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# Sports Business Journal

Scientific Quarterly Journal  
of **Alzahra University**

Winter 2023

Vol. 3, Issue. 1, Serial Number 5

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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.

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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.

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

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- 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).

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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).

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**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

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- **Equations.** If you are submitting your manuscript as a Word document, please ensure that equations are editable.



## Editor-in-Chief Note

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In The 5<sup>th</sup> issue of the **Sports Business Journal** was published, and more audiences know it today. The number of fast-rejected papers has decreased because the journal's scope has found its position among its audience. We are honored that today researchers in the sports business scopes can publish their research results in a specialized journal with the highest qualitative and structural forms.

Through this issue, not only the grammatical editing of the articles with high precision has been done, but all the references have been controlled and automated with End note software. So, all references in the text of the articles have linked to their original pages on the Internet. This quality obtains by spending a lot of time and with high precision, like the other high-quality journals worldwide. This effort makes the sources and references with the minimum errors in each paper, and incorrect references are corrected carefully. Also, all the articles will be carefully uploaded on the researchers' Publons, Research gate, and Google Scholar pages. As well as, every time one of them has been cited by any author around the world, they will be informed. In addition, the journal's reviewers can inform other editors and researchers of their activities by recording their reviews on their personal Publons pages and thus receive the possibility of more review invitations from the different international chief editors.

In addition, sharing articles and journal issues on its social media have increased its and the authors' visibility, increasing the journal's H-index to 8. This growth is a good statistic for a short period from its started activity. In this way, we have tried to register the journal in valid scientific indexes. By the grace of God and the cooperation of dear authors, we hope it succeeds in receiving the highest scientific rank in Iran. Furthermore, we will coordinate that Iranian writers and researchers cooperate more and better with foreign researchers in conducting research work and writing joint scientific articles.

In this way, we are incredibly grateful to the support of the Vice-Chancellor of Research and the Publications Department of **Alzahra University**, who did not hesitate to do everything they could and needed by the executive team of the journal. Also, we are grateful to the dear referees for their careful and compassionate reviews of the articles, the authors of this issue for submitting their valuable papers, and the detailed answers to the corrections requested by the referees, improving the quality of the articles. In line with our mission and to responding the young researchers' requests, we hope to plan and hold two workshops to help young researchers conduct high-quality research and write quality articles in English and at the level of international indexes and promote the articles.

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## Iranian Tourism Marketing Objectives: An Active Sports Tourism Approach

Hosein Khanifar<sup>1</sup>, Ehsan Mohamadi Turkamani<sup>2</sup>, Nader Ranjbar<sup>3</sup>, Rahim Khosromanesh<sup>4\*</sup>

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### ABSTRACT

**Purpose:** Today, tourism has become a very profitable industry with explosive growth and can solve many economic problems. Iran has a high potential to exploit the tourism industry at the international level. Therefore, the research aimed to identify and categorize the types of tourist attractions in Iran and formulate marketing objectives for developing the tourism industry in Iran using active sports tourism leverage.

**Methodology:** The research methodology was grounded theory with Strass & Corbin approach. The sampling method was theoretical sampling. After conducting 31 interviews with tourism industry experts and using literature, theoretical saturation was achieved.

**Findings:** The findings showed that there are 16 types of tourist attractions in Iran: religious, historical, natural, health, entertainment, heritage, sports, desert, mountainous, wildlife, islands, villages, towns, urban, sociocultural, and shopping attractions. Finally, eight marketing objectives were formulated to increase international tourists in Iran using active sports tourism leverage and earn more from this industry. They include introducing and advertising Iran's active sports attractions among religious tourists, focusing on Russian and Chinese tourists by offering desert attractions; marketing Iran's adventure attractions; offering different interests of Iran in one product package among international tourists; marketing Iranian products and handicrafts among international tourists; ecotourism marketing for Iran's tourism-target villages and towns; marketing for Iranian islands and their water-based sports attractions among wealthy international tourists; and Marketing for Iran's health-attractions.

**Originality:** In this article, the authors identified and categorized the types of tourist attractions in Iran and analyzed the marketing objectives necessary for developing the tourism industry in Iran using active sports tourism leverage.

### Keywords

Adventure Tourism  
Ecotourism  
Globe Tourism  
Iran's Attractions  
Recreation  
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## 1. Introduction

The tourism industry has become one of the most important economic sectors. Tourism creates jobs, generates income, and contributes to infrastructure development (Jäggi, 2022). The tourism industry's contribution to the world economy's GDP was more than 10% before the Corona pandemic, and it was growing. The corona pandemic led to a 50% drop in the tourism industry. However, as the pandemic nears its end, the tourism industry has picked up again. The tourism industry accounted for 10.3%, 5.3%, and 6.1% of the world's GDP in 2019, 2020, and 2021, respectively. This is while the tourism industry's contribution to Iran's GDP was 5.8%, 3.1%, and 4.1%. It was 11.0%, 5.1%, and 7.3% in Turkey. In Thailand, it was 20.3%, 8.2%, and 5.8%; in the United States, it was 8.8%, 4.8%, and 5.5%. The total contribution of travel & tourism to employment in Iran, Turkey, Thailand, and the United States in 2019 (before the pandemic) was respectively: 1.82<sub>MN</sub> (7.2% of total jobs), 2.59<sub>MN</sub> (9.2% of real jobs), 8.19<sub>MN</sub> (21.8% of full employment), and 16.80<sub>MN</sub> (10.7% of total jobs). The tourism industry in the world is expected to grow by 5.8% annually until 2032. Currently, 44% of Iran's tourist attractions customers are from Iraq, 15% from Azerbaijan, 9% from Turkey, and 5% from Pakistan. Interestingly, the main customers of Turkish and Thailand tourist attractions are Russia and China, respectively (Dastgerdi et al., 2022; Seifpanahi Shabani, Dastgerdi, et al., 2022; WTTC, 2022). Meanwhile, Turkey is a NATO member on the opposite side of Russia, and Thailand is an ally of the United States on the opposite side of China. It is strange that China and Russia are the two main allies of Iran in international relations and have signed strategic agreements with Iran.

According to those mentioned above, the leading international customers of Iran's tourist attractions are from Iraq and other neighboring Muslim countries, which logically enter Iran for pilgrimage. Although Iran has many tourist attractions, it has not been able to take advantage of this industry significantly (Veicy, 2018). This is while recently, in the general policies of the 7th program announced by the Supreme Leader of Iran in paragraph 17, "developing the tourism industry and promoting handicrafts" have been emphasized (Ayatollah Khamenei, 2022).

Undoubtedly, marketing is the most critical action that must be done to develop Iran's tourism industry at the international level (Nassaji Kamrani et al., 2017). In realizing the market needs of tourism, the critical role belongs to marketing, which through its activities, primarily through marketing mix, should identify and differentiate tourism products (compared to competitors) and thus implement its strategic objectives. Marketing in tourism has characteristics that derive from the fact that the product in tourism is a service. Besides, the invisibility of a product is even more critical to marketing (Ciriković, 2014). Tourism marketing seeks to make tourist destinations better places to live in and better places to visit (Font & McCabe, 2017).

Identifying the spatial structure of tourist attractions is one of the basic requirements for developing a country's tourism industry (Kang et al., 2018). Identifying destinations will improve planning and management by providing tourism actors with information about how tourists consume the goal (Paulino et al., 2021). Although Large destinations such as metropolitans usually offer multiple and diverse attractions, a selection will be

visited by tourists during their stay. Also, identifying the forces that bind attractions together is critical to efficient management, promotion, and preservation (Hernández et al., 2021). Today, different countries of the world are looking to turn the existing capacities in their country into tourist attractions, and national parks are one of these cases (Haukeland et al., 2010). Dark tourism is also a new kind of growing tourist attraction (Raine, 2013). Nature-based tourism is another essential export item of the tourism industry in many countries, such as Australia, Kenya, Nepal, New Zealand, and Turkey, which are identified, categorized, and promoted by these countries (Alaeddinoglu & Can, 2011). In Thailand, beaches, islands, pedestrian streets, temples, and markets have been identified as the most critical types of tourist attractions (Taecharungroj & Mathayomchan, 2019). After identifying and categorizing the types of tourist attractions in each country, it is possible to determine their importance for developing this industry (Lascu et al., 2018).

Iran has many tourist attractions, but so far, it has not been able to use the potential of these attractions for the significant development of Iran's tourism industry. Iran's active sports tourism attractions have great potential to use their leverage to transform the entire Iranian tourism industry (Seifpanahi Shabani, Dastgerdi, et al., 2022). Sports tourism includes two general parts and more than ten different types, which in the development of Iran's sports tourism industry, less attention has been paid to these different types of sports tourism (Dastgerdi et al., 2022).

As mentioned above, it is necessary to identify and differentiate Iran's tourism product (compared to competitors) and thus implement its strategic marketing objectives using active sports tourism leverage. The tourism industry is significant for job creation, alleviating poverty, and economic growth; therefore, it is necessary to provide marketing objectives. The first step to offering marketing objectives is identifying and categorizing Iran's tourist attractions. Therefore, using the Grounded Theory (GT) methodology (open and selective coding), this work sought to identify and classify the types of Iran's tourism attractions and formulate marketing objectives for Iran's tourism development using active sports tourism leverage. Our findings will introduce the kinds of Iran's tourist attractions that can be the destination for international tourists. Also, marketing objectives will be presented, which can be used by researchers, managers, officials, and tourism agencies.

## 2. Methodology

### 2.1. Study Design

In this research, considering that the purpose of the study was to identify the types of tourist attractions in Iran and formulate marketing objectives to increase international tourists in Iran, the GT method (open and selective coding) was used. Data can be considered in the GT method, including interviews, past papers, documents, and observations. The sampling method in GT is theoretical sampling. In theoretical sampling, the research process is not predetermined, and the researcher continues to interview and review the literature until theoretical saturation is obtained. In other words, theoretical sampling means that sampling is formed during the research rather than known before the

examination. It is based on the concepts that emerged from the analysis and seemed related to the emerging theory. Sampling and analysis should occur one after the other, and each study round guides the next data collection stage. Therefore, data collection and analysis are done simultaneously until the researchers obtain theoretical saturation (Corbin & Strauss, 2014). According to the instructions of Corbin and Strauss in this research, the emerging data determined the direction of the study, and semi-structured interviews were conducted with specialists in the tourism industry, marketing management, and travel and tourism agencies.

## 2.2. Participants

In the research process, 15 faculty members of Iranian universities and 16 travel and tourism agency professionals were interviewed. The characteristics of the interviewees are presented in Table 1.

**Table 1.** Characteristics of the interviewees.

Specialty	Number	Education			Academic rank		
		Bachelor	Masters	PhD	Assistant professor	Associate professor	Professor
Marketing management	6	-	-	6	4	1	1
Tourism industry	9	-	-	9	7	1	1
Travel and tourism agencies professionals	16	7	5	4	-	-	-
Total	31	7	5	19	11	2	2

## 2.3. Materials and measures

Participants were briefed on the study and listened to an interview script read by the facilitator, which outlined the requirements of a successful discussion, such as staying on topic. The initial questions were informed by previous research and relevant evidence from personal experience. An interview protocol with one of the managers of the travel and tourism agencies professionals:

- Opening
  - (1) Introductions of interviewer and interview participant
  - (2) Overview of the purpose of the study
  - (3) Confidentiality assurance
  - (4) Permission to audiotape
- Demographic Data
  - (1) Please introduce yourself.
  - (2) Please explain a little about the organizational structure of your agency.
  - (3) Please tell me a little about your agency's background in the tourism industry.
  - (4) How many foreign tourists do you bring to Iran on average in a year?
- Initial Prompts
  - (1) Tell me about one of your main facilitating or servicing companies or organizations.
  - (2) Tell me about your most important major customers. What countries are they from?
  - (3) What are the most important tourist attractions in Iran?
  - (4) Please tell me more about ... (the most important attractions of Iran) and their international customers.



- Additional Questions
  - (1) How do you manage a relationship with your international tourists?
  - (2) What do you exchange money with your international tourists?
  - (3) How do you determine the success of a relationship with an international tourist?
  - (4) Why are some relationships with international tourists less successful?
  - (5) How do you market Iran's attractions to potential international tourists? Please tell me about your marketing plan.
  - (6) In your opinion, in order to develop Iran's tourism industry in the international market, what should be the marketing objectives?
  - (7) How attractive are Iran's active sports tourism attractions (desert tourism, mountain climbing, water-beach sports, surfing, etc.)?
  - (8) In your opinion, how can active sports tourism attractions be used as a lever for the development of the entire Iranian tourism industry in the global market? What objectives can be formulated in this regard?
  - (9) ...
- Additional Unplanned/Floating Prompts
  - (1) How?
  - (2) Describe?
  - (3) Can you tell me more about that?
  - (4) Will you explain that in more detail?
  - (5) Can you give me examples or tell a story of experience about that?
  - (6) How does that work?

