches also sought to strengthen collaboration between schools and clubs. Promoting girls' soccer and improving the integration of children with a migratory background are further aims of the 1000 Mini Soccer Pitches project (SoccerGround, 2020).

After the 2006 World Cup, they were built over 1,000 mini pitches (Gagnon, 2014; UEFA, 2011). Mini pitches constructed by the DFB and subregional football associations also ensure that children join football clubs. For many, this is where they first meet the football. In addition to maintaining a sustained enthusiasm for football, the DFB uses the mini-pitches to pursue other essential objectives on an ongoing basis: the expansion of football infrastructure in schools, the promotion of cooperation between schools and clubs (Norman et al., 2015), the rise of integration of children with a migratory background (ESTO, 2017), incentives for subsequent investment by local authorities and district councils, the promotion of girls' football (Norman et al., 2015) and the promotion of general physical education among children and young people (Soccer Ground, n.d.).

#### *4.1.14. Local player rule*

In 2006 and 2007, the DFB also instituted a local player rule, which stated that a minimum of eight players must be educated locally in pro-team. The club must have a minimum of four, and the rest can be from any club within the DFB. This Rule improved the youth program within the German leagues' focus on young and skilled players and less on buying non-German players to complete your squad (Schmitt, 2015).

#### *4.1.15. DFB and DFL' actions in 2009-2016*

At the start of the 2009-2010 season, the educational care of junior national players has been optimized concerning international matches and training camps. Thanks to the appointment of a school coordinator and two teachers, it has been ensured that junior national players receive a systematic, rational and, professional school education during each training camp or a break for international matches. In addition, DFB, jointly with DFL and VdV<sup>1</sup> implements numerous "FIT FOR JOB" schooling events in the Bundesliga's elite youth training centers and at DFB's scouting tournaments and coach conventions (Englisch et al., 2016).

In the 2014-2015 season, statutes have been changed in cooperation with DFL to oblige clubs to appoint full-time pedagogical staff in the elite sports centers. The main objective is individual career planning and career monitoring for young elite players. In addition, female elite players are given access to DOSB's Olympic Support Centres (Englisch et al., 2014).

In the 2015-2016 season, DFB and DFL, jointly with an independent partner, launched a support project in the form of an audit/certification on the "accommodation of junior players" in all training centers. In the framework of quality assurance and process optimization, the aim is to define minimum standards for the accommodation and care of players in training centers (Englisch et al., 2016).

#### ***4.2. What is the overview of the DFB and DFL's role and their actions in the TID and TDE program?***

In Figure 2, we present the collaborations between the actors, in other words. The suggested model divides into several parts. It shows the DFB and DFL actions in developing talent programs from the beginning until now. The model summarized more details and explanations about the DFB and DFL's role in the TID and TED program. For brevity, we will not explain the collaboration in this model. The colorful model with its guide is probably illustrative enough.

---

<sup>1</sup> German Association of contracted football players: Vereinigung der Vertragsfußballspieler e. V. (VDV)

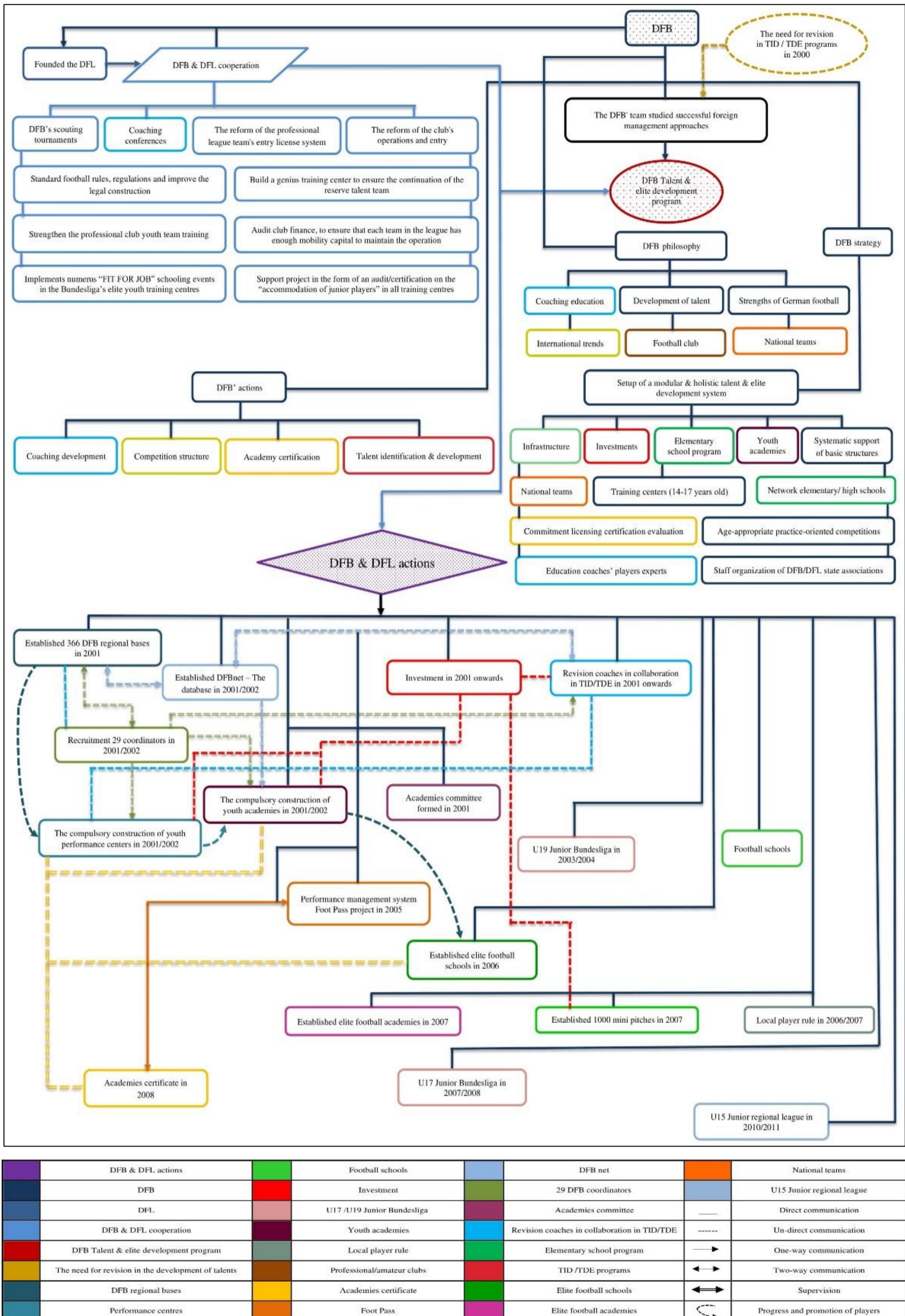


Figure 2. Overview of the DFB and DFL' role and their interrelations in TID and TDE programs.

## 5. Managerial implications

The development and growth of a sport cannot be expected to be the sole responsibility of the National Federation and the League of Nations. Instead, the cooperation of regional and provincial councils, football clubs, and elite schools can be promising for development. However, infrastructure development and binding national laws, including immigration laws and funding, are essential. Also, reviewing the coaches, referees, and competitions for national, extensive, and purposeful competitions is necessary for developing sports. Also, governing bodies' supervisory and cooperative roles and reviewing and redefining processes are other issues that can be considered. Therefore, creating a national determination, providing financial resources, and developing knowledge, managerial and technical skills are undeniable necessities in this field.

## 6. Discussion and conclusion

Many countries in the world aspire to progress. The position of the sports industry is different in each society. But football has been able to take an effective weight from the sports industry of the communities. As many as 20 English Premier League teams account for half of the annual turnover of the English sports industry (Deloitte, 2021). Therefore, managers, social and cultural officials, and investors in countries long for football development. But how? The publicity and attractiveness of football, along with its working capital, arouses managers to think about how it could develop its? But are the football federation and the league organization capable enough in this way? What are the factors, roles, and relationships in this, and what resources can be invested? Because in many developing countries, the lack of sources always leads to a lack of attention to strategic plans, managers have been forced to manage things most cheaply. DFB's strategy was the setup of a modular & holistic talent & elite development system (DFB, 2015). They used DFB regional bases to make scouting better. Because small clubs could send players to official association trials (Alagic, 2017; Grossmann et al., 2015; James, 2013; Kim, 2015).

German managers reformed and specialized the coaching system (Bender et al., 2011). Then, the collaboration between coaches and TID and TED program was revised. DFBnet was the other way to provide an excellent and functional database to manage this system (DFB, 2016). They used the executive information system for players, coaches, referees, and every active member in the TID program. Several coordinators around the country have missioned to create intercorrelations between subdivisions of this system. They have a significant role in running the TID system from clubs to regional bases, leagues, and every factor that plays a valuable role in this system (Alagic, 2017).

Besides the performance centers, youth academies are constantly working on opportunities for improving and expanding the foundations for working with young talents. Performance centers have reinforced the youth academies' role in the TID program. Without the U17 and U19 Bundesliga league, each work during the program would be fruitless. It is a fact that holding league matches in different categories will

cost the federation and the community a lot. But its benefits and fruits for society and the scope of football are innumerable. Developing national competitions up to 14 leagues is a significant step and a critical point in developing a talent program that the Germans have managed well. But without a corporate to help the federation monitor the performance of clubs and academies and improve their rankings, all efforts will be in vain. In cooperation with the Double pass, the Germans have shown acceptable performance in this area.

Elite football schools and mini-pitches are the other actions that have an essential role in the success of the TID program. Without providing widespread playgrounds, coaches, and scouts besides the elite schools, how DFB could be a success?

But football, with its many variables, football cannot be considered a compelling economic and social engine without colossal investment and, most importantly, the national determination of the officials and the people of the countries. Therefore, the federations must plan to develop the infrastructure and attract the attention of governments and investment, acquire the knowledge and skills of cooperation of institutions, and create a macro-management program to build football and talent acquisition and talent development. Financial support is also provided to the association's various foundations and sustainability programs (Schmitt, 2015). Also, the pivotal role of clubs as the center of gravity of sports development in any country seems undeniable. But to what extent do the countries' laws help in club administration, and do they create obstacles? Can clubs grow and prosper to the extent that they can contribute to the growth and development of football in the federation and the league organization?

As shown by Figure 2, many close collaborations should be done that need monitoring and leading by DFB. The authors congratulate them for this excellent project management and huge founding that investing and expending for the program. Many sociological and cultural results besides the football development and financial benefits are appreciated, and we hope other countries who wish to develop their sports can use these experiences.

### Disclosure statement and funding

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

### References

- Abraham, S. (2018, April 23). *Made in Germany: DFB, decided to revamp their game through the youth system* - *The Economic Times*. Economic Times website. <https://economictimes.indiatimes.com/news/sports/made-in-germany-dfb-decided-to-revamp-their-game-through-the-youth-system/articleshow/59730031.cms?from=mdr>
- Alagic, A. (2017, July 5). German football is reaping the rewards of their football strategy - Amir Alagic's blog. <https://xtratime.in/german-football-is-reaping-the-rewards-of-their-football-strategy-amir-alagics-blog/>

- Bailey, R. (2018). Talent identification in English junior-elite football - an academic perspective. *Soccer & Society*, 19(8), 1084-1084. <https://doi.org/10.1080/14660970.2018.1432391>
- Bauers, S. B., Lammert, J., Faix, A., & Hovemann, G. (2020). Club members in German professional football and their attitude towards the '50+1 Rule' – A stakeholder-oriented analysis. *Soccer & Society*, 21(3), 274-288. <https://doi.org/10.1080/14660970.2019.1597717>
- Bender, T., Schild, T., & Schweizer, H. (2011). *10 Years of Academies - Talent pools of top-level German football.pdf*. DFB. <https://docs.google.com/viewer?a=v&pid=sites&srcid=ZGVmYXVsdGRvbWFpbm90b3Jnc2FoYW11a2VufGd4OjYzMjE5NzZmZDRmNWVhY2I>
- Bennett, K. J. M., Vaeyens, R., & Fransen, J. (2018). Creating a framework for talent identification and development in emerging football nations. *Science and Medicine in Football*, 3(1), 36-42. <https://doi.org/10.1080/24733938.2018.1489141>
- Careers in Sport. (2019). Overview on the role of National Governing Bodies of sport. *Careers in Sport*. <https://careers-in-sport.co.uk/news-articles/overview-on-the-role-of-national-governing-bodies-of-sport/>
- Charaf, T. (2016, March 24). *The importance of sport from an economic and social point of view*. linkedin. <https://www.linkedin.com/pulse/importance-sport-from-economic-social-point-view-dr-tarek-charaf/>
- Chelladurai, P., & Zintz, T. (2015). Functions of National Sport Governing Bodies: A Network Perspective a. *Public Policy and Administration*, 14(446), 529-544. <https://doi.org/10.13165/VPA-15-14>
- Chesler, D. (2013). *2001-2013 The Evolution of Youth Academy Programs* (Technical Director Course - International Academy Case Study, November, Issue. <http://resources.usoccer.com/n7v8b8j3/cds/Email/131106-TECHNICAL-SUMMARY-ICS-GERMANY-Chesler-v.1.pdf>
- Corbin, J., & Strauss, A. (2008). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. SAGE Publications. <https://books.google.com/books?id=OTI8UgvyZ24C>
- Deloitte. (2021). *Annual Review of Football Finance 2021 | Deloitte UK*. Deloitte. <https://www2.deloitte.com/uk/en/pages/sports-business-group/articles/annual-review-of-football-finance.html>
- DFB (Deutscher Fußball-Bund). (2013). *Dfbnet Broschuere*. DFBnet. <https://www.dfb.de/fileadmin/dfbdam/25700-DFBnet-Broschuere-Neuaufgabe-2013-EN.pdf>
- DFB (Deutscher Fußball-Bund). (2015, December 8). *DFB-Seminar" Football worldwide experiences in economic, education and social actions"*. <https://www2.camara.leg.br/atividade-legislativa/comissoes/comissoes-temporarias/especiais/55a-legislatura/reformulacao-da-legislacao-do-esporte/documentos/audiencias-publicas/jennifer-schroder>
- DFB (Deutscher Fußball-Bund). (2016). *DFBnet and FUSSBALL.DE*. [https://www.dfb.de/fileadmin/user\\_upload/DFBnetBroschuere\\_ENG\\_FINAL\\_WEB.pdf](https://www.dfb.de/fileadmin/user_upload/DFBnetBroschuere_ENG_FINAL_WEB.pdf)
- DJW. (2011, October 31). *Why Germany is so successful with Youth Development*. RangersMedia, General Football & Sport. <http://forum.rangersmedia.co.uk/topic/202941-why-germany-is-so-successful-with-youth-development/>
- Dolles, H., & Söderman, S. (2011). Sport as a Business: Introduction. In H. Dolles & S. Söderman (Eds.), *Sport as a Business: International, Professional and Commercial Aspects* (pp. 1-12). Palgrave Macmillan UK. [https://doi.org/10.1057/9780230306639\\_1](https://doi.org/10.1057/9780230306639_1)
- Doostdari, S., Ashraf Ganjoui, F., & Soheily, B. (2015). A Survey of Football Talent Identification Problems. *Journal of Sport Management*, 7(4), 621-635. <https://doi.org/10.22059/jsm.2015.55971>

- Double Pass. (2021). *Premier League*. Double Pass. <https://www.doublepass.com/premier-league/>
- Dvorak, J., Junge, A., Graf-Baumann, T., & Peterson, L. (2004). Football is the most popular sport worldwide. *The American Journal of Sports Medicine*, 32(1), 3S-4S. <https://doi.org/10.1177/0363546503262283>
- Englisch, J., Schott, U., Hink, W., Köttker, R., Ullrich, H., Strich, D., Blask, H., & Paepke, J. (2014, 30 September). *European sport policy-Overview of sport issues on the EU agenda*. D. F.-B. O.-F.-S. F. Main & D. D. F. L. G. G. F. Main.
- Englisch, J., Schott, U., Hink, W., Köttker, R., Ullrich, H., Strich, D., Blask, H., & Paepke, J. (2016, October 31). *European sport policy-Overview of sport issues on the EU agenda*. D. F.-B. O.-F.-S. F. Main & D. D. F. L. G. G. F. Main. [https://www.dfb.de/fileadmin/dfbdam/125449-EU\\_Sportpolitik\\_E\\_2016\\_web.pdf](https://www.dfb.de/fileadmin/dfbdam/125449-EU_Sportpolitik_E_2016_web.pdf)
- Ermisvfland. (2014, April 10). *The German Football Masterplan* Ermisvfland. <https://ermisvfland.wordpress.com/2014/04/10/the-german-football-masterplan/>
- ESTO (European Synthetic Turf Organisation). (2017). *ESTO-Germany-Report*. <https://www.estc.info/wp-content/uploads/2017/05/ESTO-Germany-Report.pdf>
- Evans, S. (2021, October 11). *Mbappe winner as France beat Spain in Nations League final* Reuters. <https://www.reuters.com/lifestyle/sports/mbappe-winner-france-beat-spain-nations-league-final-2021-10-10/>
- Fernandez-Rio, J., & Méndez-Giménez, A. (2014). Talent detection and development in soccer: A review. *Journal of Sport and Health Research*, 6, 7-18. <https://www.researchgate.net/publication/259676230>
- FFF Academy. (2021). *French Football Academy: Home*. FFF Academy. <https://fffacademy.com/>
- Finfgeld-Connett, D. (2018). *A Guide to Qualitative Meta-synthesis*. Routledge. <https://books.google.com/books?id=zWt0swEACAAJ>
- Gagnon, J. P. (2014, September 26). 10 years of Academies by The Deutscher Fussball Bund (DFB). <http://www.samouraisduweb.com/2014/09/10-years-of-academies-by-deutscher.html>
- Grossmann, B., Lames, M., & Stefani, R. (2015). From Talent to Professional Football – Youthism in German Football. *International Journal of Sports Science and Coaching*, 10, 1103-1114. <https://doi.org/10.1260/1747-9541.10.6.1103>
- Güllich, A. (2014). Selection, de-selection and progression in German football talent promotion. *European Journal of Sport Science*, 14(6), 530-537. <https://doi.org/10.1080/17461391.2013.858371>
- Han, K. (2016, June 14). 5 Lessons in Talent Management from the German National Football Team. *Blog Heavenhr*. <https://blog.heavenhr.com/2016/06/14/5-lessons-in-talent-management-from-the-german-national-football-team/>
- Hesse, U. (2016, July 7). *How Germany's awful Euro 2000 forced a mass restructure – and why it wouldn't work for England*. <https://www.fourfourtwo.com/features/how-germanys-awful-euro-2000-forced-a-mass-restructure-and-why-it-wouldnt-work-england>
- Honigstein, R. (2015, September 5). How German football rose from the ashes of 1998 to become the best in the world. <https://www.theguardian.com/football/2015/sep/05/germany-football-team-youth-development-to-world-cup-win-2014>
- Howie, L., & Allison, W. (2015). The English Football Association Charter for Quality: the development of junior and youth grassroots football in England. *Soccer & Society*, 1-10. <https://doi.org/10.1080/14660970.2015.1100897>
- Jaitman, L., & Scartascini, C. (2017). *Sports for Development*. <https://publications.iadb.org/publications/english/document/Sports-for-Development.pdf>
- James, S. (2013, May 23). How Germany went from bust to boom on the talent production line. <https://www.theguardian.com/football/2013/may/23/germany-bust-boom-talent>



- Kim, J. (2015). *An Analysis of Talent Development in Korean and German Football*. [Master Thesis, Seoul National University]. South Korea. <http://s-space.snu.ac.kr/handle/10371/127341>
- Laurell, C., & Söderman, S. (2018). Sport in business studies: A state-of-the-art literature review. *Sport, Business and Management: An International Journal*, 8. <https://doi.org/10.1108/SBM-09-2017-0042>
- Lewis, R. (2007). *A review of young player development in professional football—Ngin*. [http://assets.ngin.com/attachments/document/0001/3697/ReviewofYoungPlayerDevelopment1\\_1.pdf](http://assets.ngin.com/attachments/document/0001/3697/ReviewofYoungPlayerDevelopment1_1.pdf)
- Lindberg, M. (2015, January). Ulf Schott – Director of the German Football Federation | Sports Business Institute. *Sports Business Institute Barcelona*. <http://sbibarcelona.com/test/ulf-schott-director-of-the-german-football-federation/>
- Long, D. (2019, December 2). *Clairefontaine – The heart of the French revolution*. Ronnie Dog-Football Pink. <https://footballpink.net/11079/>
- Lu, M. (2017). *Analysis of the Main Causes of the Successful Development of German Football and Its Enlightenment to China*. 4th International Conference on Education, Management, Arts, Economics and Social Science (ICEMAESS 2017). <https://www.atlantis-press.com/proceedings/icemaess-17/25887304>
- Malone, E. (2014, October 10). *Inside German Football: Vorsprung durch technique - Germany's formula for success*. The Irish Times. <https://www.irishtimes.com/sport/soccer/international/inside-german-football-vorsprung-durch-technique-germany-s-formula-for-success-1.1958435>
- Mandal, D. (2020, Jun 08). *The Importance of Sport from an economic and social point of view*. golftrade.net. <https://www.golftrade.co.in/news-details%3Fnewsid%3Dthe-importance-of-sport-from-an-economic-and-social-point-of-view-2020-06-08-812081542+%&cd=4&hl=en&ct=clnk&gl=ir>
- Martin, H., & Marquez, M. (2001). *The new football business: a challenge for elite followers. - A case study for IFK Göteborg* Göteborg University]. Sweden.
- Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2009). Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement. *PLoS Med* 6: e1000097. <https://doi.org/10.1371/journal.pmed.1000097>
- Mrkonjic, M., Poli, R., Boillat, C., & Tallec Marston, K. (2016). *Global Football Development*. [https://resources.fifa.com/mm/document/footballdevelopment/football/02/84/68/74/globalfootballdevelopmentvoll\\_neutral.pdf](https://resources.fifa.com/mm/document/footballdevelopment/football/02/84/68/74/globalfootballdevelopmentvoll_neutral.pdf)
- Nesse, M., Moe, V. F., & Sæther, S. A. (2020). Unified approaches on talent development in football? Differences and similarities among representatives from a football association and two professional football clubs. *Cogent Social Sciences*, 6(1), 1785216. <https://doi.org/10.1080/23311886.2020.1785216>
- Niemann, A., & Brand, A. (2008). The impact of European integration on domestic sport: The case of German football. *Sport in Society*, 11(1), 90-106. <https://doi.org/10.1080/17430430701717822>
- Norman, A., Barnhofer, N., Brause, S., Brideband, J., Dohren, T., Eiermann, S., Elgner, F., Geis, M., Grittner, J., Hackbarth, T., Hartwig, K., Herz, M., Hofmann, S., Ludeke, S., Morsch, M., Muller, C., Muras, U., Rajber, R., Scheffler, P., Seitz, A., Staab, W., Tobien, W., Tonnihsen, G., & Voigt, H.-U. (2015). *DFB\_A-Z\_UK\_lowRes.pdf*. [https://www.dfb.de/fileadmin/dfbdam/61175-DFB\\_A-Z\\_UK\\_lowRes.pdf](https://www.dfb.de/fileadmin/dfbdam/61175-DFB_A-Z_UK_lowRes.pdf)
- Pouyandekia, M., & Memari, Z. (2020). How the Germans Are Using the Football Talent Management Program. *New Approaches in Exercise Physiology*, 2(3), 5-40. <https://doi.org/10.22054/nass.2020.11066>

- Pouyandekia, M., & Memari, Z. (2021). How can clubs play an essential role in talent identification and development programmes? A case study of German football. *Sport in Society*, 1-35. <https://doi.org/10.1080/17430437.2020.1863372>
- Premier League. (2011). *Elite Player Performance Plan-Goal Reports*. <https://www.goalreports.com/EPLPlan.pdf>
- Premier League, The Football League, & Double Pass. (2014). *Foot PASS England. Rochdale AFC - PDF*. [https://sportdocbox.com/World\\_Soccer/66844896-Foot-pass-england-rochdale-afc.html](https://sportdocbox.com/World_Soccer/66844896-Foot-pass-england-rochdale-afc.html)
- Price, L. (2015). *The Bundesliga Blueprint: How Germany Became the Home of Football*. Bennion Kearny, Limited. <https://books.google.com/books?id=B3z2sgEACAAJ>
- Reeves, M. J., & Roberts, S. J. (2018). Talent identification and talent development in junior-elite football in the UK: an introduction. *Soccer & Society*, 19(8), 1081-1083. <https://doi.org/10.1080/14660970.2018.1432382>
- Rongen, F., McKenna, J., Cobley, S., & Till, K. (2018). Are youth sport talent identification and development systems necessary and healthy? *Sports Medicine - Open*, 4. <https://doi.org/10.1186/s40798-018-0135-2>
- Rose, F. (2016, July 20). *Market Insight: The Bundesliga - Europe's gold mine for the continent's best young talent*. Soccerex. <https://www.soccerex.com/insight/articles/2016/the-bundesliga-europe-s-gold-mine-for-the-continent-s-best-young-talent>
- Sandelowski, M. (1998, Oct). The call to experts in qualitative research. *Res Nurs Health*, 21(5), 467-471. [https://doi.org/10.1002/\(sici\)1098-240x\(199810\)21:5<467::aid-nur9>3.0.co;2-1](https://doi.org/10.1002/(sici)1098-240x(199810)21:5<467::aid-nur9>3.0.co;2-1)
- Sandelowski, M., & Barroso, J. (2007). *Handbook for Synthesizing Qualitative Research*. Springer Publishing Company. <https://books.google.com/books?id=0I6KBQAAQBAJ>
- Savić, Z., Randjelović, N., Stojanović, N., Veroljub, S., & Šiljak, V. (2018). The sports industry and achieving top sports results. *Facta Universitatis, Series: Physical Education and Sport*, 15, 513. <https://doi.org/10.22190/FUPES1703513S>
- Schmidt, S., & Stegmann, T. (2016). *Creating World Champions: How German Soccer Went from Shambles to Champions*. Meyer & Meyer Sport. <https://books.google.com/books?id=9Lp4DwAAQBAJ>
- Schmitt, M. (2015, February 5). *Youth development in German football, part one: Investing*. Bayern Central. <https://www.bayerncentral.com/2015/02/youth-development-german-football-investing/>
- Simon. (2015, March 26). DFB - Youth Development | Football | German football youth development | German grassroots football. <http://arsenal-esque.blogspot.com/2015/03/dfb-youth-development-football-germany.html?m=1>
- Slack, T. (2004). *The Commercialisation of Sport*. Routledge. <https://books.google.com/books?id=DPuNAAAAMAAJ>
- Soccer Ground. (n.d.). *Mini Pitches - SoccerGround*. <https://www.soccerground.com/downloads/soccerground-products.pdf>
- SoccerGround. (2020). *1000 Mini Pitches project- The largest Grass Roots initiative of the German Football Association*. SoccerGround GmbH & Co. KG. <https://www.mini-pitch.com/en-GB/minipitch/news/93/1000-Mini-Pitches-For-Germany>
- Stahl, R. (2000). *Sessions with french national team (1998 world cup champions) coach aime jacquet, juergen klinsmann of the german national team, and alfred galustian, international director of coerver coaching*. NJYouthSoccer. [http://www.njyouthsoccer.com/doclib/FrenchFootballfederation\\_AimeeJacquetRobbyStahl.pdf](http://www.njyouthsoccer.com/doclib/FrenchFootballfederation_AimeeJacquetRobbyStahl.pdf)
- Stöber, B. (2017, Oktober 30). *The road to success Bernd Stöber*. <http://www.aefca.eu/content/uploads/2017/11/The-road-to-success-Bernd-St%C3%B6ber.pdf>

- StreetGames. (2021). *The National Governing Bodies* StreetGames. <https://network.streetgames.org/our-work-changing-sport/national-governing-bodies>
- Till, K., Cobley, S., O'Hara, J., Chapman, C., & Cooke, C. (2010). Anthropometric, Physiological and Selection Characteristics in High Performance UK Junior Rugby League Players. *Talent Development and Excellence*, 2(2), 193-207. <https://research.leedstrinity.ac.uk/en/publications/anthropometric-physiological-and-selection-chara-cteristics-in-hig>
- Tschan, F. (2008, July 27 – 30). *Bund Deutscher Fussball-Lehrer (BDFL) International Coaches Convention*. <https://www.yumpu.com/en/document/view/38035315/bund-deutscher-fussball-lehrer-bdfl-international-coaches->
- UEFA. (2011, May 23). *Mini-pitch focus in Germany / Sobre la UEFA*. UEFA.com. <https://es.uefa.com/insideuefa/football-development/news/01f1-0f8631d38da4-6d5461ed1653-1000—mi-pitch-focus-in-germany/>
- UK. (2021). *Introduction - FFF*. UK.FFF. <https://uk.fff.fr/1-introduction.html>
- Van Hoecke, J., Schoukens, H., Lochmann, M., & Laudenklos, P. (2008). *Foot PASS Deutschland: Managing Performance in the Bundesliga through the Certification of Youth Academies*. 16th Conference of the European Association for Sport Management, Heidelberg, Bayreuth (Germany). <http://easm.net/download/2008/1c3275cdcf4b7acd42f74b683e1ab93.pdf>
- Van Hoecke, J., Schoukens, H., Simm, S., & De Bosscher, V. (2009). *Measuring the performance of professional youth academies: The case of the Bundesliga*. 17th Conference of the European Association for Sport Management, Amsterdam (The Netherlands). <http://www.easm.net/download/2009/c6fd1e9aa46360250e029719340fe027.pdf>
- Weiss, S. (2013, July 18). *German Youth Development*. Goonersphere. <http://goonersphere.com/team-lineup/simon-says/58-german-youth-development>
- Wilkesmann, U., & Blutner, D. (2002). Going Public: The Organizational Restructuring of German Football Clubs. *Soccer & Society*, 3(2), 19-37. <https://doi.org/10.1080/714004876>
- Wilkinson, H. (1997). *Football Education For Young Players-A Charter For Quality*. <https://sportspath.typepad.com/files/charter-for-quality.pdf>
- Williams, T. (2019, July 9). *How France became football's ultimate talent hotbed*. ESPN.com. <https://www.espn.com/soccer/french-ligue-1/story/3897341/how-france-became-footballs-ultimate-talent-hotbed>
- Zhang, J., Kim, E., Mastromartino, B., Qian, Y., & Nauright, J. (2018). The sport industry in growing economies: critical issues and challenges. *International Journal of Sports Marketing and Sponsorship*, 19(2), 00-00. <https://doi.org/10.1108/IJSMS-03-2018-0023>



SBJ

# نشریه کسبوکار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۱۲۹-۱۴۸

شناسه دیجیتال: [10.22051/SBJ.2022.38855.1021](https://doi.org/10.22051/SBJ.2022.38855.1021)



## همکاری فدراسیون و سازمان لیگ در توسعه یک برنامه استعدادیابی چگونه است؟ مورد مطالعه: فوتبال آلمان

مهری پوینده کیا<sup>۱\*</sup>، مریم غفاری<sup>۲</sup>

<sup>۱</sup> دانشجوی دکترا، گروه مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه تهران، تهران، ایران.  
<sup>۲</sup> کارشناسی ارشد، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء (س)، تهران، ایران.

### کلیدواژه

استعدادیابی  
استعداد پروری  
فدراسیون فوتبال آلمان  
فرا ترکیب  
لیگ فوتبال آلمان

### نوع مقاله

مطالعه موردی

### چکیده

**هدف:** این مطالعه به بررسی نقش نهاد حاکمیتی فوتبال آلمان در برنامه‌های استعدادیابی و توسعه کشور می‌پردازد.

**روش:** این مطالعه با هدف بررسی مدیریت استعدادیابی فوتبال آلمان به روش کیفی از نوع فراترکیب و با طی مراحل ساندلوسکی و باروسو انجام شد.

**یافته‌ها:** نقش نظارتی و مشارکتی نهاد حاکمیتی و بازنگری و بازتعریف فرآیندها از دیگر مواردی است که در این راستا قابل بررسی است. ایجاد عزم ملی، تأمین منابع مالی و توسعه دانش، مهارت‌های مدیریتی و فنی از ضروریات انکارناپذیر توسعه ورزش است.

**اصالت و ابتکار مقاله:** محققان توانستند با مطالعه اسناد و مقالات منتشر شده توسط آلمانی‌ها بین سال‌های ۲۰۰۰ تا ۲۰۲۱، جزئیات روابط، فرآیندها و نقش‌ها را شناسایی نمایند. این تجربیات برای جوامعی که به دنبال توسعه برنامه‌های استعدادیابی در ورزش خود هستند ارزشمند است.

**تاریخ دریافت:** ۱۴۰۱/۱۰/۱۱

**تاریخ پذیرش:** ۱۴۰۱/۱۱/۰۲



## Identification and Analysis of Islamic Management Barriers in Sports Venues

Hossein Khanifar<sup>1</sup>, Ebrahim Alidoost Ghahfarkhi<sup>2\*</sup>, Sima Farahmand Momtaz<sup>3</sup>

<sup>1</sup> Professor of Educational Management, Faculty of Management and Accounting, Farabi Campus, University of Tehran, Iran.

<sup>2</sup> Associate Professor, Department of Sports Science and Physical Education, Faculty of Sport Management, Tehran University, Tehran, Iran.

<sup>3</sup> MSc, Department of Sports Science and Physical Education, Faculty of Sport Management, Tehran University, Tehran, Iran.

### ABSTRACT

**Purpose:** This study aimed to identify and analyze the obstacles of Islamic management in sports venues using the three-pronged model.

**Methodology:** The research method was the descriptive survey. The sample consisted of 298 athletes and students of physical education. The research tool was a constructed researcher-made questionnaire with 44 questions; also, the reliability of the questionnaire based on Cronbach's alpha was about 0.95. The results showed that the highest average rank is related to "cultural and social gaps for implementing Islamic management models in sports venues" (10/55). The lowest average was "conflict and contradiction like some sports with the principles of the religion of Islam" (7/25).

**Findings:** The results related to structural barriers showed the highest average ranking related to "lack of facilities, places and sports spaces for women" (9.58). And the least was the "lack of serious and coherent determination and decision of senior managers in dealing with the Islamic management of sports venues" (6/30). The ranking of items related to behavioral barriers showed the highest and lowest mean rank related to "Formation of corruption gangs due to the existence of money and many facilities in professional sports" (8/35). And "some sports became infected with categories such as betting, gambling, etc." (6/16), regarding the originality and initiative of the research and according to the discussion and conclusion of this research, in management based on the Islamic value system. Physical education is an educational process involving the acquisition and processing of developmental motor skills and maintaining physical fitness for health, acquiring scientific knowledge about physical activity and practice, and developing a positive perception and mentality of physical activity to improve human performance and performance.

**Originality:** This article focuses on the Islamic criteria in sports venues and fitness clubs to encourage Muslim people to participate in sports. Few previous studies have focused on Islamic standards in a sports venue.

### Keywords

Development  
Islamic Management  
Sport  
Sport Facility  
Sports Management

### Article type

Research paper

**Received:** 2022/02/18

**Accepted:** 2022/03/27

### How to cite this article:

Khanifar, H., Ali Doost Ghahfarkhi, E., & Farahmand Momtaz, S. (2021). Identification and Analysis of Islamic Management Barriers in Sports Venues. *Sports Business Journal*, 1(2), 149-169. <https://doi.org/10.22051/sbj.2022.39637.1024>



## 1. Introduction

Management is one of the factors that can lead the organization or society to its desired goals. Also, management is a science that manages community affairs; And Islam is a religion that shows man the best way to live. They have a common field of action in many areas. This commonality varies among experts (Hajivand et al., 2019). Also, the applications of Islamic management in the body of Islamic society are among the essential and significant issues due to its inevitable role in achieving a methodical model that can provide the goals and expectations of the religious community, has been considered by researchers and thinkers; Especially today, the existence of religious tendencies in world societies and the influential and undeniable presence of religion is developing rapidly (Behroozi Lak & Haji Sayari, 2013). If the development of society and the country should be following the Islamic system. On the other hand, management has a crucial role in development; social, economic, political, cultural, and sports development in the Islamic Republic of Iran necessarily requires appropriate Islamic management (Hajivand et al., 2019).

In the third millennium, sports and recreation have an important place in society that all governments promote among their citizens. They also make large-scale plans to create and develop sports venues accordingly (Hosseini et al., 2019). At present, sports are essential in Islamic management. Islamic management provides human excellence and prosperity (Sargazi, 2015).

What distinguishes Islamic management from non-Islamic management is the direction of goals. The primary mission is within Islamic rules and closeness to God. In non-Islamic management, there are few obligations to enforce divine laws. In an Islamic government, all existing systems and organizations of society, given the advancement of science and technology to the best of their ability to produce goods and services to elevate needs and services, human beings are employed within the framework of Islamic law (Ghane et al., 2019). Sports management is a science that arises from interactions between management, Political science, economics, sociology, psychology, and the like. This science's theories and texts have been formed to guide sports organizations towards goals (Ghasemi et al., 2016). The importance and position of sports management in sports is becoming clearer day by day. This importance has created special needs for national and international sports organizations. One of the essential needs of a leading sports organization is core knowledge and emphasis on discovering and training specialized sports managers. To solve many of the existing problems of the country's sports, multiple managers and Islam-oriented must also be introduced. Raising executive managers' professional and Islamic knowledge received more attention and emphasis (Ghasemi et al., 2016). One of the essential aspects of sports management is facilities management. According to Bahrololoum (2007), although the places have changed significantly over the years, it is interesting that the management and the type of tasks have remained somewhat constant (Bahrololoum, 2007).

The general process of managing sports facilities, facilities, and equipment includes several steps, which are: review phase, construction, site management, and review in

the review phase of preliminary studies, the various stages of project development and investment decisions are reviewed (Jalali Farahani, 2021). Some of the issues and considerations that are still present today after many centuries in the discussion of place management there are: controlling large populations of moving people, managing people and rebellious and violent populations, flexibility in managing multipurpose locations, providing security and protection for important people, control of all kinds of petty crimes caused by large crowds, keeping places clean and usable, guiding investment policies appropriate for public places (Bahrololoum, 2007). But some of the concerns that exist today are new approaches and include providing favorable conditions for the press. They have interview rooms and press rooms with Internet access; installation of TV camera platforms and cable TV communications, selling advertising space and naming rights, providing training rooms for athletes, air conditioning systems, observance of legal issues related to the environment, use, access, and other legal matters. Therefore, we seek to combine the concepts of Islamic management in the management of sports venues to produce new knowledge. And as a result, we will strengthen and efficiently manage the sports facilities in the Islamic Republic of Iran (Bahrololoum, 2007).

The interdisciplinary approach focuses on many disciplines, especially physical education and sports science. The multidisciplinary concept is presented in two ways in reference sources, first, as a word under the idea of interdisciplinary umbrella and as a special kind of cooperation of disciplines. Second, as an independent term and an alternative that can address the shortcomings and challenges of disciplinary and interdisciplinary approaches (Nicolescu, 2010).

Therefore, Ripsas (1998) believes in understanding sports management knowledge in interdisciplinary research (Ripsas, 1998). Pohl (2011) also considered the movement of sports management towards multidisciplinary research, which shows a comprehensive approach to sports management (Pohl, 2011). Given all this research and theories that emphasize the need for sports management over other disciplines, the obstacles of Islamic management in the management of sports venues were identified.

Also, according to the definition of the management of sports venues, the manager of sports venues deals more with humans and their psychological control, etc., than any other manager. Because athletes are considered role models in different societies, some even imitate how they dress and move. Therefore, if the managers of sports clubs put basic measures on their schedule, they can play an essential role in developing moral virtues in athletes. Also, other club members because sport must be accompanied by moral values, principles of chivalry, forgiveness, self-sacrifice, which are all criteria of Islamic management (Savari nikou & Asefi, 2019). For example, managers can be appointed by an expert or ethics inspector (Vrolijk & Van Der Vlist, 2010), employing ethical human resources (Hassanpour et al., 2017), enforcement of punitive and incentive policies (Kaptein, 2008), development and implementation of moral codes or ethical charters (Popoola et al., 2017).

Furthermore, establishing ethical monitoring and evaluation devices (Lee et al., 2018), accurate and comprehensive moral selection of human resources and explicit communication of rules and regulations of behavior to athletes (Kaptein, 2009),

Implementing Ethical Policies (Lee et al., 2018), Forming an Ethics Management Committee or Council (Lloyd & Mey, 2010) and develop ethics in sports. Also, many people who go to sports complexes and sporting events seek to drain their negative energies. According to the results of Khosravizadeh et al. (2009) in every sport she faces (Khosravizadeh et al., 2009). Based on many reasons, the management of sports venues is highly complex in many ways. Sports venue management requires knowledge of different management fields, including Islamic management. Research shows attention to spirituality and human moral principles have been welcomed as tools to achieve organizational goals today. Also, according to Abuznaid (2006), religion has a significant effect on human behavior, social interactions, and social relations (Abuznaid, 2006). All of this indicates that the world's thinkers are turning to religious and spiritual approaches; this shows the importance and position of Islamic management among the management styles of the world. On the other hand, proper management of a sports complex requires concepts such as justice, planning, having long-term goals, etc. According to the research, there are signs of a lack of comprehensive programs in administering sports complexes of the Islamic Republic of Iran (Khosravizadeh et al., 2009).

The National Olympic Committee of Iran has no program to support elite athletes and coaches. It lacks a proper selection system to maintain and promote the elite sports coaches of the country. This is while the necessity of adequate planning for an event is emphasized from a religious point of view. Since in Islamic management, the goal is to lead man to the service of God, all planning will end there. Another important goal during this goal in Islamic management is to rise to installments and justice, which will not be possible without comprehensive and accurate planning at the individual, social and religion-based levels (Etratdoost, 2011). Also, according to the studies of researchers in Islamic management, forty years after the victory of the Islamic Revolution, the vacuum of the existence of organizations managed in an entirely Islamic way is felt. Applying Islamic management in the body of Islamic society is among the critical and significant issues. Due to its inevitable role in achieving a purposeful model that can meet the goals and expectations of the religious community, has been considered by researchers and thinkers; Especially today, the existence of religious tendencies in world societies and the influential and undeniable presence of religion, is developing rapidly (Behroozi Lak & Haji Sayari, 2013).

## 2. Methodology

The present study was conducted by the descriptive-survey method. Its overall purpose was to analyze the barriers to Islamic management in sports venues. The statistical population of this study included all students of physical education and athletes using sports facilities (with a history of more than three years) in Tehran. In this study, using Ahranjani's three-pronged model, work was done on three main categories of obstacles. The triangular model has three dimensions: structural, ground, and behavioral. The reason for naming the model is that the relationship between structural, behavioral, and contextual factors is somehow. There are three branches: distinguishing and



distinguishing these three aspects is purely theoretical to analyze and understand the concepts of phenomena.

1. Structural factors include all elements, characteristics, and physical and human conditions in the organization. Therefore, all material, financial, information, and technical resources that flow in a specific composition in the overall body of the organization are part of the structural branch.
2. Underlying factors include conditions and environmental factors are outside the organization that surrounds the organization's environment. They interact with the organization and are out of the organization's control. Every system or organization in its special place is always in environmental action and reaction with environmental systems. Hence, all the causes and factors that enable the organization's establishment, regulation, and timely and appropriate response to other methods are called context or environment.
3. Behavioral factors include human elements and relationships in the organization that connect behavioral norms, informal communication, and particular patterns and constitute the organization's main content. These content factors are considered dynamic and lively organizational, and many factors and variables directly related to manpower are included in this category. Structural and behavioral elements are intra-organizational and confined to the boundaries of the organizational system (Mirzaei Ahranjani & Sarlak, 2005).

According to the characteristics of the statistical community, its number, especially in the field of athletes, is not measurable and is evaluated as unlimited. Due to the infinity of the statistical population, the number of samples was estimated to be 350, considering the percentage of sample loss. And in the form of available sampling from among those who collaborated with the researcher, 310 collected questionnaires; After distributing and collecting the questionnaires and separating the incomplete and distorted questionnaires, statistical analysis was performed on 298 questionnaires.

The measurement tool of this research was a researcher-made questionnaire. Based on the research objectives and experiences of similar studies in the past, interviews with experts and specialists and with the opinion of sports management professors were prepared. Then, to determine the face and content validity, a questionnaire was given to 12 professors and experts to present corrective points of view based on the research objectives, which were done, and the necessary corrections were made. Also, the reliability of the questionnaire was assessed after distributing 30 questionnaires among the statistical population through Cronbach's alpha coefficient ( $\alpha = 0.931$ ). The data collection method in this study was the library, interview, and questionnaire. To collect information to prepare and compile the theoretical part of the research and achieve the maximum research, it was necessary to study books, articles, and another research in the subject field. For this reason, the library method and interviews with some experts were used. Also, to collect information about the survey of coaches and athletes who formed the statistical population of this study, a researcher-made questionnaire was used, which consisted of 3 components and 44 items and was set on a Likert scale of five (strongly opposed, opposed, moderate, agree, strongly agree).

### 3. Results

In the descriptive statistics section, the results obtained from the tables of demographic characteristics such as gender, age, and sports history, history of gaining a position in sports competitions, level of education, the field of study were as follows: 36.6% of the sample were men, and 63.4% were women. About 59% of these people were married. Also, the mean age of the sample was 29.62 years, with a standard deviation of 7.18. And the average history of the sample was 11.56 years with a standard deviation of 8.15. Also, more than 30% of the samples had a bachelor's degree, more than 39% had a master's degree, 11.7% had a doctorate, 5.7% had an associate degree, and 12.8% had a diploma. In total, 65.1% of the surveyed samples had a degree in physical education. [Table 1](#) shows the mean, standard deviation, and factor load of research items separately for each component.

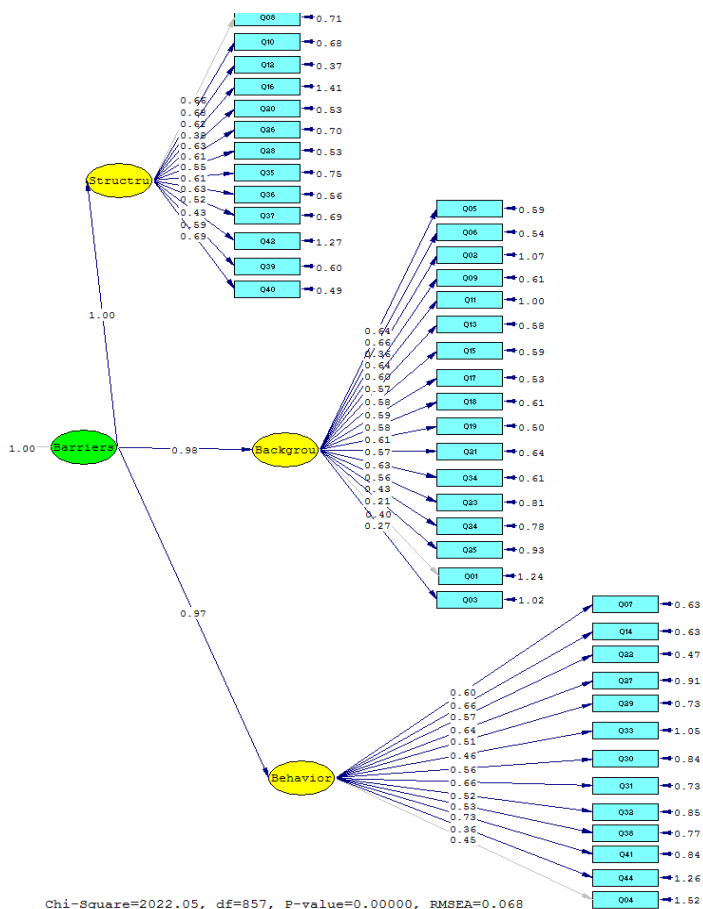
**Table 1.** Mean and standard deviation and factor load of items related to Islamic management barriers in sports venues.

Research items and components	Average	Standard deviation	Factor load
Facilities, places, and sports spaces for women	3.94	1.208	.594
A central economy instead of a central culture in the management of sports venues	3.94	1.061	.603
Cross-cutting cultural policy and their lack of continuity in the field of sports	3.70	.918	.510
Lagging behind the monitoring devices of sports venues from their executive devices	3.62	.980	.505
There are some restrictions on sportswear and hijab for women athletes	3.46	1.248	.673
Lack of accurate statistics on the current situation of Islamic management in sports venues	3.62	.977	.591
Lack of definition of criteria and specific scope of Islamic management in sports facilities management	3.61	.974	.644
Lack of necessary attention to the training of professional and pious sports managers following the Islamic society	3.56	1.068	.664
Lack of strategic view on the use of Islamic management in sports venues	3.57	.984	.640
Uncertainty of the position, importance, and role of Islamic management in the management of sports venues	3.58	.963	.529
Joint use of sports facilities by men and women (swimming pools, gyms, etc.)	3.28	1.305	.615
Lack of government monitoring system following the principles of Islamic values in sports venues	3.41	1.033	.687
Ignoring the basics of Islamic management in designing and building sports venues	3.37	1.069	.593

Research items and components	Average	Standard deviation	Factor load
Lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues	3.23	.847	.658
<b>Average structural barriers</b>	<b>3.57</b>	<b>.596</b>	
Formation of corruption gangs due to the existence of money and many facilities in professional sports	3.91	1.179	.564
Managers' instrumental view of employees and athletes is not a humanistic view based on Islamic values.	3.85	1.078	.654
Attention to immediate results and lack of foresight in the management of sports venues	3.76	.994	.678
There is a conflict in the beliefs of those who visit sports venues	3.56	1.060	.633
Obstruction of individuals or groups whose interests are endangered by Islamic management	3.64	1.149	.644
Research items and components	Average	Standard deviation	Factor load
Propaganda and political use of Islamic management concepts in events and sports venues	3.54	1.026	.663
Lack of feeling of need in most sports managers for Islamic management of sports venues	3.57	1.034	.603
The senior managers of sports venues do not believe in the applicability of Islamic management in their field of management	3.56	1.000	.601
Weakness of religious beliefs in the general population, especially athletes in certain sports	3.51	1.178	.533
Sports managers' perception that behavioral education is only the job of cultural and ideological units	3.41	1.081	.609
High workload of sports management specialists and their less attention to Islamic management of sports venues	3.35	1.125	.631
Infection of some sports with categories such as betting, gambling, and ...	3.24	1.314	.654
Existence of passive positions towards the role of religion by managers in the management of sports venues	3.41	.898	.653
<b>Average behavioral barriers</b>	<b>55/3</b>	<b>643/0</b>	
Existence of cultural and social gaps for the implementation of Islamic management models in sports venues	3.69	.969	.534
Lack of a systematic and efficient model for establishing the goals of the sports community, following the principles of Islamic management	3.63	.992	.553
The inefficiency of plans, programs, rules, and regulations for the implementation of Islamic management in sports venues	3.52	.987	.664

Research items and components	Average	Standard deviation	Factor load
Lack of a specific trustee in the field of Islamic management studies in sports and its application in sports management	3.58	1.004	.642
Theoretical poverty and lack of appropriate theorizing chairs in the Islamic management of sports venues	3.59	1.017	.565
Lack of incentives for Islamic study and research in the field of the sports venue management	3.56	1.012	.638
The gap between the scientific figures of Islamic management and the practical figures of sports officials	3.55	.959	.640
Insufficient fields and conditions to implement Islamic management models in sports venues	3.47	.943	.602
Ignoring the nature between physical education and sports sciences (interdisciplinary)	3.35	1.049	.655
Lack of measurable components for pure Islamic concepts (such as piety, equality, etc.) among the staff of sports venues	3.39	1.062	.622
Dispersion and incoherence of Islamic management models and, as a result, their usability	3.42	.986	.591
Lack of relative consensus between the seminary and the university on what, why, and how Islamic management in sports venues	3.37	.942	.569
It was difficult and time-consuming to conduct Islamic studies in the field of the sports venue management	3.19	.989	.675
Lack of proper fit between the models used in sports venues with the religious culture of Islam	3.22	.978	.525
The dominance and influence of Western management thinking on sports managers and its impact on the management of sports venues	3.24	1.170	.741
Existence of some political pressures from international sports institutions and associations	2.99	1.185	.632
Conflict like some sports with the principles of Islam	3.00	1.100	.669
<b>Average field barriers</b>	<b>40/3</b>	<b>579/0</b>	

Because the operating load of all research items is higher than 0.5, all items remain in the research model, and nothing is removed from the model. Figure 1 shows the model of Islamic management barriers in sports venues in the case of factor loading (standardized coefficients).



**Figure 1.** Model for measuring the main research variables in the form of standard coefficients (factor load).

**Table 2.** Model fit indices.

Fit indicators	Malak	Indicator values	Interpretation
Kai Square (Kai Do)	-	2022.05	-
Degrees of freedom	-	857	-
Chi-square to freedom ratio ( $\chi^2 / df$ )	Less than 3	2.395	Optimal
Second Root Mean Estimation Error (RMSEA)	Less than 0.1	0.068	Optimal

Model fit indices showed that the model has a good fit. Chi-square to freedom ratio (2022/05) has an acceptable value. The RMSEA value is 0.068, which is considered a good value. The ranking results of the items related to the underlying obstacles showed that the highest average ranking was told to "the existence of cultural and social gaps for the implementation of Islamic management models in sports venues" (10.55).

**Table 3.** Ranking of items related to contextual barriers.

Number	The statistics are two	Degrees of freedom	The amount of P
282	231/348	16	0/001
Component			Average rating
Existence of cultural and social gaps for the implementation of Islamic management models in sports venues			10.55
Lack of a systematic and efficient model for establishing the goals of the sports community, following the principles of Islamic management			10.32
Theoretical poverty and lack of appropriate theorizing chairs in the Islamic management of sports venues			10.01
Lack of a specific trustee in the field of Islamic management studies in sports and its application in sports management			9.93
The gap between the scientific figures of Islamic management and the practical figures of sports officials			9.60
The inefficiency of plans, programs, rules, and regulations for the implementation of Islamic management in sports venues			9.56
Lack of incentives for Islamic study and research in the field of the sports venue management			9.55
Insufficient fields and conditions to implement Islamic management models in sports venues			9.43
Dispersion and incoherence of Islamic management models and, as a result, their unitability			8.95
Ignoring the interdisciplinary nature of physical education and sports science (interdisciplinary)			8.88
Lack of measurable components for pure Islamic concepts (such as piety, equality, etc.) among the staff of sports venues.			8.85
Lack of relative consensus between the seminary and the university on what, why, and how Islamic management in sports venues			8.81
The dominance and influence of Western management thinking on sports managers and its impact on the management of sports venues.			8.11
It was difficult and time-consuming to conduct Islamic studies in the field of the sports venue management			8.00
Lack of proper fit between the models used in sports venues with the religious culture of Islam			7.95
Existence of some political pressures from international sports institutions and associations			7.26
Conflict like some sports with the principles of Islam			7.25

The ranking results of items related to structural barriers showed that the highest average ranking was told to "lack of facilities, places and sports spaces for women" (9.58).

**Table 4.** Ranking of items related to structural barriers.

Number	The statistics are two	Degrees of freedom	The amount of P
238	179/748	13	0/001
Component			Average rating
Lack of facilities, places, and sports spaces for women			9.58
A central economy instead of a central culture in the management of sports venues			8.93
Cross-cutting cultural policy and their lack of continuity in the field of sports.			7.88
Lagging behind sports monitoring devices from their executive devices			7.64
There are some restrictions on sportswear and hijab for women athletes			7.59
Lack of accurate statistics on the current situation of Islamic management in sports venues			7.55
Lack of definition of criteria and specific scope of Islamic management in sports facilities management			7.42
Lack of necessary attention to the training of professional and pious sports managers following the Islamic society			7.41
Lack of strategic view on the use of Islamic management in sports venues			7.34
Uncertainty of the position, importance, and role of Islamic management in the management of sports venues			7.23
Joint use of sports facilities by men and women (swimming pools, gyms, etc.)			6.84
Lack of government monitoring system following the principles of Islamic values in sports venues			6.71
Ignoring the basics of Islamic management in designing and building sports venues			6.58
Lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues			6.30

The results of ranking the items related to behavioral barriers showed that the highest average ranking was told to the "formation of corruption gangs due to the existence of money and many facilities in professional sports" (8.35).

**Table 5.** Ranking of items related to behavioral barriers.

Number	The statistics are two	Degrees of freedom	The amount of P
285	130/456	12	0/001
Component			Average rating
Formation of corruption gangs due to the existence of money and many facilities in professional sports			8.35
Managers' instrumental view of employees and athletes, not the human and capital view based on Islamic values.			8.04
Attention to immediate results and lack of foresight in the management of sports venues			7.55
Obstruction of individuals or groups whose interests are endangered by Islamic management			7.26

Number	The statistics are two	Degrees of freedom	The amount of P
285	130/456	12	0/001
Component			Average rating
There is a conflict in the beliefs of those who visit sports venues			7.01
The senior managers of sports venues do not believe in the applicability of Islamic management in their field of management			6.97
Lack of feeling of need in most sports managers for Islamic management of sports venues			6.95
Weakness of religious beliefs in the general population, especially athletes in certain sports			6.85
Propaganda and political use of Islamic management concepts in events and sports venues			6.79
Sports managers' perception that behavioral training of employees and their training is only the task of cultural and ideological units			6.54
Excessive work of sports management experts and, as a result, their less attention to the Islamic management of sports venues			6.34
Existence of passive positions towards the role of religion by managers in the management of sports venues			6.19
Infection of some sports with categories such as betting, gambling, and ...			6.16

The ranking of dimensions or components related to Islamic management barriers in sports venues showed that the highest average rank was told to "structural barriers" (2.25), and the lowest average rating was related to "underlying barriers" (1.57).

**Table 6.** Ranking of components related to Islamic management barriers in sports venues.

Number	The statistics are two	Degrees of freedom	The amount of P
297	83/904	2	0/001
Component			Average rating
Structural barriers			2/25
Behavioral barriers			2/18
Underlying obstacles			1/57

Also, the ranking of items related to Islamic management barriers in sports venues showed that the highest average rating was related to the article "lack of facilities, places and sports spaces for women" (30/12) from "structural barriers" and the lowest average rating was related to items "Conflict and contradiction like some sports with the principles of the religion of Islam "(1.57) has been one of the" underlying obstacles. "



**Table 7.** Ranking of items related to Islamic management barriers in sports venues.

Number	The statistics are two	Degrees of freedom	The amount of P
223	534/177	43	0/001
Component		Component	Average rating
Lack of facilities, places, and sports spaces for women		Structural	30.12
Formation of corruption gangs due to the existence of money and many facilities in professional sports		Behavioral	28.24
A central economy instead of a central culture in the management of sports venues		Structural	27.70
Managers' instrumental view of employees and athletes, not a humanistic view based on Islamic values		Behavioral	27.32
Attention to immediate results and lack of foresight in the management of sports venues		Behavioral	25.87
Existence of cultural and social gaps for the implementation of Islamic management models in sports venues		Background	24.81
There is a conflict in the beliefs of those who visit sports venues		Behavioral	24.46
Cross-cutting cultural policy and their lack of continuity in the field of sports		Structural	24.21
Obstruction of individuals or groups whose interests are endangered by Islamic management		Behavioral	23.96
Lagging behind the monitoring devices of sports venues from their executive devices		Structural	23.81
There are some restrictions on sportswear and hijab for women athletes		Structural	23.72
Lack of accurate statistics on the current situation of Islamic management in sports venues		Structural	23.69
Lack of an efficient model for establishing the goals of the sports community, in accordance with the principles of Islamic management		Background	23.59
Inefficiency of plans, programs, rules, and regulations for the implementation of Islamic management in sports venues		Background	23.35
Lack of definition of criteria and specific scope of Islamic management in sports facilities management		Structural	23.23
Lack of a specific trustee in the field of Islamic management studies in the sports community and its application		Background	23.21
Propaganda and political use of Islamic management concepts in events and sports venues		Behavioral	23.10
Theoretical poverty and lack of appropriate theorizing chairs in the Islamic management of sports venues		Background	23.07
Lack of feeling of need in most sports managers for Islamic management of sports venues		Behavioral	22.98
Lack of necessary attention to the training of professional and pious sports managers following the Islamic society		Structural	22.93

Number	The statistics are two	Degrees of freedom	The amount of P
223	534/177	43	0/001
Component		Component	Average rating
Lack of strategic view on the use of Islamic management in sports venues		Structural	22.87
The senior managers of sports venues do not believe in the applicability of Islamic management in their field of management		Behavioral	22.56
Uncertainty of the position, importance, and role of Islamic management in the management of sports venues		Structural	22.47
Lack of incentives for Islamic study and research in the field of the sports venue management		Background	22.47
Weakness of religious beliefs in the general population, especially athletes in certain sports		Behavioral	22.46
The gap between the scientific figures of Islamic management and the practical figures of sports officials		Background	22.32
Insufficient fields and conditions to implement Islamic management models in sports venues		Background	21.72
Ignoring the interdisciplinary nature of physical education and sports science (interdisciplinary)		Background	21.64
Sports managers' perception that behavioral training is only the job of cultural and ideological units		Behavioral	21.35
High workload of sports management specialists and less attention to Islamic management of sports venues		Behavioral	21.18
Joint use of sports facilities by men and women (swimming pools, gyms, etc.)		Structural	21.08
Lack of measurable parameters and components for pure Islamic concepts (such as piety, equality, etc.) among sports staff.		Background	20.86
Lack of government monitoring system following the principles of Islamic values in sports venues		Structural	20.80
Dispersion and incoherence of Islamic management models and, as a result, their useless		Background	20.78
Infection of some sports with categories such as betting, gambling, and ...		Behavioral	20.63
Lack of relative consensus between the seminary and the university on what, why, and how Islamic management in sports venues		Background	20.61
Existence of passive positions towards the role of religion by managers in the management of sports venues		Behavioral	20.53
Ignoring the basics of Islamic management in designing and building sports venues		Structural	20.26
Lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues		Structural	19.79
It was difficult and time-consuming to conduct Islamic studies in the field of the sports venue management		Background	19.40

Number	The statistics are two	Degrees of freedom	The amount of P
223	534/177	43	0/001
Component		Component	Average rating
Lack of proper fit between the models used in sports venues with the religious culture of Islam		Background	18.42
The dominance and influence of Western management thinking on sports managers and its impact on the management of sports venues		Background	18.27
Existence of some political pressures from international sports institutions and associations		Background	17.42
Conflict like some sports with the principles of Islam		Background	16.76

## 5. Managerial implications

The gap of cultural and social opinion and conflict and contradiction like some sports with the principles of Islam would be managed. The lack of facilities, places and sports facilities for women must be solve in Islamic countries.