A digital voice recorder (Lander PCM Recorder) was used to record interviews, and a compatible PC was required for data transference from the recorder to the computer to enable data transcription.

#### ***2.4. Research procedure***

We interviewed six marketing management specialists, nine tourism industry specialists, and 16 travel and tourism agency professionals. Interviews were conducted with specialists in the tourism industry and travel and tourism agency professionals to identify different tourist attractions in Iran while studying past papers, websites, books, and other documents. To formulate marketing objectives for the development of the tourism industry in Iran, semi-structured interviews were also conducted with tourism industry specialists, marketing management specialists, and travel and tourism agency professionals. First, preliminary coordination was done with them, and an interview was scheduled. The interviews took about five months. Papers related to tourism attractions were specially reviewed to understand the conditions better.

#### ***2.5. Data collection & analysis***

In the GT method, data collection and analysis are done for each interview, and this cycle continues until theoretical saturation is obtained. The data analysis method was constant comparisons. Comparisons were made at the concept level. To be more specific, data were broken down into manageable pieces. Each piece of datum was examined closely. If data in the new interview was conceptually like data from the past interview analyzed, then it was coded using the same conceptual name. Still, this time we were asking this: What else

is being learned about this concept? This enabled us to elaborate on a concept in terms of its properties and dimensions, extending our understanding. In addition to making comparisons along conceptual lines, we continued to ask theoretically based questions that led to further theoretical sampling. The research was a continuous data collection process, followed by analysis and memo writing, leading to new questions and more data collection. In this approach, the original questions are modified repeatedly, considering what is being discovered during the analysis. This means that while the initial question is essential in setting the study's parameters, it is not as important as the questions during the study intended to keep the analysis and the research moving forward. This entire data collection and analysis process was continued until we had satisfied that we had acquired sufficient data to describe each category. Also, we continued the theme analysis process in terms of its properties and dimensions, and we accounted for variation (Corbin & Strauss, 2014). No software was employed in the study. The researchers carefully analyzed all the interviews and data according to the instructions of Corbin and Strauss.

## 2.6. Triangulation

Triangulation is one of the methods of better understanding qualitative data and a validity procedure where researchers search for convergence among multiple and different sources of information to form themes or categories in a study. Triangulation involves other parts of research. Data and investigator triangulation are two crucial forms of qualitative research: data triangulation for correlating people, time, and space, and investigator triangulation for connecting the findings from multiple researchers in a study (Denzin, 2017). In this research, to data triangulation, experts in various fields of the tourism industry, marketing management, and travel and tourism agencies professionals were interviewed. Also, for investigator triangulation, after conducting each interview, data analysis was done by all the co-researchers. In addition, at different stages of the research, there associate professors of tourism management, marketing management, and geography and tourism planning of the University of Tehran, Allameh Tabataba'i University, and the University of Zanjan were asked to analyze the data (as secondary coders). All researchers and associate professors engaged and discussed coherence and transparency regarding the research process by describing critical elements and themes during data analysis. Finally, all associate professors agreed with the themes concluded and stated that the findings were sufficient and had reached the point of saturation. Therefore, triangulation has been done carefully, and the results have high reliability and validity.

## 3. Results

Considering that the research aimed to identify the types of tourist attractions in Iran, the research findings are presented in Table 2. As Table 2 shows, 16 types of tourist attractions in Iran can be destinations for international tourists.

**Table 2.** Types of tourist attractions in Iran.

Examples of tourist attractions	Subcategories	Main categories
Imam-Reza-Shrine, Fatima-Masumeh-Shrine, Muhammad-al-Awsat-Ibn-Ali, Shah-Abdol-Azim-Shrine, Shah-Cheragh, Imamzadeh-Seyed-Morteza, Shrine-of-Imamzadeh-Ibrahim, Imamzadeh-of-Mashhad-e-Ardehal-Shrine, Imamzadeh-Naser-and-Yaser, Imamzadeh-Agha-Ali-Abbasi-& Shahzadeh-Mohammad, Emanzadeh-Soltan-Ebrahim, Emanzadeh-Davod, Imamzadeh-Seyed-Aladdin-Hosein, Tomb-of-Emir-Ali, Imamzadeh-Shahreza, Imamzadeh-Jafar-Bin-Musa-al-Kazem, Imamzadeh-Saleh, Imamzadeh-Shah-Mohammad-Tghi, Imamzadeh-Seyyed-Mozaffar, Imamzaade-Mohammad, Imamzadeh-Hussein-Ibn-Musa-Al-kadhim-Holy-Shrine, Imamzadeh-Sultan-Muhammad-and-Sultan-Ibrahim	Shrines	Religious attractions 1
Jamkaran-Mosque, Saheb-al-Zaman-Mosque-and-Mahdieh-of-Kerman-(Tomb-of-General-Qasem-Soleimani), Imam-Muhammad-Bastam-and-Bayazid-Bastami-Tomb, Dihyah-al-Kalbi-Tomb	Mosques and toms	
Vank-Church-Isfahan, Armenian-Church-Shiraz, Saint-Sarkis-Cathedral-Tehran, Adorian-Temple-(Tehran-Fire-Temple), Haim-Synagogue-Tehran, Saint-Mary-Church-Isfahan	Church & synagogue	
Persepolis-(Shiraz), Tomb-of-Cyrus-the-Great, Naqsh-e-Rostam, Ganjnameh, Noushabad-Underground-City, The-Stone-Lion, Kariz-Underground-City, Zoroastrian-Towers-of-Silence, Chak-Chak-(Pirre-Herisht-Ardakan), Statue-of-Shapur-in-the-Shapur-cave, Sangtarashan-Cave-of-Jahrom, Niasar-Cave-or-Raies-Cave, Naqsh-e-Rajab, Tang-e-Chogan-e-Vosta, Victory-Relief-of-Firuzabad, Sarab-e-Bahram-Relief, Shapur-I's-victory-relief, Tangab-Relief, Khan-Tashi-Inscription	Antiquities	Historical attractions 2
Saadabad-Historical-Complex, Golestan-Palace, Niavaran-Complex, Ashraf-Hall, Aali-Qapu-Palace, Chehel-Sotoon-Palace, Hasht-Behesht-Palace, Historical-Mansion-of-Eshrat-Abad	Historical palaces	
Izad-Khast-Caravansary, Maranjaab-Caravansary, Murchekhort-Caravansary, Robat-Sharaf, Khanat-Caravansary, Zein-o-din-Caravansery, Shah-Abbasi-Caravansary-of-Meybod, Kabutar-Khan-Caravansary, Ahuan-Stone-Caravansary, Qasr-e-Bahram-Caravansary	Historical caravansaries	
Rudkhan-Castle, Bam-historical-Citadel, Rayen-Castle, Anar-Castle, Narin-Castle, Arg-of-Karim-Khan, Arg-e-Googad-of-Golpayegan, Hormoz-Portuguese-Castle, Mehr-Padin-Castle-of-Mehriz, Birjand-Castle, Bampour-Castle, Naseri-Castle, Castle-Mourchekhort	Historical castles	
Shapouri-House, Manzar-Garden-of-Birjand-(Former-British-Consulate), Shazdeh-Garden, Naranjestan-Qavam-Garden, Afif-Abad-Garden, Delgosha-Garden, Dowlat-Abad-Garden, Naji-Historical-Park, Pahlavanpur-Garden, Kolah-Farangi-Garden-of-Birjand, Eram-Garden, Jahan-Nama-Garden, Fin-Garden-of-Kashan, Ferdows-Garden, Farmanieh-Garden-Hall, Golshan-Garden-of-Tabas, Borujerdiha-House-of-Kashan, Cheshme-Ali-house-of-Damghan, Ameri-House, Tabatabai-House, The-house-of-Mostofi-al-Mamalek, Mousa-Khani-Mansion, House-of-Haj-Agha-Ali-Rafsanjan, Lari's-house, Yazd, Malek-Al-Tajjar-traditional-hotel-Yazd, Aghazadeh-Mansion	Historical houses and garden	
Jameh-Atigh-Mosque-Shiraz, Tarikhneh-Mosque, Jameh-Mosque-of-Yazd, Nasir-al-Mulk-Mosque-Shiraz-(Pink-Mosque), Amir-Chakhmaq-Complex, Vakil-Mosque-Shiraz, Imam-Mosque-Isfahan, Sheikh-Lotfollah-Mosque-Isfahan, Friday-Mosque-Isfahan, Jameh-Mosque-Ardestan, Jameh-Mosque-Kashan, Jameh-Mosque-Qaen, Tiss-Mosque, Ferdows-Jame-Mosque, Jameh-Mosque-Fahraj, Semnan-Central-Mosque, Jameh-Mosque-Kerman, Malek-Mosque-Kerman, Jameh-Mosque-Damghan, Hazireh-Mosque-Yazd, Shah-Nemat-o-lah-Complex-Taft, Jameh-Mosque-Bastam, Ganjali-Khan-Mosque-Kerman, Mulla-Ismael-Mosque-Yazd, Imam-Mosque-Semnan, Imam-Mosque-Tehran, Jameh-Mosque-Tehran, Sepahsalar-Mosque, Jameh-Mosque-Bandar-Abbas	Historical mosques	

Examples of tourist attractions	Subcategories	Main categories
Si-O-Se-Pol-Bridge-Isfahan, Choobi-Bridge-Isfahan, Maman-Bridge-Isfahan, Shahrestan-Bridge, Khaju-Bridge,	Historical bridges	Natural attractions
Ancient-Hill-Ecbatana, Harireh-Ancient-City-Kish-Island, Historic-City-Toon, Khajeh-Mountain, Shahr-e-Sukhteh, Ancient-Delazian, Ancient-Demb-Kooh, Tepe-Hissar-Damghan, Ancient-City-Dahan-e-Gholaman, Tepe-Sialk, Ancient-City-Gor, Dinosaur-Footprints-Zarand, Shiushgan-Mountain	Ancient sites	
Tomb-of-Ferdowsi, Tomb-of-Hafez-Shirazi-(Hafeziyeh), Tomb-of-Khayyam, Avicenna-Mausoleum, Tomb-of-Saadi-Shirazi-(Saadiyeh), Khwaju-Kermani-Tomb, Tomb-of-Nader-Shah, Shah-Shoja-Tomb, Tomb-of-Vesal-Shirazi, Mausoleum-of-Baba-Taher, Attar-Neyshaburi-Tomb, Tomb-of-Kamal-ol-molk, Saeb-Tabrizi-Monument, Tomb-of-Baba-Koohi, Tomb-of-Sheikh-Roozbehan, Tomb-of-Ibn-Hosam-Khosfi, Tomb-of-Bozarjmehr-Ghaeni, Tomb-of-Abu-al-Hassan-Kharaqani, Tomb-of-Mahdi-Akhavan-Sales, Sohrab-Sepehri's-Grave, Alamdar-Sanadareh-Cemetery, Haftaad-Mullah-Cemetery	Tomb of the famous	
Vakil-Historic-Bath, Sultan-Amir-Ahmad-Bathhouse, Rehan-Historical-Bath, Mahdi-Qoli-Beig-Historical-Bath, Gallehdari-Bath-Bandar-Abbas, Navab-Bath-House-Tehran	Historical baths	
Sun-Palace-or-Kalat-Palace, Toghrol-Historical-Tower, Naqsh-e-Jahan-Square-Isfahan, Imam-Ali-Square-Isfahan-(Atigh-Square), City-Theater-Tehran, Firooz-Bahram-Fire-Temple-Tehran, Semnan-Arg-Gate, Sardar-e-Bagh-Melli, Harooniyeh-Tus, Manar-Jonban-Isfahan, Chehel-Dokhtaran-Isfahan, Radkan-Tower-Chenaran, Khosrogerd-Minareh-Sabzevar, Akhangan-Rod, Chopoghi-Wind-catcher-Sirjan, Moein-Windbreaker-Rafsanjan, Yazd-Time-Square, Burj-I-Mehmandust, Chehl-Dokhtaran-Tower, Pir-e-Alamdar-Tower, Alexander's-Prison, Kurit-Dam-Tabas, Khanshraf-historical-windmills, Shah-Abbasi-Arch-Tabas, Indians-Temple-Bandar-Abbas, Shahrmaahan-Windmill	Historical buildings	
Meybod-Brick-Ice-House, Meybod-Water-Reservoir, Moayedi-Ice-House, Zarisof-Historical-Ice-house, Sirjan-Twin Ice-House, Water-Reservoirs-Birjand, Garmsar-Ice-House	Historical icehouses	
Qasabeh-Qanat-Gonabad, Zarach-Qanat-Yazd, Qanats-Baladeh-Ferdows	Historical qanats	
Doodvazan-Waterfall, Varzan-Waterfall, Visadar-Waterfall, Zomorrod-Waterfall, Kalashtar-Waterfall, Margoon-Waterfall, Kuhmaresorhijski Vodopad, Ortokand-Waterfall, RudMajan-Waterfall, Akhlamad-Waterfall, Qarah-Su-Waterfall, Niasar-Waterfall, Semirom-Waterfall, Locust-Waterfall, Khafr-Waterfall, Waterfall-King-Lvlak, Poneh-Zar-Waterfall, Rhine-Waterfall, Mojen-Waterfall, Bangan-Waterfall, Bibi-Seyedan-Waterfalls	Waterfalls	
Badab-Soort, Morteza-Ali-Spring-of-Tabas, Cheshmeh-Balangan, Genow-Spring, Naz-Spring, Cheshmeh-e-Lengan, Cesme-Ali-of-Damghan	Springs	
Ladies-Plage-(Women's Beach)-Kish-Island, Men's Beach-Kish-Island, Ramin-Beach-of-Chabahar, Rocky-Beach-of-Chabahar, Darek-Beach-of-Chabahar, Gwadar-Bay-Beach, Chabahar-Bay-Beach, South-Beach-of-Kish-Island, Sandy-Beach-of-Qeshm, Sahel-e-Naz-of-Qeshm, Suru-Beach-of-Bandar-Abbas, Oyster-beach port Lengeh, Beaches-of-Kish-Island, Beaches-of-Qeshm-Island, Kolbeh-Hoor-Lantern-of-Kish-Island, Fungal-Rock-of-Kish-Island, Mossy-Beach-of-Chabahar, Coconut-Beach-of-Kish-Island	Beaches	
Roodbal-Dam, Doroudzan-Dam, Golestan-Dam, Toroq-Dam-of-Mashhad, Kardeh-Dam-of-Mashhad, Latyan-Dam, Karaj-Dam, Taleqan-Dam, Jiroft-Dam, Band-e-Dareh-Dam	Dams	