## 6. Discussion and conclusion

This study aimed to identify and prioritize the obstacles to the realization of Islamic management in sports venues. According to the results obtained on the role of field barriers to the completion of Islamic management in Iranian sports venues, the ranking of items related to this component showed that the highest average ranking is related to "the existence of cultural and social gaps for the implementation of Islamic management models in sports venues" (10/55), which was consistent with the results of research by (Hofstede, 1993; Khodadadi, 2010; Mohammadpour, 2017; Sargazi, 2015). Because all of them have pointed to the type of culture, purpose, motivation, and background of excellence and prosperity of those who visit sports venues, considering that today the western view of some clients and their goals of referring to sports venues affect the management of the complex by its management, Possible reasons for the importance of this item in this component compared to other things can be considered the effect of culture, ethics, attitude and motivation of clients on collection management because all construction programs, equipping sports venues, attracting human resources and generally managing sports venues are dependent on and dependent on the use of customers. At the same time, Islamic management, based on the religious values of Islam, provides the grounds for human excellence and prosperity; And according to Allameh Jafari "Islamic management is the management of the human yard, both individually and socially, to achieve the highest material and spiritual goals". Also, the lowest rank was related to "conflict and contradiction like some sports with the principles of Islam" (7/25), which is not in line with the results of the research of (Ali Ahmadi & Rajazi Hamedani, 2017), who believe in the importance of the harmless rule

in the rules of Islamic jurisprudence over sports. Selecting this item as the lowest rank among other items of this component, perhaps due to lack of knowledge of research samples of the reasons for the opposition of Islam Be with some disciplines in sports or not knowing the true nature of some sports. The rules of Islamic jurisprudence refer to the denial of any harm to human beings, and athletes should refrain from participating in sports that cause harm to their body, soul, and intellect. According to the obtained results on the role of structural barriers on the realization of Islamic management in Iranian sports venues, the ranking of items related to this component showed the highest average ranking is related to "lack of facilities, places and sports facilities for women" (9.58), which is based on the findings of several studies, including (Gibson et al., 2008; Hutt & Speh, 2014; Jadidi Gili & Kasraeipour, 2017; Khodadadi, 2010; Mohammadpour, 2017) are consistent in this regard. All of them emphasize the role of customer satisfaction with sports services and the impact of services on the loyalty of female customers to sports venues. On the other hand, goals have been stated for sports science, which includes signs, intentions, and desirable results that can be obtained from participating in physical education and sports programs. These goals are related to individuals' needs, experiences, and interests and determine the purposes and direction of programs.

Therefore, the possible reason for the importance of this item in this component compared to other things is because, in the present era, sport as a multidimensional tool has a broad impact in various fields. For this reason, today, sports have played a role in women's health, having a healthy and enjoyable leisure time, establishing healthy social relationships, preventing diseases, preventing social corruption and moral deviations. Therefore, providing the possibility of more women participation in sports activities is one of the needs of women and seems to be essential. Also, not paying attention to human self-esteem causes frustration and dissatisfaction with life, and as a result, the level of life expectancy decreases. This is if, according to Ayatollah Mesbah Yazdi: in management based on the value system of Islam, what has been considered the original and goal from a material point of view is only a medium target or device. On the other hand, according to a new study by (Jadidi Gili & Kasraeipour, 2017), physical education as an educational process includes acquisition and processing of motor skills, development, and maintenance of physical fitness for health, acquiring scientific knowledge about physical activity and practice, and developing a positive perception and mentality of physical activity to improve human performance and performance, which has an influential role in the growth and excellence of people. This is while (Sargazi, 2015) also believes in her research that Islamic management based on the religious values of Islam provides the grounds for human excellence and prosperity. Hence, one of the main points of spiritual teachings - including Islam - is what constitutes the truth of man. And the original, immortal, and perishable dimensions of human existence are considered the same as the spiritual dimension and the human soul. As a result, it can be pointed out that a collection manager who acts following the principles of Islamic management is in line with her management principles. Not only

does the collection achieve its goals, but it also pays attention to the needs and goals of the clients and their spiritual excellence. Also, the lowest ranking was related to the "lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues" (6.30).

One of the possible reasons for this is the lack of communication between sports facilities management and Islamic management in the view of the managers of sports complexes and the lack of tangible importance of Islamic management of sports facilities for the managers of sports complexes. However, based on the research of [Esbjörn-Hargens et al. \(2010\)](#); [Nicolescu \(2010\)](#); [Pohl \(2011\)](#); [Ripsas \(1998\)](#), due to the nature of physical education and sports sciences, which are mentioned in detail in the introduction. Became; A sports manager needs other disciplines to better manage her sports complex. According to the obtained results on the role of behavioral barriers on the realization of Islamic management in Iranian sports venues, the ranking of items related to this component showed the highest average rank is related to "formation of corruption gangs due to the existence of money and many facilities in professional sports" (8.35). It is in line with the results of [Coleini \(1987\)](#); [Javadi Amoli \(1987\)](#); [Popoola et al. \(2017\)](#); [Rabbi Pour and Samadivand \(2009\)](#); [Smith and Lord \(2017\)](#). As stated in this study, in Islamic management, in addition to the competencies in management science for managers; as the manager's decision-making, execution, and communication skills must have other competencies, including faith in God Almighty, piety, simple living, justice, and obviously, a manager who has these characteristics does not go to cases like forming corruption gangs, to get more money and credit.

Always in line with her management. Therefore, the possible reason why this item is more important in this component than other items is that a wide range of people in sports, including managers, coaches, referees, fans, supporters, and politicians, can be involved in ethical issues. On the other hand, the country's sports leaders and managers of sports venues may be people, who have not benefited from the characteristics of Islam or have had little interest and are not fully qualified from the perspective of Islam as a manager in the Islamic society. The lowest average rank was related to "contamination of some sports with categories such as betting, gambling, etc." (6/16). This item also plays an essential role as a behavioral barrier to the realization of Islamic management in Iranian sports venues. Because [Claret et al. \(2015\)](#), financial matters are also considered to be part of the moral challenge, and it is believed that issues such as unauthorized betting and misconduct are also included in the moral spectrum. Also, according to [Claret et al. \(2015\)](#), sports values are a concept that is often formulated to justify actions and policies by several organizations consisting of coaches and teachers or administrators. But from a philosophical point of view, these values must be analyzed with great care to ensure that the type of value or its attainment is understandable to the desired spectrum. In addition, [Hallmann and Petry \(2013\)](#), have shown that there are moral challenges at high levels of championship sports, including doping, violence, and corruption. In this regard, the ministry of education and culture has made great efforts to eliminate this problem. However, international sports organizations each year develop transnational ethical issues in various dimensions, such as fair play in 1988 ([Grosset & Attali, 2011](#)). And researchers have also developed strategies to promote

ethics. Afroozeh and Askarpour (2020), with all these interpretations of this item according to the results obtained from the samples has the last rank as a behavioral barrier. One of the possible reasons that this item has the lowest score in this component compared to other items, maybe it's more about betting and gambling in specific disciplines, such as football and tennis. In this research, we have generally dealt with the obstacles to the realization of Islamic management in sports venues Not only the barriers to the completion of Islamic management in certain sports such as football, so if our study was a case study of the obstacles to the realization of Islamic management in a particular field, perhaps this item had the highest average.

## Disclosure statement and funding

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

## References

- Abuznaid, S. (2006). Islam and management: What can be learned? *Thunderbird International Business Review*, 48(1), 125-139. <https://doi.org/10.1002/tie.20089>
- Afroozeh, M. S., & Askarpour, D. (2020). Identification Ethical Components of Iranian wrestlers'. *Research on Educational Sport*, 8(19), 141-162. <https://doi.org/10.22089/res.2019.6853.1596>
- Ali Ahmadi, H., & Rajazi Hamedani, S. A. (2017, January 19). *Sports management; Study of sports venues standards in Iran based on upstream documents and rules of Islamic jurisprudence*. The first national conference on progress management and engineering, Iran University of Science and Technology, Tehran, Iran. <https://civilica.com/doc/652206>
- Bahrololoum, S. H. (2007). *Fundamentals of management of sports organizations*. Shahroud University of Technology.
- Behrooz Lak, G., & Haji Sayari, M. (2013). Model aspects of communication in Mahdavi society for today's society with a retrospective method. *Entezar-e-Mooud*, 13(40), 72-96. <https://www.sid.ir/fa/Journal/ViewPaper.aspx?ID=218969>
- Cleret, L., McNamee, M., & Page, S. (2015). 'Sports Integrity' Needs Sports Ethics (And Sports Philosophers And Sports Ethicists Too). *Sport, Ethics and Philosophy*, 9(1), 1-5. <https://doi.org/10.1080/17511321.2015.1049015>
- Coleini, M. I. Y. (1987). *Usul al-Kafi*. Dar al-Kitab al-Salamiya.
- Esbjörn-Hargens, S., Reams, J., & Gunnlaugson, O. (2010). *Integral Education: New Directions for Higher Learning*. State University of New York Press. <https://books.google.com/books?id=eTslPpwSWgoC>
- Etratdoost, M. (2011). Planning Position in Islamic Management in Tradition and Quran Verses. *Police Organizational Development*, 7(33), 126-108. [http://pod.jrl.police.ir/article\\_9390.html?lang=en](http://pod.jrl.police.ir/article_9390.html?lang=en)
- Ghane, A. R., Ghane, E., & Asghari, A. R. (2019). Investigating the Characteristics of Islamic Management; with Alavi Management Focus. *Religious culture approach*, 1(4), 35-49. [http://www.farhangedini.ir/article\\_92033.html?lang=en](http://www.farhangedini.ir/article_92033.html?lang=en)
- Ghasemi, H., Kashkar, S., & Nourbakhsh, M. (2016). *Principles of sports organization and management*. Science and Movement Publications (Elm & Harakat). <https://www.adinehbook.com/gp/product/6005543186>

- Gibson, F., Lloyd, J., Bain, S., & Hottell, D. (2008). Green design and sustainability in sport and recreation facilities. *The Smart Journal*, 4(2), 26-33. <http://www.thesmartjournal.com/greenissues.pdf>
- Grosset, Y., & Attali, M. (2011). The International Institutionalization of Sport Ethics. *Society*, 48(6), 517. <https://doi.org/10.1007/s12115-011-9488-6>
- Hajivand, M., RezaSeyed Javadin, S., & Mokhtarianpour, M. (2019). The Anthropological Principles of Islamic Human Resource Management. *Resource Management in Police*, 1398(1), 1-30. [http://rmpjmd.jrl.police.ir/article\\_91230.html?lang=en](http://rmpjmd.jrl.police.ir/article_91230.html?lang=en)
- Hallmann, K., & Petry, K. (2013). *Comparative Sport Development: Systems, Participation and Public Policy*. Springer New York. <https://books.google.com/books?id=BE-6BAAAQBAJ>
- Hassanpour, A., Abbasi, T., & Hadipour, A. (2017). Identifying & Prioritizing Methods of Ethics Institutionalization within Organization. *Ethics in science and Technology*, 12(1), 17-23. <http://ethicsjournal.ir/article-1-530-en.html>
- Hofstede, G. (1993). Cultural constraints in management theories. *Academy of Management Perspectives*, 7(1), 81-94. <https://doi.org/10.5465/ame.1993.9409142061>
- Hosseini, M., Kashef, M., Safarpour, A., & pashaie, S. (2019). Designing the Model of the Effect of Aesthetics and Access to Sport Facilities on Customer Behavioral Intentions through the Mediating Role of Emotions (Case Study: Swimming Pools in Tabriz City). *Journal of Sport Management*, 11(4), 855-870. <https://doi.org/10.22059/jsm.2019.256727.2070>
- Hutt, M. D., & Speh, T. W. (2014). *Business Marketing Management*. Cengage Learning Asia Pte Limited. <https://books.google.com/books?id=q3EQzQEACAAJ>
- Jadidi Gili, M., & Kasraeipour, H. (2017, April 19-20). *Investigating the ways of attracting women working in the electricity industry to recreational and sports activities*. International Congress on the Role of Women in Family and Community Health, Alzahra University, Tehran, Iran. <https://www.sid.ir/fa/seminar/ViewPaper.aspx?ID=79674>
- Jalali Farahani, M. (2021). *Management of sports facilities, facilities and equipment*. University of Tehran. <https://www.adinehbook.com/gp/product/9640359655>
- Javadi Amoli, A. A. (1987). *Ethics of agents in Islamic government*. Raja Cultural Publishing Center.
- Kaptein, M. (2008). Developing and Testing a Measure for the Ethical Culture of Organizations: The Corporate Ethical Virtues Model. *Journal of Organizational Behavior*, 29(7), 923–947. <https://doi.org/10.1002/job.520>
- Kaptein, M. (2009). Ethics Programs and Ethical Culture: A Next Step in Unraveling Their Multi-Faceted Relationship. *Journal of Business Ethics*, 89(2), 261-281. <https://doi.org/10.1007/s10551-008-9998-3>
- Khodadadi, H. (2010). *A Study of Factors Related to Customer Satisfaction in District 15 Municipal Sports Venues*. [Payam Noor university].
- Khosravizadeh, E., Hamidi, M., Yadollahi, J., & Khabiri, M. (2009). Iran NOC Strengths, Weaknesses, Opportunities, Threats, Issues and Challenges it confronts. *Journal of Sport Management*, 1(1), 19-35. [https://jsm.ut.ac.ir/article\\_22131.html?lang=en](https://jsm.ut.ac.ir/article_22131.html?lang=en)
- Lee, D. J., Yu, G. B., Sirgy, M. J., Singhapakdi, A., & Lucianetti, L. (2018). The Effects of Explicit and Implicit Ethics Institutionalization on Employee Life Satisfaction and Happiness: The Mediating Effects of Employee Experiences in Work Life and Moderating Effects of Work–Family Life Conflict. *Journal of Business Ethics*, 147(4), 855-874. <https://doi.org/10.1007/s10551-015-2984-7>
- Lloyd, H., & Mey, M. (2010). An ethics model to develop an ethical organisation. *SA Journal of Human Resource Management*, 8(1). <https://doi.org/10.4102/sajhrm.v8i1.218>

- Mirzaei Ahranjani, H., & Sarlak, M. A. (2005). A Look at Organizational Epistemology: Evolution, Schools, and Management Applications. *Peyk Noor - Humanities*, 3(3), 69-78. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=127440>
- Mohammadpour, M. (2017). *Investigating the effect of service quality on the loyalty of female customers of municipal sports facilities* [Master Thesis, Faculty of Physical Education and Sport Sciences, Imam Reza International University]. Khorosan Razavi, Iran.
- Nicolescu, B. (2010). Methodology of Transdisciplinarity–Levels of Reality, Logic of the Included Middle and Complexity. *Transdisciplinary Journal of Engineering and Science*, 1, 17-32. <https://doi.org/10.22545/2010/0009>
- Pohl, C. (2011). What is progress in transdisciplinary research? *Futures*, 43(6), 618-626. <https://doi.org/10.1016/j.futures.2011.03.001>
- Popoola, I. T., Garner, B., Ammeter, A., Krey, N., Beu Ammeter, D., & Schafer, S. (2017). How does ethics institutionalization reduce academic cheating? *Journal of Education for Business*, 92(1), 29-35. <https://doi.org/10.1080/08832323.2016.1274710>
- Rabbi Pour, M. A., & Samadivand, M. (2009). The Management Policy & The Characteristics of Managers in Nahjolbalaghah. *The Journal of Productivity Management*, 3(1), 119-140. [http://jpm.iaut.ac.ir/article\\_518483.html?lang=en](http://jpm.iaut.ac.ir/article_518483.html?lang=en)
- Ripsas, S. (1998). Towards an Interdisciplinary Theory of Entrepreneurship. *Small Business Economics*, 10(2), 103-115. <https://doi.org/10.1023/A:1007975330428>
- Sargazi, G. A. (2015, February 18). *Management from the perspective of Islam*. 2nd International Conference on Management of Challenges and Solutions, Conference Center Scientific Conference, Shiraz, Fars, Iran. <https://civilica.com/doc/378510>
- Savari nikou, P., & Asefi, A. (2019). Identification of sports clubs functions to institutionalize ethics in athletes. *Research on Educational Sport*, 7(17), 121-138. <https://doi.org/10.22089/res.2019.6567.1566>
- Smith, B., & Lord, J. (2017). Personal Ethics of Today's Sport Fans: Connecting Cultural Values, Ethical Ideologies, and Ethical Intentions. The Customer is NOT Always Right? Marketing Orientations in a Dynamic Business World, Cham.
- Vrolijk, M., & Van Der Vlist, A. (2010, May). *Institutionalisation of Ethics: Perceptions of Workers in Construction Companies*. TG59 & W112-Special Track 18th CIB World Building Congress Salford, United Kingdom. <https://www.irbnet.de/daten/iconda/CIB18926.pdf>





SBJ

# نشریه کسبوکار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۱۴۹-۱۶۹

شناسه دیجیتال: [10.22051/SBJ.2022.39637.1024](https://doi.org/10.22051/SBJ.2022.39637.1024)



## شناسایی و تحلیل موانع مدیریت اسلامی در اماکن ورزشی

حسین خنیفر<sup>۱</sup>، ابراهیم علیدوست قهفرخی<sup>۲</sup>، سیما فرهنگد ممتاز<sup>۳</sup>

<sup>۱</sup> استاد مدیریت آموزشی، دانشکده مدیریت و حسابداری، پردیس فارابی دانشگاه تهران، ایران.

<sup>۲</sup> دانشیار، گروه علوم ورزشی و تربیت بدنی، دانشکده مدیریت ورزشی، دانشگاه تهران، تهران، ایران.

<sup>۳</sup> کارشناسی ارشد، گروه علوم ورزشی و تربیت بدنی، دانشکده مدیریت ورزشی، دانشگاه تهران، تهران، ایران.

### کلیدواژه

اماکن ورزشی  
توسعه  
مدیریت ورزشی  
مدیریت اسلامی  
ورزش

### نوع مقاله

پژوهشی

### چکیده

**هدف:** این پژوهش با هدف شناسایی و تحلیل موانع مدیریت اسلامی در اماکن ورزشی با استفاده از مدل سه بعدی انجام شد.

**روش:** روش انجام پژوهش به روش توصیفی - پیمایشی بود. توصیفی پیمایشی بود. نمونه پژوهش شامل ۲۹۸ نفر متشکل ورزشکاران و دانشجویان رشته تربیت بدنی بودند. ابزار پژوهش پرسشنامه محقق ساخته‌ای با ۴۴ سؤال بود. همچنین، پایایی پرسشنامه بر اساس آلفای کرونباخ حدود ۰/۹۵ به دست آمد. نتایج رتبه‌بندی گویه‌های مربوط به موانع زمینه‌ای، نشان داد بیشترین میانگین رتبه مربوط به «وجود خلاءهای فرهنگی و اجتماعی برای اجرای مدل‌های مدیریت اسلامی در اماکن ورزشی» (۱۰/۵۵) و کمترین میانگین «تعارض و تضاد در ماهیت برخی رشته‌های ورزشی با مبانی دین مبین اسلام» (۷/۲۵) بود.

**یافته‌ها:** نتایج رتبه‌بندی گویه‌های مربوط به موانع ساختاری، نشان داد بیشترین میانگین رتبه مربوط به «کمبود امکانات، اماکن و فضاهای ورزشی مخصوص بانوان» (۹/۵۸) و کمترین «نبود عزم و تصمیم جدی و منسجم مدیران ارشد در پرداختن به مدیریت اسلامی اماکن ورزشی» (۶/۳۰) بود. نتایج رتبه‌بندی گویه‌های مربوط به موانع رفتاری، نشان داد بیشترین و کمترین میانگین رتبه مربوط به «تشکیل باندهای فساد ناشی از وجود پول و امکانات زیاد در ورزش حرفه‌ای» (۸/۳۵) و «آلوده شدن برخی رشته‌های ورزشی به مقوله‌هایی مانند شرط‌بندی، قمار و ...» (۶/۱۶) بود. در خصوص اصالت و ابتکار پژوهش با توجه به بحث و نتیجه‌گیری این پژوهش می‌توان فهمید در مدیریت بر مبنای نظام ارزشی اسلام، آنچه در دیدگاه مادی، هدف اصیل و نهایی به حساب می‌آید تنها هدفی متوسط یا وسیله به حساب می‌آید. تربیت بدنی به‌عنوان فرآیندی آموزشی - تربیتی شامل کسب و پردازش مهارت‌های حرکتی توسعه و نگهداری آمادگی جسمانی برای تندرستی و سلامت، کسب دانش علمی درباره فعالیت‌های جسمانی و تمرین و توسعه تصور و ذهنیت مثبت از فعالیت‌های جسمانی به‌عنوان وسیله‌ای برای بهبود اجرا و عملکرد انسان است.

**اصالت و ابتکار مقاله:** این مقاله بر معیارهای اسلامی در اماکن ورزشی و استادبوم‌های ورزشی برای تشویق مسلمانان به شرکت در ورزش تمرکز دارد. تعداد کمی از مطالعات قبلی بر روی استانداردهای اسلامی در یک مکان ورزشی متمرکز شده‌اند.

تاریخ دریافت: ۱۴۰۰/۱۱/۲۹

تاریخ پذیرش: ۱۴۰۱/۰۱/۰۷





## Analysis of Entrepreneurial's Value Chain in Sport Science Students at Tehran Universities

Rahele Forsati Juybari<sup>1</sup>, Maryam Mokhtari Dinani<sup>2\*</sup>, Rasool Norouzi Seyed Hossini<sup>3</sup>

<sup>1</sup>MSc, Department of Sport Management, Faculty of Sport Sciences, Alzahra University, Tehran, Iran.

<sup>2</sup>Assistant Professor, Department of Sport Management, Faculty of Sport Sciences, Alzahra University, Tehran, Iran.

<sup>3</sup>Assistant Professor in Sport Management, Physical Education and Sport Sciences Department, Humanities Faculty, Tarbiat Modares University, Tehran, Iran.

### ABSTRACT

**Purpose:** Entrepreneurship is a process that plays a vital role in the continuity of national growth and even economic development of the world. Therefore, the goal of the present study was "Analysis the entrepreneurship value chain of sports sciences students in Tehran universities."

**Methodology:** The research method in the study was the descriptive- correlative type. The study's statistical population included all professors and graduate students of sports universities in Tehran (N=1000), among whom 270 individuals were selected using stratified random sampling proportionate to volume. The research tool was a researcher-made questionnaire based on a value chain model. Also, path analysis was used by Lisrel to design the model.

**Findings:** The results showed that the basic infrastructure of the sports entrepreneurship value chain directly affected support activities with a path coefficient of 0.67 and executive activities with a path coefficient of 0.53 ( $P < 0.05$ ). Besides, value chain support activities of sports entrepreneurship directly affected executive activities related to sports entrepreneurship value chain with a path coefficient of 0.41 ( $P < 0.05$ ). Due to the direct and indirect impact of basic infrastructure on organizational activities of the sports entrepreneurship value chain, the officials of Tehran universities must take appropriate measures to reinforce the essential infrastructure for graduate students of sports sciences in Tehran universities.

**Originality:** This article is valuable and unique because it analyzes the Value Chain of Sports Sciences Students in Tehran Universities.

### Keywords

Basic Infrastructure  
Executive Activities  
Sports Entrepreneurship  
Support Activities  
Value Chain

### Article type

Original article

**Received:** 2021/07/02

**Accepted:** 2021/09/17

### How to cite this article:

Forsati Juybari, R., Mokhtari Dinani, M., & Norouzi Seyed Hossini, R. (2021). Analysis of Entrepreneurial's Value Chain in Sport Science Students at Tehran Universities. *Sports Business Journal*, 1(2), 171-189. <https://doi.org/10.22051/sbj.2021.36424.1000>



## 1. Introduction

In its global perspective of higher education for the 21st century, the United Nations Educational, Scientific and Cultural Organization (UNESCO) has described modern universities. It is as follows a place where entrepreneurial skills are developed to facilitate the capabilities of graduates to transform them into job creators (UNESCO, 1998). Employment, including the employee of university graduates, requires several components, such as adapting their skills to the needs of the labor market (Khajeh Shah Kouhi & Sahneh, 2008). However, today, the existing structures in universities of our country have been formed to present specialized education to students, and less attention has been paid to strengthening and training entrepreneurship in students. So that present-day university graduates are often unfamiliar with basic educational concepts of entrepreneurship. In addition to the weakness of the university education system in teaching entrepreneurship concepts, the lack of complementary structures to create physical infrastructure to develop students' entrepreneurial spirit is another shortcoming of this system. That is the reason for the migration of university graduates to other countries, addressing graduate unemployment as a significant problem in the country. Also, according to the 20-year Perspective Document for Iran, the country's economy should be based on knowledge until 2025 with a science and industry-centered production infrastructure. The realization of this goal depends on the establishment of knowledge-based companies originating from educational centers and universities, "possessing advanced knowledge, capable of producing science and technology and relying on the superior share of human resources and social capital in national production." Therefore, university graduates must have acquired the necessary competencies in various fields related to entrepreneurship and commercialization of products and other matters related to the establishment and development of business (Mandalizade et al., 2016).

## 2. Theoretical background

Stevenson and Warn (2004) believe that entrepreneurship is a process in which opportunities are pursued by individuals either for themselves or for the organizations in which they work, regardless of the resources they control. An entrepreneur is a person who starts a small and new economic activity with their capital (Stevenson & Warn, 2004). The role of entrepreneurship in economic development does not lead to increased productivity and per capita income but instead involves establishing and initiating structural changes in social activities. This development is accompanied by growth and increased efficiency, which allows for division between different participants (Hisrich & Peters, 2002). The result of entrepreneurship in a society is a function of various factors, and the whole process cannot be considered. But its source lies in each of the activities performed during this process; therefore, it is necessary to identify the factors affecting entrepreneurship and how they interact to develop a roadmap for policy-making (Ahmad Amini et al., 2010). In this paper, the value chain model has been used to identify and determine the factors influencing the entrepreneurial development among graduate students of sports sciences studying in the universities of Tehran. The

goal of the value chain is to identify the systemic factors and conditions through which the value framework and firms can achieve higher levels of efficiency (Weijermars, 2010). The value chain is an appropriate tool to identify all of its activities and how they interact with each other. Each firm is a set of separate physical and technological activities for design, production, marketing and sales, distribution. These activities are the building blocks by which the firm creates a valuable product for its buyers so that all these activities are aggregated in the value chain (Ahmad Amini et al., 2010).

Michael Porter first introduced the concept of the value chain in 1985. He described a company's activities from the starting point, namely the supply of raw materials until the final product reaches the end consumer as a value chain. The values are added to the product or service in each of these stages or activities. In a general classification, Porter divided these actions into primary and support activities (Reisi, 2010). The primary activities at the bottom of the chain are involved in the physical creation of the product. Also, it's sold and transferred to the buyer. In each firm, the primary activities are divided into five general groups: input logistics, production, output logistics, marketing and sales, and services. Support activities promote initial actions through procurement, technology development, HR management, and enterprise infrastructure undertakings. Porter considers the activities of a company related to the product supply process to be the main ones and those leading to the conversion of input materials into the product and reinforces them to do the work as support activities (Porter & Millar, 1985). The value chain's initial design was based on the manufacturing industry and ignored the service industry. In addition, due to the differences in nature between production and services, some parts of the value chain may not be used in services and could be replaced by new dimensions (Ahmad Amini et al., 2010).

Regarding the most important studies in this field, Von Graevenitz et al. (2010), in his research, showed that holding entrepreneurship training courses for students has significant effects on their understanding of the talents and skills of entrepreneurs (Von Graevenitz et al., 2010). In examining the impact of entrepreneurship education on students' attitudes, Stamboulis and Barlas (2014) found that despite various obstacles, encouragement of students can be a way to overcome difficulties and direct the students on the path of growth and innovation (Stamboulis & Barlas, 2014). Moreover, in a study, Cohen et al. (2014) concluded that the context or experience of the individual is influential in shaping social entrepreneurship (Cohen et al., 2014). In addition, Ratten (2011) reviewed the social role of entrepreneurship in developing sports employment and pointed out that entrepreneurship has entered the vast environment of physical education and managed to create a new market of employment diversity (Ratten, 2011). Jansen et al. (2015) also studied how education, incitement, and turmoil encourage entrepreneurship. This study clarified the impact of student entrepreneurship encouragement on choosing a job as an entrepreneur. Several successful examples were presented, and a model of practical entrepreneurship among students was proposed, enabling universities to provide an environment to inspire entrepreneurship and helps them convince students to continue their careers as entrepreneurs (Jansen et al., 2015). Recently, González-Serrano et al. (2021) studied the impact of different cultures on the

entrepreneurial tendencies of sports sciences students in 356 universities from Spain and Portugal using the SEM method. Their results showed that significant cultural differences have a greater impact on the entrepreneurial tendencies of Portuguese students. However, students' main priority in both countries was entrepreneurship (González-Serrano et al., 2021). Ratten et al. (2021) reviewed the impact of the COVID-19 crisis on sports entrepreneurs. Their research assessed how sports entrepreneurs respond to this global crisis based on changing conceptual conditions. Their findings show that the sports industry can use the capacity of its unique entrepreneurial ecosystem to persuade collaboration (Ratten et al., 2021).