Examples of tourist attractions	Subcategories	Main categories
Azini-International-Wetland, Gavkhouni-Wetland, Bahram-V-Wetland, Barm-e-Delak-Wetland, Chabaha-Bay-Wetland, Anzali-Lagoon, Amirkelayeh-Wetland, Estil-Lagoon, Soostan-Lagoon	Wetlands	Health attractions
Maharlou-Lake, Tashk-Lake, Lake-Parishan, Lake-Dasht-e-Arjan, Bakhtegan-Lake, Makhrage-Lake-Shahrbabak, Golmakan-Green-Lake, Mount-Bromo-Lake, Bazangan-Lake, Masileh-Salt-Lake, Hamun-Lake, Tar-Lake, Havir-Lake, Vistan-Lake, Saqalaksar-Dam	Lakes	
Stars-Valley-of-Qeshm-Island, Chahkooh-Canyon-of-Qeshm-Island, Dalfard-Valley-Kerman, Tanq-e-Boraq-of-Eqlid, Valley-of-India-of-Esfedan, Valley-of-Statues-of-Qeshm-Island, Jamsh-Valley-of-Sikhuran, Tang-e-Bastanak-of-Marvdasht, Meymand-tourist-region, Shamkhal-Valley-of-Dargaz, Tanq-e-Harariz-Valley, Tang-e-Bavan-Valley, Tanq-e-Tizab-Valley, Valley-of-the-Seven-Caves, Abqad-Valley-of-Chenaran, Golab-Darreh, DarAbad-Valley, Valley-of-Kan-Sulqan	Valleys	
Abr-Forest, Avicennia-marina-of-Gwadar-Bay, Avicennia-marina-of-Qeshm-Island, Sorkkeh-Hesar-Forest-Park, Lavizan-Forest-Park, Naharkhoran, Gisum-Forest-Road, Oak-forests-of-Illam, Golestan-National-Park, Lavij-Forest, Filband-Forest, Zagros-forests-in-Baneh, The-forests-of-northern-Iran, Savadkuh-Rash-forest, Ramsar-Dalkhani-forest, Alimestan-forest-Amol	Forests	
Qareaghaj-River, Bahu-Kalat-River, Aras-River, Karun-River, Chalus-River, Zayanderud, Karaj-River, Neka-River, Babol-River, Jajrud-river, Sefid-Rud	Rivers	
Qeshm-Geopark, Rageh-Geo-Park	Geo-parks	
Subatan, Countrysides-of-Masal, Damash-e-Rudbar, Deylaman-Siahkal, Aladash-e-Savadkuh, Filband-of-Babol, Javaher-Deh-Ramsar, Jahan-Nama-Kordkuy, Mazichal-Kelardasht, Gersmaser-Ramsar, Suleiman-Tange-Sari, Alasht, Si-Dasht, Sue-Chale-Masal	Tourist countrysides	
Ali-Sadr-Cave, Katala-Khor, Nakhcheer, Quri-Qala-Cave, Salt-Cave-Qeshm, Daniel-Cave-Mazandaran, Dengzlu-Cave-Isfahan, Ghar-Parau-Cave, Jojar-cave, Roodafshan-Cave, Qizhlan-Cave, Karafu-cave, Avishu-Cave, Dosar-Cave, Sangtarashan-cave, Saholan-Cave, Bat-cave, Morad-Ice-Cave, Sangsar-Darband-Cave, Espahbod-Khurshid-Cave,	Caves	
Al-Zahra-University-Hospital-Isfahan, Faqihi-Hospital-Shiraz, Razavi-Hospital-Mashhad, Imam-Khomeini-Hospital-Tehran, Imam-Reza-Hospital-Mashhad, Dr-Ali-Shariati-Hospital-Mashhad, Hashemi-Nezhad-Hospital-Mashhad, Amin-Hospital-Isfahan, Qaem-Hospital-Mashhad, Ayatollah-Kashani-Hospital-Isfahan, Nor-and-Ali-Asqar-Hospital-Isfahan, Shahid-Mohammadi-Hospital-Bandar-Abbas	General hospitals	
Milad-Hospital-Tehran, Shahid-Beheshti-Hospital-Shiraz, Farabi-Hospital-Mashhad, 17-Shahrivar-Hospital-Mashhad, Gharazi-Hospital-Isfahan, Dr-Ali-Shariati-Hospital-Isfahan	Social security organization	
Abu-Ali-Sina-Hospital-Shiraz, Namazi-Hospital-Shiraz, Masih-Daneshvari-Hospital-Tehran, Sina-Hospital-Tehran, Shahid-Chamran-Hospital-Shiraz, Montaseriyeh-Hospital-Mashhad, Omid-Hospital-Mashhad, Seyyed-e-Al-Shohada-Hospital-Isfahan	Organ transplantation, tuberculosis, and cancer	
Fajr-Hospital-Tehran, Baqiyatallah-Medical-Clinic-Tehran, Khatam-al-Anbya-Hospital-Tehran, 576-Artesh-Hospital-Shiraz, Moslemin-Hospital-Shiraz, Iran-Naja-Hospital-Shiraz, Shahid-Sadoughi-Specialty-and-Specialty-Hospital-Isfahan, 577-Artesh-Hospital-Isfahan	Armed forces	
Bahman-Hospital-Tehran, Erfan-Hospital-Tehran, Erfan-Niyayesh-Hospital-Tehran, Atieh-Hospital-Tehran, Day-General-Hospital-Tehran, Kasra-Hospital-Tehran, Jam-Hospital-Tehran, Dena-Hospital-Shiraz, Dr-Mirhoseini-Hospital-Shiraz, Ordibehst-Hospital-Shiraz	Private hospitals	
Rajaie-Cardiovascular-Medical-and-Research-Center-Tehran, Tehran-Heart-Center-Tehran, Al-Zahra-Heart-Hospital-Shiraz, Alavi-Hospital-	Cardiovascular hospitals	

Examples of tourist attractions	Subcategories	Main categories
Mashhad, Shahid-Chamran-Heart-Educational-Medical-and-Research-Center-Isfahan		
Farabi-Ophthalmology-Hospital-Tehran, Noor-Eye-Hospital-Tehran, Khatam-OL-Anbia-Eye-Hospital-Mashhad, Feiz-Eye-Hospital-Isfahan, Dr-Khodadoust-Eye-Hospital-Shiraz	Specialized ophthalmology hospitals	
Iran-Neuroscience-Hospital-Tehran, Hafez-Hospital-Shiraz	Neurology and psychiatry hospitals	
Mottahari-Burns-Hospital-Tehran, Ghotb-Al-Din-Hospital-Shiraz, Imam-Musa-Kazim-Hospital-Isfahan, Shahid-Kamyab-Hospital-Mashhad	Burns and accidents hospitals	
Loghman-e-Hakim-poisoning-Hospital-Tehran, Hospital-Shiraz, Hazrat-e-Ali-Asghar-Hospital-Shiraz	Hospitals for poisoning	
Razi-Dermatology-Hospital-Tehran,	Hospitals for dermatology	
Mihaye-Khorushan-Water-Park-Mashhad, Absar-water-complex-Isfahan, Bandar-Abbas-Water-Park, Aftab-Shore-Water-park-Mashhad, Water-Waves-Land-Mashhad,	Water-parks	
Eram-Amusement-Park-Tehran, Iran-Land-Shiraz, Nazhvan-Amusement-Park-Isfahan, Derak-Highland-Park-Shiraz, Qeshm-City-Center-Complex, Azadi-Park-Shiraz, Padideh-e-Shandiz-Amusement-Park-Mashhad, Amusement-Park-of-Mellat-Park-Mashhad, Amusement-Park-of-South-star-shopping-mall-Bandar-Abbas, Luna-Amusement-Park-Shiraz, Wonderland-Amusement-of-Tirazheh-Shopping-Center-Tehran, Sarzamin-Shegeftangiz-of-Persian-Gulf-Lake-Tehran, Highland-amusement-Park-Kish-Island, Dream-Land-amusement-park-Isfahan	Amusement parks	Entertainment attractions 5
Suspended-Resturant-Shandiz-and-Bungee-jumping-Mashhad, Tourist-Village-river-Chadegan-Zayanderoud, Chalidareh-Tourist-Complex-Mashhad	Tourist-complex-	
Shashlik-of-Shandrz-(food)-Mashhad, Dizi-Torghabeh-(food)-Mashhad, Farahzad-Tehran, Darband-Tehran, Pleasure-Boats-of-Kish-Island	Luxury entertainment	
Astan Quds Rzavi Museums, Chehel-Sotoon-Palace-Museum-Isfahan	Multidisciplinary museums	Heritage attractions 6
National-Museum-of-Iran-Tehran, Achaemenid-Museum-Shiraz, Great-Museum-of-Khorasan-Mashhad, Haft-Tanan-Museum-Shiraz, Pars-Museum-Shiraz	Antiquities museums	
Water-Museum-Bandar-Abbas, Persian-Gulf-Anthropological-Museum-Bandar-Abbas, Kish-Native-Anthropology-House, Museum-and-urban-symbol-of-Kish-Island	Museum of anthropology	
Isfahan-Music-Museum, Abgineh-Museum, Reza-Abbasi-Museum-Tehran, Tehran-Museum-of-Contemporary-Art	Art museums	
Treasury-of-National-Jewels-Museum-Tehran, Carpet-Museum-of-Iran-Tehran, Post-and-Communications-Museum-Tehran, Vank-Church-Museum-Isfahan	Subject museums	
Khayyam-Planetarium-Neyshabur, Malek-National-Library-&-Museum	Science museums	
Banadar-Abbas-Wildlife-Museum, Iran-Wildlife-and-Nature-Museum-Dar-Abad-Museum	Wildlife-museum	
Water-Museum-Bandar-Abbas, Geo-Park-Museum-Qeshm-Island, Qeshm-Underwater-Museum-(Ghadir-Museum)	Water museum	
Domestic sports competitions, Hosting international sports events	Sports events	
Azadi-Sports-Complex, Naghsh-e-Jahan-Stadium, Imam-Reza-Arena-Mashhad, Pars-Stadium-Shiraz, Samen-Stadium-Mashhad, Aftab-e-Enqlab-Athletics-Complex, Dizin-Ski-Resort-Tehran, Pooladkaf-International-Ski-Resort-Sepidan, Tochal-Resort, Shemshak-Ski-	Sports venues	