Concerning the essential domestic research conducted in this field, Farahani et al. (2014) showed a significant correlation between influential social, cultural, economic, political, educational, environmental, and international factors with the entrepreneurial spirit of the graduates (Farahani et al., 2014). In their research meant to prioritize the barriers to entrepreneurship among physical education students at the Shahid Chamran University of Ahvaz and examine the obstacles experienced while entering the labor market, Amini et al. (2014) showed that the highest weight for students was related to educational followed by individual barriers. The content of students' curricula and teaching methods were the most important factors identified in this study. Other factors were fear of losing their small capital, lack of self-confidence, and support for student entrepreneurs. Therefore, it seems that the purposeful reform of educational content and tangible support for students inspire students to become entrepreneurs (Amini et al., 2014). Keshavarz and Mehri Shendi (2020) also identified seven barriers to entrepreneurship in sports as follows: family, personality, upbringing, scientific-professional, financial, cultural-social, and legal (Keshavarz & Mehri Shendi, 2020). Mandalizade et al. (2015) showed a significant relationship between business infrastructure and training programs with the development of sports entrepreneurship; however, elements such as technology and policy-making have nothing to do with entrepreneurial action. As a result, strengthening and developing infrastructure factors has a significant role in developing sports entrepreneurship (Mandalizade et al., 2015). Mandalizade et al. (2016), in another study, decided to design a sustainable entrepreneurship model in sports and showed that the entrepreneurial attitude and mentality of individuals could affect the process of sustainable sports entrepreneurship by considering the institutions involved as well as the institutional environment. The results in economic, social, and institutional dimensions lead the sports community towards sustainable development. Also, the factors such as government support policies, entrepreneurial sports promotion by media, and proper training of practical and entrepreneurial skills could contribute to entrepreneurship and business continuity to achieve social and institutional goals for the country and the sports community (Mandalizade et al., 2016). Also, Mandalizadeh and Amiri (2021) introduced a framework supported by strategic thinking (as the heart of innovation capability development) and transformational leadership. They showed that the club process and the institutional environment combined with a holistic view and considering all the stakeholders of a football club could lead to innovation and create value (Mandalizadeh & Amiri, 2021). Memari et al. (2021) said that, like any other organization, attention to

information systems is a crucial element of the infrastructure of a great football club ([Memari et al., 2021](#)).

Today, sports are a suitable and assorted platform to create jobs and new opportunities for economic activity. By recognizing the fields of entrepreneurship in sports, new opportunities can be introduced to entrepreneurs and society to be used for socio-economic development ([Forughipour et al., 2007](#)). Meanwhile, according to a report published by the Iranian Ministry of Cooperatives, Labor and Social Welfare in 2012, jobless graduates in physical education were 25,323, with an unemployment rate of 7.7%. Besides, according to the report of Office of the Global Entrepreneurship Watch (2011), the entrepreneurship index rate in Iran, especially among the educated people, is low and <1%, and there are more than 3000000 unemployed job seekers among whom a significant ratio (18.5%) hold university degrees. Therefore, the question arises: what are the reasons for high unemployment rates among sports sciences students even though sports is inherently productive and creates economic and entrepreneurial opportunities? And to which parts of the value chain are these causes related requiring more attention by the authorities? In fact, to remove these barriers and develop employment and entrepreneurship among sports science students, to which stages of this chain should more attention be paid to have a higher value?

Furthermore, the review of research conducted in the field of entrepreneurship in sports shows that most of these studies have focused on determining the personality traits of entrepreneurs as well as the structural and environmental dimensions affecting entrepreneurship. [Amini et al. \(2014\)](#); [Farahani et al. \(2014\)](#); [Keshavarz and Mehri Shendi \(2020\)](#); [Mandalizade et al. \(2015\)](#) showed that the central infrastructure is influencing the development of entrepreneurship, especially among students, has been studied to a lower extent. However, it is necessary to consider the primary and adequate infrastructure involved in entrepreneurship development to promote entrepreneurship in society. Therefore, the development and promotion of entrepreneurship are one of the urgent needs of the community to reduce the unemployment rate and identify the factors affecting entrepreneurship and the mode they interact with each other in the form of a chain of practical aspects. The question that arises here is: how is the value chain of entrepreneurship among graduate students of sports sciences in Tehran universities? And what basic infrastructure and support activities do this chain include? How and to what extent do these factors affect each other? The central hypothesis of the present study is that ignorance of the value chain of entrepreneurship in graduate students from sports sciences should be considered one of the most important reasons for the decline of entrepreneurship and consequent unemployment of students in this field. Therefore, the entrepreneurial value chain in sports can improve developing entrepreneurship in students of this major by fully understanding the process of entrepreneurship and better managing and planning this process and a more appropriate combination of different factors that create it. Consequently, the present study will help formulate and develop a sports entrepreneurship strategy by proposing the sports entrepreneurship value chain as a powerful tool for identifying the components of entrepreneurship and the mode they

interact with each other. Therefore, the goal of the present study was "Analysis the entrepreneurship value chain of sports sciences students in Tehran universities."

All the studies are based on a conceptual framework that identifies the variables and the relationships between them. This conceptual framework is the model by which the researcher presents theories about the relationships between the factors deemed to play an essential role in developing the problem. This theory may not necessarily be the researcher's word and could logically be derived from previous research on the issue. A general summary of the research background in this field shows that there has been no reference for the model of sports entrepreneurship value chain in all these researches. Also, the factors affecting entrepreneurship development have not been viewed in the form of a chain model. Therefore, in this study, the researcher intends to identify the factors affecting sports entrepreneurship in sports science students of Tehran universities based on the Porter value chain model. The value chain model is the primary tool for recognizing the competitive advantage and finding ways to improve the industry and the enterprise to help achieve standard solutions (Porter & Millar, 1985). According to the value chain model, this study considered three factors of basic infrastructure, support, and executive activities influencing sports entrepreneurship of graduate students from sports sciences in Tehran universities. The following conceptual model was developed based on theoretical foundations in entrepreneurship and value chain and reviewed the background of research conducted in this field. Therefore, according to the theoretical foundations and research background, the researcher used the following conceptual framework as a basic model to explain the entrepreneurial value chain of graduate students from sports sciences in Tehran universities.

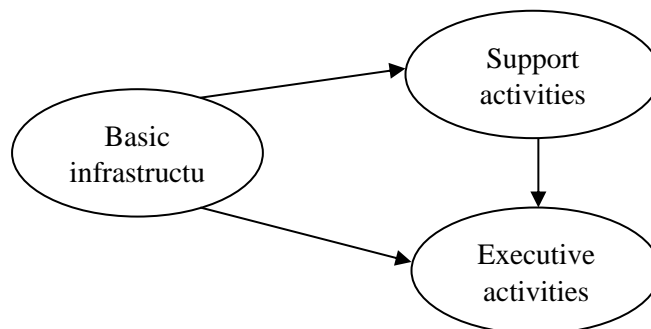


Figure 1. Conceptual framework.

### 3. Methodology

The present study was applied research, and the research method was the descriptive – correlative type. It is descriptive and field (survey) in terms of technique and data collection, respectively. The statistical population of this research consists of two parts: all professors of sports science in Tehran universities (N=41) who were selected by the complete census, as well as all graduate students of sports sciences from universities located in Tehran, including Tarbiat Modarres, Tehran, Allameh Tabatabai, Shahid



Rajaei, Shahid Beheshti, Alzahra and Kharazmi (N = 1000). The statistics of graduate students in sports sciences from Tehran universities were obtained by the researcher who visited the education department of these faculties before beginning the data collection stage. The number of students in each faculty for the research team was determined. In Modeling, one of the best methods to determine the sample size is selecting at least five samples and ten samples for each parameter (Nunnally, 1978). Therefore, 300 questionnaires were distributed. Finally, 270 usable questionnaires were statistically analyzed. The Proportional stratified method was used. The number of students based on faculty, the sample size of each group by the university, are presented in [Table 1](#):

**Table 1.** The size of population and research sample by each university.

Name of University	Population size	Sample size
Alzahra	150	27
Tarbiat Modarres	33	8
Tehran	300	80
Kharazmi	210	55
Shahid Beheshti	100	27
Shahid Rajaei	100	27
Allame Tatabaee	170	46

The tool used to collect information in this study is a questionnaire that was developed by the researcher based on the steps of the value chain model. Accordingly, while referring to theoretical foundations and background of research conducted in sports entrepreneurship, all influential factors in this field were extracted, and items were considered for each component by citing theoretical foundations and research background. These factors were arranged in the entrepreneurial value chain model (basic infrastructure, support, and executive activities). Then, a questionnaire was designed to confirm the face and content validity. So, it was submitted to 12 experts and professors of sports sciences who had a history of research or executive activities in sports and entrepreneurial activities. After inquiring and applying expert opinions, the content and face validity of the research tool was confirmed. Besides, in a pilot study on 30 graduate students of sports sciences in Tehran universities, the internal consistency of the questionnaire items was calculated using Cronbach's alpha method ( $\alpha=0.864$ ). Since this value is  $>0.7$ , the internal consistency of the questionnaire items is desirable, and thus the reliability of the data collection tool is confirmed.

The first part of the questionnaire includes questions related to the sample's demographic characteristics (age, sex, educational level, work experience). The second part is dedicated to the components of factors affecting sports entrepreneurship. This questionnaire consists of 58 questions which, based on the value chain model, has three branches. They include basic infrastructure (cultural, economic, physical, commercial), support activities (government policies and support, human resource management, consulting, entrepreneurial skills training), organizational activities (thinking and opportunity, developing a business plan, attracting and organizing resources, starting a

business, maturity, consolidating and leaving the business). A five-point Likert scale has been used (1. strongly disagree 2. disagree 3. neither disagree nor agree 4. agree 5. strongly agree).

To analyze the data, we used descriptive and inferential statistics. The descriptive statistics section employed central tendency, dispersion, and distribution indices to describe the research variables. First, demographic characteristics (age, sex, educational level, orientation, work experience) were described in the research samples. Also, in the inferential statistics section, KS statistical test was used to determine the status of data distribution, and Path analysis was employed to determine linear relationships. Statistical procedures were performed by SPSS and LISREL software at a significance level of  $p < 0.05$ .

#### 4. Results

As can be seen in Table 2, among the professors, 53.7% of research samples (22 subjects) are in the age range of 31-40 years. Besides, 63.4% are male in gender, and 24.4% have 11-15 years of work experience. Also, among students, 54.3% of research samples (144 subjects) were female, and 78.5% were 20-30 years:

**Table 2.** Description of demographic characteristics of the research.

		30-20 2.4% One subject	31-40 53.7% 22 subjects	40-51 34.1% 14 subjects	51-60 4.9% S subjects	60 and higher 4.9% Two subjects
Professors	Age					
	Gender	Female 36.6% 15 subjects	Male 63.4% 26 subjects			
	Work experience	1-5 years 19.5% Eight subjects	6-10 years 19.5% Nine subjects			
Students	Age	20-30 78.5% 212 subjects	31-40 17.4% 47 subjects	11-15 years 24.4% Ten subjects	16-20 years 12.2% Five subjects	>21 years 22% Nine subjects
	Gender	Female 54.3% 144 subjects	Man 46.7% 126 subjects	41-50 3.3% Nine subjects	51-60 0.8% Two subjects	
	Grade	MSc 88.1 238 subjects	Ph.D. 11.9 32 subjects			

Kolmogorov-Smirnov test was used to investigate how the data were distributed and determine the type of test. Based on the results of this test, because the significance level of all components was  $> 0.05$ , the distribution of all data was normal and parametric tests were employed to test the statistical hypotheses related to them.

We asked professors and graduate students of sports sciences in Tehran universities to prioritize the elements of sports entrepreneurship. Then analyzed the results by Friedman's test. Based on the results of this test, the support activities obtained the first grade, then the organizational activities second, and the basic infrastructure third from the viewpoint of professors ( $P < 0.05$ ). But from the students' point of view, executive

actions were obtained in the first grade, support activities second, and primary infrastructure third ( $P < 0.05$ ). Friedman's test results are presented in Tables 3 and 4:

**Table 3.** Results of Friedman ranking test to prioritize elements of sports entrepreneurship value chain from the perspective of professors.

Row	Variable	Mean rank	Rank	X <sup>2</sup>	DF	Sig
1	Support activities	2.22	1	7.366	2	0.025
2	Executive activities	2.12	2			
3	Basic infrastructure	1.66	3			

**Table 4.** Results of Friedman Ranking Test to prioritizing the sports entrepreneurship value chain elements from the perspective of students.

Row	Variable	Mean rank	Rank	X <sup>2</sup>	DF	Sig
1	Executive activities	2.11	1	0.680	2	0.001
2	Support activities	2.08	2			
3	Basic infrastructure	1.81	3			

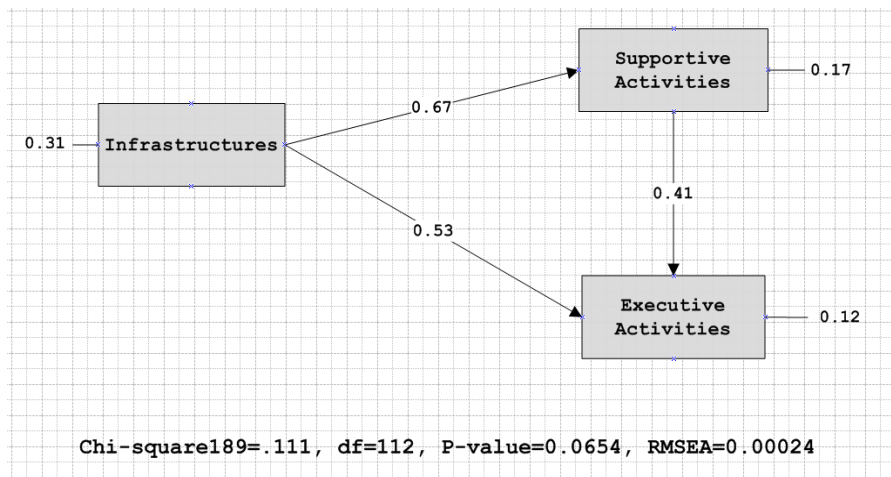
Furthermore, other results of the Friedman ranking test prioritize the basic infrastructure of the entrepreneurial value chain from the perspective of professors and graduate students from sports sciences in Tehran universities. Results indicated that the economic, commercial, cultural, and physical infrastructures were in the first to fourth ranks, respectively. Regarding the ranking of factors related to entrepreneurial value chain support activities, the results of the Friedman test showed that in the viewpoint of professors, government policies and support, entrepreneurship skills training, consulting, and human resource management are in the first to fourth ranks, respectively. Students' opinions differed only in the first two components, in which entrepreneurship skills training takes precedence over government policies and support. Besides, in terms of ranking the factors affecting the executive activities of the entrepreneurial value chain and among the aspects related to this component, having thought and opportunity was in the first ranks from the perspective of both professors and students, but attracting resources and organizing resources was the last priority.

After determining the ranks of entrepreneurial value chain elements from professors and graduate students of sports sciences from Tehran universities, the research variables were examined in LISREL software 8.2. The indicators related to good fit and measurement errors were specified. In this regard, three different indicators were used. By emphasizing these three indices, the model has a good fit and a high efficiency in describing the relationships between variables. Table 5 presents the indicators related to model fit that the researcher has given. As the results presented in this table show, considering the model fit indices in three categories of absolute, adaptive, and economic indicators, the research model, has a good fit that indicates the approval of the research model.

**Table 5.** Model fit indices.

	Fit index	Rate	Criterion	Interpretation
AFI	$\chi^2$	189.111 with 112 freedom degree		Suitable fit
	P value	0.0654	>0.05	Suitable fit
	The ratio of $\chi^2$ to the degree of freedom	1.688	1-3	Suitable fit
CFI	GFI	0.91	>0.90	Suitable fit
	TLI	0.92	>0.90	Suitable fit
	BBI	0.97	>0.90	Suitable fit
	CFI	0.97	>0.90	Suitable fit
PCFI	RMSEA	0.00024	<0.05	Suitable fit
	PNFI	0.81	>0.05	Suitable fit

Finally, the final model of the research is presented in [Figure 2](#).



**Figure 2.** Diagram of path analysis and path coefficients in the final research model.

Based on the information presented in [Figure 2](#), it should be stated that the theoretical model of fit has appropriate empirical-theoretical assumptions in path analysis. We can interpret that the basic infrastructure of the sports entrepreneurship value chain directly impacts support activities ( $pc= 0.67$ ) and organizational activities ( $pc=0.53$ ) of the sports entrepreneurship value chain. Moreover, support activities of sports entrepreneurship value chain directly affect the executive activities of sports entrepreneurship value chain ( $pc=0.41$ ), ( $P<0.05$ ). The basic infrastructure of the sports entrepreneurship value chain indirectly affects the executive activities of the sports entrepreneurship value chain by influencing the support actions of the sports entrepreneurship value chain. The indirect impact of the basic infrastructure on organizational activities of the sports entrepreneurship value chain is less than the direct impact ( $0.67 \times 0.41 = 0.274$ ).

## **5. Managerial implications**

Since the present study results showed that the basic infrastructures of the entrepreneurial value chain directly affect the support and executive activities of the sports entrepreneurship value chain, the support activities of the sports entrepreneurship value chain also directly influence the executive activities of the entrepreneurial value chain in sport. It is suggested that the esteemed officials of the Ministry of Science, Research and Technology consider curriculum planning of various disciplines, especially in sports science, by adopting strategies to improve and strengthen these two factors in their agenda. These are among the things that can change the intellectual structure of universities positively. In this case, we can expect the country's active population, especially sports science graduates tending to entrepreneurship and the creation of independent businesses, to solve unemployment in their community and contribute to economic prosperity in the country. Also, considering that financial and commercial infrastructures are recognized as the most critical infrastructures for developing sports entrepreneurship in graduate students of sports sciences from the perspective of professors and students, the esteemed authorities of MSRT must identify and provide financial and economic incentives. Also, access to capital and financial resources provides a suitable platform for the growth of entrepreneurial activities among students. In addition, due to the effectiveness of government policies and support in promoting the entrepreneurial activities of sports science students, the relevant authorities must provide appropriate grounds to reduce and eliminate restrictions. The obstacles in the entrepreneurial path of students and even eliminate and limit superfluous administrative rules and regulations related to this process and facilitate legal processes affecting the development of sports entrepreneurship. The results of this study can help relevant policymakers design effective strategies to identify the barriers that have the most significant impact on the entrepreneurial process, providing the necessary context for creating sports entrepreneurship. Also, [Elahi et al. \(2021\)](#) argued that the economic findings of their study suggest that the sports mega-events have many consequences, including employment creation, increased investment, increased prices, improved infrastructure, increased tourism, and urban reconstruction for the host communities ([Elahi et al., 2021](#)). [Nazari \(2021\)](#) also argued that the sport tourism industry effectively creates employment and income in the host area if the sport tourism industry is developed and appropriate infrastructure is created. Furthermore, the growth of the tourism industry, business development, quality of life, infrastructure improvement, and action are essential opportunities for organizers to hold a sporting event ([Nazari, 2021](#)).

## **6. Discussion and conclusion**

In a world where the domain of science is expanding rapidly, entrepreneurial human resources are the most crucial asset for the growth and development of a country. This requires serious attention to entrepreneurship education, in other words, "training of

entrepreneurial people." Also, sport in our country is evolving and developing, and this mobility can provide suitable grounds for entrepreneurial activities and sports. Sport is a convenient and diverse platform to create jobs and new opportunities for economic activity. By recognizing entrepreneurship in sports, new opportunities can be introduced for social and economic development to entrepreneurs and society. Therefore, the goal of this study was to "analyze the entrepreneurial value chain of sports students in Tehran universities."

The present study results showed that the basic infrastructure of the entrepreneurial value chain directly affects the support and executive activities of the sports entrepreneurship value chain. The present study's fundamental infrastructures of the sports entrepreneurship value chain include cultural, economic, physical, and commercial infrastructures. The results concerning the impact of economic factors in the present study align with (Terjesen, 2008). They are consistent with the results of Rezaei (2011, October 11-12) and Mandalizade et al. (2015) in terms of the effect of basic infrastructure in general (Mandalizade et al., 2015; Rezaei, 2011, October 11-12). For example, Terjesen (2008) enumerated the factors influencing the development of entrepreneurship in sports: economics and economic issues related to businesses, access to various types of capital, and infrastructure. Rezaei (2011, October 11-12) also examined the structural barriers to developing entrepreneurship in sports and identified the lack of adequate infrastructure for the sports business as one of the structural barriers to developing entrepreneurship in sports (Rezaei, 2011, October 11-12). Mandalizade et al. (2015), in a study, concluded that strengthening and developing infrastructural factors play an essential role in the development of sports entrepreneurship in the country (Mandalizade et al., 2015).

All these studies emphasized the role of fundamental infrastructure factors in entrepreneurship development. In the present research, the role of basic infrastructure as an influential factor in developing entrepreneurial activities is seen. In addition to directly influencing the executive activities of the entrepreneurial value chain, these infrastructures also indirectly affect the executive activities through support activities. In ranking the components of this infrastructure, both professors and students believed in the presence of economic infrastructure, namely easy access to capital and financial resources, tax breaks, and free or low-interest loans for inaugurating new businesses. Also, having financial support and economic incentives, attracting investment, and sufficient economic power on the part of people are highly effective in starting a new business. In justifying the findings of this part of the research, economic infrastructure is one of the most critical infrastructures influencing the entrepreneurial value chain. The society and environment in which the government's economic policies and financial issues are implemented by commercial institutions directly affect entrepreneurial activity.

After economic infrastructures, business infrastructure is in second place in promoting the entrepreneurial value chain from the perspective of professors and students of sports science. These infrastructures involve careful attention to the type of market and its analysis and investigation of the tastes and needs of consumers in the target community, accurate marketing of sports products and services. Findings of this part of research indicate that to facilitating the entrepreneurial value chain in the field

of sports, it is necessary to scrutinize the consumers of this field, their needs and wants, and to categorize the consumers of sports services and goods in terms of requirements, wishes, tendencies, and desires.

After economic and commercial infrastructures, both professors and students recognized cultural infrastructures as influential factors and their third priority. Also, the cultural and maturity level of the society in starting an enterprise and accepting a new business, hardworking, low expectations, and moral commitment of entrepreneurs are necessary to promoting sports entrepreneurship in media and magazines. Also, its advertisement by influential and important people in sports and the culture and development of attitudes in students toward doing entrepreneurial activities are among the factors that play a cultural role in the development of entrepreneurial activities in sports.

According to the professors and students of this field, physical infrastructures were in the last rank among the basic infrastructures of entrepreneurial value chain development. These infrastructures are geographical conditions, demographic arrangement of the society, the existence of telecommunication infrastructures, and facilities and welfare equipment. In completing the findings related to the basic infrastructure of the entrepreneurial value chain, although the basic infrastructure and environmental conditions play an essential role in entrepreneurship development, most studies in this regard are scattered and descriptive, only emphasizing a few aspects of the environment. More importantly, most investigations have not paid enough attention to the needs of entrepreneurs as the most important stakeholder of the environment and have not described the environmental conditions in creating new ventures. Proximity or remoteness to major urban centers affects the transportation costs of inputs and outputs and effectively disseminating information and innovations. Natural resources, suitable climatic conditions, topography, and even landscapes of the region provide opportunities for environmental use and exploitation of resources that affect entrepreneurship development. The protection of unique landscapes and environmental features facilitates traditional and old production methods, and these factors lead to the development of entrepreneurship. Infrastructures such as living facilities (water, electricity), services, tolls and taxes, laws, and regulations also play crucial roles in developing entrepreneurship.

In addition, the results showed that the support activities of the sports entrepreneurship value chain directly affect the executive activities of this chain and are, in turn, influenced by the basic infrastructure. Regarding practical support activities in the entrepreneurial value chain, support acts in the sports entrepreneurship value chain have a contributory role and are mainly performed by individuals and organizations other than the entrepreneur. It includes government policies and support, human resource management, financial and tax support, consulting, and entrepreneurship skills training. The government's policies and support have many items, including removing and reducing restrictions and barriers to entrepreneurship by the government. Also, more things are essential, such as eliminating cumbersome laws and regulations and public and distance education by the media to entrepreneurs. We can suggest the establishment of centers for growth and encouragement of people to self-employment, facilitating legal processes that affect the development of entrepreneurship in tax

payment, obtaining a license, company registration, and insurance. Human resource management refers to selecting qualified candidates, motivating, justifying, and educating entrepreneurs, communicating with entrepreneurs, and providing a method for evaluating their performance. The purpose of financial and tax support is providing facilities by banks and giving loans to entrepreneurs, public offering of stocks and bonds, offering tax exemptions, and reducing the administrative, financial, and legal steps of banks to lend money to entrepreneurs. Consultation means advising and guiding people with business-oriented ideas, counseling on the optimal use of technology in business, discussing and preparing a business plan on the laws of various companies, current and future legal issues, instruction in the field of financing methods for starting a business, establishing a small business consulting clinics in universities, informing students about the nature of sports sciences field and future working conditions.

Entrepreneurship skills training includes writing technical skills, oral and verbal communication and interaction with the environment, and business management skills. Also, we can add instructing individual entrepreneurial skills for internal control and order, risk-taking, innovation, and change management ability, which affect individuals' desire to undertake entrepreneurial activities. The results of this part of the research are in line with those of (Azimzadeh et al., 2014; Farahani et al., 2014; Karlis, 2006; Mandalizade et al., 2016). For example, Azimzadeh et al. (2014) argued that developing related laws and regulations, tax policies, simplifying administrative procedures, financial support, and lending are essential. And they suggested entrepreneurship promotion and education, informing and advising entrepreneurs, creating the necessary infrastructure, and encouraging financial businesses, all of which were influenced by the same or similar topics in the present study. In their research, Farahani et al. (2014) also considered the social, cultural, economic, political, educational, environmental, and international factors and entrepreneurial spirit of the graduates as effective in this respect. In the case of macro factors, his research findings were consistent with the main infrastructures obtained in the present study. Mandalizade et al. (2016) considered factors such as supportive policies by the government, media encouragement of entrepreneurship in sports, and proper training of applied and entrepreneurial skills. He argued that the factors affecting the process of sustainable entrepreneurship in sports are present in this research in some way or other and are thus in agreement with the current study's findings. In Karlis (2006) research, the most critical factors influencing entrepreneurship in sports were skills, knowledge, and experience for young entrepreneurs. Furthermore, a public sector support program for small businesses and the amount of investment, and having a business support program for small size enterprises and the amount of investment are consistent with the findings of the support activities and economic infrastructure in the present study. The results of Friedman's test also indicated that government policies and the level of support for entrepreneurial actions by the government and teaching entrepreneurial skills to individuals play essential roles in shaping entrepreneurial activities; however, consulting and human resource management components play minor roles.

In justifying the results and the efficiency of support activities in the entrepreneurial value chain, support activities signify backing and sustenance services that facilitate the



process and help entrepreneurs achieve their goals. The more conducive the business environment for entrepreneurship, the more likely it is that new businesses will emerge and develop. When the social environment appreciates entrepreneurship, there are a variety of opportunities for entrepreneurs, people have enough knowledge and skills to start and run a business, and they will perhaps be encouraged to start a business and feel good upon launching a business. Thus, governments both directly and indirectly influence the development of an environment that can support entrepreneurship.

Regarding the role of executive activities in entrepreneurial value chain, it should be said that executive activities in sports entrepreneurship value chain are separate actions that a person or entrepreneurial organization should do and include thought and opportunity (ability to create ideas and identify sports business opportunities, detect the strengths and weaknesses of existing businesses, accurately identify market and consumption needs), business plan development (having a marketing plan for sports businesses, conducting technical and financial reviews and surveys in the field sports businesses, analysis of opportunities and threats in the environment of sports businesses, attracting resources and organization (having personal financial resources, financing through borrowing, the ability to dominate the external environment and available resources for management sports businesses, familiarity with the ways to prevent disorder in the management of sports businesses), maturity, stabilization and exit from the business (capacity to analyze the position of the sports business, ability to take responsibility for solving business problems). Therefore, individuals or organizations starting and running businesses need to be well aware of their strengths and weaknesses because entrepreneurship and the ability to create and develop a business is associated with individual skills and talents of entrepreneurial organization or individual. They must have confidence, perseverance and determination, enthusiasm and hardworking, thoughtfulness, risk-taking ability, and need for progress. Also, we can add more sections such as creativity, innovation, flexibility, positive response to challenges, independence, forward-thinking, dynamism and leadership, versatility (knowledge of production, market, machinery, and technology), responding to suggestions and criticisms, profitability, insight and agility, and optimism to be able to achieve more success. The results of this part of the research are in line with those of (Cohen et al., 2014; Ekrami et al., 2014; Keshavarz & Mehri Shendi, 2020). All three mentioned studies align with the present study regarding individual factors as influential executive factors in entrepreneurship development. In his research, Cohen et al. (2014) considered the context or experience of the individual to be efficient in shaping social entrepreneurship. In the Ekrami et al. (2014) study, creativity, independence, influence, externality, commercialization talent, flexibility, success, and learning are factors affecting entrepreneurship (Ekrami et al., 2014). Keshavarz and Mehri Shendi (2020), in a study on analysis of barriers affecting entrepreneurship in sports, concluded that family, personality, upbringing, scientific-professional, financial, cultural-social, and legal obstacles influence the development of entrepreneurship in sports (Keshavarz & Mehri Shendi, 2020).

Since the present study population was only students of sports sciences in Tehran universities, we suggested that the entrepreneurial value chain between physical education and non-physical education students be compared. We also recommended that the entrepreneurial value chain in a specific geographical area be examined. In addition, it is suggested that the factors affecting the supply chain of sports entrepreneurship be investigated.

## Disclosure statement and funding

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

## References

- Ahmad Amini, Z., Amani, M., & Saghezchi, M. (2010). Identification of effective factors on Entrepreneurship development by a value chain perspective. *Quarterly journal of Industrial Technology Development*, 8(14), 35-48. [http://jtd.iranjournals.ir/article\\_888.html?lang=en](http://jtd.iranjournals.ir/article_888.html?lang=en)
- Amini, M., Jamshidi, R., & Heydarinejad, S. (2014). Prioritization of entrepreneurship barriers of physical education students by TOPSIS method. *Research on Educational Sport*, 2(6), 15-32. [https://res.ssrc.ac.ir/article\\_188.html?lang=en](https://res.ssrc.ac.ir/article_188.html?lang=en)
- Azimzadeh, S. M., Ehsani, M., Kordnaeij, A. A., & Kozechian, H. (2014). Identifying a conceptual model for starting-up small and medium sized sport enterprises. *Sport Management Studies*, 6(22), 189-208.
- Cohen, K. E., Morgan, P. J., Plotnikoff, R. C., Callister, R., & Lubans, D. R. (2014). Fundamental movement skills and physical activity among children living in low-income communities: a cross-sectional study. *International Journal of Behavioral Nutrition and Physical Activity*, 11(1), 49. <https://doi.org/10.1186/1479-5868-11-49>
- Ekrami, M., Safari, S., & Ghalamkari, M. (2014). Developing the Entrepreneurship Factors among Municipality Staff (The case of the municipality of the district 7 of Tehran). *Urban Economics and Management*, 2(6), 55-71. [https://iueam.ir/browse.php?sid=1&a\\_id=67&slc\\_lang=en](https://iueam.ir/browse.php?sid=1&a_id=67&slc_lang=en)
- Elahi, A., Gholampour, S., & Askarian, F. (2021). The Effects of Sports Mega-Events on Host Communities: A Systematic Review of Studies in Three Recent Decades. *Sports Business Journal*, 1(1), 13-30. <https://doi.org/10.22051/sbj.2021.36862.1007>
- Farahani, A., Ghasemi, H., & Mohammadi, N. (2014). The study of Environmental factors affecting the entrepreneurial spirit of students graduate in Physical Education. *Applied Research on Sport Management*, 2(3), 61-74. [https://arsmb.journals.pnu.ac.ir/article\\_80.html?lang=en](https://arsmb.journals.pnu.ac.ir/article_80.html?lang=en)
- Foroughipour, H., Mozafari, A., & Ashraf, F. (2007). Evaluation and introduction of the most important entrepreneurial priorities in sports from the perspective of those involved in sports. *Research in Sports Science*, 5(16), 55-68. <https://www.sid.ir/fa/Journal/ViewPaper.aspx?ID=89922>
- González-Serrano, M. H., González-García, R. J., Carvalho, M. J., & Calabuig, F. (2021). Predicting entrepreneurial intentions of sports sciences students: A cross-cultural approach. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 29, 100322. <https://doi.org/10.1016/j.jhlste.2021.100322>

- Hisrich, R. D., & Peters, M. P. (2002). *Entrepreneurship*. McGraw-Hill/Irwin. <https://books.google.com/books?id=PzxEAAAAYAAJ>
- Jansen, S., van de Zande, T., Brinkkemper, S., Stam, E., & Varma, V. (2015). How education, stimulation, and incubation encourage student entrepreneurship: Observations from MIT, IIT, and Utrecht University. *The International Journal of Management Education*, 13(2), 170-181. <https://doi.org/10.1016/j.ijme.2015.03.001>
- Karlis, G. (2006). The future of leisure, recreation and sport in Canada: a SWOT for small sized enterprises. *The Sport Journal*, 9(2). <https://www.cabdirect.org/cabdirect/abstract/20073146765>
- Keshavarz, L., & Mehri Shendi, S. (2020). Analysis of the Barriers to Entrepreneurship in Sport from the Perspective of M.A Students of physical education and sport sciences at the University of Tehran. *Applied Research in Sport Management*, 9(4), 163-169. <https://doi.org/10.30473/ARSM.2020.7324>
- Khajeh Shah Kouhi, A., & Sahneh, B. (2008). The Role of Higher Education in Economical Development. *Higher Education Letter*, 1(3), 125-138. [http://journal.sanjesh.org/article\\_29829.html?lang=en](http://journal.sanjesh.org/article_29829.html?lang=en)
- Mandalizade, Z., Ehsani, M., & Honari, H. (2016). Developing Sustainable Entrepreneurship Model in Sport Based on the Grounded Theory. *Journal of Sport Management*, 8(5), 709-725. <https://doi.org/10.22059/jsm.2016.60443>
- Mandalizade, Z., Ehsani, M., Kozechian, H., & Honari, H. (2015). The Environmental Factor Affecting on Sport Entrepreneurship. *Sport Management Studies*, 7(29), 99-116. [https://smrj.ssrc.ac.ir/article\\_433.html?lang=en](https://smrj.ssrc.ac.ir/article_433.html?lang=en)
- Mandalizadeh, Z., & Amiri, M. (2021). Designing a Conceptual Framework for Innovation Capability Development in Iranian Football Premier League. *Sports Business Journal*, 1(1), 101-117. <https://doi.org/10.22051/sbj.2021.36841.1006>
- Memari, Z., Rafei Boldaji, S., & Pouyandekia, M. (2021). How is the Football Schools Franchise Using a Valuable Approach to Revenue-Generating Capacity in Iranian Football Clubs? *Sports Business Journal*, 1(1), 31-44. <https://doi.org/10.22051/sbj.2021.36864.1008>
- Nazari, R. (2021). The Analysis of Strategic Ecology of Sports Tourism. *Sports Business Journal*, 1(1), 153-162. <https://doi.org/10.22051/sbj.2021.36941.1009>
- Ratten, V. (2011). Sport-based entrepreneurship: towards a new theory of entrepreneurship and sport management. *International Entrepreneurship and Management Journal*, 7(1), 57-69. <https://doi.org/10.1007/s11365-010-0138-z>
- Ratten, V., da Silva Braga, V. L., & da Encarnação Marques, C. S. (2021). Sport entrepreneurship and value co-creation in times of crisis: The covid-19 pandemic. *Journal of Business Research*, 133, 265-274. <https://doi.org/10.1016/j.jbusres.2021.05.001>
- Reisi, A. (2010). *Strategic Analysis of Steel Value Chain in Iran*. [Master Thesis, Tarbiat Modares University]. Tehran, Iran.
- Rezaei, F. (2011, October 11-12). *Investigating the structural barriers to entrepreneurship development in sport from the perspectives of managers and sport entrepreneurs of Mazandaran province*. Iran's first Entrepreneurship Student Conference, Tehran University, Tehran, Iran. <https://civilica.com/doc/185950>
- Stamboulis, Y., & Barlas, A. (2014). Entrepreneurship education impact on student attitudes. *The International Journal of Management Education*, 12(3), 365-373. <https://doi.org/10.1016/j.ijme.2014.07.001>
- Stevenson, E., & Warn, R. (2004). Australian government. *Development Defense*.

- Terjesen, S. (2008). Venturing Beyond the Marathon: The Entrepreneurship of Ultrarunning and the IAU World Cup in Korea. *Asian Business & Management*, 7(2), 225-241. <https://doi.org/10.1057/abm.2008.2>
- UNESCO. (1998, 9 October ). *World Declaration on Higher Education for the Twenty-First Century: Vision and Action*. World Conference on Higher Education in the Twenty-first Century: Vision and Action, Paris, France. <https://unesdoc.unesco.org/ark:/48223/pf0000141952>
- Von Graevenitz, G., Harhoff, D., & Weber, R. (2010). The effects of entrepreneurship education. *Journal of Economic Behavior & Organization*, 76(1), 90-112. <https://doi.org/10.1016/j.jebo.2010.02.015>
- Weijermars, R. (2010). Value chain analysis of the natural gas industry: Lessons from the US regulatory success and opportunities for Europe. *Journal of Natural Gas Science and Engineering*, 2(2), 86-104. <https://doi.org/10.1016/j.jngse.2010.04.002>



# نشریه کسبوکار در ورزش

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

تابستان و پاییز ۱۴۰۰، دوره ۱، شماره ۲، ص ۱۷۱-۱۸۹

شناسه دیجیتال: [10.22051/SBJ.2021.36424.1000](https://doi.org/10.22051/SBJ.2021.36424.1000)



## تحلیل زنجیره ارزش کارآفرینی دانشجویان علوم ورزشی دانشگاه‌های تهران

راحله فرصتی جویباری<sup>۱</sup>، مریم مختاری دینانی<sup>۲\*</sup>، رسول نوروزی سید حسینی<sup>۳</sup>

<sup>۱</sup> کارشناسی ارشد، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء(س)، تهران، ایران.

<sup>۲</sup> استادیار، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء(س)، تهران، ایران.

<sup>۳</sup> استادیار مدیریت ورزشی، گروه تربیت بدنی و علوم ورزشی، دانشکده علوم انسانی، دانشگاه تربیت مدرس، تهران، ایران.

### کلیدواژه

زنجیره ارزش  
زیرساخت‌های اساسی  
فعالیت‌های اجرایی  
فعالیت‌های پشتیبانی  
کارآفرینی ورزشی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** کارآفرینی فرآیندی است که نقش حیاتی در تداوم، رشد و توسعه ملی و حتی اقتصادی جهان ایفا می‌کند. بنابراین، هدف تحقیق حاضر "تحلیل زنجیره ارزش کارآفرینی دانشجویان علوم ورزشی دانشگاه‌های تهران" بود.

**روش:** جامعه آماری پژوهش شامل کلیه اساتید و دانشجویان تحصیلات تکمیلی علوم ورزشی دانشگاه‌های تهران (۱۰۰۰ نفر) بوده که با استناد به جدول کرجسی و مورگان و به شیوه نمونه‌گیری طبقه‌ای متناسب با حجم و تصادفی، از بین آن‌ها ۲۷۰ نفر جهت انجام این پژوهش انتخاب شدند. ابزار تحقیق نیز پرسشنامه محقق ساخته بر اساس مدل زنجیره ارزش بود. همچنین، در طراحی مدل از مدل‌سازی معادلات ساختاری (SEM) استفاده شد.

**یافته‌ها:** یافته‌های پژوهش نشان داد زیرساخت‌های اساسی زنجیره ارزش کارآفرینی ورزشی به صورت مستقیم با ضریب مسیر ( $PC=0/67$ ) بر فعالیت‌های پشتیبانی و با ضریب مسیر ( $PC=0/53$ ) بر فعالیت‌های اجرایی تأثیر دارد ( $P<0/05$ ). همچنین، فعالیت‌های پشتیبانی زنجیره ارزش کارآفرینی ورزشی به طور مستقیم و با ضریب مسیر ( $PC=0/41$ ) بر فعالیت‌های اجرایی زنجیره ارزش کارآفرینی ورزشی تأثیر داشت ( $P<0/05$ ). با توجه به نقش اثرگذار مستقیم و غیرمستقیم زیرساخت‌های اساسی بر فعالیت‌های اجرایی زنجیره ارزش کارآفرینی ورزشی، لازم است مسئولین دانشگاه‌های تهران اقدامات متناسب در جهت افزایش سطح زیرساخت‌های اساسی دانشجویان تحصیلات تکمیلی علوم ورزشی دانشگاه‌های تهران انجام دهند.

**اصالت و ابتکار مقاله:** از آنجا که مقاله حاضر، زنجیره ارزش کارآفرینی دانشجویان علوم ورزشی دانشگاه‌های تهران را تحلیل می‌نماید، ارزشمند و منحصر به فرد است.

**تاریخ دریافت:** ۱۴۰۰/۰۴/۱۱

**تاریخ پذیرش:** ۱۴۰۰/۰۶/۲۶

تماس با نویسنده مسئول: مریم مختاری دینانی [M.mokhtaridinani@Alzahra.ac.ir](mailto:M.mokhtaridinani@Alzahra.ac.ir)





## The Relationship between Sensory Marketing, Customer Satisfaction and Loyalty in Luxury Sports Clubs

Zahra Rabbani Nik<sup>1</sup>, Ali Benesbordi<sup>2\*</sup> , Parvin Shoshi Nasab<sup>2</sup>, Javad Fesanghari<sup>3</sup>

<sup>1</sup>M. A Sports Management, Sport Science Faculty, Hakim Sabzevari University, Sabzevar, Iran.

<sup>2</sup>Assistant Professor, Sport Management Department, Sport Science Faculty, Hakim Sabzevari University, Sabzevar, Iran.

<sup>3</sup>PhD in Sports Management, Tarbiat Modares University, Tehran, Iran.

### ABSTRACT

**Purpose:** This study aimed to investigate the relationship between sensory marketing and customer satisfaction and loyalty of luxury sports clubs.

**Methodology:** The study's statistical population includes all customers of luxury sports complexes and clubs in Mashhad. Using stratified random sampling method and with the help of G-Power software, which is a software for determining the number of samples, 149 people were selected as a statistical sample. The Ueacharoenkit questionnaire with three sections of sensory marketing, loyalty, and satisfaction was used to collect information. This questionnaire contained 13 questions in the sensory marketing section, four questions in the loyalty section, and four questions in the satisfaction section. Each was set as a range of 5 Likert options. Ten professors of sports management confirmed the validity of the questionnaire. Cronbach's alpha also confirmed the reliability of the tool. Spearman test and structural equation modelling in PLS software were used to analyze the data. The results showed a positive and significant relationship between the dimensions of sensory marketing with satisfaction and loyalty. There is also a positive and meaningful relationship between satisfaction and loyalty. Sensory marketing consisting of sensory, emotional, behavioral, mental, and social experiences plays an essential role in customer satisfaction.

**Findings:** The results show that sensory marketing promotes loyalty among athletes in luxury sports clubs by creating satisfaction.

**Originality:** Factors such as the appearance of the product should be considered because aesthetic features affect both emotions and perceptions of quality. Sensory marketing, consisting of sensory, emotional, behavioral, mental, and social experiences, has an important role in customer satisfaction.

### Keywords

Sensory Marketing  
Satisfaction  
Loyalty  
Luxury Sports

### Article type

Original article

**Received:** 2022/03/14

**Accepted:** 2022/03/27

### How to cite this article:

Rabbani Nik, Z., Benesbordi, A., Shoshi Nasab, P., & Fesanghari, J. (2021). The Relationship between Sensory Marketing and Customer Satisfaction and Loyalty in Luxury Sports Clubs. *Sports Business Journal*, 1(2), 191-212. <https://doi.org/10.22051/sbj.2022.39891.1028>



## 1. Introduction

Sports In the current competitive environment, having adequate information about customer needs is an essential factor in the success of production organizations that can be achieved through customer focus and marketing. Marketing strategies are the tools by which goals are achieved. These strategies relate to the question of how goals can be achieved. The success of a marketing plan depends on the effectiveness of the marketing strategy. Strategy can be determined for each of the marketing mix elements (Bahrainizad et al., 2022). Marketing strategy includes different variables that the company can control or adapt to uncontrollable variables to achieve its goals appropriately. The group of variables that can be controlled is related to the company's internal capabilities and powers. The other group that is not controllable are environmental variables, including demand, competition forces, distribution structure, marketing rules, and non-marketing costs. Controllable variables of marketing strategy include product, price, location, distribution, staff, assets, and physical and process facilities. Customer satisfaction is an environmental variable that should be controlled by marketing strategies (Ghafari Ashtiani & Eskandary Mehrabady, 2011).

Over the past two decades, many organizations have realized the importance of their customers. They have found that retaining existing customers is far less costly than attracting new customers, so companies must continuously monitor the interaction between themselves and their customers. Provide accurate knowledge and understanding of the needs and values of customers, provide them with valuable goods and services to build loyalty by satisfying them. Customer satisfaction is no longer enough, and companies should not be happy with customer satisfaction. They should make sure that their customers are loyal. In this paradigm, the goal is to establish long-term and reciprocal relationships with stakeholders, especially customers, to retain more customers and lose fewer customers (Mosavi Jad et al., 2018). To be successful, the company must satisfy the desired consumers concerning better competing companies. In marketing strategy, the needs of consumers and the plans of the competing company should be considered. Given its size and position in the industry, the company must determine how it can achieve the highest scores against these companies.

Designing competitive marketing strategies begins with analyzing competing companies. The strategic marketing plan should show the market demand and competitive position of that product. Still, the competitive conditions and demand change over time and should change according to the customer's requirements and opinion to create more loyalty (Aminbeidokhti et al., 2010). One of the marketing tools and strategies is sensory marketing. Sensory marketing is a profitable way of identifying and meeting the needs and interests of the customer in a way that engages consumers with positive and memorable memories through live and two-way communication, brings the brand personality to life, and adds value to the target customers. Creates. Sensory marketing is an integrated methodology that keeps the target customers engaged in their interests and desires through brand-related communications, leading to more value (Kabiri et al., 2020).



Today, marketing promotion tools such as advertising, sales pitching, public relations, direct selling, etc., are no longer attractive to the audience. Large companies are forced to use new sensory marketing methods to retain customers. Sensory marketing seeks to engage consumers with positive and memorable memories by identifying and profitably meeting customer needs and interests through two-way, live communication. Sensory marketing aims to measure the customer experience of a brand. And decides to guide customers from the initial stages of acquaintance to brand sponsors. The first and most important marketing principle is to pay attention to the customer's wishes. Organizations cannot survive without the customer's wishes. Paying attention to the customer's wants and preferences leads to his satisfaction and loyalty. As a result, it increases the company's reputation and credibility and increases its future profitability. Being aware of potential customers 'preferences can be very important. If we know our customers' preferences, we can control their behavior. Customer preference is due to a particular product or brand (Basir et al., 2016).

Sensory marketing stems from the theoretical foundations on which brand experience, whether goods or services, is viewed with a keen eye. The human senses are the focus of the company's marketing activities, emphasizing creating and presenting sensory experiences. This allows the company to convey its values and brand identity more deeply to the customer's mind. Sensory marketing can be effective in a person's ultimate shopping experience, an experience in which the five human senses interact with the brand in a transcendent sensory experience. Sensory marketing is not about the masses or a particular segment but the individual. Therefore, sensory marketing is not the same as mass marketing or relationship marketing; Because of the origin of sensory marketing, movement is the mind of individuals, where mental spirits, processes, and psychological reactions occur and thus lead to the sensory experience of the individual. The sensory marketing framework assumes that the company must reach the human five senses at a deeper level than the mass marketing and relationship achievements.

For this reason, sensory marketing deals with how the company deals with individuals in a personal and reciprocal way through dialogue and interaction. This is different from attracting customers in mass marketing and retaining customers in relationship marketing. Accordingly, treating and caring for the customer should be based on logic and reasoning and feelings and values to create brand awareness and a stable mental image of the brand. This mental image results from one's sensory experiences of the brand; Thus, the human senses, which are not considered in either mass marketing or relational marketing, are at the heart of a category called "sensory marketing" (Yacob et al., 2016).

Sport is offered as a service in sports clubs. Sports services, if they do not have the necessary quality, cause dissatisfaction and absence of customers, and there is a need to address the issue of sports services from a scientific perspective. Like goods, sports services can be divided into luxury and non-luxury. Luxury sports are expensive sports, and the possibility of using the services of clubs or buying equipment and supplies related to that sport is costly. Only the affluent sections of society can use those sports services. As mentioned, luxury service marketing needs to be considered separately, as it has different contexts. According to research background, sensory marketing as a tool

and strategy can be effective in customer satisfaction and loyalty, but does this also apply to luxury goods and services? To answer this question, the researcher intends to conduct this research; Therefore, this study aims to investigate the relationship between sensory marketing and customer satisfaction and loyalty of luxury sports clubs.

One of the essential goals and principles of sensory marketing is to communicate with consumers and different parts of the business and pay attention to the stability of customer satisfaction and loyalty (after purchasing goods). Sensory marketing emphasizes using the human five senses in marketing and aims to create a pleasurable experience for customers. Sensory marketing inspires positive emotions in the customer and prolongs the positive mental image, increases the pleasure and desire to spend money to buy in customers and create satisfaction, and consequently increases customer loyalty (Chanavat & Bodet, 2014). The goal of sensory marketing is to create a pleasurable experience for customers. In this approach, intrinsic arousal is used to arouse customer satisfaction and loyalty by affecting sensory cues and creating a positive emotional state.

Today, due to the importance of customer satisfaction, in the field of economic activities in the world, customer orientation and customer satisfaction is considered one of the principles of business. Failure to pay attention to these principles will likely be removed from the market because of goods and services expectations. Satisfying the customer creates satisfaction in them and helps the survival of that organization and company by repurchasing (re-attending) and encouraging others to buy. Satisfaction means judging the characteristics of a product or service, or the product or service itself, which levels Complements the pleasure associated with consumption. Studies have shown that satisfaction is a critical factor in determining loyalty. Beneke et al. (2011) also acknowledged that customer satisfaction is essential to building loyalty. In sports venues, it has been shown that consumer satisfaction with services and sensory environment has a positive effect on loyalty. Loyalty is the total amount of emotions and attitudes that cause the customer to repurchase certain goods and services from the company. Consumer loyalty is an essential measure of an organization's success and profitability. The basis of most marketing programs related to customer loyalty is that retaining the current customer is much cheaper than attracting a new customer. That's why companies implement a variety of marketing approaches to keep their customers.

According to Sahin et al. (2011) communication experience is based on the relationship between individuals and social groups through the purchase of products and services; And makes connections between the characteristics of the person and the goods or services. In the background of research. Uecharoenkit (2013) in a study entitled: Experimental marketing, displaying fantasies, emotions, and hobbies, concluded that the concept of "brand experience" has evolved as a significant area of study in brand management and marketing. Despite the importance (and consideration of this concept) in recent years, the theory of brand experience is unclear and still has less theoretical support. In addition, several researchers believe that there is a relationship between brand experience and loyalty. This study aims to close the gap in the literature and better understand the concept of "brand experience" with its consequences concerning consumer loyalty. This study aims to investigate the

relationship between brand experience and consumer loyalty in the luxury cosmetics brand industry (Thailand). This empirical study proceeds with a regular review of the existing literature and leads to creating a theoretical framework. [Marist et al. \(2014\)](#) examined the role of brand experience in creating customer satisfaction, trust, and loyalty in the beverage industry and concluded that brand experience has a positive and significant relationship with customer satisfaction and loyalty and affects these variables and brand satisfaction. It has a positive and significant effect on brand trust. They also showed that brand experience has no significant impact on brand trust and brand trust on brand loyalty. In a study by [Srinivasan et al. \(2014\)](#) entitled: Examining the previous cases of intention to buy luxury brands, they concluded that while many consumers buy the same luxury goods, their motivation to buy is different. These findings help marketers to dedicate their messages specifically to consumers of luxury brands. [Tosifyan and Ramezani \(2018\)](#) in a study conducted on 385 people, concluded that the effort Luxury brand marketing had the most significant impact on the consumer value-based brand equity of 95%. [Godey et al. \(2016\)](#) in a study entitled: Luxury Brand Social Media Marketing Efforts: Impact on Brand Value and Consumer Behavior, showed that social media marketing efforts measure brands as a holistic concept that It includes five aspects (entertainment, interaction, orientation, customization, and terminology). Another contribution of this research is that SMMEs have a significant positive effect on brand equity and in two main dimensions of brand value: brand awareness and brand image.

[Lim et al. \(2016\)](#) entitled: Factors affecting the behavior of luxury sportswear: A comparative analysis of luxury sportswear indicates a more significant impact of symbolic benefits on the intention to buy and willingness to pay for luxury brands than brands. It is normal. The opposite pattern was observed for hedonic and beneficial uses. Compared to luxury sportswear brands, the effect of symbolic benefits on the two dependent variables for luxury sportswear based on the brand extension was greater than that of the luxury brand based on joint branding. [Sheidaei Habashi et al. \(2014\)](#) research concerning the marketing role of relationship marketing, sensory marketing, and support was conducted in customer loyalty, which statistical population of this research is 321 of the customers of western Azerbaijan province. The results showed that in the private and private banks, the variables of sensory marketing, trust, and commitment have a positive and significant effect on customers loyalty.

The results showed that neural networks are more accurate and reliable than those obtained in traditional statistical tests. [Mirzaei and Hosseini \(2017\)](#) in research that have been carried out over 385 people including the consumers of an agent, Nike, Puma, Reebok, concluded that brand experience has a positive and significant effect on customer satisfaction and loyalty. Also, satisfaction on trust and commitment has a significant impact, and confidence in customers ' loyalty has a significant positive impact. [Sayyadfar et al. \(2019\)](#) conducted a study entitled "The relationship between sensory marketing and satisfaction with sensory experience and loyalty of sports consumers." The results showed that among the five senses, the sense of sight and hearing have a significant relationship with satisfaction with the sensory experience and loyalty of pool users. Still, the importance of taste, touch, and smell have no meaningful

relationship. It was also found that the purpose of sight was the most important, and the sense of taste was the least important. Therefore, to further influence consumer behavior, it is necessary to involve the senses of taste, touch, and smell.

There is fierce competition among luxury sports clubs to attract and retain customers. Clubs that can increase customer satisfaction and loyalty will attract more customers and, as a result, become more profitable. Sensory marketing is one of the new marketing methods that can be a way for luxury sports clubs. There is a lot of research on marketing and sensory marketing. Still, no study has been done in the country to examine the relationship between sensory marketing and luxury sports and the two variables of customer satisfaction and loyalty of this sport, so based on the vacuum. Research in this field and due to the importance of the subject in this field in this research is addressed to this goal. In our country, luxury sports have found their special place. Due to being exceptional and creating a sense of freshness and excitement, it has its customers and considering that Mashhad is the first religious city and the spiritual capital of the country and a city that can be visited. In addition to the category of pilgrimage, some people pay attention to other tourist attractions, including recreational and sports places, which include luxury sports clubs, since customer satisfaction is essential in all sports organizations. And their highest goal and because sensory marketing stimulates and retains customers by promoting customers' emotions. Hence, it is necessary to study the influential factors to increase customer satisfaction and loyalty of luxury sports clubs through sensory marketing. This study aims to investigate and explain the effect of sensory marketing on customer loyalty and satisfaction of luxury sports clubs in Mashhad.

## **2. Methodology**

The present study is a descriptive-correlational type whose data is collected in the field and is classified as applied research. The study's statistical population consists of all customers of luxury sports complexes and clubs in Mashhad. The number of these clubs was about 30 clubs in Mashhad. For sampling, a random sampling method was used and available. Since the exact number of customers of these collections and clubs is not available, G-Power software, one of the most powerful software in determining the number of samples, was used. The sample size obtained with the help of this software is 149 people. A questionnaire was used to collect the desired information and assess the research criteria. The indicators evaluated in the research, before being put in the form of a questionnaire, were judged by several experts and professors, and finally, the agreed questionnaires were used as a data collection tool. Due to the type of research, the size of the statistical community, and the complexity of the statistical sample to collect data, the best method was to use a questionnaire. This research method was chosen because it is the least expensive and cheapest way to gather information compared to other methods. The questionnaire was formulated without emphasizing reputation, and the questions did not have any specific bias and orientation, and the answers are expected to be close to reality.

In this study, the Uecharoenkit questionnaire collected information in all three sections of sensory marketing, loyalty, and satisfaction. This questionnaire in the section of sensory marketing contains 13 questions. It has 3 questions in the sensory component, three questions in the emotional component, two questions in the mental component, three questions in the behavioral component, and two questions in the component. Is social, in the loyalty section contains four questions and, in the satisfaction, the section also contains four questions, each of which is set as a range of 5 Likert options.

Content validity was obtained using a survey of 10 professors of sports management; Therefore, the content validity of the research tools was confirmed. Reliability in PLS is measured in two parts: a) part related to measurement models, b) part related to structural model (Rezazadeh & Davari, 2014). The reliability of the measurement model is evaluated by factor load coefficients, Cronbach's alpha and combined reliability. Finally, sensory marketing reliability was 0.7, satisfaction 0.5 and loyalty 0.64, and because satisfaction and loyalty are less than 5 items, so the reliability between 0.7-0.5 is acceptable.

**Table 1.** Questionnaire reliability coefficient.

Variable	Number of items	Cronbach's alpha
Sensory Marketing	13	0.7
Satisfaction	4	0.5
Loyalty	4	0.6

The questionnaires were distributed during the athletes' presence in the clubs and in coordination with the club management, and after explaining the importance of the research topic, explaining how to complete the questionnaire, and assuring the athletes that the information was confidential, the questionnaires were completed by them. One hundred seventy questionnaires were distributed among athletes. It is worth mentioning that out of 170 questionnaires distributed, 149 questionnaires were returned in total, and finally, the same number of questionnaires were reviewed and analyzed.

First, after collecting information through a questionnaire, all statistical data were entered into SPSS software. Then, using the Kolmogorov-Smirnov test, the data were analyzed for parametric or non-parametric, and according to the KS results, which indicated that the data were not standard, the Spearman correlation test was used at a significant level ( $P \leq 0.05$ ). Finally, using the collected data and transferring them through SPSS to PLS software, the purpose of which is to design a model of structural equations. The model was developed, and all variables' relationship with each other was done. In Table 2, The mean and standard deviation of the research variables are presented.

**Table 2.** Mean and standard deviation of research variables.

Variable	Mean	Standard deviation
Sensory experience	3.58	0.73
Emotional experience	3.55	0.75
Mental experience	3.04	0.69
Behavioral experience	3.16	0.70
Social experience	3.62	0.61

Variable	Mean	Standard deviation
Sensory marketing experience	3.39	0.48
Satisfaction	3.34	0.64
Loyalty	3.73	0.66

The information in Table 2 shows the mean and standard deviation among the main variables of the research. The table results showed that the highest mean is related to the loyalty variable and the lowest mean is associated with the mental experience variable.

In this study, the Kolmogorov-Smirnov test was also used to investigate the normality of data distribution.

**Table 3.** Kolmogorov Smirnov (KS) test results.

The main variable	Number	Mean	Standard deviations	KS	Sig
Sensory marketing experience	149	3.39	0.48	1.318	0.019
Satisfaction	149	3.34	0.68	1.620	0.001
Loyalty	149	3.73	0.66	1.897	0.011

The results of the table showed that the level of significance of the research variables is less than 0.05, so the data do not have a normal distribution.

## 4. Results

### 4.1. The first hypothesis

**Research hypothesis:** There is a significant relationship between the dimensions of sensory marketing and customer satisfaction of luxury sports clubs.

**Assumption Zero:** There is no significant relationship between the dimensions of sensory marketing and customer satisfaction of luxury sports clubs.

**Table 4.** The relationship between the dimensions of sensory marketing and customer satisfaction.

Predictor variable	Criterion variable	r	sig	N
sensory experience	Satisfaction	0.382	0.001	149
Emotional experience		0.399	0.001	149
Mental experience		0.136	0.098	149
Behavioral experience		0.336	0.001	149
Social experience		0.390	0.001	149
Sensory Marketing		0.434	0.001	149

\*p<0.01

The results of the Spearman correlation test in Table 4 showed that there is a significant relationship between the dimensions of sensory marketing (excluding mental experience) with the level of customer satisfaction of luxury sports clubs. It means that with the expansion of sensory marketing, the level of customer satisfaction Increases

( $P < 0.01$ ) Therefore, according to the obtained results, the null hypothesis is rejected and the research hypothesis is confirmed.

#### 4.2. The second hypothesis

**Research hypothesis:** There is a significant relationship between the dimensions of sensory marketing and customer loyalty of luxury sports clubs.

**Assumption Zero:** There is no significant relationship between the dimensions of sensory marketing and customer loyalty of luxury sports clubs.

**Table 5.** The relationship between the dimensions of sensory marketing and customer loyalty.

Predictor variable	Criterion variable	r	sig	N
sensory experience	Loyalty	0.468	0.001	149
Emotional experience		0.169	0.039	149
Mental experience		0.026	0.755	149
Behavioral experience		0.250	0.002	149
Social experience		0.586	0.001	149
Sensory Marketing		0.393	0.001	149

\* $p \leq 0.01$

The results of the Spearman correlation test in Table 5 showed that there is a significant relationship between the dimensions of sensory marketing (excluding mental experience) with the level of customer loyalty of luxury sports clubs. With the expansion of sensory marketing, the level of customer loyalty to the club Sport increases ( $P < 0.01$ ). Therefore, the null hypothesis is rejected, and the research hypothesis is confirmed according to the obtained results.

#### 4.3. The third hypothesis

**Research hypothesis:** There is a significant relationship between customer satisfaction and loyalty to luxury sports clubs.

**Assumption zero:** There is no significant relationship between customer satisfaction and customer loyalty of luxury sports clubs.