Examples of tourist attractions	Subcategories	Main categories	
Resort, Darband-Sar-Ski-Resort, Abali-Ski-Resort, Shirbad-Ski-Resort, FereydounShahr-Ski-Resort, Afus-Ski-Resort			
Diving, Surfing, Mountaineering, Trekking, Rock-Climbing, Car-Racing, Motor-Riding, Kish-Island-Safari, Desert Safari, Karting, Marine Recreation Sports, Buggy Track, Ski	Sports activities		
Maranjab-Desert, Mesr-Desert, Deyhuk-Desert, Akbar-Abad-Desert, Hemmatabad-Desert-Zirkuh, Seh-Qaleh-Desert, Polond-Desert, Halvan-Desert, Boshrouyeh-Desert, Daranjir-Desert, Bahabad-Desert, AbarkooH-Desert, Dasht-e-Kavir-Damghan, Kavir-e-Namak-e-Sirjan	Soft adventure deserts	Desert attractions	8
Rig-e-Jenn-Desert, Hyderabad-Desert, Kalut-Shahdad-Desert, Caracal-Desert	Hard adventure deserts		
Neshaneh-Peak, Mount-Taftan, Mount-Bazman, Martain-and-miniature-mountains-of-Nehbandan, Martain-and-miniature-mountains-of-Chabahar	Soft adventure mountains	Mountainous attractions	9
Mount Damavand, Kal-Qedvis-Peak-(Dena), Ghashmestan-Peak-(Dena), HozDal-Peak-(Dena), PaZan-Pir Peak-(Dena), Sabalan, Kol-Janu-Peak-Oshtorankuh, Senboran-Peak-Oshtorankuh, Alam-Peak, Shirbad-Mountain-(Binalud-Mountains), Kuh-e-Shah, Hazaran, Shahankue-Mountain, Sahand	Hard adventure mountains		
Lake-Urmia-National-Park, Bamo-National-Park, Kolah-Ghazi-National-Park, Bakhtegan-National-Park, Khojir-National-Park, Khar-Turan-National-Park, Kavir-National-Park	National Park		
Geno-Biosphere-Reserve, Braham-Gur-Protected-Area, Male-Gale-Protected-Area, Bezmai-Protected-Area, Khaja-Pistachio-Forest, Mozaffari-Protected-Area, Bagh-Shadi-Protected-Forest-Area, Koh-Bafaq-Protected-Area, Kalmand-Protected-Area, Black-Mountain-Protected-Area, Gandu-or-Bahu-Kalat-Protected-Area, Bozman-protected-Area, Abr-Forest	Protected area	Wildlife Attractions	10
Qomishlo-National-Park-and-Wildlife-Sanctuary, Shir-Ahmed-Wildlife-Sanctuary, Robat-Shor-Wildlife-Sanctuary, Naybandan-Wildlife-Sanctuary, Dar-Anjir-Wildlife Sanctuary, No-hunting-area-Qara-Tepe, Khabr-National-Park-and-Rochun-Wildlife-Sanctuary, Shidvar-Island-(Snake-Island)	Nature-reserve		
Mahi-Kur-Cave, Plains of overturned tulips, Sarv-e-Abarkuh	National natural monument		
Qeshm-Island, Kish-Island, Hormuz-Island, Abu-Musa-Island,	Town-islands	Islands attractions	11
Lavan-Island, Larak-Island, Greater-Tumb, Siri-Island, Lesser-Tumb-Island, Hengam-Island, Snakes-Island, Hendorabi-Island, Lesser-Farvar-Island, Grate-Farvar-Island	Village-islands		
Meymand-Rocky-Village, Chensht-Village, Tarz-Village-Ravar, Abyaneh-Traditional-Village, Ghalat-Village, Bast-Qalat, Faryab-Historical-Village, Kousha-Historical-Village, Niasar-Village, Barzok-Village, Nashedan, Koorangan-Village-Fasa, Dehmurd-Village-Neyriz, Bazangan-Village, Podedh-Village, Daroud-Village, Kalahrud-Village, Baghou-Village, Mej-Village, Palangari-ye-Now-Kamfiruz, Bozveshk-Village, Navaygan-Village	Historical villages	Attractive villages	12
Ayeshabad-Village, Shib-Deraz-Village, Shamil-e-Bala-Village, Basaidu-Coastal-Village, Bastanlu-Coastal-Village, Sourgalm-Coastal-Village, Mogh-e-Qanbareh-ye-Kuh-Mobarak-Coastal-Village, Mokhdan-Bord-Khun-Coastal-Village	Coastal villages		
Kargan-Port, Kolāhi-Port, Bandar-e-Mogham, Chiruyeh-Port, Bandar-e-Shiu, Bandar-Aftab, Tiyab-e-Khunsorkh-Port, Taban-Port, Bandar-e-Divan, Bandar-e-Laft, Nokhaylo-Port, Bandar-e-Doulab	Port villages		
Kang-Village, Radkan-Village-Chenaran, Dizbad-Bala-Village, Kharv-e-Olya-Village, Bojan-Village	Stepped villages		
Bayazeh-Village, Matin-Abad-Village, Mesr-Village	Desert villages		



Examples of tourist attractions	Subcategories	Main categories
Ghamsar-Village, Mehr-Gerd-Village, Barzok-Village, Sivar-Village, Anjireh-Village, Virani-Village	Product-oriented villages	Attractive towns
Tang-e-Boraq-Village, Harariz-Village, Sikhuran-Village, Bar-Village, Paqale-Village-Mamasani, Zoshk-Village, Noghondar-Village, Hesār-e-golestān-Village, Mayan-Sofla-Village, Baghroud-Village, Abardeh-Village, Khadar-Archang-&-Sarasiab-Village, Jaghargh-Village, Azghad-Village	Valley village	
Ahar-Village-&-Shekarab-Waterfall, Herandeh-Village, Deh-Kohneh-Village-Sepidan, Baghroud-Village, Khosrow-and-Shirin-Village, Bidegol-Village, Hesar-e-Dashtak-Village, Hesār-e-golestān-Village	Riverside villages	
Khafri-Village, Barg-e-Jahan-Village, Dezhkord-Village-Eqlid	Mountainous villages	
Maharlo-Village, Dorodzan-Village-Marvdasht	Lakeside villages	
Makhunik-Village, Daroud-Village, Amir-Hajjilu-Village-Fasa, Kholoss-Village-(Indian-descent), Gotab-Village-(Indian-descent), Yord-e-Khordu-(Russian-descent)	Culture-oriented villages	
Dehbakri-Village-Bam, Kondazi-Village-Marvdasht, Jidarzar-Village-Kamfiruz	Pristine villages	
Wooden-Village-Neyshabur	Special villages	
Kashan, Likak, Sarpol-Zahab, Kalat-Nader, Neyshabur, Sabzevar, Mehriz, Zabol, Kangavar, Kazerun, Borujerd, Hafshejan, Jahrom, Sa'adat-Shahr, Dehdasht, Harsin, Firuzabad, Dehloran, Abarkooh, Shahrbabak, Lar, Kashmar, Fin, Taft, Kavar, Rayen, Aleshtar, Fareghan, Roodān, Bampour, Meymeh, Quchan	Historical towns	
Paveh, Darreh-Shahr, Bazoft, Semirom, Kuhdasht, Pataveh, Khansar, Fereydun-Shahr, Azna, Eqlid, Farokhshahr, Shulabad, Safashahr, Boroujen, Natanz, Dargaz, Rābor, Golpayegan, Mahan, Shahmirzad, Dibaj, Abdanan, Arsenjan	Mountainous towns	
Chadegan, Sudejan, Dorud, Shahroud, Ben, Baghbahadoran, Sepid-Dasht, Mojen, Chenaran, Sonqor, Esfedan, Nourabad-Mamasani, Rask, Jiroft	Riverside towns	
Bandar-e-Anzali, Suzā, Koshkonar, Parsian, Minab, Rezvanshahr, Nur, Nowshahr, Mahmudabad, Ramsar	Coastal towns	
Tabas, Qaleh-Ganj-(Land-of-Kapars), Aran-va-Bidgol, Seh-Qaleh, Tabas-Masina	Desert towns	
Meybod, Rafsanjan, Sirjan, Ardakan, Sarakhs, Pariz	Industrial towns	
Bandar-Lengeh, Kouhestak-Port, Sirik-Port, Bandar-e-Charak, Bandar-e-Jask, Bandar-Kong, Bandar-Khamir, Bandar-e-Pol	Port towns	
Damghan, Farooq, Farashband, Estahban	Product-oriented towns	
Islamabad-e-Gharb, Saravan, Sarakhs, Sarbaz, Astara, Khoy	Border towns	
Mahdi-Shahr-(Sangsar), Lordegan	Culture-oriented towns	
Neyriz, Dorud	Lakeside towns	
Eslamiyeh	Town garden	
Azadi-Tower, Persian-Gulf-Musical-Fountain-Kish-Island, Tehran-Milad-Tower, Tehran-Tabiat-Bridge, Isfahan-Aquarium, Tehran-Sky-Suspension-Bridge, Padideh-Tourism-Town, Tohid-Tunnel-Tehran, Vali-e-Asr-Crossroads-Underpass-Tehran, Vali-e-Asr-Cable-Bridge-Shiraz, Sadr-Multi-Floor-Highway-Tehran	Urban buildings	Urban attractions
Abo-O-Atash-Park, Nahj-al-Balagha-Park, Javanmardan-Park, Jamshidiyeh-Park, Niavaran-Park, Azadi-Park-Shiraz, Be'sat-Park-Shiraz, Mellat-Parke-Tehran, Mellat-Parke-Mashhad, Sa'ei-Park-Tehran, Waterfall-Park-Kish-Island, Pardis-Honar-Park-Isfahan, Fadak-Garden-Isfahan	Urban parks	
Vakilabad-Garden-Mashhad, Palayeshgah-Forest-Park-Shiraz, Nazhvan-Park-Isfahan, Persian-Gulf-Forest-Park-Bandar-Abbas	Urban forest parks	

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Examples of tourist attractions	Subcategories	Main categories
Kooh-Sangi-Park-Mashhad, Soffeh-Mountain-Park-Isfahan, Panje-Ali-Mountain-Park-Bandar-Abbas, Tehran-Waterfall-Park	Mountainous parks	
City-Park-Kish-Island, Hengam-Park-Kish-Island, Fisherman-Beach-Park-Kish-Island, Suru-Beach-Park-Bandar-Abbas, Saaheli-Camping-Qeshm, Tourism-Beach-Park-Bandar-Abbas, Persian-Gulf-Martyrs-lake-Tehran	Beach parks	
Tehran-Birds-Garden, Isfahan-Birds-Garden, Mashhad-Birds-Garden, Shiraz-Birds-Garden	Bird gardens	
Tehran-Jurassic-Park, Professor-Bazima-Scientific-Park-Mashhad, Qeshm-Noopak-Crocodile-Park-Qeshm, Ziyarat-Subject-Park-Mashhad, Tehran-Book-Garden	Subject parks	
Mashhad-Flowers-Garden, Mashhad-Botanical-Garden-Mashhad, Orgoona-Garden-of-Torghabeh, Persian-Garden-Tehran, Flowers-Garden-Isfahan	Flower gardens	
World-Road-Kish-Island, Velayat-Great-Park-Tehran, Mellat-Park-Sports-Complex-Mashhad, Sports-Beach-Park-Bandar-Abbas	Sports parks	
Jolfa-Isfahan, Suru-Ancient-Neighborhood-Bandar-Abbas	Urban tourist neighborhoods	
Tehran, Shiraz, Mashhad, Isfahan, Qom, Karaj	Metropolises	Sociocultural attractions
Yazd, Kerman, Zahedan, Birjand, Semnan	Desert cities	
Arak, Hamedan	Mountainous cities	
Yasuj, Shahrekord, Khorram-Abad	Lurs cities	
Tabriz, Ardabil, Zanjan, Qazvin, Uruma	Azeri cities	
Ilam, Kermanshah, Sanandaj	Kurdish cities	
Rasht, Chalus, Sari, Gorgan, Bojnurd	Green northern cities	
Ahvaz, Bandar-Abas, Bushehr	Arab cities	
Chabahar	Baloch cities	
Date, Saffron, Pistachio, Walnut, Mediterranean Fruits, Honey	Crops	
Women's-Dress, Leather-Clothes, Kids-Clothing	Clothing	Shopping attractions
Iranian-Carpet, Miniature, Pottery, Enamels, Persian-Khatamkari, Inlaid-Work, Penman-Cloth, Embroidered-Leather	Handicrafts	
Meatball-Tabrizi, Stuffed-Grape-Leaves	Local-foods,	
Luxury-Restaurants	Luxury-foods	
Beldaji-Gaz, Sohan-e-Qom	Local souvenirs	16

#### 4. Discussion and conclusion

Using the GT method (open and selective coding), this work sought to identify and categorize the types of Iran's tourism attractions and formulate marketing objectives for developing the tourism industry in Iran using active sports tourism leverage. The findings show that there are 16 tourist attractions in Iran: religious attractions, historical-attractions, natural attractions, health-attractions, entertainment attractions, heritage-attractions, sports attractions, desert-attractions, mountainous attractions, wildlife-attractions, islands attractions, attractive-villages, attractive towns, urban-attractions, sociocultural attractions, and shopping-attractions.

As mentioned in the introduction, before the pandemic, nearly 75% of the tourists who entered Iran were from Iraq, Azerbaijan, Pakistan, and Turkey (WTTTC, 2022). It is evident that the religious attractions of Iran, especially the shrine of Imam Reza (AS) in Mashhad, are the leading destination of most foreign tourists in Iran (Heydari Chianeh et al., 2018). Worldwide, Muslim travelers are expected to be worth more than US\$450 billion by 2026.

Ignoring Muslim tourists would be a missed opportunity for any country's economy that depends on tourism (Wisker et al., 2020). In recent years, even religious theme parks dedicated to different religions have become popular among tourists (Shinde, 2021). Currently, Iran's religious attractions are considered a significant strength in Iran's tourism industry. Introducing and advertising other Iran tourist attractions to religious tourists should be one of the marketing objectives of Iranian tourism officials and activists. Iran should provide security, accommodation, safe and comfortable transportation, and essential services to increase religious tourists from countries that are friendly and aligned with Iran (Aghajani & Farahanifard, 2015).

Historical and natural attractions are part of conventional tourist attractions, and Iran is one of the wealthiest countries in the world in this area (Nasrollahi et al., 2015). Unfortunately, Iran, having many historical and natural attractions, has been unable to attract many international tourists. Most customers of Turkish tourist beaches are Russian tourists, while Turkey is a member of NATO. Most customers of Thailand's natural attractions are Chinese tourists, while Thailand is an ally of the United States. The lack of effective marketing measures and the lack of providing essential services are among the most important reasons for not attracting Russian and Chinese tourists to Iran's natural and historical attractions (Kiyani & Kiyani, 2019). In the future, Iranian officials and activists should choose Russian and Chinese tourists as the two main target markets and win the competition with Turkey and Thailand by taking effective marketing measures and providing essential services. There are significant differences between tourists of different nationalities (Jensen, 2006). Guided tours, employing an "aesthetic" approach to interpretation, using stories, art, and poetry to emotionally engage Chinese visitors with the landscape, appear more appropriate, culturally relevant, and effective. Fundamental techniques used by guides should include numerous adjectival words, figurative or metaphorical landscape descriptions, and exaggeration of the landscape's beauty (Xu et al., 2013).

As nature-based tourism grows, protected areas will witness increasing pressure from tourists, with the quality of destination attributes exerting a considerable influence over their experience (Deng et al., 2002). Nature-based tourism in protected areas of low-income countries can contribute to regional economies, reduce poverty, and help to develop rural areas, but there are also significant challenges (Chung et al., 2018; Job & Paesler, 2013). As the findings showed, fortunately, Iran has many protected areas that can be offered to international tourists by developing tourism services. For example, Shidvar Island in Iran can compete with Wasini Island in Kenya.

Museums and Entertainment facilities are also essential in developing tourism (Ervin Chua & Marek, 2020; Tayara & Yilmaz, 2020). Entertainment tourism, defined as economic activities based on integrated services provided by the entertainment and tourism sectors, is a rising trend worldwide (Luo et al., 2019). Also, multi-attractions in a destination are a stronger incentive to attract international tourists who have to travel a long distance and pay a higher price (Park et al., 2019). Entertainment attractions encourage tourists to travel worldwide to have fun and are essential to many gaming destinations. Las Vegas in USA and Macau in China are two destinations that have invested heavily in entertainment tourism (Luo & Lam, 2017). Also, heritage attractions

significantly impact visitors' co-creation, experiences, and satisfaction (Nowacki & Kruczek, 2021). The current research findings showed that Iran has significant entertainment and heritage attractions that can complement other Iran's tourist attractions in competition with international competitors.

The perspective and beauty of the sea, solitude and unique characteristics of the islands have also made them desirable tourist attractions for international tourists (Nicolosi et al., 2018; Taecharungroj & Mathayomchan, 2019). Islands have great potential to attract wealthy international tourists because they can create distinctive experiences for them. However, it is noteworthy that the excessive tourism development in small islands leads to the growth of pollutant emissions, increased carbon emissions, and environmental degradation (Katircioglu et al., 2020). Tourism development efforts in small islands have not yet been matched with environmental management efforts (Kurniawan et al., 2019). Nevertheless, tourism development in large and densely populated islands benefits the locals and the host country (Moon & Han, 2018). In general, sustainable tourism development should be planned and implemented to ensure long-term benefits for the islands (Li et al., 2021). Fortunately, Iran has many islands that can be distinctive attractions for international tourists. We considered these islands as a separate category because they have distinct characteristics.

As the findings showed, Iran has many health attractions, which is considered an extreme point in Iran's tourism industry (Izadi et al., 2012). Iran has been the health tourism hub in West Asia for the past 50-60 years. Turkey is diligently seeking to become a region's health tourism hub (Büyükoçkan et al., 2021). Dubai, Saudi Arabia, Malaysia, Singapore, India, and Thailand are other health tourism hubs in Asia (Li et al., 2022). Overall health spending is primarily affected by the long-term variations in several inbound visitor markets (Ridderstaat et al., 2019). Usually, the length of travel, the strict rules for obtaining visas, the high cost of medical services, and the low quality of medical and care services harm the willingness of patients to travel to some health tourism destinations. Perhaps that is why Chinese health tourists were more likely to accept health tourism services in China positively (Jiang et al., 2022). In recent years, the high quality of medical services, meager treatment costs, and ease of travel to Iran compared to international competitors have made Iran's health tourism income more than the total income of other types of tourism in Iran (international section).

The findings showed that several thousands of villages and towns in Iran could be destinations for international tourists. In recent decades, rising consumer interest in visiting relatively less commercialized natural destinations has facilitated the growth of ecotourism. Ecotourism is an interdisciplinary knowledge domain inherently connected with hospitality management, geography, and international business (Khanra et al., 2021). Ecotourism pursues sustainable regional development, improved livelihood for the local population, employment opportunities, income source creation, and enriched service exports (Saidmamatov et al., 2020). The results of various research in Iran have also shown that the development of ecotourism has led to job creation and increased income in rural areas of Iran (Amini Kashani & Alalhesabi, 2021; Zolfaghari et al., 2022).

Other vital attractions for international tourists are visiting metropolises and their social culture, infrastructure, and urban attractions (Zare Ashkezari et al., 2016). As

the findings showed, Iran has significant urban interests in its metropolises that can be tourist destinations. Although these attractions alone cannot lead to an increase in Chinese, Russian, German, and other tourists from developed and wealthy countries, they can complement other Iranian tourist attractions for these tourists. However, the urban attractions of Iran are currently visited by Iraqi tourists who have come to Iran for pilgrimage.

Despite the growth of online shopping in recent decades, shopping tourism has grown significantly. Shopping tourism is influenced by many factors: product type, price, distance, and other attractions (Kristoffersson et al., 2018). Shopping has become the main tourist activity and accounts for a considerable amount of tourism expenditure. Previous research has found that shopping tourists stay longer at a destination and spend approximately three to four times more than leisure tourists (Choi et al., 2016). As the findings showed, Iran has many shopping attractions. The marketing of Iranian products and handicrafts among international tourists significantly impacts Iran's income from the tourism industry. Chinese, Russian and Iraqi tourists are among the most critical potential target markets for Iran's tourism industry at the international level. The importance of this subject becomes more apparent when we know: China plays a vital role in the prosperity of international tourism as the world's largest source of outbound expenditures. Shopping accounts for the highest proportion of China's outbound travel expenses (Zhong et al., 2022).

Sport, desert, and mountainous attractions are three active tourist attractions, also known as adventure tourism. Fortunately, Iran is rich in these tourist attractions at the international level. Iran's deserts are unique in the world. Iran's deserts alone can create a strong competitive advantage in competition with Turkey and Thailand and create distinctive experiences for international tourists. Due to the four seasons, Iran's mountains are also a competitive advantage in competition with Turkey, Thailand, Dubai, Doha, Egypt, etc. Sports tourism is essential to tourism (Elahi et al., 2021). Physical activity and sporting events are the core of the sports industry (Khosromanesh et al., 2019). The development of tourism and job creation are the most important consequences of the sports industry (Shariati et al., 2022). Various types of sports tourism are classified into two general categories: active and passive (Dastgerdi et al., 2022). Nevertheless, the development of event tourism in Iran faces many challenges, including raising the quality of sports teams (Seifpanahi Shabani, Khosromanesh, et al., 2022), attracting sponsors (Khabiri et al., 2019), supporting other government institutions (Alidoust Ghahfarokhi et al., 2022), and producing the necessary sports equipment (Khabiri et al., 2020). Therefore, Iran is not in a good position in an event or passive sports tourism but is aggressive in active sports tourism. Active sports tourism in Iran is closely related to mountains, beaches, and deserts. Therefore, sports organizations play a vital role in developing adventure tourism in Iran. Of course, this section is currently not in a favorable situation from the dimensions of logistics and management (Alidoust Ghahfarokhi et al., 2022). Culture can create constraints for the development of sports tourism (Hudson et al., 2010). Cultural problems for young women's outdoor physical activity in Iran are one of the critical obstacles to the development of active sports tourism in Iran (Shariati et al., 2021). Many people and organizations are responsible for solving the cultural problems of women's outdoor physical activity, and necessary measures should be taken in this regard (Khosromanesh et al., 2018). Therefore, using drivers and removing

obstacles to women's physical activity is one of the obligations of active tourism development in Iran (Asadolahi et al., 2022).

Academic interest in adventure tourism has increased in recent years, given the exponential growth of this sector (Janowski et al., 2021). For example, Surf tourism is a rapidly expanding market segment of the broader sports tourism industry (Fallah Kazemi & Atghia, 2021; Martin & Assenov, 2012). Destination marketers in adventure tourism should understand that the key to successful destination marketing is to develop destination loyalty among tourists by satisfying their expected destination attributes while simultaneously providing extraordinary experiences that exceed the decision-maker's expectations (Sato et al., 2018). Marketing research is an essential part of adventure tourism marketing. The profile of the adventure tourist will be beneficial for planning sustainable tourism (Rojo-Ramos et al., 2021). Most characteristics demonstrated in previous conceptualizations of the "adventure tourist" have changed. These changes are significant and should be considered in general discussions of the current state of adventure tourism, as well as in marketing and management strategies and the future development of adventure tourism operations (Giddy, 2018).

Desert tourism, mountaineering, rock climbing, diving, surfing, etc. are all known as active sports tourism or adventure tourism. As can be seen in Table 2, Iran has many active sports tourism attractions. As mentioned, active sports tourism or adventure tourism has taken a large share of the tourism market today. As a strategic action, Iran can develop its entire tourism industry by leveraging active sports tourism or adventure tourism. Considering the importance of active sports tourism and other things mentioned above, eight marketing objectives have been formulated to develop the Iranian tourism industry.