**Table 6.** The relationship between loyalty and satisfaction.

Predictor variable	Criterion variable	r	sig	N
Satisfaction	Loyalty	0.394	0.001	149

\* $p \leq 0.01$

The results of the Spearman correlation test in Table 6 showed that there is a significant relationship between satisfaction and customer loyalty of luxury sports clubs, which means that with the expansion of customer satisfaction, their loyalty to the sports club increases ( $P < 0.01$ ). Therefore, according to the obtained results, the null hypothesis has been rejected and the research hypothesis has been confirmed.

In this research, descriptive and inferential statistics and modeling were used to test the research hypotheses, and frequency, frequency percentage, and graph indicators were used to provide descriptive information. The Smirnov calligraphy test and Spearman correlation were used to provide inferential information, and the structural equation method was used to validate the model and present the final model. SPSS software was used to describe and analyze the data and test the research hypotheses (descriptive and inferential statistics). Pls software was used for modeling.

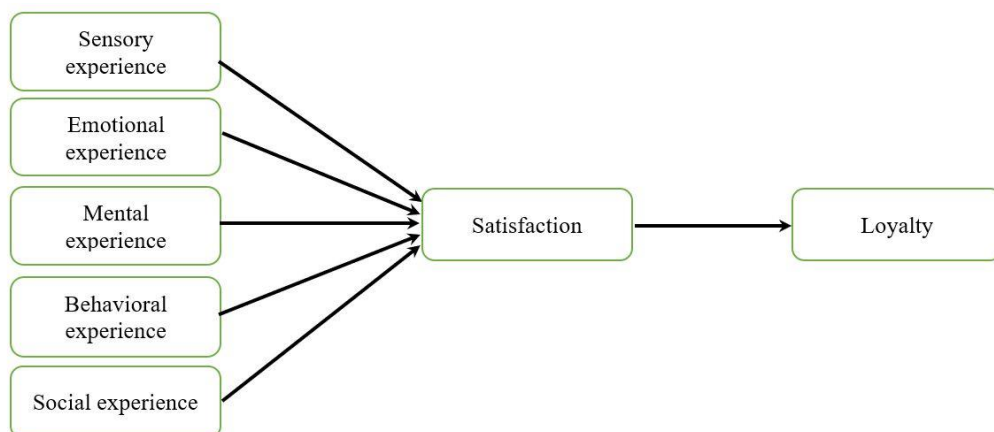
Structural equation modeling is one of the main methods of analyzing complex data structures and means analyzing different variables in a structure based on the theory of simultaneous effects of variables (direct and indirect relationships).

This method is a mathematical combination of complex statistics from factor analysis, multivariate regression, and path analysis that come together in a complex system to analyze a phenomenon. The structural equation model is divided into two general phases: confirmatory factor analysis and path analysis. The relationship between latent traits, which are the variables of the conceptual research model, and the indicators, which are the same as the questionnaire questions, are examined in the measurement section. In the structural part, the relationship between the studied factors will be considered to test the hypotheses, and the relationships between the latent variables will be explained according to the data collected from the sample.

SEM-PLS is one of the second-generation approaches of structural equations, which is component-based and has advantages over the first-generation methods (LISREL, EQS, AMOS), which are covariance-based. A small sample size is the best reason to use PLS. The first-generation methods of structural equations require many samples, while PLS can execute the model with a much smaller number of samples. Another significant advantage is the possibility of using measurement models with an index (question). At the same time, first-generation methods require structures with at least three questions per construct to test convergent validity correctly, according to [Rezazadeh and Davari \(2014\)](#). The third advantage of this method is that the normal distribution of data is not a barrier to using PLS, while one of the preconditions for using the first-generation methods. Normal is the distribution of data ([Rezazadeh & Davari, 2014](#)).

According to the research background and the hypotheses, the conceptual model is obtained as follows.





**Figure 1.** Conceptual model of research.

To analyze the model, we need to examine three existing measurement models. Three criteria of reliability, convergent validity, and divergent validity are used to evaluate the fit of measurement models.

Reliability or reliability determines how measuring instruments perform the same results under the same conditions. This means that if the researcher reruns their questionnaire or in parallel and the effects are the same, the questionnaire has full reliability.

This is done by examining the factor load coefficients, Cronbach's alpha coefficients, and combined reliability.

Factor loads are calculated by calculating the correlation of the questions of a variable with that structure. Suppose this value is equal to or greater than 0.4. In that case, it confirms that the variance between the variable and its questions is greater than the variance of the measurement error of that structure. The reliability in the case for that is an acceptable measurement model.

The critical point here is that if the researcher, after calculating the factor loads between the variable and its questions, encounters values less than 0.4, he must correct that question or remove it from the research model.

In the research model, we examine the factor load coefficients of each of the questions related to the six main variables:

**Table 7.** Factor load of each of the research variables.

Variables	Sensory experience	Emotional experience	Mental experience	Behavioral experience	Social experience	Satisfaction	Loyalty
Item 1	0.509						
Item 2	0.830						
Item 3	0.603						
Item 4		0.652					
Item 5		0.336					
Item 6		0.847					
Item 7			0.755				
Item 8			0.714				
Item 9				0.452			

Variables	Sensory experience	Emotional experience	Mental experience	Behavioral experience	Social experience	Satisfaction	Loyalty
Item 10				0.975			
Item 11				0.056			
Item 12					0.714		
Item 13					0.904		
Item 14						0.919	
Item 15						0.793	
Item 16						0.860	
Item 17						0.205	
Item 18							0.702
Item 19							0.459
Item 20							0.632
Item 21							0.386

The criterion value for the suitability of factor load coefficients is 0.4. In the table above, for four questions, the value obtained is less than 0.4, and it is necessary to remove the above four questions from the model.

This criterion is a classic criterion for measuring reliability and a suitable measure for evaluating internal stability. Regarding internal reliability, it should be said that one of the things used to measure reliability in structural equations is the internal stability of measurement models. Internal consistency indicates the degree of correlation of the variable and related questions. The high value of variance explained between the variable and its questions results in a high internal consistency against the measurement error associated with each question. A Cronbach's alpha value above 0.7 indicates acceptable reliability. However, in some cases, the value of 0.6 is used.

Because Cronbach's alpha criterion is a traditional criterion for determining the reliability of variables, the partial least squares method (PLS) uses a more modern criterion than Cronbach's alpha called hybrid reliability. This criterion was introduced by Wertz et al (1974). Cronbach's point is that the reliability of the variables is calculated not absolutely, but according to the correlation of the variables, so both measures are used to measure the reliability better. It has good internal stability for measurement models, and a value less than 0.6 indicates no reliability.

The table below shows that the combined reliability and Cronbach's alpha are appropriate for the five questionnaire indicators.

**Table 8.** Combined reliability and Cronbach's alpha of research variables.

Variable	Cronbach's alpha ( $\alpha$ )	Combined reliability (CR)
Sensory experience	0.775	0.791
Emotional experience	0.366	0.659
Mental experience	0.152	0.702
Behavioral experience	0.725	0.744
Social experience	0.716	0.796
Satisfaction	0.798	0.815
Loyalty	0.775	0.734

The second criterion for examining measurement models is convergent validity, which examines the correlation of each variable with its questions (indicators).

The AVE criterion represents the mean of the variance shared between each variable with its questions. In simpler terms, AVE shows the degree of correlation with its questions that the higher the correlation, the greater the fit.

**Table 9.** Convergent validity study of research variables.

Variable	AVE
Sensory experience	0.436
Emotional experience	0.419
Mental experience	0.541
Behavioral experience	0.486
Social experience	0.664
Satisfaction	0.564
Loyalty	0.413

According to the table above, the appropriate value for AVE is 0.4 and above. For seven variables, the value of AVE was more significant than or equal to 0.4, so according to the study, the above model has good reliability and validity, and there is no need to modify the model.

Another important criterion determined by divergent validity is the degree to which a variable relates to its questions compared to its relation to other variables. Divergent validity is acceptable when the AVE value for each variable is greater than the shared variance between that variable and the other variables in the model. To investigate case B, proceed as follows:

The following matrix is the correlation matrix of research variables:

**Table 10.** Divergent study of research variables.

Variable	Sensory experience	Emotional experience	Mental experience	Behavioral experience	Social experience	Satisfaction	Loyalty
Sensory experience	1						
Emotional experience	0.360	1					
Mental experience	0.066	0.138	1				
Behavioral experience	0.471	0.378	0.086	1			
Social experience	0.423	0.452	0.146	0.557	1		
Satisfaction	0.555	0.373	0.085	0.640	0.613	1	
Loyalty	0.415	0.438	0.125	0.500	0.471	0.543	1

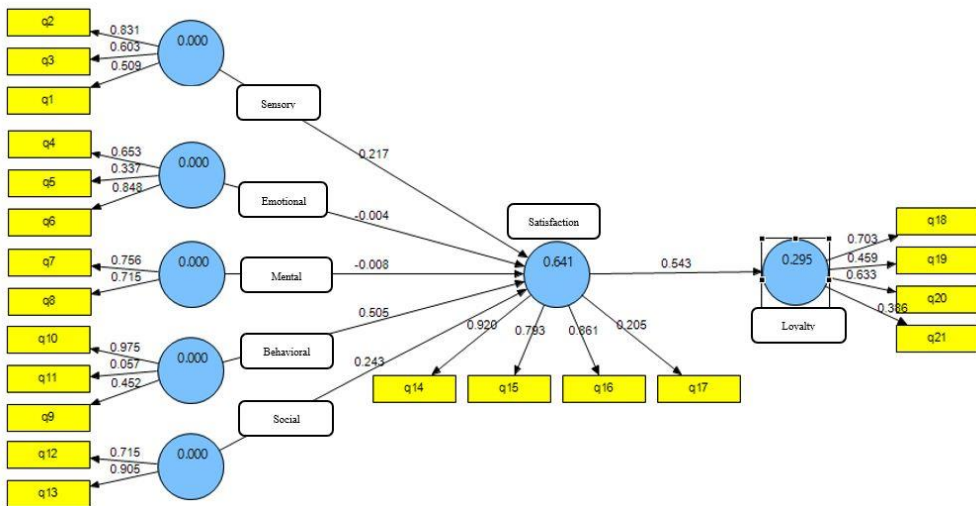
Fornell and Larker method to evaluate the divergence validity of the matrix is proposed that this matrix is like the above matrix except that the main diameter of this matrix contains the square root of the AVE values for each of the variables. The table

above shows the original diameter values with the number 1; Therefore, the Fornell and Larker matrices for divergent validity are plotted below:

**Table 11.** Divergent study of research variables by Fornell and Locker methods.

Variable	Sensory experience	Emotional experience	Mental experience	Behavioral experience	Social experience	Satisfaction	Loyalty
Sensory experience	0.661						
Emotional experience	0.360	0.647					
Mental experience	0.066	0.138	0.735				
Behavioral experience	0.471	0.378	0.086	0.815			
Social experience	0.423	0.452	0.146	0.557	0.815		
Satisfaction	0.555	0.373	0.085	0.640	0.613	0.751	
Loyalty	0.415	0.438	0.125	0.500	0.471	0.543	0.735

As can be seen in the table above, the value of the AVE root of the variables hidden in the study, which are in the cells in the main diameter of the matrix, is greater than the value of the correlation between those arranged in the cells below and to the right of the original diameter. Therefore, it can be stated that in research, variables (latent variables) in the model interact more with their indicators than with other variables. In other words, the divergent validity of the model is adequate.



**Figure 2.** Research measurement model.

After examining the fit of measurement models, it is time to fit the structural model of the research. As mentioned before, unlike measurement models, the structural model section does not deal with questions (explicit variables) and only the hidden variables with the relationships between them are examined.

To evaluate the fit of the structural model of the research, several criteria are used, the first and most basic of which are the coefficients of significance  $t$  or  $t$ -values. The most basic standard for measuring the relationship between variables in the model (structural part) is the significant numbers  $t$ . If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the variables and thus confirms the research hypotheses at a confidence level of 0.95. Of course, it should be noted that numbers only show the correctness of the relationship, and the intensity of the relationship between the variables can not be measured by it.

**Table 12.** T-Value values of research variables.

Variable		T
Sensory experience	→ Satisfaction	4.234
Emotional experience	→ Satisfaction	0.080
Mental experience	→ Satisfaction	0.087
Behavioral experience	→ Satisfaction	8.356
Social experience	→ Satisfaction	3.832
Satisfaction	→ Loyalty	9.360

According to the table above, the T-value for the four relationships related to the research hypotheses is more than 2.58 and indicates that the research hypotheses are at a confidence level of 0.99.

R2 is a criterion used to connect the measurement part and the structural part of structural equation modeling and indicates the effect that an exogenous or independent variable has on an endogenous or dependent variable. One of the main advantages of the partial least squares method, or PLS, is that this method has the ability to reduce errors in measurement models or increase the variance between variables and questions. This criterion is used to evaluate the fit of the structural model in research. R2 coefficients related to the model's latent endogenous (dependent) variables are R2. 0 is considered as a criterion for weak, medium, and strong values.

**Table 13.** R2 values of research variables.

Variable	R2
Satisfaction	0.641
Loyalty	0.295

The value of R2 is zero for exogenous or independent variables. In this section, there are two endogenous variables whose R2 value is more than 0.19 in one variable and more than 0.33 in one variable, equal to the forecast's weak and average value, respectively.

**Criterion Q2:** This criterion was introduced by Stone and Geiser in 1975. It determines the predictive power of the model. They believe that models with acceptable structural fit should be able to predict questions about model-dependent variables. This means that if the relationships between variables are correctly defined in a model, the variables will be able to have a sufficient impact on each other's questions and thus confirm the hypotheses correctly. The value of Q2 must be calculated for all model dependent variables. Suppose the value of Q2 for a dependent variable is zero or less

than zero. In that case, it indicates that the relationship between the other variables of the model and that dependent variable is not well explained. Therefore, the model needs to be modified. This criterion determines the predictive power of the model. If the value of Q2 for one of the endogenous variables achieves three values of 0.02, 0.15, and 0.32, respectively, it indicates a weak predictive power. Moderate and strong variable or related exogenous variables.

**Table 14.** Q2 review.

Variable	SSO	SSE	1-SSE/SSO
Sensory experience	481.0000	461.125062	0.041318
Emotional experience	447.0000	464.974566	-0.040212
Mental experience	298.0000	332.568807	-0.116003
Behavioral experience	447.0000	436.961664	0.022457
Social experience	298.0000	272.379709	0.085974
Satisfaction	596.0000	393.642292	0.339526
Loyalty	657.0000	596.829830	0.0915832

As can be seen in the table above, this criterion for three endogenous variables is more than 0.02, which indicates that the exogenous variables (independent) are weak in predicting the dependent variable and the appropriate fit of the structural model of the research to some extent. Confirms again.

**Overall model fit:** The general model includes both the measured and structural parts of the model, and by confirming its fit, the fit check in a complete model is completed.

**GOF criteria:** The GOF criterion is related to the general part of structural equation models. This means that by this criterion, the researcher can control the fit of the available part after examining the fit of the measurement part and the structural part of his general research model. The GOF standard was developed by Tenenhaus et al. In 2004, and its formula is given below.

**Common values=** This value is obtained from the mean squared of the factor loads of each variable.

$$\text{GOF} = \sqrt{\overline{R^2} * \overline{\text{Communality}}}$$

$\overline{\text{Communality}}$  The average values of each endogenous variable of the model are obtained.

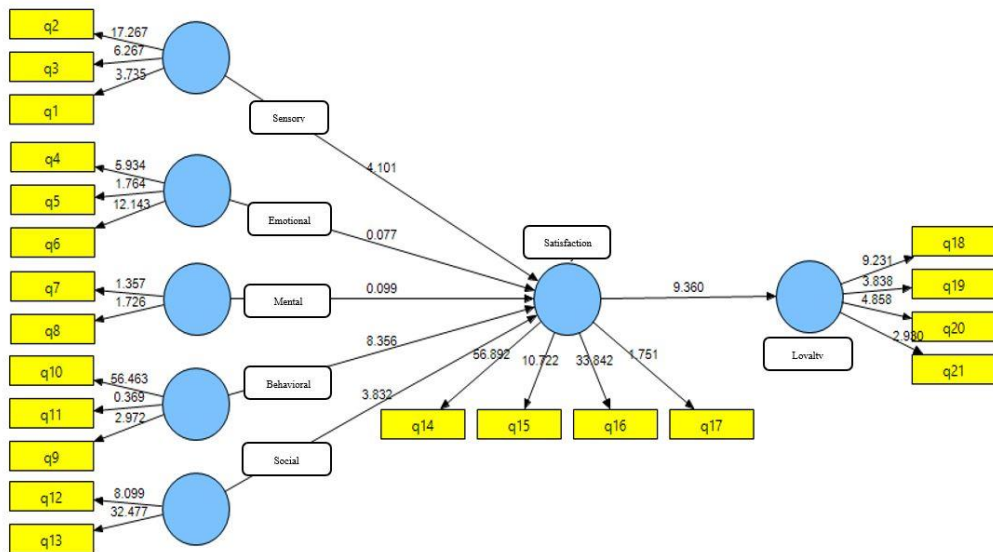
$\overline{R^2}$  The mean values of R Square are the endogenous variables of the model.

For this fitting index, the values of 0.01, 0.25, and 0.36, are introduced as weak, medium, and strong values.

**Table 15.** Overall model fit.

Variable	R <sup>2</sup>	Communality
Sensory experience		0.437
Emotional experience		0.419
Mental experience		0.541
Behavioral experience		0.386
Social experience		0.664
Satisfaction	0.641	0.564
Loyalty	0.295	0.313

$$GOF\sqrt{0.43 * 0.47} = 0.44$$

**Figure 3.** Research model in the state of significance (T).

## 5. Managerial implications

What is essential in sensory marketing is to engage the five senses and create a positive and different brand experience. Because customers are not satisfied with just the excellent quality of the product; Rather, they pay attention to the degree to which the experiences gained during the consumption process are adapted to their emotional needs and preferences. If the performance of goods and services is the same, consumption experience becomes a critical factor in determining the value of the product and the basis for customer decisions. Therefore, factors such as the appearance of the product should be considered because aesthetic features affect both emotions and perceptions of quality. If the performance of goods and services is the same, consumption experience becomes a critical factor in determining the value of the product and the basis for

customer decisions. sensory marketing, consisting of sensory, emotional, behavioral, mental, and social experiences, has an important role in customer satisfaction.

## 6. Discussion and conclusion

These Findings showed that men are more than women members of luxury sports clubs, which these results can be justified according to the religious context of Mashhad and the cultural context of the whole country. The results also showed that most young people are members of luxury sports clubs because the environment of these clubs is more youth-friendly. Therefore, older people are less present in these clubs. The findings indicate that most people have a bachelor's degree, which can be justified given the number of different universities in Mashhad. The results also showed that most people are members of khaki tennis sports clubs, which can be justified given the facilities available in Mashhad and the lack of facilities and active sports clubs such as golf and skating in Mashhad. Due to the increase in the use of luxury sports over the past 1-2 years among the upper class of society, many young people in this class have turned to this sport, which has led to people between 1 to 2 years old. They are members of these clubs.

Findings showed that there is a positive and significant relationship between the dimensions of sensory marketing and satisfaction. This means that the higher the level of sensory marketing, the higher the satisfaction of athletes in luxury sports clubs, which is in line with the findings of [Marist et al. \(2014\)](#); [Mirzaei and Hosseini \(2017\)](#); [Sayyadfar et al. \(2019\)](#); [Uecharoenkit \(2013\)](#) who stated that improving the environmental attractiveness of luxury sports clubs and creating a positive experience in these athletes is adequate on people's satisfaction.

Although one of the essential goals of sensory marketing is to communicate with consumers and different parts of the business and pay attention to the sustainability of customer satisfaction (after purchasing the product). What is essential in sensory marketing is to engage the five senses and create a positive and different brand experience. Because customers are not satisfied with just the excellent quality of the product; Rather, they pay attention to the degree to which the experiences gained during the consumption process are adapted to their emotional needs and preferences. If the performance of goods and services is the same, consumption experience becomes a critical factor in determining the value of the product and the basis for customer decisions. Therefore, factors such as the appearance of the product should be considered because aesthetic features affect both emotions and perceptions of quality. Visual elements inspire the promises made by brands to customers, thereby making the product recognizable and unforgettable and distinguishing them from competitors' products. Although many visual cues affect customers' perceptions of the environment, researchers have primarily focused on the two aspects of light and color. The smell is directly related to happiness and hunger and is the closest feeling to memory. Based on studies, Odor stimulates people's memory and is considered an important factor. Several studies on the stimulation of the five human senses have shown that music makes customers happy and excited.



For example, soft music can make customers stay in a restaurant longer. At the same time, loud music can speed up shopping. Taste has a unique role compared to other senses. Eating and drinking are highly cautious with joyful memories. Adding flavor to the brand adds value to the customer. The perceived benefits of a symbolic gesture, such as complimenting a cup of coffee on the spot, positively differentiate the brand in the minds of consumers. When you touch a product, you become more eager to buy it. Accordingly, companies that use the sense of touch have a great chance to increase customer satisfaction. To match the results of the research with the background of the study, we can refer to the statements of Mirzaei and Hosseini: In many studies, brand experience has been identified as an influential factor on customer satisfaction and creating a suitable environment for customers, so that the senses The five influenced them to increase their happiness by this, it is recommended.

It is no secret that the customer is one of the most critical assets of any organization; Therefore, all efforts should be made to maintain it. As market competition increases, organizations that use traditional marketing methods will not last long. Because the task of companies is not only to meet the practical needs of customers but also to provide them with a memorable sensory experience by constructively interacting with customers and to gain a worthy position for their product or service by overcoming the customer's mind. In the meantime, sensory marketing by considering customers as emotional and intellectual people and benefiting from two-way interaction can affect customer loyalty. Therefore, the officials of sports complexes and clubs will gradually witness the presence of loyal customers in their complex by recording different factors affecting the five senses of customers by paying attention to the various strategies. The study of Mania et al. (2014) showed a positive and significant relationship between sensory marketing and customer loyalty in private and public banks.

Findings showed a positive and significant relationship between satisfaction and loyalty. This means that the higher the level of satisfaction, the higher the loyalty of athletes in luxury sports clubs, which is in line with the findings of [Marist et al. \(2014\)](#); [Sayyadfar et al. \(2019\)](#); [Ueacharoenkit \(2013\)](#) who stated that improving the level of satisfaction from luxury sports clubs affects the level of loyalty of individuals.

Most previous research has pointed out, and it seems logically correct, that satisfied customers will remain loyal to the company's products and services. But with a deeper look at the issue, one can explain the loyalty of dissatisfied customers or the lack of loyalty of satisfied customers using the concept of switching costs. Switching costs are criticisms of customers' costs when changing suppliers of goods and services; Costs that would not have been imposed on them if they had received goods and services from the same few suppliers. When the level of satisfaction with the company's products and services is low, and on the other hand the switching costs are high due to the type of products and services or due to special conditions in the market, the customer remains loyal to the company. Satisfied customers may also not be loyal to the company due to low switching costs and can quickly obtain the products and services they want from another company. Another concept used to explain the negative impact of customer satisfaction on their loyalty is the attractiveness or unattractiveness of competing companies' products and services. The customer remains loyal to the company until

competing companies introduce better and more attractive choices to the market. But if this diversity is disrupted in the market, the customer may not be loyal to the current company but will be loyal to it and turn to the new company.

Therefore, officials and staff should treat customers with respect and decency and pay special attention to issues such as the beauty of the complex, allocation of discount conditions in paying tuition, the use of new and modern recreational facilities, and customers' access to parking and public transportation. Probably when organizations pay attention to different dimensions of customer satisfaction, customers feel that their satisfaction is important to the employees of the whole complex. Therefore, it seems that it is necessary to invest in this vital factor (satisfaction) to retain customers. They are considering that one of the goals of the present study was to provide a model of customer satisfaction and loyalty with the effect of sensory marketing. The proposed model shows that sensory marketing, consisting of sensory, emotional, behavioral, mental, and social experiences, has an important role in customer satisfaction. Athletes of sports clubs become luxury.

### Disclosure statement and funding

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

### References

- Aminbeidokhti, A., Zargar, S. M., & Nazari, M. (2010). A strategic marketing mix to tourist industry. *Journal of Strategic Management Studies*, 1(3), 49-68. [http://www.smsjournal.ir/article\\_88694.html?lang=en](http://www.smsjournal.ir/article_88694.html?lang=en)
- Bahrainizad, M., Asar, M., & Esmailpour, M. (2022). Customer Segmentation in Online Retailers Based on Customer Experience and Demographic Characteristics: A Self-Organizing-Maps (SOM) Approach. *New Marketing Research Journal*, 12(1), 69-88. <https://doi.org/10.22108/nmrj.2021.130039.2519>
- Basir, L., Rahim Nia, F., & Poursalimi, M. (2016). Survey The Effect of Service Innovation on Behavioural Intention of Customers with Mediating role of Experiential Marketing Case of: Five-Star Hotels in Mashhad City. *New Marketing Research Journal*, 6(2), 36-19. <https://doi.org/10.22108/nmrj.2016.20664>
- Beneke, J., Adams, E., Demetriou, O., & Solomons, R. (2011). An exploratory study of the relationship between store image, trust, satisfaction and loyalty in a franchise setting. *Southern African Business Review*, 15(2), 59-74. <https://hdl.handle.net/10520/EJC92925>
- Chanavat, N., & Bodet, G. (2014). Experiential marketing in sport spectatorship services: a customer perspective. *European Sport Management Quarterly*, 14(4), 323-344. <https://doi.org/10.1080/16184742.2014.926379>
- Ghafari Ashtiani, P., & Eskandary Mehrabady, A. R. (2011). Assessing the Relationship between Loyalty Program Attributes, Store Satisfaction and Store Loyalty. *Journal of Marketing Management*, 6(10), 27-45. [https://jomm.srbiau.ac.ir/article\\_1683.html?lang=en](https://jomm.srbiau.ac.ir/article_1683.html?lang=en)
- Godey, B., Manthiou, A., Pederzoli, D., Rokka, J., Aiello, G., Donvito, R., & Singh, R. (2016). Social media marketing efforts of luxury brands: Influence on brand equity and consumer behavior. *Journal of Business Research*, 69(12), 5833-5841. <https://doi.org/10.1016/j.jbusres.2016.04.181>

- Kabiri, S., Vazifedust, H., Saeedi, P., & Paghe, A. A. (2020). Customer Decision Making by Sensory and Experimental Marketing approach. *Iranian Journal of Management Sciences*, 15(59), 96-124. [http://journal.iams.ir/article\\_337.html?lang=en](http://journal.iams.ir/article_337.html?lang=en)
- Lim, C. H., Kim, K., & Cheong, Y. (2016). Factors affecting sportswear buying behavior: A comparative analysis of luxury sportswear. *Journal of Business Research*, 69(12), 5793-5800. <https://doi.org/10.1016/j.jbusres.2016.04.176>
- Marist, A. I., Yuliati, L. N., & Najib, M. (2014). The role of event in building brand satisfaction, trust and loyalty of isotonic drink. *International Journal of Marketing Studies*, 6(6), 57-65. <https://doi.org/10.5539/ijms.v6n6p57>
- Mirzaei, J., & Hosseini, S. E. (2017). The Effect of Sensory Marketing on Customer Satisfaction, Trust and Loyalty to Sports Brands. *Journal of Sport Management*, 9(3), 549-564. <https://doi.org/10.22059/jsm.2017.64749>
- Mosavi Jad, S. M., Shafei, R., Sharifi, M., & Mohammadi, H. (2018). Investigating the effect of service quality and satisfaction on hotel customers' loyalty in Kurdistan province. *Geographical Journal of Tourism Space*, 7(27), 111-145. [http://gjts.malayeriau.ac.ir/article\\_543498.html?lang=en](http://gjts.malayeriau.ac.ir/article_543498.html?lang=en)
- Rezazadeh, A., & Davari, A. (2014). *Structural equation modeling with PLS software*. University Jihad Publishing Organization. <https://isba.ir/MainPage.aspx?ID=6195&kind=6&bcode=54>
- Sahin, A., Zehir, C., & Kitapçı, H. (2011). The Effects of Brand Experiences, Trust and Satisfaction on Building Brand Loyalty; An Empirical Research On Global Brands. *Procedia - Social and Behavioral Sciences*, 24, 1288-1301. <https://doi.org/10.1016/j.sbspro.2011.09.143>
- Sayyadfar, M., Tojari, F., Zaree, A., & Esmaeili, M. R. (2019). The Causal Relationship of Sensory Marketing with Sensory Experience Satisfaction and Loyalty in Sport Consumers. *Sport Physiology & Management Investigations*, 11(1), 145-156. [http://www.sportrc.ir/article\\_89267.html?lang=en](http://www.sportrc.ir/article_89267.html?lang=en)
- Sheidaei Habashi, A., Fazlzadeh, A. R., & Faryabi, M. (2014). Investigation the Role of Relationship Marketing, Experiential Marketing and Cause Marketing in Customer Loyalty. *Journal of Marketing Management*, 9(24), 113-138. [https://jomm.srbiau.ac.ir/article\\_3401.html?lang=en](https://jomm.srbiau.ac.ir/article_3401.html?lang=en)
- Srinivasan, R., Srivastava, R. K., & Bhanot, S. (2014). A Study of the antecedents of purchase decision of luxury brands. *IOSR Journal of Business and Management*, 16(5), 98-114. <https://doi.org/10.9790/487X-165298114>
- Tosifyan, M., & Ramezani, A. (2018). Investigating the Impact of Luxury Brands Marketing Efforts on Brand Equity and Consumer Behavior (Case Study: Iranian Consumers of Luxury Brands on Social Media). *Technology Development (Roshd-e-Fanavari)*, 14(54), 55-62. <https://doi.org/10.7508/roshdefanavari.2018.14.007>
- Uecharoenkit, S. (2013). *Experiential marketing: a consumption of fantasies, feelings and fun: an investigation of the relationship between brand experience and loyalty within the context of the luxury cosmetics sector in Thailand*. [Phd Dissertation, Brunel Business School, Brunel University]. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.426.4435&rep=rep1&type=pdf>
- Yacob, S., Rosita, S., Alhadey, H., & Mohameed, A. (2016). The Effect of Experiential Marketing on Customer's Brand Loyalty in Modern Retail Business: A Case Study of Jambi City in Indonesia. *International Journal of Management Sciences and Business Research*, 5(1), 125-135. <https://www.semanticscholar.org/paper/The-Effect-of-Experiential-Marketing-on-Customer%E2%80%99s-Yacob-Erida/497a03818f19194e53ff55d4f5507cb3e7b237e9>



## رابطه بین بازاریابی حسی، رضایت مشتری و وفاداری در باشگاه‌های ورزشی لوکس

زهرا ربانی نیک<sup>۱</sup>، علی بنسپردی<sup>۲\*</sup>، پروین شوشی نسب<sup>۲</sup>، جواد فسنگری<sup>۳</sup>

<sup>۱</sup> ارشد مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه حکیم سبزواری، سبزوار، ایران.  
<sup>۲</sup> استادیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه حکیم سبزواری، سبزوار، ایران.  
<sup>۳</sup> دکتری مدیریت ورزشی، دانشگاه تربیت مدرس، تهران.