In the current research, 16 types of tourist attractions in Iran were identified (Table 2) and discussed. The second part of the research was to formulate marketing objectives to increase international tourists in Iran using active sports tourism leverage. In conclusion, as discussed above, eight marketing objectives were developed, which in order of importance, are:

- 1- Introducing and advertising Iran's active sports tourist attractions to religious tourists.
- 2- We are focusing on Russian and Chinese tourists by offering desert attractions; as the primary target markets for Iran's natural and historical attractions.
- 3- Developing adventure tourism and using the unique capabilities of Iran's deserts and mountains to increase international tourists to Iran. (In fact, mountaineering and desert tourism are two essential types of active sports tourism).
- 4- Offering different attractions of Iran in product packages among international tourists. For example: "desert tourism + ecotourism + visiting historical attractions" or "mountaineering + ecotourism + nature tourism + museum tourism" or "pilgrimage + water sports + visiting commercial centers".
- 5- Marketing of Iranian products and handicrafts among international tourists (Iraqi, Russian, and Chinese, ... tourists).
- 6- Ecotourism marketing of Iran's target villages and towns for tourism along with mountaineering, desert tourism, and water-based sports in Russia, China, and Germany.

- 7- Marketing for Iran's islands and their water-based sports attractions to increase the arrival of wealthy international tourists to Iran.
- 8- Health tourism marketing for Iran's health attractions in Iraq, Russia, China, Pakistan, Armenia, Azerbaijan, Bahrain, Kuwait, etc.

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## تدوین اهداف بازاریابی توریسم در ایران: با رویکرد گردشگری ورزشی فعال

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### کلیدواژه

اکوتوریسم

تفریح

سفر

جاذبه‌های گردشگری ایران

جهانگردی

گردشگری ماجراجویانه

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** امروزه گردشگری به صنعتی بسیار سودآور با رشد انفجاری تبدیل شده است و می‌تواند بسیاری از مشکلات اقتصادی را حل کند. ایران پتانسیل بالایی برای بهره‌برداری از صنعت گردشگری در سطح بین‌المللی دارد. بنابراین، هدف تحقیق شناسایی و دسته‌بندی انواع جاذبه‌های گردشگری ایران و تدوین اهداف بازاریابی برای توسعه صنعت گردشگری ایران با استفاده از اهرم گردشگری ورزشی فعال بود.

**روش:** روش تحقیق، گردن‌دندوری با رویکرد استراوس و کوربین بود. روش نمونه‌گیری، نمونه‌گیری نظری بود. پس از انجام ۳۱ مصاحبه با کارشناسان صنعت گردشگری و مطالعه سایر منابع، اشباع نظری حاصل شد.

**یافته‌ها:** یافته‌ها نشان داد که ۱۶ نوع جاذبه گردشگری در ایران وجود دارد: جاذبه‌های مذهبی، تاریخی، طبیعی، سلامت، تفریحی، میراثی، ورزشی، کویری، کوهستانی، حیات وحش، جزایر، روستاها، شهرها، شهری، فرهنگی-اجتماعی و خرید. نهایتاً هشت هدف بازاریابی برای افزایش گردشگران بین‌المللی در ایران با استفاده از اهرم گردشگری ورزشی فعال و کسب درآمد بیشتر از این صنعت تدوین شد که عبارتند از: معرفی و تبلیغ جاذبه‌های گردشگری ورزشی فعال ایران در بین گردشگران مذهبی؛ تمرکز بر گردشگران روسی و چینی با ارائه جاذبه‌های بیابانی؛ بازاریابی جاذبه‌های ماجراجویی ایران؛ ارائه جاذبه‌های مختلف ایران در یک بسته محصول در بین گردشگران بین‌المللی؛ بازاریابی محصولات و صنایع دستی ایرانی در بین گردشگران بین‌المللی؛ بازاریابی اکوتوریسم برای روستاها و شهرهای هدف گردشگری ایران؛ بازاریابی جزایر ایرانی و جاذبه‌های ورزشی آبی آنها در میان گردشگران ثروتمند بین‌المللی؛ و بازاریابی برای جاذبه‌های سلامت ایران.

**اصالت و ابتکار مقاله:** نویسندگان در این مقاله انواع جاذبه‌های گردشگری در ایران را شناسایی و دسته‌بندی کردند و تحلیلی درباره اهداف بازاریابی ضروری برای توسعه صنعت گردشگری در ایران با استفاده از اهرم گردشگری ورزشی فعال ارائه نمودند.

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## The Role of Sport in GDP and Sustainable Development

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### ABSTRACT

**Purpose:** The present study aims to provide a model to explain the role of sport in Iran's sustainable development. The research method was grounded in pluralism theory in data.

**Methodology:** According to the research, initially using library studies, the elements of participation were identified. After in-depth interviews with 17 professionals and scientific experts, the theme analysis method was used to extra and group the elements. The output of this step was to identify 92 indicators in the form of 5 main dimensions and 12 sub-dimensions. Convergent and divergent validity was used to determine the validity (0.85), and all results were satisfactory.

**Findings:** The results showed that preparation and formulation of a strategic plan for public and championship sports, officials' attention to the capacity of the private sector in sports activities, expansion of sports venues in an urban and balanced distribution of facilities, and Recreational and sports equipment is essential for all citizens. But to solve the problems, pay attention to organizational strategies, including the development of a strategic plan for public participation in the sports organization and the use of control and evaluation tools to ensure the effectiveness of teamwork and involvement in sports along with creating a work environment with trust and honesty among participants. It can provide a platform for sustainability to improve personal and interpersonal communication among participants.

**Originality:** The implementation of research in the field of sports tourism with a sustainable development approach based on a hybrid model has not been done before, it is obvious that any research that is done for the first time helps to expand the boundaries of knowledge and can be the basis for future researches and for this reason It is considered authentic.

### Keywords

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## 1. Introduction

Sustainable development, one of the main topics discussed in development and planning circles today, is the result of different development ideas. At the same time, this concept, like the wisdom of the concept of development, has been interpreted in various ways. The common denominator of all these ideas is sustainability and achieving a sustainable and durable development process. Balance stability is required; because an unbalanced system will also be unstable (Hoekman et al., 2019).

Development through sports is one of the fastest-growing aspects of the globalization of sports, and much of this growth is due to the potential power of sports. Studies have shown that exercise and physical activity increase emotional intelligence and socio-economic status (Rajesh et al., 2021). Improving socially desirable behavior in individuals by emphasizing public sports increases motivational, emotional, social, individual, knowledge, and cultural factors in individuals (Bentley et al., 2021). It seems that sports can play a significant and direct role in achieving some sustainable development goals. Of course, these goals have close coherence and overlap, making it difficult to separate them. Achieving these goals is conditional on the fact that these goals are used in meaningful discourse with accepting groups and in direct cooperation with macro policies (Hejbari et al., 2019). Also, due to their role in families in developing the country's culture, they can spread the culture of sports and health to other family members with positive thinking, happiness, and appreciation of the same kind and stabilization of life simultaneously. In addition to creating a culture and changing attitudes, the necessary infrastructure for sports must be completed (Pavlidis, 2020).

Research has shown that positive and negative political behavior could influence the strategic decisions of sports managers. The most crucial positive dimension of political behavior is to achieve goals in the shortest time with the least cost. Organizational and individual factors are the other two components obtained (Nazari et al., 2020). Also, the implementation of strategies belief in senior managers, the cooperation of operational managers, and the allocation of financial resources, in general, can eliminate the weakness in human resources and financial resources, which are the most critical obstacles to the implementation of the strategic plan (Nazari et al., 2017). Since the government's main task is to monitor, control and direct, today, governments in various economic and political systems are mainly responsible for policy-making and macro-national and regional orientation and try to put the private sector in line with its goals. And considering that the government has made a considerable investment in the country's sports, the performance survey shows that the optimal use of the country's existing capital resources has not been completed (Shabani & Eshrati, 2020). And one of the reasons for the lack of development of our country in the field of sports is the lack of attention of officials to this important category and acting with taste. Sports organizations must have a strategic plan to survive and progress in the current developed environment. Success in international competitions results from strategic planning and a central strategy.

Meanwhile, based on the results of research by Rashid Lamir et al. (2013), it has been determined that the country's strategic plans in the field of sports are ancient, and most of them are not feasible (Rashid Lamir et al., 2013). Unfortunately, in the current situation,

the sports strategy for developing sports in the country is old, and a copy of the previous program designed in the early '80s has many weaknesses. According to upstream documents, it lacks strength and efficiency (Afrasiabi & Khani, 2020). Over the last two decades, many countries have designed and implemented mechanisms to develop private-sector sports participation. It has been used as a logical solution for efficiently using available facilities and resources. The development of private sector participation, like many other policies, is one of the social, political, and economic trends, and its most important goals are to decentralize the economy and attract more private sector participation in sports activities to a higher level and promote cultural growth (Shahgholi et al., 2022). Public involvement in sports has been designed and implemented in many countries and has been used as a logical solution for efficiently using available facilities and resources. The development of public participation, like many other policies, is one of the social, political, and economic trends, and its most important goals are to decentralize the economy and attract more people to participate in social activities to a higher level, and promote cultural growth (Selting et al., 2019).

In previous research, Qin and Liu (2020) concluded that per capita employment, unemployment, and wasting some places and facilities exist simultaneously. This article aims to analyze the situation and changes in sports resources in colleges and universities and to analyze the role of socialization and sustainable development of sports resources in Shaanxi universities in supply side reform and understanding sustainable development. Sustainable development plays a vital role in socializing and sharing sports resources in Shaanxi colleges and universities and can be used to improve the use of sports resources (Qin & Liu, 2020). There is a usefulness of intergroup communication in the field of sustainable development and to maximize the opportunities for positive social impact (Gehring et al., 2022).

Hoekman et al. (2019) argued that despite the growing evidence that exercise programs for sustainable sports development can contribute to community development, there is still a lack of empirical research on various socio-managerial aspects of sustainable sports development. For example, in trying to achieve local programs for the sustainable development of sport, the roles, responsibilities, and potential impact of re-engaged youth need further research, and several essential capabilities are changing agents that enable them to Measure uniquely and respond best to the needs of program participants and local communities in complex socio-cultural environments (Hoekman et al., 2019). Johnson et al. (2020) concluded that sports clubs contribute to sustainable sports development through communication tools, shareholder training courses, recognition and financing, awareness and mobilization, advocacy, policies and methods, and sharing and networking (Johnson et al., 2020). Soltani & Rostampour (2019) showed that solutions such as mass media, sports organizations and institutions, sports officials and planners, plowing sports training, and cultural issues play an essential role in developing people's participation in sports (Soltani & Rostampour, 2019). Khoshdel et al. (2019) claimed that the socio-cultural indicators of sports significantly affect the sustainable development of urban society (Khoshdel et al., 2019). Olfati (2020) research showed that after the lack of human resources, budget, and financial issues, the quality and quantity of sports facilities and equipment were other obstacles to developing and promoting public sports. Managers and



trustees of public sports can. Despite the growing number of physical education graduates using them to compensate for the lack of specialized personnel in the general sports sector (Olfati, 2020).

Managers can target the significant goals of sports tourism and provide the conditions for realizing the intended vision (Aghili et al., 2023). Develop the productivity, marketing, supportive propellants, and planning and talent development, practical factors that are both effective and influential should be on the agenda of sports managers (Yabalooie et al., 2022). Important strategic factors include supporting public and private bodies, enhancing cultural and social responsibility, developing media awareness, managing systems and processes, developing appropriate infrastructure, improving financial and environmental impacts, and security was identified as being consistent with the sustainable development (Nazari et al., 2022).

Managers can also contribute to the development of public sports by specifying job descriptions for all organizations and institutions involved in general sports, using the volunteer force in them. During the past years until today, despite the implementation of various plans and valuable measures taken in the field of sports by the ministry of sports due to a lack of specialized human resources and budget and facilities as needed to be able to meet their physical and physical needs and finally strengthening motor literacy has not been a huge and enthusiastic activity in the vast country of Islamic Iran. One of the essential features that theorists have considered for sustainable and healthy development; is the emphasis placed on the participation of grassroots organizations and encouraging citizens to participate in the planning process. In many countries, it has been designed and implemented to rationalize society's economic structure, reduce the financial burden, increase efficiency, expand activities, and equip government funding and efficient use of available facilities and resources. Has been exploited. The prevailing conditions of the country's sports indicate that during the last three decades, various sectors of public sports, championships, education, etc., have been under the direct control of the government or its affiliated institutions so that the possibility of capital activities the placement of non-governmental sectors has not been provided properly.

In this research, the question is raised whether the model of the role of sports in the sustainable development of Iran with the approach of influencing the gross domestic product (GDP) includes what components?