### چکیده

**هدف:** این مطالعه با هدف بررسی رابطه بین بازاریابی حسی و رضایت مشتری و وفاداری باشگاه‌های ورزشی لوکس انجام شد.

**روش:** جامعه آماری پژوهش شامل کلیه مشتریان مجموعه‌ها و باشگاه‌های ورزشی لوکس شهر مشهد می‌باشد. با استفاده از روش نمونه‌گیری تصادفی طبقه‌ای و با کمک نرم‌افزار G-Power که نرم‌افزاری برای تعیین تعداد نمونه است، ۱۴۹ نفر به‌عنوان نمونه آماری انتخاب شدند. برای جمع‌آوری اطلاعات از پرسشنامه Ueacharoenkit با سه بخش بازاریابی حسی، وفاداری و رضایت استفاده شد. این پرسشنامه شامل ۱۳ سؤال در بخش بازاریابی حسی، چهار سؤال در بخش وفاداری و چهار سؤال در بخش رضایت بود. هر کدام به‌عنوان طیفی از ۵ گزینه لیکرت تنظیم شدند. ده نفر از اساتید مدیریت ورزشی روایی پرسشنامه را تأیید کردند. آلفای کرونباخ نیز پایایی ابزار را تأیید کرد. برای تجزیه و تحلیل داده‌ها از آزمون اسپیرمن و مدل‌سازی معادلات ساختاری در نرم‌افزار PLS استفاده شد. نتایج نشان داد که بین ابعاد بازاریابی حسی با رضایت و وفاداری رابطه مثبت و معناداری وجود دارد. همچنین بین رضایت و وفاداری رابطه مثبت و معناداری وجود دارد. بازاریابی حسی متشکل از تجربیات حسی، عاطفی، رفتاری، ذهنی و اجتماعی نقش اساسی در رضایت مشتری دارد.

**یافته‌ها:** نتایج نشان می‌دهد که بازاریابی حسی با ایجاد رضایت، وفاداری را در بین ورزشکاران باشگاه‌های ورزشی لوکس ارتقا می‌دهد.

**اصالت و ابتکار مقاله:** عواملی مانند ظاهر محصول باید در نظر گرفته شود زیرا ویژگی‌های زیبایی‌شناختی هم بر احساسات و هم بر درک کیفیت تأثیر می‌گذارد. بازاریابی حسی که متشکل از تجربیات حسی، عاطفی، رفتاری، ذهنی و اجتماعی است، نقش مهمی در رضایت مشتری دارد.

### کلیدواژه

بازاریابی حسی

رضایت

وفاداری

ورزش‌های لوکس

### نوع مقاله

پژوهشی اصیل

**تاریخ دریافت:** ۱۴۰۰/۱۲/۲۳

**تاریخ پذیرش:** ۱۴۰۱/۰۱/۰۷



## Design of Fuzzy Cognitive Mapping Model of Factors Affecting Personalized Advertising in the Sporting Goods Industry

Roghayeh Sarlab<sup>1\*</sup>, Maryam Farid Fathi<sup>2</sup>

<sup>1</sup> Assistant Professor, Department of Sport Management, Faculty of Sport Science, Urmia University, Urmia, Iran.

<sup>2</sup> PhD in Sports Management, Department of Sport Management, Faculty of Physical Education and Sport Science, University of Tabriz, Tabriz, Iran.

### ABSTRACT

**Purpose:** This study was the design of a fuzzy cognitive mapping model of factors affecting personalized advertising in the sporting goods industry.

**Methodology:** The primary research method of this paper, the descriptive-exploratory study, was semi-structured interviews with the informed and expert individuals who were active in the intended domain of the study. Sampling was done using snowball sampling to select participants from among the Specialists in sports marketing, sports brand, and sports industry and university professors in Sports Management, Business Management, Technology management who had the intended characteristics. After conducting 14 interviews and collecting data, the obtained data were coded. After summarizing and theming the issues raised by the experts, seven main indicators and 33 Sub-indices were obtained in personalized advertisements in the sporting goods industry. Then, based on the knowledge of experts, the relationships between concepts were drawn in the form of fuzzy cognition maps. Excel, FCMapper, and FCM EXPERT software were used to draw fuzzy cognitive maps and calculate the related indicators.

**Findings:** According to the table, customer relationship management is the most affected by other factors. Also, the research results showed that Customer Knowledge Management has the most significant impact on the factors of the ad personalization model. Customer relationship management, Clustering customers, and Customer Knowledge Management, respectively, have the highest degree of centrality; this means that they have the most impact on the model.

**Originality:** In this study, we examined the development of a fuzzy cognitive mapping model of factors affecting personalized advertising in the sporting goods industry that has not been studied so far.

### Keywords

Advertising  
Fuzzy Cognitive  
Mapping  
Marketing  
Personalized  
Sports Industry

### Article type

Research paper

**Received:** 2022/02/25

**Accepted:** 2022/03/28

### How to cite this article:

Sarlab, R., & Farid Fathi, M. (2021). Design of Fuzzy Cognitive Mapping Model of Factors Affecting Personalized Advertising in the Sporting Goods Industry. *Sports Business Journal*, 1(2), 213-230. <https://doi.org/10.22051/sbj.2022.39717.1025>



## 1. Introduction

The Internet, social media, mobile applications, and other digital communication technologies have become part of the billion people's daily lives. For example, the current level of Internet use between adults is about 87% and closer to 100% for demographic groups, such as adults with higher education and higher revenue (Ziyadin et al., 2019). Social media promotion uses social systems, social systems, weblog promotion, and more. It is the newest "buzz" in advertising. Social media promotion uses social systems, social systems, weblog promotion, and more. It's the newest "buzz" in advertising (Sajid, 2016). International corporations have distinguished Community Press Marketing as a potential promotion system and used them with enhancements to expand their marketing via social media promotion (Sajid, 2016). advertising is simply one way that consumers learn about new products, as no one prefers to make poor choices when it comes to purchasing. Social media provides many innovative options more than poor or just many choices (Evans, 1989). Advertising is an example of a simple way consumers know about new products; thus, no one prefers to make poor choices when it comes to purchasing. Social media enable many smart choices more than poor or just many choices (Evans, 1989). Sketching a suitable advertising strategy is a challenging issue since (i) displaying too many ads, or inappropriate ads will decline user experience and engagement, and on the other hand, (ii) displaying bad ads will lessen the advertising revenue of the platforms. In real-world platforms, ads are mostly displayed with commonly recommended items. Recommend and advertising strategies are typically developed by various departments and optimized by different techniques with different metrics (Feng et al., 2018). Online advertising is a kind of advertising that leverages the internet to deliver promotional marketing messages to consumers (Zhao et al., 2021).

Advertising is a key in the business model of many online services (O'Donnell & Cramer, 2015). Advertisers try to personalize internet advertising because advertisers tailor content to individual users (Jai et al., 2013). Internet advertising has become increasingly personalized as advertisers tailor content to individual users (Zhu & Chang, 2016). Personalization aims to make ads more adapted for users and more efficient for advertisers (O'Donnell & Cramer, 2015). Personalized advertisement seeks to cater to each individual's specific interests and style (Zhu & Chang, 2016). Providing personalized advertising has become one of the hottest trends in online retailing (Turban et al., 2010). As consumers share a great deal of personal information on social network sites, marketers can use this information to personalize their advertising messages on social network sites to a great extent (De Keyzer et al., 2015). Personalization and contextualized targeting aim to relevant advertising to individual users by adapting ads to user behavior, feature, and user context. However, the relationship between users and personalized and contextualized ads is complex (O'Donnell & Cramer, 2015). Ads can be adapted using implicit user behavior (e.g. based on searches, link clicks, and dwell-time) and frank feedback (e.g. likes, ratings). This can increase engagement and ad effectiveness (Yan et al., 2009). For example, Meng et al., 2016 demonstrated that mobile ads delivered by Google are heavily personalized based on user's interests and demographic information. More than 57% of ad impressions for 41% of the users match user's real fondness. More

than 73% of ad impressions for 92% of users accordance with user's demographic information (Meng et al., 2016). Personalized advertising offers remarkable cost efficiencies for marketers in compare of traditional mass media advertising as it allows for the distribution of highly tailored commercial messages to individual consumers who have been identified as permanent consumers (Kim et al., 2001).

Schumann et al. (2014) defined irrelevant advertising as boring and useless for users, and consumers consider them unworthy of paying more attention. They argue that OPA is a social exchange between consultants and their users. Social exchange theory proposes that consumers estimate social interactions based on perceived cost and rewards. This subjective estimation causes behaviors where people only take part in a societal exchange when their expected return is greater than or at least compensated by, the cost of participation (Schumann et al., 2014). Ur et al (2012) understood that participants were more convenient with advertising based on behavioral tracking if they knew and reliable the internet firm that allowed such ads. However, users are not always informed of personalized advertising, and also they do not entirely perceive how such personalization works (Ur et al., 2012). Zhu and Chang (2016), based on rational choice theory and self-awareness theory, explored the role of relevance in personalized advertisements and examined its impact on perceptions of privacy invasion, self-awareness, and subsequent continuous use intentions of personalized advertising (Zhu & Chang, 2016). Analysis of survey data from 386 online users found that although privacy invasion perceptions are negatively related to constant use intentions, perceived advertisement relevance mitigates consumers' privacy concerns.

Perceived relevance was also positively related to consumers' continuous use intentions through the mediation of self-awareness (Zhu & Chang, 2016). Vesanen and Raulas (2006) show how seeing personalization as a process helps marketers manage and execute it more efficiently. A process view shows how the various phases of personalization—customer interactions, analyses of customer data, customization based on customer profiles, and targeting of marketing activities—are connected (Vesanen & Raulas, 2006). The conclusions of investigations have shown that personalization is associated with higher customer loyalty and satisfaction (Ball et al., 2006).

The commercialization of the sports industry has international economic and social implications (Sarlab & Seyed Ameri, 2021). The sports industry is one of the essential bases for economic development and social improvement, which has played an exciting and crucial role in the sports economy and even the growth of the national economy. The sports industry is the emergence of a modern human economy in the form of a new industrial economy, which is the most diverse industry in the world of business, and economically, as an essential factor of the regeneration of the national economy in many countries (Hadian et al., 2020). Modern-day sport, and thus the sports industry itself, should consist of activities aimed at promoting public welfare for each country (Savić et al., 2018). Sport has many functions: social, health, educational, entertainment, recreational, economic, compatibility, integration, and defense (Stryczek, 2011). Sport is an inseparable element of our daily life, and because of universality, people, social groups, nations, and societies can communicate without considering their differences. Not only

the sport's popularity but also its multidimensionality, some of the inherent attributes, intense feelings, and the excellent efficiency of ads are surrounded (Kończak, 2021).

According to the World Federation of Sporting Goods Industries, China has become the most extensive sporting goods production base by producing 70% of the world's sporting products. Sportswear and equipment take up 80% of China's sports industry in China. Recently, the successful holding of the Beijing Olympic Games and Guangzhou, the Asian Games, has enormously rumble the speedy development of the sporting goods industry (Ran & Zhang, 2011). Therefore, the sporting goods industry has the necessary potential and capacity for commercial growth, and in the meantime, advertising strategy is more significant in this field. Pihl (2006) emphasizes cyberspace and e-commerce in the marketing and branding of sports goods in today's world (Pihl, 2006). Considering the economic impact of personalized advertising in today's world and the capacity of the sports industry, the need for this issue is essential. So, the present study seeks to answer the question of what is the model of personalized advertising in the sporting goods industry? And what are the influential factors for this model? We hope the results of this research will help marketers and sports managers in advertising and brand management.

## 2. Methodology

This study developed a fuzzy cognitive mapping model of factors affecting personalized advertising in the sporting goods industry using qualitative method and grounded theory based on Glaser's approach and is based on fuzzy cognitive mapping approach. The main research instrument of this pure, descriptive-exploratory study was semi-structured interviews with the informed and expert individuals who were active in the intended domain of the study. Sampling was done using snowball sampling to select participants from among the Specialists in sports marketing, sports brand, and sports industry and university professors in Sport Management, Business Management, Technology management who had the intended characteristics. After conducting 14 interviews and collecting data, the obtained data were coded.

FCMs constitute a structured modeling technique used in complex systems (Papageorgiou et al., 2009). Predictions on systems performance are made through a semi-quantitative or semantic assessment of the relationships between concepts. An FCM can be described as a qualitative model that portrays how a given system operates (Özesmi & Özesmi, 2004). The qualitative model describes the system in terms of its component variables and the causalities among these variables (Park & Kim, 1995). An FCM is a directed network (i.e., diagraph) composed of nodes or concepts used to describe system behavior and edges representing the causal links between ideas. Each concept (node) has a state variable that varies from 0 to 1. It is associated with an activation variable (i.e., {0} means no-activate and means activate). Each link has an associated real number or weight variable from  $-1, 1$ , reflecting the relationship "what-if" between concepts (Papageorgiou et al., 2009). An FCM connection matrix is encoded from each FCM as deeply with the fitted connection weights. The main elements of an FCM are nodes or concepts  $\{C_1, C_2, \dots, C_n\}$ ; directed edges  $\{C_1C_2,$



etc.} as a set of directed arcs that represent the relationship (positive or negative) between concepts. Adjacency matrix ( $E_c = e_{ij}$ ) as a matrix that contains the values of each relationship (the values belong to the interval from  $-1$ , conversely correlated, and  $1$ , directly correlated) and state vector  $A = (a_1, a_2, \dots, a_n)$ . Where  $a_n$  is a real number between  $0$  and  $1$ , from which the categorical concept status is obtained:  $1$  activate or  $0$  no-activate (Papageorgiou et al., 2009). Cognitive maps are compounds of a large number of variables (one per concept) that have many interconnections and feedback cycles. The direction and numbers of relationships between variables produce three concepts: transmitter concepts, receiver concepts, and ordinary concepts (Eden et al., 1992; Harary & Norman, 1965). The type of variables in a map is important because it shows the relationships among these variables and facilitates an understanding of its structure. Graph theory indices provide a way to characterize FCM structures utilizing three indices: outdegree, indegree, and the centrality index (Özesmi & Özesmi, 2004).

Once the stakeholder and expert group interviews were conducted, we obtained an individual FCM from each participant. These individual cognitive maps were augmented and additively superimposed (Kosko, 1986, 1993) to generate the aggregate map. Several different methods to aggregate the individual maps (van Vliet et al., 2017) have advantages and disadvantages. In this case, each personal map was combined to generate a group or social map (Mouratiadou & Moran, 2007). For that, each individual matrix was augmented and added, producing a single matrix that represents the FCM. Then, the final aggregated FCM was obtained by normalizing each adjacency matrix element according to the number of experts who supported it,  $k$ , and their decisional weight,  $p_i$  (Eq. (1))

Banini and Bearman (1998) : (1)  $E_c = \sum_{i=1}^k p_i E_i / k$  Where  $k$  represents the number of experts interviewed;  $p_i$  is the decisional weight of the expert  $i$ , where  $\sum_{i=1}^k p_i = 1$ ;  $E_c$  is the aggregated connection matrix, and  $E_i$  is the connection matrix written by the expert  $i$ . The use of decisional weight  $p_i$  for calculating each adjacency matrix element allows a freedom degree for generating new scenarios under different social contexts. The procedure for creating the FCMs are shown in Figure 1 (Rodriguez-Repiso et al., 2007).

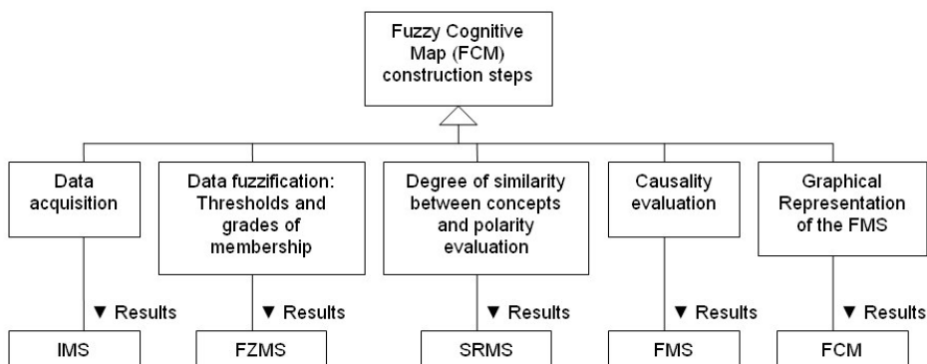


Figure 1. Procedure for creating a targeted FCM (Rodriguez-Repiso et al., 2007).

Excel, FCMapper and FCM EXPERT software were used to draw fuzzy cognitive maps and calculate the related indicators.

### 3. Results

In the current study, the grounded theory based on Glaser's approach has been used for explaining the Process of sports development in Iran. The demographic data of the 14 experts interviewed in the current study are presented in [Table 1](#).

**Table 1.** Demographic data of the interviewees.

	Category	Frequency	Percentage of frequency
Gender	Men	10	71.42%
	Women	4	28.57%
Field of study	Sport management	8	57.14%
	Business Management	4	28.57%
	Technology management	2	14.28%
Education	PhD	12	85.72%
	Masters	2	14.28%

By reviewing the totality of the interviews conducted during the analysis and review of scientific sources, 33 concepts (sub-categories) and 7 Core categories were obtained. [Table 2](#) show Coding output for other main categories.

**Table 2.** Coding output for other main categories.

Core categories	Concepts
Customer Knowledge Management	Gain knowledge about the customer
	Provide knowledge to the customer
	Acquire knowledge from the customer
Clustering customers	Clustering based on purchasing behavior (level, amount and sensitivity)
	Clustering based on demographic characteristics
	Clustering based on interest rate
	Clustering based on Brand Preference
Customer relationship management	A comprehensive system for receiving customer information
	customer-advertiser relations
	customer reward and participation
	Analyzing customers buying behavior online
Psychology of Advertising	Meetings and Certifications
	Advertising space
	individual differences and attitudinal reactions
	Engage the consumer mind
	customer emotion and advertisement characteristics
convergence of advertising	Neuroscientific (hemodynamic activity, eye movements, psychometric responses, etc.)
	Convergence of advertising content with consumer needs
	Convergence of advertising culture with customer culture
	Social convergence of advertising with the social level of customers
	Economic convergence of advertising with the economic conditions of customers

Core categories	Concepts
Visual attention	real-time advertising adjustment to the user
	Context and product attributes for message customization
	Create impactful content and distribute it to audience-aligned destinations.
	Curiosity-inducing advertising
	Celebrities or Champion Athletes in Advertisements
	Use signs of nostalgia
Transparency of privacy policies	use of humorous advertising
	Informed Consent Statement
	Based on obtaining permission
	Transparency and customer awareness
	Provide clear instructions
	Guaranteed Preservation Privacy

After the collection of interviews, the results were defuzzied and entered in the FCM EXPERT software to draw the FCM and calculate the following:

- Total number of components.
- Total number of connections.
- Indegree and Outdegree of each component.
- Connections per component.
- Type of component (driver, ordinary, receiver).
- Centrality: an absolute value of either a) overall influence in the model (all + and relationships indicated, for entire model (or b) influence of individual concepts as indicated by positive (+) or negative (-) values placed on connections between components; shows a) the total influence (positive and negative) to be in the system or b) the conceptual weight/importance of individual concepts (Kosko, 1986, 1993). The higher the value, the greater is the importance of all concepts or the individual weight of a concept in the overall model.
- C/N: number of connections divided by the number of variables (concepts).
- Complexity: ratio of receiver variables to transmitter variables.
- Density: connections number compared to all possible connections numbers (Kokkinos et al., 2018).
- The De-fuzzy matrix of the factors affecting the structured personal advertisements is shown in Table 3.

**Table 3.** De-fuzzy matrix of experts' cognitive map.

	c1	c2	c3	c4	c5	c6	c7
c1	0	0.240531	0.37923	0.398706	0.516737	0.444957	0.154399
c2	0.180894	0	0.345666	0.113968	0.444176	0.522554	0.180236
c3	0.346288	0.180706	0	0.246954	0.444636	0.516501	0.345796
c4	0.509574	0.094023	0.345743	0	0.313014	0.509598	0.18031
c5	0.51021	0.346061	0.247518	0.18102	0	0.444948	0.346037
c6	0.510346	0.11471	0.313602	0.181151	0.445027	0	0.313235
c7	0.574577	0.587607	0.463674	0.509328	0.444141	0.658887	0

To examine and analyze the causal map of experts, the similarity and distance between the causal map of experts are examined using analytical tools. These analyses determine whether there is a specific pattern on the similarity or difference between maps and the feasibility of integrating causal maps of experts to extract integrated cognitive mapping. QAP correlation method and distance ratio index are used to measure the similarity and distance of nine expert maps (Rezaei Pandari, 2015).

Table 4 shows the calculated pairwise matrix for the cognitive map of the experts in this study.

**Table 4.** Matrix paired distance matrix of cognitive experts.

```
Input dataset:          similarity6 (C:\Users\MEHDI\Desktop\FCM\test4\similarity6
Measure:              Avg absolute difference
Mode:                Matrices
Diagonal valid?:     YES
Output dataset:      similarity-Avg-M6 (C:\Users\MEHDI\Desktop\FCM\test4\similarity-Avg-M6
```

	1	2	3	4	5	6	7	8	9	10	
expr1	expr2	expr3	expr4	expr5	expr6	expr7	expr8	expr9	expr10		
1	expr1	0	0.197	0.254	0.183	0.312	0.114	0.218	0.128	0.243	0.161
2	expr2	0.197	0	0.217	0.317	0.283	0.198	0.367	0.265	0.179	0.242
3	expr3	0.254	0.217	0	0.276	0.312	0.299	0.164	0.227	0.254	0.173
4	expr4	0.183	0.317	0.276	0	0.198	0.223	0.171	0.279	0.241	0.374
5	expr5	0.312	0.283	0.312	0.198	0	0.389	0.258	0.311	0.325	0.343
6	expr6	0.114	0.198	0.299	0.223	0.389	0	0.234	0.218	0.247	0.326
7	expr7	0.218	0.367	0.164	0.171	0.258	0.234	0	0.314	0.385	0.217
8	expr8	0.128	0.265	0.227	0.279	0.311	0.218	0.314	0	0.229	0.173
9	expr9	0.243	0.179	0.254	0.241	0.325	0.247	0.385	0.229	0	0.298
10	expr10	0.161	0.242	0.173	0.374	0.343	0.326	0.217	0.173	0.298	0

10 rows, 10 columns, 1 levels.

In the next step, the QAP correlation coefficient matrix was calculated. The output of this analysis is a square matrix (table) that shows the correlation of expert drawings in pairs.

**Table 5.** QAP correlation.

QAP Correlations

		1	2	3	4	5	6	7	8	9	10
		expr1	expr2	expr3	expr4	expr5	expr6	expr7	expr8	expr9	expr10
1	expr1	1.000	0.351	0.258	0.211	0.395	0.321	0.278	0.491	0.359	0.217
2	expr2	0.351	1.000	0.334	0.319	0.355	0.191	0.463	0.229	0.167	0.361
3	expr3	0.258	0.334	1.000	0.328	0.198	0.236	0.164	0.129	0.145	0.315
4	expr4	0.211	0.319	0.328	1.000	0.376	0.418	0.113	0.159	0.139	0.219
5	expr5	0.395	0.355	0.198	0.376	1.000	0.108	0.233	0.112	0.331	0.336
6	expr6	0.321	0.191	0.236	0.418	0.108	1.000	0.273	0.298	0.118	0.187
7	expr7	0.278	0.463	0.164	0.113	0.233	0.273	1.000	0.237	0.427	0.381
8	expr8	0.491	0.229	0.129	0.159	0.112	0.298	0.237	1.000	0.274	0.265
9	expr9	0.359	0.167	0.145	0.139	0.331	0.118	0.427	0.274	1.000	0.183
10	expr10	0.217	0.361	0.315	0.219	0.336	0.187	0.381	0.265	0.183	1.000

**Table 6.** P-Values/ QAP correlation.

QAP P-Values

		1	2	3	4	5	6	7	8	9	10
		expr1	expr2	expr3	expr4	expr5	expr6	expr7	expr8	expr9	expr10
1	expr1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2	expr2	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
3	expr3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
4	expr4	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
5	expr5	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
6	expr6	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
7	expr7	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
8	expr8	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
9	expr9	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
10	expr10	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

QAP statistics saved as datafile QAP Correlation Results

Examination of the results related to correlation analysis (similarity data) and distance ratio (difference data) between cognitive maps shows no significant difference between them. Therefore, there is no obstacle to integrating the cognitive maps of all experts in model development. Table 7 Showed Indicators of fuzzy cognitive mapping method.

**Table 7.** Indicators of fuzzy cognitive mapping method.

Density	Total Nr. Factors	Total Nr. Connections	Nr. Transmitter	Nr. Receiver	Nr. Ordinary	Nr. Regular Connections
0.77	7	42	0	0	7	42.0

Density shows how highly the factors are connected within the network. It was calculated by dividing the number of counted connections (C) by the number of possible connections between N factors. According to the results of Table 7, a density of 0.77 indicates that the system is highly complex. The density of a cognitive map D is an index of connectivity.  $D = C / N(N - 1)$  or alternatively  $D = C / N^2$ . This is known as the density equation wherein C represents the number of connections possible between N variables; if the number of connections possible between N variables can have a

causal effect on themselves, then the minimum number of connections is  $N^2$ . Transmitter variables are units whose  $od(v_i)$  is positive, and their  $id(v_i)$  is 0. Receiver variables are units whose  $od(v_i)$  is 0, and their  $id(v_i)$  is positive. Other variables which have both non-zero  $od(v_i)$  and  $id(v_i)$  are ordinary variables (mean). According to Table 4, the number of transmitters in the system is zero, and the receivers are zero in the system. The results also showed that all model factors are of the type of ordinary variables (Kandasamy & Smarandache, 2003).

The degree of output, the degree of input and the degree of centrality of each factor are analyzed in FCMapper software. These results are shown in Table 8.

**Table 8.** The degree of input, the degree of output and the centrality of each factor.

Factors	Outdegree	Indegree	Centrality	Rank
C1 Clustering customers	2.13	2.63	4.77	2
C2 Transparency of privacy policies	1.79	1.56	3.35	7
C3 Psychology of Advertising	2.08	2.10	4.18	5
C4 Visual attention	1.95	1.63	3.58	6
C5 convergence of advertising	2.08	2.61	4.68	4
C6 Customer relationship management	1.88	3.10	4.98	1
C7 Customer Knowledge Management	3.24	1.52	4.76	3

The structure of an FCM, apart from the number of variables and connections, can best be analyzed by finding the following variables:

For a given FCM, the transmitter variables (forcing, giving, tails, independent) are the receiver variables (ends, heads, dependent). These variables are defined by their outdegree [ $od(v_j)$ ] and indegree [ $id(v_j)$ ]. Outdegree is the row sum of absolute values of a variable in the adjacency matrix and shows the cumulative strengths of connections ( $a_{ij}$ ) exiting the variable (Kandasamy & Smarandache, 2003).

$$od(v_j) = \sum_{k=1}^N \bar{a}_{jk}$$

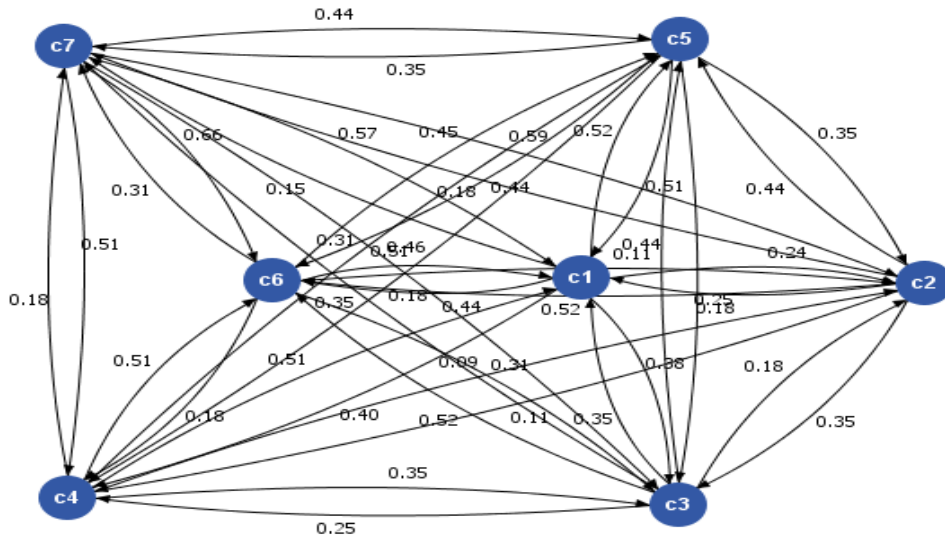
Indegree is the column sum of absolute values of a variable and shows the cumulative strength of variables entering the unit.

$$id(v_j) = \sum_{k=1}^N \bar{a}_{kj}$$

The immediate domain is the summation of its in-degree (narrows) and outdegree (out arrows), also called centrality. The contribution of a variable in a cognitive map can be understood by calculating its centrality ( $c$ ), whether it is a transmitter, receiver, or ordinary variable. The centrality ( $c$ ) of a variable is also called its total degree [ $td(v_i)$ ] (Kandasamy & Smarandache, 2003).

$$c_i = td(v_i) = od(v_i) + id(v_i).$$

According to the table results, Customer relationship management is the most affected by other factors. Also, the research results showed that Customer Knowledge Management has the most significant impact on the factors of the ad personalization model. As can be seen, Customer relationship management, Clustering customers, and Customer Knowledge Management, respectively, have the highest degree of centrality. The graphical representation of the inter-relationship between the nodes is given in the form of a directed graph shown in Figure 2.



**Figure 2.** Cognitive mapping of factors affecting personalized advertising in the sporting goods industry.

#### 4. Discussion and conclusion

This article was the development of a fuzzy cognitive mapping model of factors affecting personalized advertising in the sporting goods industry using qualitative method and grounded theory based on Glaser's approach and is based on fuzzy cognitive mapping approach. The main research instrument of this pure, descriptive-exploratory study was semi-structured interviews with the informed and expert individuals who were active in the intended domain of the study. The research results showed that Customer relationship management is the most affected by other factors. Also, the research results showed that Customer Knowledge Management has the most significant impact on the factors of the ad personalization model. Customer relationship management, Clustering customers, and Customer Knowledge Management, respectively, have the highest degree of centrality; this means that they have the most impact on the model.