## **2. Methodology**

Considering the subject of this research, which is to present the model of the role of sport on sustainable development in Iran: the approach is the share of sport in the Gross Domestic Product, this research will be examined from the theme analysis method. Therefore, data collection methods are different in different stages.

A) Gathering information and recognizing the factors in identifying and studying related articles and books and interviewing experts. That way, it ensures that the research is well-formed. These criteria are necessary because, as filters, they eliminate inaccurate and irrelevant information. For this purpose, a study to be considered systematically in this research must first be a scientific article published in an academic journal and a



journal with scientific judgment. In addition to that, it must be published between 2000 and 2019. In addition, it must be considered, whether in an operational way or conceptually, to influence the research objectives. Since the concepts and ideas in management develop very quickly, articles over fourteen years old are not considered appropriate because they can cause problems and distort the results. It should be noted that in addition to articles selected based on the above criteria, some articles in lower-ranked journals and even articles presented at conferences have been considered to provide more comprehensive access to literature related to this area. Articles are searched in databases<sup>1</sup>.

In the paper search phase, it is necessary to use an appropriate search strategy to identify potential entries for the literature review. In the continuation of the cognition phase, to complete the information and enrich the theoretical foundations, as well as to pay attention to the situation through in-depth interview sessions with experts and thinkers. Increasingly used form. In qualitative research, comprehensive interviews or purposeful conversations are well-known methods increasingly used to collect data.

B) Model design phase, in this phase, the goal is to determine the content code and finally determine the relationship between them.

C) Evaluation phase. In the second stage, using the data collected from interviews and other available data, as well as using tools such as questionnaires, little information is collected about the phenomenon under study. At this stage, the collected information is analyzed using statistical techniques, and the final research model is tested using statistical methods such as structural equation modeling and path analysis. For this purpose, structural equation modeling based on partial least squares has been used. In the following, this method will be examined in detail.

Therefore, the research method is a composite (qualitative-quantitative) design of pluralism in the data. According to the research in three separate phases, in the first step, using library studies, some elements of the model are identified, and then the purpose of localization and identification of other factors affecting the model, after in-depth interviews with 20 professional and scientific experts (based on study and discussion).

**Table 1.** Conceptual categories forming the team of causal factors.

Code	Gender	Position	Experience	Field
1	Male	Professional Club CEO	10	Professional Sport
2	Male	Director of Championship Sports	7	Championship Sports
3	Male	Professional Club CEO	20	Professional Sport
4	Male	Director of Sport for all	12	Championship Sports
5	Male	PhD	13	Sport Management
6	Male	Professional Club CEO	10	Professional Sport
7	Female	PhD	20	Sport Management
8	Male	PhD	10	Sport Management
9	Female	Professional Club CEO	19	Professional Sport
10	Male	Professional Club CEO	18	Professional Sport

Code	Gender	Position	Experience	Field
11	Male	Director of Championship Sports	5	Championship Sports
12	Female	Professional Club CEO	9	Professional Sport
13	Female	Director of Championship Sports	25	Championship Sports
14	Male	Professional Club CEO	10	Professional Sport
15	Male	Professional Club CEO	25	Professional Sport
16	Male	Director of Sport for all	23	Championship Sports
17	Female	Director of Championship Sports	15	Championship Sports

Using the purposive sampling method, 17 experts (professors and sports managers) were selected as a quantitative sample. The theme analysis method was used to extract the elements and group them.

### 3. Results

To develop a model for the role of sport on sustainable development in Iran: Approach to the share of sport in GDP to achieve the research objectives through systematic review, 50 articles were identified. Sport on the sustainable development of Iran: The approach of the share of sport in GDP, expressed in the theoretical literature, was identified. In this stage, to complete and localize, through interviews with the studied experts and then analyzing the content of the material expressed during the interviews, other influential elements in shaping the role of sport in the sustainable development of Iran according to the approach of sport in GDP Were obtained. Causal conditions: Causal conditions are events and conditions that affect the main category. The most critical factors affecting all three central phenomena are as follows (Table 2).

**Table 2.** Conceptual categories that make up the team of underlying factors.

Introduced	Related item	Subcategory	Main category
Widespread media advertising for sports Cheap access, everyone to sports facilities Physicians emphasize the role of exercise in health Low-cost sports	Motivation to exercise	Characteristics of people	Influential causal factors in shaping the presentation of the role model of sport on the sustainable development of Iran with the approach of the share of sport in GDP
Possibility of a wide presence of people from all classes in sports and physical activity Eliminate the gender perspective on sports Establish physical activity in schools Effective	Perspectives on sports activities		
communication with public sports centers around the world Utilizing state-of-the-art technology for sports education Prepare a strategic plan and provide a model for sustainable sports development	Individual capability		
Holding some public competitions for different occasions Following the example of developed western countries Possibility of paving the way for investment activities of non-governmental sectors	Appropriate goal setting and striving to achieve goals	The leadership of sports organizations	

Introduced	Related item	Subcategory	Main category
Utilizing specialized and expert forces Appointment of competent managers in the appropriate sports organization and federations Unified management and the same policy in public sports Establishment of morning sports bases in green spaces and sports places Giving principled consent to build private sports facilities quickly	Management skills in sports organizations Intelligent leadership in sports organizations		
Creating social action to exercise Expand the participation of public and famous institutions in the development of sports Creating an athletic spirit among the people through the media and sports institutions Attention to women's sports participation in religious cities such as Mashhad and Qom Cultural attention of families to increase sports participation with the aim of health Engage in public sports, especially in non-vocational schools Creating a culture to create an athletic spirit Coping with the prevalence of a culture of inactivity		Public sports culture	The structure of society
Creating a talent identification system in championship sports Maintenance and improvement of stadiums and equipment required for professional sports Solve the challenges of advancing the country's championship sports management Build suitable places for women's sports Creating a culture of women's sports at the school level More family attention to women's sports	Championship sports culture Attention to women's sports		

**Table 3.** Conceptual categories that make up the team of intervention factors.

Introduced	Related item	Subcategory	Main category
Pay attention to sports needs in the region Expand cultural and sports spaces Creating suitable spaces for sports movements Pay attention to the prevalence of local and indigenous games Creating an economic perspective and generating income Elimination of the federation's dependence on the public budget Provide the necessary incentives for private-sector investment Motivate private sector investment Provide the necessary facilities for the presence of low-income groups in public sports Parliament's attention to increasing participation through the enactment of laws Considering the real interests, tastes, and needs of the people in sports programs and policies Centralized laws and institutionalization of the policies of the sports organization and federations Standardization of activities related to public sports and championships	Peripheral and physical Economic and social Support for sports organizations	Hardware and equipment Laws and policies	Influential contextual factors in shaping the presentation of the role model of sport on sustainable development in Iran with the approach of the share of sport in GDP

According to [Table 3](#). Underlying conditions or contexts provide the background for the phenomenon and affect behaviors and actions; contextual conditions of the main category affect the results resulting from it. In this research, the background conditions

are divided into two main categories; Hardware, equipment, laws, and policies, but these affect the results of the central phenomena of this research.

**Table 4.** Conceptual categories that make up the strategies team.

Introduced	Related item	Subcategory	Main category
The strong communication system between organizations and federations	Internal communication	Communications between sports organizations	Influential interventional factors in shaping the presentation of the model of the role of sport on sustainable development in Iran with the approach of the share of sport in GDP
Communication system with education departments, municipalities, and universities			
Utilizing people with physical education education for planning	Legal factors		
Promoting the view of sports among politicians			
Modification of structures to support sports facilities			
Prepare a strategic plan, clarity of policies, and orientations	Service innovation		
Utilization of new technologies in education and promotion of sports			
Paying indirect subsidies to sports clubs	Equipment innovation	Updated sports organizations	
Affordable sports activities for clubs			
Upgrading equipment and infrastructure in public places	Innovation in financing sports participation		
Creating multi-purpose halls and holding city competitions			
Optimal use of sports equipment and earning money			
Attention to sports supporters and sponsors			

According to Table 4. Terms of intervention: Mediation conditions are general and broad that affect how they interact/interact.

**Table 5.** Conceptual categories that make up the Outcome Team.

Introduced	Related item	Subcategory	Main category
Long-term organizational goal setting of the sports organization			Effective strategies in shaping the presentation of the model of the role of sport in the sustainable development of Iran with the approach of the share of sport in GDP
Develop a strategic plan for the participation of professors at physical education universities in the sports organization	Attention to the mission in sports organizations		
Eliminate political leaders from sports			
Provide strategic options in the sports organization regarding opportunities		Axial criteria	
Forming operating groups in society	Attention to team orientation in sports organizations		
Encouraging team building and people's participation in teamwork and participation in sports			
Evaluation of the effectiveness of the activities of cooperative groups	Evaluation of continuous performance in sports organizations		
Use of control and evaluation tools to ensure the effectiveness of teamwork and partnership in sports			
Holding knowledge-building workshops through the media	Teaching participation methods through the media	Axial development	
Training efficient managers			
The university's relationship with the sports industry			
Media training on access to participants' information			

Introduced	Related item	Subcategory	Main category
Improving personal and interpersonal communication among participants	Attention to social capital in sports organizations		
Creating motivation and interest in people from schools and universities			
Creating a working environment with trust and honesty among participants			
Modeling successful organizations	Quality management in sports organizations		
Improving the speed and quality of participants' communications			

According to Table 5. Strategies refer to providing solutions to the phenomenon under study, the purpose of which is to "manage, deal with, accomplish and show sensitivity to the phenomenon under study.

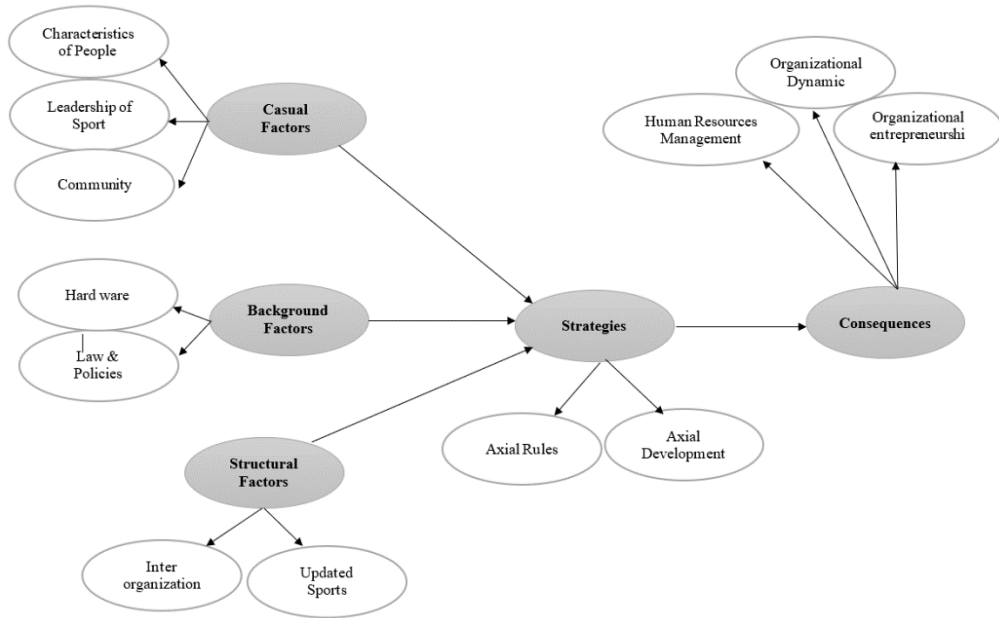
**Table 6.** Conceptual categories that make up the Outcome Team.