In today's fast-moving world of marketing, from product orientation to customer orientation, the management of customer treatment can be seen as a key to achieving revenue growth and profitability. Knowledge of customer behavior can help marketing

managers re-evaluate their strategies with the customers and plan to improve and expand their application of the most effective strategy (Hosseini & Shabani, 2015). Customer segmentation is the process of dividing customers into groups with similar characteristics or features. Customer behavior analysis and customer segmentation are mainly based on customer demographic variables (Song et al., 2001). Clustering and segmentation are two of the most critical marketing and customer-relationship management techniques. They use customer-purchase transaction data to track buying behavior and create strategic business initiatives (Rajagopal, 2011). Therefore, knowing the customer information will help a lot in personalizing advertisements.

Also, Psychologists from many different specialties, particularly cognitive, media, and social psychologists, have been interested in advertising from many points of view (Furnham, 2019). In all advertising campaigns, essential decisions lead to failure or success. In all of these decisions, psychologists do research advertising and present their knowledge to make marketing more effective. They consider the following factors Ad Features, Repetition, Price, and Channel. Directed is also essential. For example, we must use the Internet or mobile phones for advertising if we want to target teenagers. In addition, given their age, we can support their identity. This is the most critical issue at this age. The integration of customer information and the science of psychology is based on various components (mentioned) to formulate ads based on customer tastes and interests.

Furthermore, compiling convergent advertising messages in different dimensions is very important in personalizing advertisements. These dimensions include the convergence of advertising content with consumer needs, the intersection of advertising culture with customer culture, the social convergence of advertising with the social level of customers, and the economic convergence of advertising with the economic conditions of customers. In personalizing advertising, all aspects of an individual in society are taken into account. Therefore, marketers must consider social, cultural, and economic characteristics in the formulation of personalized advertisements related to sporting goods.

Since a significant last of the budget is spent on advertisements that lack effectiveness, essential elements should be investigated to increase ads' effectiveness and avoid wasting expenditure (Keimasi & Khoshnevis, 2021). Visual advertising is one of the most widely used methods in marketing that uses graphic elements to increase brand awareness in the audience. The use of colors, the effect of direct gaze, the impact of friendly communities, attention to the focal point, and the rule of a third of the points that pay attention to them are effective in the success of visual advertising campaigns. In this regard, the following can be used to personalize ads: curiosity-inducing advertising, celebrities or champion Athlete in advertisements, use signs of nostalgia, context, and product attributes for message customization, create impactful content, and distribute it to audience-aligned destinations and use of humorous advertising.

Customer knowledge is a critical asset, and gathering, managing, and sharing customer knowledge can be a valuable competitive activity for organizations (Garcia-Murillo & Annabi, 2002). Customer knowledge can be broadly categorized as knowledge for customers (i.e., knowledge provided to customers to satisfy their needs),



knowledge about customers, and knowledge from customers, which is the knowledge that customers possess that organizations can obtain by interacting with them (Khodakarami & Chan, 2014). also, Customer relationship management (CRM) systems are a group of information systems that enable organizations to contact customers and collect, store and analyze customer data to provide a comprehensive view of their customers. CRM systems mainly fall into three categories: operational systems (used for automation and increased efficiency of CRM processes), analytical systems (used for the analysis of customer data and knowledge), and collaborative systems (used to manage and integrate communication channels and customer interaction touchpoints) (Bose & Sugumar, 2003; Geib et al., 2006).

It is well understood that such personalization is only possible if certain user information (e.g. interests, demographic information) is available to the party that serves advertisements. Thus privacy leakage is always a concern (Meng et al., 2016). On the other hand, customers may find online personalization helpful because personalized promotions cater to their preference—the value of personalization. On the other hand, customers may feel uncomfortable and anxious when they learn of their unauthorized personal information (van Vliet et al., 2017). Also, ad networks are responsible for protecting users' privacy (Meng et al., 2016). Baek and Morimoto (2012) research on advertising avoidance identified two critical triggers for consumers' negative attitudes toward personalized advertisements: (1) when the message is not well-targeted to their needs and interests, and (2) when the message raises issues of privacy concern (Baek & Morimoto, 2012).

Dynamic targeting and retargeting are the facets of personalized advertisements where companies utilize users' browsing behavior to predict their interests and purchase patterns to target them better. Relevance plays a key role here since lesser relevance or uses to the user would often result in negative emotion towards the personalized ads (De Keyser et al., 2015). Hence, utilizing relevance and usefulness ensures that users are hooked better and reduces the companies' costs of customer search and acquisition. Practically, we can replace personalization with bearing as any brand/product advertised outside the interests and needs has meager chances of generating an intrinsic urge to buy the product/brand. Our findings that the customer purchase intention positively correlates to the relevance and usefulness metric of personalized advertisements on social media are concurrent with several other studies.

As a result, considering the importance of personalized advertising and realizing that customers want to be meaningful even in advertising, suggestions are provided in this regard. This type of advertising may be complex at first, but with a bit of creativity and the right tools, it can be instilled in customers that your interests and desires are really important and there is no need to change their minds. Using data analysis platforms can provide accurate information about how the customer operates and make analyzing that data more accessible. Data management platforms also contain platforms that inform audiences and campaigns and help marketers manage them when needed. This information may include age, family income, web browsing habits, shopping behavior, location, a device used, and other details of users and can be categorized and differentiated in various ways. Customer relationship has become one of the main pillars

in personal advertising. To this end, choosing an accurate tool to create an optimized connection with customers based on the data obtained is essential for success. Email marketing platforms are one of the main digital marketing tools. If this email also looks good enough to be personalized, you are more likely to respond to it. Finally, it should be noted that personalized advertising is different from traditional advertising and seeks to improve the customer experience. With the right strategy and the right tools for this type of advertising, you will achieve a mutually enjoyable experience.

## Disclosure statement and funding

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

## References

- Baek, T. H., & Morimoto, M. (2012). Stay Away From Me. *Journal of Advertising*, 41(1), 59-76. <https://doi.org/10.2753/JOA0091-3367410105>
- Ball, A. D., Coelho, P. S., & Vilares, M. J. (2006). Service personalization and loyalty. *Journal of Services Marketing*, 20(6), 391 - 403. <https://doi.org/10.1108/08876040610691284>
- Banini, G. A., & Bearman, R. A. (1998). Application of fuzzy cognitive maps to factors affecting slurry rheology. *International Journal of Mineral Processing*, 52(4), 233-244. [https://doi.org/10.1016/S0301-7516\(97\)00071-9](https://doi.org/10.1016/S0301-7516(97)00071-9)
- Bose, R., & Sugumaran, V. (2003). Application of knowledge management technology in customer relationship management. *Knowledge and Process Management*, 10(1), 3-17. <https://doi.org/10.1002/kpm.163>
- De Keyzer, F., Dens, N., & De Pelsmacker, P. (2015). Is this for me? How Consumers Respond to Personalized Advertising on Social Network Sites. *Journal of Interactive Advertising*, 15(2), 124-134. <https://doi.org/10.1080/15252019.2015.1082450>
- Eden, C., Ackermann, F., & Cropper, S. (1992). The analysis of cause maps. *Journal of Management Studies*, 29(3), 309-324. <https://doi.org/10.1111/j.1467-6486.1992.tb00667.x>
- Evans, M. (1989). Consumer behaviour towards fashion. *European Journal of Marketing*, 23(7), 7-16. <https://doi.org/10.1108/EUM00000000000575>
- Feng, J., Li, H., Huang, M., Liu, S., Ou, W., Wang, Z., & Zhu, X. (2018, April 23-27). *Learning to collaborate: Multi-scenario ranking via multi-agent reinforcement learning*. Proceedings of the 2018 World Wide Web Conference, Lyon France. <https://arxiv.org/pdf/1809.06260.pdf>
- Furnham, A. (2019). Advertising: The contribution of applied cognitive psychology. *Applied Cognitive Psychology*, 33(2), 168-175. <https://doi.org/10.1002/acp.3458>
- Garcia-Murillo, M., & Annabi, H. (2002). Customer knowledge management. *Journal of the Operational Research Society*, 53(8), 875-884. <https://doi.org/10.1057/palgrave.jors.2601365>
- Geib, M., Kolbe, L. M., & Brenner, W. (2006). CRM collaboration in financial services networks: a multi-case analysis. *Journal of Enterprise Information Management*, 19(6), 591-607. <https://doi.org/10.1108/17410390610708481>
- Hadian, H., Razavi, S. M. H., Boroumand, M. R., & Amirnejad, S. (2020). Strategies for Developing Economy of Iran's Sports Industry. *Annals of Applied Sport Science*, 8(4), 0-0. <https://doi.org/10.29252/aassjournal.843>

- Harary, F., & Norman, R. Z. (1965, January 1). *Structural Models: An Introduction to the Theory of Directed Graphs* (1st ed.). John Wiley & Sons. <https://www.amazon.com/Structural-Models-Introduction-Theory-Directed/dp/047135130X>
- Hosseini, M., & Shabani, M. (2015). New approach to customer segmentation based on changes in customer value. *Journal of Marketing Analytics*, 3(3), 110-121. <https://doi.org/10.1057/jma.2015.10>
- Jai, T.-M., Burns, L. D., & King, N. J. (2013). The effect of behavioral tracking practices on consumers' shopping evaluations and repurchase intention toward trusted online retailers. *Computers in Human Behavior*, 29(3), 901-909. <https://doi.org/10.1016/j.chb.2012.12.021>
- Kandasamy, W. V., & Smarandache, F. (2003). *Fuzzy cognitive maps and neutrosophic cognitive maps*. Infinite Study. <https://arxiv.org/ftp/math/papers/0311/0311063.pdf>
- Keimasi, M., & Khoshnevis, M. (2021). Analyzing Customers' Behaviors with Approach of Measuring Visual Attention of Users to Websites Banner Advertising. *Consumer Behavior Studies Journal*, 8(1), 22-37. <https://doi.org/10.34785/J018.2021.489>
- Khodakarami, F., & Chan, Y. E. (2014). Exploring the role of customer relationship management (CRM) systems in customer knowledge creation. *Information & Management*, 51(1), 27-42. <https://doi.org/10.1016/j.im.2013.09.001>
- Kim, J. W., Lee, B. H., Shaw, M. J., Chang, H.-L., & Nelson, M. (2001). Application of Decision-Tree Induction Techniques to Personalized Advertisements on Internet Storefronts. *International Journal of Electronic Commerce*, 5(3), 45-62. <https://doi.org/10.1080/10864415.2001.11044215>
- Kokkinos, K., Lakioti, E., Papageorgiou, E., Moustakas, K., & Karayannis, V. (2018). Fuzzy cognitive map-based modeling of social acceptance to overcome uncertainties in establishing waste biorefinery facilities. *Frontiers in Energy Research*, 6, 112. <https://doi.org/10.3389/fenrg.2018.00112>
- Kończak, J. (2021). Sports themes in advertising. *Journal of Physical Education and Sport*, 21, 1179-1184.
- Kosko, B. (1986). Fuzzy cognitive maps. *International Journal of Man-Machine Studies*, 24(1), 65-75. [https://doi.org/10.1016/S0020-7373\(86\)80040-2](https://doi.org/10.1016/S0020-7373(86)80040-2)
- Kosko, B. (1993). Adaptive inference in fuzzy knowledge networks. In D. Dubois, H. Prade, & R. R. Yager (Eds.), *Readings in Fuzzy Sets for Intelligent Systems* (pp. 888-891). Morgan Kaufmann. <https://www.sciencedirect.com/science/article/pii/B9781483214504500936>
- Meng, W., Ding, R., Chung, S. P., Han, S., & Lee, W. (2016, February 16, 21-24). *The Price of Free: Privacy Leakage in Personalized Mobile In-Apps Ads*. The Network and Distributed System Security (NDSS), San Diego, CA, USA. [https://wenke.gtisc.gatech.edu/papers/ndss16\\_mobile\\_ad.pdf](https://wenke.gtisc.gatech.edu/papers/ndss16_mobile_ad.pdf)
- Mouratiadou, I., & Moran, D. (2007). Mapping public participation in the Water Framework Directive: A case study of the Pinios River Basin, Greece. *Ecological Economics*, 62(1), 66-76. <https://doi.org/10.1016/j.ecolecon.2007.01.009>
- O'Donnell, K., & Cramer, H. (2015, May 18-22). *People's perceptions of personalized ads*. Proceedings of the 24th International Conference on World Wide Web, Florence, Italy. <http://www2015.thewebconf.org/documents/proceedings/companion/p1293.pdf>
- Özesmi, U., & Özesmi, S. L. (2004). Ecological models based on people's knowledge: a multi-step fuzzy cognitive mapping approach. *Ecological Modelling*, 176(1), 43-64. <https://doi.org/10.1016/j.ecolmodel.2003.10.027>
- Papageorgiou, E. I., Markinos, A., & Gemptos, T. (2009). Application of fuzzy cognitive maps for cotton yield management in precision farming. *Expert Systems with Applications*, 36(10), 12399-12413. <https://doi.org/10.1016/j.eswa.2009.04.046>

- Park, K. S., & Kim, S. H. (1995). Fuzzy cognitive maps considering time relationships. *International Journal of Human-Computer Studies*, 42(2), 157-168. <https://doi.org/10.1006/ijhc.1995.1007>
- Pihl, P. (2006). *An Analysis of the Sports Equipment Industry and One of Its Leading Companies, Head, NV* [Master Thesis, Business Administration, Management, and Operations, Liberty University]. Lynchburg, Virginia, United States. <https://digitalcommons.liberty.edu/cgi/viewcontent.cgi?article=1176&context=honors>
- Rajagopal, S. (2011). Customer data clustering using data mining technique. *International Journal of Database Management Systems*, 3(4), 1-11. <https://doi.org/10.5121/ijdms.2011.3401>
- Ran, F., & Zhang, X. (2011). Financial competitiveness evaluation on sporting goods listed enterprises: A China study. *African Journal of Business Management*, 5(17), 7404-7409. <https://doi.org/10.5897/AJBM11.137>
- Rodriguez-Repiso, L., Setchi, R., & Salmeron, J. L. (2007). Modelling IT projects success: Emerging methodologies reviewed. *Technovation*, 27(10), 582-594. <https://doi.org/10.1016/j.technovation.2006.12.006>
- Sajid, S. I. (2016). Social media and its role in marketing. *Business and Economics Journal*, 7(1). <https://doi.org/10.4172/2151-6219.1000203>
- Sarlab, R., & Seyed Ameri, M. (2021). The Effect of Exchange Rate Volatility on Trade Balance Sports Sector in Selected Countries in the MENA. *Sport Management Studies*, 12(64), 17-32. <https://doi.org/10.22089/smrj.2020.8573.2930>
- Savić, Z., Ranđelović, N., Stojanović, N., Stanković, V., & Šiljak, V. (2018). The sports industry and achieving top sports results. *Facta Universitatis, Series: Physical Education and Sport*, 15(3), 513-522. <https://doi.org/10.22190/FUPES1703513S>
- Schumann, J. H., von Wangenheim, F., & Groene, N. (2014). Targeted online advertising: Using reciprocity appeals to increase acceptance among users of free web services. *Journal of Marketing*, 78(1), 59-75. <https://doi.org/10.1509/jm.11.0316>
- Song, H. S., Kyeong Kim, J., & Kim, S. H. (2001). Mining the change of customer behavior in an internet shopping mall. *Expert Systems with Applications*, 21(3), 157-168. [https://doi.org/10.1016/S0957-4174\(01\)00037-9](https://doi.org/10.1016/S0957-4174(01)00037-9)
- Stryczek, M. (2011). *Aksjologia sportu*. Katolicki Uniwersytet Lubelski Jana Pawła II. Wydział Teologii. Katedra.
- Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. (2010). *Electronic Commerce 2010: A Managerial Perspective*. Prentice Hall. <https://books.google.com/books?id=QgRuPwAACAAJ>
- Ur, B., Leon, P. G., Cranor, L. F., Shay, R., & Wang, Y. (2012, July 11-13). *Smart, useful, scary, creepy: perceptions of online behavioral advertising*. The eighth symposium on usable privacy and security, Washington, United States. [https://www.cylab.cmu.edu/files/pdfs/tech\\_reports/CMUCyLab12007.pdf](https://www.cylab.cmu.edu/files/pdfs/tech_reports/CMUCyLab12007.pdf)
- van Vliet, M., Flörke, M., Varela-Ortega, C., Çakmak, E., Khadra, R., Esteve, P., D'agostino, D., Dudu, H., Bärlund, I., & Kok, K. (2017). FCMs as a common base for linking participatory products and models. In *Environmental modeling with stakeholders* (pp. 145-169). Springer. <https://publications.jrc.ec.europa.eu/repository/handle/JRC95999>
- Vesanen, J., & Raulas, M. (2006). Building bridges for personalization: A process model for marketing. *Journal of Interactive Marketing*, 20(1), 5-20. <https://doi.org/10.1002/dir.20052>
- Yan, J., Liu, N., Wang, G., Zhang, W., Jiang, Y., & Chen, Z. (2009, April 20-24). *How much can behavioral targeting help online advertising?*. Proceedings of the 18th international conference on World wide web, Madrid, Spain. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.215.1473&rep=rep1&type=pdf>

- Zhao, X., Gu, C., Zhang, H., Yang, X., Liu, X., Liu, H., & Tang, J. (2021, February 2-9). *Dear: Deep reinforcement learning for online advertising impression in recommender systems*. The Thirty-Fifth AAAI Conference on Artificial Intelligence. <https://www.semanticscholar.org/paper/DEAR%3A-Deep-Reinforcement-Learning-for-Online-in-Zhao-Gu/4e91560da6e649c2d5eda9e989526697ee3e885>
- Zhu, Y.-Q., & Chang, J.-H. (2016). The key role of relevance in personalized advertisement: Examining its impact on perceptions of privacy invasion, self-awareness, and continuous use intentions. *Computers in Human Behavior*, 65, 442-447. <https://doi.org/10.1016/j.chb.2016.08.048>
- Ziyadin, S., Doszhan, R., Borodin, A., Omarova, A., & Ilyas, A. (2019). *The role of social media marketing in consumer behaviour*. E3S Web of Conferences. [https://www.e3s-conferences.org/articles/e3sconf/pdf/2019/61/e3sconf\\_itese18\\_04022.pdf](https://www.e3s-conferences.org/articles/e3sconf/pdf/2019/61/e3sconf_itese18_04022.pdf)



## تدوین مدل نگاشتی شناختی فازی عوامل مؤثر بر تبلیغات شخصی سازی شده در صنعت کالاهای ورزشی

رقیه سرلاب<sup>۱</sup>، مریم فرید فتحی<sup>۲</sup>

<sup>۱</sup> استادیار، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه ارومیه، ارومیه، ایران.  
<sup>۲</sup> دکترای مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه تبریز، تبریز، ایران.

### کلیدواژه

بازاریابی  
تبلیغات  
شخصی سازی شده  
صنعت ورزش  
نگاشتی شناختی فازی

### نوع مقاله

پژوهشی

### چکیده

**هدف:** این پژوهش به تدوین مدل نگاشتی شناختی فازی عوامل مؤثر بر تبلیغات شخصی سازی شده در صنعت کالاهای ورزشی با استفاده از روش کیفی و نظریه زمینه‌ای بر اساس رویکرد گلیزر و مبتنی بر رویکرد نگاشتی شناختی فازی است.

**روش:** ابزار اصلی این پژوهش توصیفی-اکتشافی، مصاحبه نیمه ساختاریافته با افراد آگاه و خبره فعال در حوزه مورد نظر بود. نمونه‌گیری با استفاده از گلوله برفی برای انتخاب شرکت‌کنندگان از بین متخصصان بازاریابی ورزشی، برندهای ورزشی و صنعت ورزش و اساتید دانشگاه در رشته‌های مدیریت ورزشی، مدیریت بازرگانی، مدیریت فناوری که دارای ویژگی‌های مورد نظر بودند، انجام شد. پس از انجام ۱۴ مصاحبه، داده‌های به دست آمده کدگذاری شد. پس از جمع‌بندی موضوعات مطرح شده توسط کارشناسان، ۷ شاخص اصلی و ۳۳ زیرشاخص در تبلیغات شخصی سازی شده در صنعت لوازم ورزشی به دست آمد. سپس بر اساس دانش صاحب‌نظران، روابط بین مفاهیم در قالب مدل نگاشتی شناختی فازی ترسیم شد. برای ترسیم مدل شناختی فازی و محاسبه شاخص‌های مربوطه از نرم‌افزارهای Excel، FCM Mapper و FCM EXPERT استفاده شد.

**یافته‌ها:** بر اساس نتایج، مدیریت ارتباط با مشتری بیشترین تأثیر را از سایر عوامل می‌پذیرد. همچنین، نتایج تحقیق نشان داد که مدیریت دانش مشتری بیشترین تأثیر را بر عوامل مدل شخصی سازی تبلیغات دارد. مدیریت ارتباط با مشتری، مشتریان خوشه‌بندی و مدیریت دانش مشتری به ترتیب دارای بالاترین درجه مرکزیت هستند. این بدان معنی است که آن‌ها بیشترین تأثیر را بر روی مدل دارند.

**اصالت و ابتکار مقاله:** در این مطالعه، به تدوین مدل نگاشتی شناختی فازی عوامل مؤثر بر تبلیغات شخصی سازی شده در صنعت کالاهای ورزشی بررسی شد که تاکنون مطالعه‌ای بر روی آن انجام نشده است.

تاریخ دریافت: ۱۴۰۰/۱۲/۰۶

تاریخ پذیرش: ۱۴۰۱/۰۱/۰۸

خدای مهربان را سپاس فراوان که با عنایت او توانستیم شماره ۲ نشریه را با ۱۲ مقاله منتشر کنیم. حال امیدواریم با ورود به موقع به داوری وزارت علوم بتوانیم به اعتماد محققان مدیریت ورزشی برای ارسال مقالات خود به SBJ پاسخی شایسته دهیم. از دانشگاه الزهرا به خاطر حمایت‌های بی‌دریغ ایشان ممنونیم و تشکر فراوان از جامعه علمی مدیریت ورزشی بابت همراهی ایشان در این راه و نیز تشکر ویژه از هیئت محترم تحریریه، داوران گرامی و سایر عوامل اجرایی نشریه جهت ارتقای فرصت جذب مقالات باکیفیت و نیز توسعه زیرساخت‌های لازم جهت انتشار مقالات واجد شرایط و کسب اعتبار بین‌المللی داریم.

امیدواریم این فرصتی باشد برای هر چه بیشتر در معرض دید جهانیان قرار گرفتن این تولیدات علمی تا فرصت‌های بیشتری را برای همکاری‌های بین‌المللی بین محققان و نویسندگان فراهم نمایند. این موفقیت جز با همکاری تمامی همکاران در انجام و ارسال نتایج تحقیقات با کیفیت و مرتبط با حوزه تخصصی SBJ حاصل نمی‌شد و نخواهد شد. همچنان، از محققان با تجربه و جوان دعوت می‌کنیم مقالات باکیفیت خود را در زمینه کسب‌وکار در ورزش به این نشریه ارسال کنند تا مسئولین نشریه گام‌های مؤثرتری در این راستا برداشته و در اولین زمان ممکن، در پایگاه‌های بین‌المللی و معتبر بیشتری نمایه شود. بدیهی است، تلاش کادر علمی و اجرایی مجله برای رفع نیازهای قانونی و حفظ استانداردها و فرآیندهای رسمی مانند گذشته ادامه خواهد داشت.

- 31 حضور حامیان البسه ورزشی در بازار سهام مطالعه موردی شرکت نایکی با عنوان حامی  
البسه ورزشی در سه باشگاه فوتبال  
سعید احمدی بنایی، وجیهه جوانی
- 46 عوامل موثر بر قصد کارآفرینی دانشجویان علوم ورزشی مبتنی بر نظریه رفتار برنامه‌ریزی شده  
سید امین دهقان، محمد حسن پیمانفر
- 58 شناسایی عوامل مؤثر بر رونق گردشگری ورزشی استان گیلان  
مریم فلاح کاظمی، ناهید اتقیا
- 73 راهبردهای الگوی نهادینه شده اقتصاد مقاومتی در ورزش حرفه‌ای  
رسول نظری، وحید حاجی حیدری
- 94 نقش برنامه‌های بازاریابی رسانه‌های اجتماعی در صنعت خرده فروشی آنلاین بر خرید  
کالاهای ورزشی  
حسین نوروزی، فاطمه درویش، محمد مصباحی
- 113 راهبردهای بازاریابی برای توسعه صنعت ورزش ایران  
آرزو گنج‌خانلو، ژاله معماری، محمد خیبری
- 128 بررسی تاثیر ارتباط بازاریابی تجربی بر ارزش ویژه برند و خوشنامی اماکن ورزشی  
شهاب بهرامی، محمد سعید کیانی، لیلا نظری، لیلا شهبازپور
- 148 همکاری فدراسیون و سازمان لیگ در توسعه یک برنامه استعدادیابی چگونه است؟ مورد  
مطالعه: فوتبال آلمان  
مهتری پوینده‌کیا، مریم غفاری
- 169 شناسایی و تحلیل موانع مدیریت اسلامی در اماکن ورزشی  
حسین خنیفر، ابراهیم علیدوست قهفرخی، سیما فرهنگد ممتاز
- 189 تحلیل زنجیره ارزش کارآفرینی دانشجویان علوم ورزشی دانشگاه‌های تهران  
راحله فرصتی جویباری، مریم مختاری دینانی، رسول نوروزی سید حسینی
- 212 رابطه بین بازاریابی حسی، رضایت مشتری و وفاداری در باشگاه‌های ورزشی لوکس  
زهرا ربانی نیک، علی بنسپردی، پروین شوشی نسب، جواد فسنگری
- 230 تدوین مدل نگاهی شناختی فازی عوامل مؤثر بر تبلیغات شخصی سازی شده در صنعت  
کالاهای ورزشی  
رقيه سرلاب، مریم فرید فتحی



نشریه

نشریه دو فصلنامه علمه

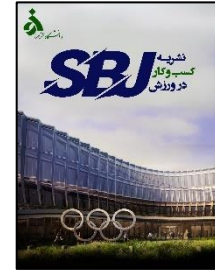
دانشگاه الزهراء (س)

کسب و کار

دوره یک - شماره دو، شماره پیاپی ۲

تابستان و پاییز ۱۴۰۰

در ورزش



طراح جلد:

حمیدرضا عطالهی

صاحب امتیاز: دانشگاه الزهراء (س)  
سر دبیش: دکتر محمد احسانه  
مدیرمسئول: دکتر ژاله معماري  
مدیر اجرایی و صفحه‌آرا: مهري پوينده کيا

اعضای هیئت تحریریه

استاد مدیریت ورزشی، گروه تربیت بدنی و علوم ورزشی، دانشکده علوم انسانی، دانشگاه تربیت مدرس، تهران، ایران.	دکتر محمد احسانه
دانشیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه تهران، تهران، ایران.	دکتر محمد خبیبی
استاد گروه اقتصاد دانشگاه الزهراء (س)، تهران، ایران.	دکتر حسین رفیعی
استاد گروه تربیت بدنی و علوم ورزشی، دانشکده علوم انسانی و اجتماعی، دانشگاه کردستان، کردستان، ایران.	دکتر سعید صادقی بروجردی
دانشیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء (س)، تهران، ایران	دکتر ناهید تقیا
استاد مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه فردوسی، مشهد، ایران.	دکتر مهدی طالبپور
دانشیار گروه کسب و کار در دانشگاه PUCP، پرو.	دکتر اصغر افشار جهانشاهی
استاد برنامه مدیریت ورزشی در دانشگاه ایندیانا پنسیلوانیا، آمریکا.	دکتر ریچارد هاسیو
استاد مدعو، دانشکده علوم ورزشی، دانشگاه کستسارت، بانکوک، تایلند.	دکتر ژول کلدرن جونپور
دانشیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء (س)، تهران، ایران.	دکتر ژاله معماري
دانشیار مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه صنعتی شاهرود، سمنان، ایران.	دکتر رضا اندام
دانشیار مدیریت فناوری اطلاعات دانشگاه الزهراء (س)، تهران، ایران.	دکتر ندا عبدالوند
استاد مدیریت و ورزشی، دانشگاه محقق اردبیلی، اردبیل، ایران.	دکتر مهرداد محرمزاده

---

### لیست داوران

---

دانشیار مدیریت ورزشی دانشگاه تهران	دکتر محمد خبیری
استاد مدیریت ورزشی دانشگاه کردستان	دکتر سعید صادق پروجری
دانشیار مدیریت ورزشی دانشگاه الزهرا <sup>(س)</sup>	دکتر ناهید تقیا
دانشیار مدیریت ورزشی دانشگاه الزهرا <sup>(س)</sup>	دکتر زکوه معمای
دانشیار مدیریت ورزشی دانشگاه صنعتی شاهرود	دکتر رضا اندام
دانشیار مدیریت ورزشی دانشگاه خوارزمی تهران	دکتر علیرضا الهه
دانشیار مدیریت ورزشی دانشگاه تهران	دکتر ایراهیم علی دوست قهفرخه
استاد یار مدیریت ورزشی دانشگاه تبریز	دکتر وجیهه جوانه
دانشیار مدیریت فناوری اطلاعات دانشگاه الزهرا <sup>(س)</sup>	دکتر نانا عبدالوند
استاد یار مدیریت ورزشی دانشگاه الزهرا <sup>(س)</sup>	دکتر مریم مختای دینانج
استاد یار مدیریت ورزشی دانشگاه تربیت مدرس	دکتر رسول نووی سید حسینه
استاد یار مدیریت ورزشی دانشگاه ارومیه	دکتر رفیه سرلاب
استاد یار مدیریت ورزشی دانشگاه فردوسی مشهد	دکتر سید مرتضی عظیم زکوه
استاد یار مدیریت ورزشی دانشگاه تربیت مدرس	دکتر مرجان صفای
دکترای مدیریت ورزشی	دکتر مریم نیازی تیلر
دکترای مدیریت ورزشی	دکتر مریم رهبر

---

# نشریه

## کسب و کار

### در ورزش

نشریه دو فصلنامه علمی دانشگاه الزهرا (س)

دوره یک - شماره دو، شماره پیاپی ۲

تابستان و پاییز ۱۴۰۰

---

آدرس: ایران، تهران، میدان شیخ بهایی، خیابان ده ونک، دانشگاه الزهرا (س)

• تلفن: +۹۸۲۱۸۸۰۴۱۴۶۸

• فاکس: +۹۸۲۱۸۸۰۳۰۶۶۱

• کدپستی: ۱۹۹۳۸۹۳۹۷۳

• آدرس سایت دانشگاه: [www.alzahra.ac.ir](http://www.alzahra.ac.ir)

---

ایمیل نشریه: [Sportbj@alzahra.ac.ir](mailto:Sportbj@alzahra.ac.ir)

ایمیل پشتیبانی: [Supportsbj@alzahra.ac.ir](mailto:Supportsbj@alzahra.ac.ir)

وب سایت نشریه: <https://sbj.alzahra.ac.ir/>