Introduced	Related item	Subcategory	Main category
A feeling of high responsibility to the participants for the assigned tasks	Employee commitment	human resource management	Practical consequences in shaping the presentation of the role model of sport on sustainable development in Iran with the approach of the share of sport in GDP
A high commitment of the members of the organization toward their goals and role			
Improving the quality capabilities of participants	Capacity building in employees		
The flexibility of participants in facing issues			
Disseminate what participants have learned	Organized learning		
Participation and continuous learning of participants to improve performance			
Integrating and coordinating knowledge is one of the ways to achieve and maintain competitive advantages	Gaining a competitive advantage	Organizational dynamics	
Follow the best strategies and procedures to adapt to change			
Achieve excellence in progress and performance in sports	Organizational Excellence		
Demanding from the authorities			
Achieving participant productivity			
Creative work by participants	Innovation	Organizational entrepreneurship	
Development of sports tourism by holding competitions			
Value creation through the application of knowledge to participants	profitability		
Achieving high-profit organizational goals in society			
Value-added participation			

According to Table 6. Consequences are the results of strategies and actions related to the main category. P-Scott's reliability coefficient is a nominal agreement coefficient between two coders. Scott's method is more suitable than other reliability coefficient calculation methods because it considers the number of subcategories in calculating the coefficient. Based on this, the computed coefficient is more accurate. This test also evaluates the values of the classes and corrects chance agreements in calculating the reliability coefficient. In the formula, (a) pr represents the observed agreement percentage between two coders, and (e)pr represents the expected agreement percentage.

$$\pi = \frac{\Pr(a) - \Pr(e)}{1 - \Pr(e)}$$

The value of this coefficient is between zero and one. The closer this index is to one, the higher the coding reliability in qualitative analysis. If this index is above 0.9, it indicates high confidence between coders. But generally, the acceptable level of P-Scott's reliability coefficient is above 0.7. The convergent validity technique (AVE index) was used to measure the research instrument's validity. They are desirable. The values of the coefficient and the combined reliability indicate the high measurement accuracy of the sub-categories of the instrument because of the reliability or reliability of the instrument. Also, the total Cronbach's alpha coefficient related to the concept of the model in this questionnaire is estimated to be 0.85.



**Figure 1.** The model of the role of sport on the sustainable development of Iran with the approach of the share of sport in GDP.

In Figure 1, the model of causal factors, including people, the leadership of sports organizations, and the cultural structure of society, were identified as essential factors in the development of sustainable participation. Due to the economic problems and the epidemic of coronary heart disease, people are reluctant to participate in sports. The leaders of sports organizations have worsened the situation due to a lack of necessary knowledge and unprofessional management.

#### **4. Discussion and conclusion**

Underlying conditions or contexts provide the background for the phenomenon and affect behaviors and actions; contextual conditions of the main category affect the results resulting from it. In this research, the background conditions are divided into two main categories; Hardware, equipment, laws, and policies, but these affect the results of the central phenomena of this research.

Also, in the contextual factors, the discussion of hardware and existing laws and policies were identified since the government's main task is to monitor, control, and guide, and today governments in various economic and political systems, mainly macro-national and regional policymaking, and orientation. They are responsible and try to put the private sector in line with their goals.

Considering that the government has made a significant investment in the country's sports, the performance survey shows that the optimal use of the country's existing capital resources has not been made. In structural factors, the relationship between organizations and their up-to-dateness was discussed, as incorrect distribution of equipment and facilities according to the population of each region, as well as the lack of financial resources of the Physical Education Organization to create sports facilities.

Current credits will not be settled but to solve the problems, pay attention to organizational strategies, including the development of a strategic plan for public participation in the sports organization and the use of control and evaluation tools to ensure the effectiveness of teamwork and involvement in sports along with creating a work environment with trust and honesty among participants. It can provide a platform for sustainability to improve personal and interpersonal communication among participants. In addition, if the community pays more attention to startups and entrepreneurs, the participants' sense of high responsibility for the assigned tasks will increase. Creative work will be done by the participants, as well as the flexibility of the participants in the face of more problems. So human resource management, organizational dynamics, and organizational entrepreneurship should be considered the most critical theorems resulting from the consequences.

In this research, three causal, contextual, and structural factors were discussed regarding the research topic. Ausal factors included human, hardware, and legal and legal aspects, each of these factors has its sub-components, as the researchers emphasized the importance of the lack of specialist staff, as well as the relative improvement of the level of education and degrees of coaching and judging of the staff. The technicality was one of the strengths of Iran's championship sports. It seems that the use of force with physical training education has been proven both in general sports and in championship sports, and this should be paid attention to. Also, in terms of strengthening people's motivation to exercise, the lack of written programs to encourage and encourage people to exercise has been listed among the internal challenges of public sports, public, semi-public, and private sector investment, and the financial support of local city authorities are very effective. Considering that a lot of research has been done on the influential factors in shaping the model of the role of sports in the sustainable development of Iran with the approach of the share of sports in the gross national product, but so far, no research has specifically



focused on the design of the model. The results showed that causal and structural factors in sports organizations have led to environmental underpinnings, management operations, and quality of services should ultimately increase the demand-driven and continuous share of sports in the sustainable development of Iran by strengthening individual variables. The most important achievement of this research is that sports managers and practitioners have not paid attention to the field of personal and cultural factors and marketing. In a previous study, the results obtained, for example, [Torchia et al. \(2018\)](#) showed that managers positively and significantly contribute to sports development in the country. But they do not pay much attention to it ([Torchia et al., 2018](#)).

The results of [Soltani & Rostampour \(2019\)](#) showed that the attention of mass media, sports organizations and institutions, officials, and sports planners have an essential role in developing public participation in sports ([Soltani & Rostampour, 2019](#)). [Khoshdel et al. \(2019\)](#) also concluded that sports' socio-cultural indicators impact the sustainable development of urban society. The indicators and factors identified in all these studies are, to some extent, consistent with the factors of the present study. Experts in their research include factors such as granting principled consent for the construction of sports venues, effective communication with successful sports centers in the world, eliminating the gender perspective on sports, maintaining and improving stadiums and equipment needed for public and championship sports, Standardize activities related to public and championship sports, use of new technologies in sports education and promotion, use of control and evaluation tools to ensure the effectiveness of the team and participatory work in sports and formulate a strategic plan for public participation in sports. The most crucial reason for alignment is that today, due to the critical role of sport in its health, it has become a culture. Culture is the fundamental category for the other categories in the model ([Khoshdel et al., 2019](#)).

Most interviewees referred to sports marketing to increase people's participation in sports and considered it a matter of course in the sustainable development of sports. Emphasis is placed on the involvement of grassroots organizations and the encouragement of citizens to participate in the sports program process using privatization mechanisms in many countries. The active participation of the people in designing and popularizing the process causes the spatial structure and combination of different activities in the city and its appearance to have the necessary diversity and, therefore, meet the needs of other groups of society. Considering multiple solutions to the problem makes it possible to establish a direct relationship between the design goals and the proposed solution and to ensure that the chosen solution is most relevant to the design goals.

In the development of sustainable participation, people are reluctant to participate in sports due to economic problems and the coronary heart disease epidemic. The leaders of sports organizations have worsened the situation due to a lack of necessary knowledge and unprofessional management. Also, since the government's main task is to monitor, control and guide, today's governments in various economic and political systems are mainly responsible for policy-making and macro-national and regional orientation and try to put the private sector in line with its goals. Give. And considering that the government has made a significant investment in the country's sports, the performance survey shows that the optimal use of the country's existing capital resources has not been made.



Improper distribution of equipment and facilities according to the population of each region, as well as the lack and inadequacy of financial resources of the Physical Education Organization to create sports facilities. In addition, if society pays more attention to startups and entrepreneurs, the participants' sense of responsibility towards the assigned tasks will increase, and the participants will do creative work. The flexibility of the participants in facing the issues will increase. Therefore, the serious participation of the private sector in the construction and maintenance of sports facilities and their equipment at the neighborhood level is significant due to the limited financial resources and other executive problems of the Physical Education Organization and municipalities.

The participation of the private sector in sports activities ultimately leads to the expansion of sports facilities in the urban space and the balanced distribution of recreational and sports facilities and equipment for all citizens to access this space. Therefore, awareness of the strengths and limitations of the private sector, how to invest in sports, and how to actively participate in the sports sector makes government organizations more valuable in the construction and management of sports space and its expansion and equipping it with the participation of private institutions. Therefore, it is concluded that for the per capita increase of sports in cities and the use of sports facilities by all citizens, there is an urgent need for the participation of the private sector and the public.

To strengthen sports, sports policymakers should benefit from the potential capacity to develop and expand sports in a way that will acquire more significant growth in the future. The planning and universalization of sports require the alignment of all social currents as well as the unity of action between all the different departments and institutions of the country to have sufficient supervision of the performance of sports on Iran's GDP with a single and integrated policy. Part of sports development depends on people's inner attitude, and people must achieve a correct understanding of sports and their role in their lives. The opposite point is education, with frequent and systematic training and culture through public media, the official education system, educational institutions, media programmers, and people who own the platform. This deficiency is controlled and eliminated in society. By placing sports in the basket of household economy and life priorities and facilitating livelihood affairs, with the help of policymakers and the government of Iran, people should be inclined towards sports.

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## نقش ورزش در تولید ناخالص داخلی و توسعه پایدار

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### کلیدواژه

استراتژی  
توسعه پایدار  
تولید ناخالص ملی  
نظریه داده بنیاد

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** پژوهش حاضر با هدف ارائه مدل نقش ورزش بر توسعه پایدار ایران و با رویکرد سهم ورزش در تولید ناخالص ملی انجام شده است.

**روش:** روش انجام تحقیق از نوع کثرت‌گرایی گرندت‌نوری در داده‌ها بوده است که با توجه به انجام تحقیق در ابتدا با استفاده از مطالعات کتابخانه‌ای، عناصر تشکیل دهنده مشارکت را شناسایی بعد از مصاحبه عمیق با ۱۷ خبره حرفه‌ای و علمی، جهت استخراج عناصر و گروه‌بندی آنها از روش تحلیل تم استفاده گردید که در نتیجه ۹۲ شاخص در قالب ۵ بعد اصلی و ۱۲ بعد فرعی شناسایی شدند. برای تعیین روایی از اعتبار همگرا و واگرا استفاده شد که نتایج در حد مطلوب بود.

**یافته‌ها:** نتایج نشان داد برای توسعه پایدار ایران با توجه به نقش تولید ناخالص ملی از طریق ورزش، لازم است برنامه راهبردی در ورزش تدوین گردد که لازمه آن توجه مسئولان و دست‌اندرکاران در این زمینه به ظرفیت‌های بخش خصوصی در فعالیت‌های ورزشی و گسترش اماکن ورزشی در فضای شهری و توزیع متعادل امکانات و وسایل تفریحی و ورزشی برای دسترسی تمام شهروندان به این فضا است. اما برای رفع مشکلات ضروری است به راهبردهای سازمانی مرتبط توجه شود. این موارد شامل تدوین برنامه استراتژیک برای مشارکت مردمی در سازمان ورزش؛ استفاده از ابزارهای کنترلی و ارزیابی برای اطمینان از اثربخشی کارهای تیمی و مشارکتی در ورزش؛ در کنار ایجاد محیط کاری توأم با اعتماد و صداقت در میان مشارکت‌کنندگان جهت بهبود ارتباطات شخصی و میان فردی در میان مشارکت‌کنندگان هستند. توجه به این راهبردها می‌تواند زمینه توسعه پایدار ایران را فراهم کند.

**اصالت و ابتکار مقاله:** پیش از این، کمتر پژوهشی در زمینه گردشگری ورزشی با رویکرد توسعه پایدار مبتنی بر مدل ترکیبی انجام شده است. بدیهی است هر پژوهشی که برای نخستین بار انجام می‌شود، به گسترش مرزهای دانش کمک نموده و می‌تواند مبنایی برای انجام پژوهش‌های آتی باشد.

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## The Effect of Instagram Advertising on the Advertisements Acceptance of Sports Customers during the COVID-19

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### ABSTRACT

**Purpose:** Consumer attitude towards advertising is one of the effective indicators of advertising effectiveness; the consumer's cognitive ability towards advertising appears in their thoughts and feelings and consequently will affect their acceptance of advertising. The present study investigated the impact of Instagram advertising on the advertisement's acceptance in the Covid-19 pandemic course in sports clubs' customers.

**Methodology:** The research method is descriptive correlation and survey in data collection. A total of 273 customers of sports clubs completed the following questionnaires: a combination of questionnaires for Instagram advertising, Taylor & Todd's Attitude to advertising questionnaire (2002), and the Merisavo advertisements acceptance questionnaire (2007). Structural equation modeling based on the partial least squares was used to analyze the data.

**Findings:** The results showed that the modified model had a good fit (GOF=0.717). We indicated that Instagram advertising and its components (Entertainment, Interaction, new and Up-to-date, and Usefulness) positively and significantly affect customers' attitudes and acceptance of advertisement. Also, the attitude towards advertising as a mediating variable significantly affects advertisement acceptance ( $P=0.001$ ).

**Originality:** In this article, we examine the modeling of Instagram advertising in the sports industry using structural equation modeling (SEM).

### Keywords

Ads Acceptance  
Attitude towards Advertising  
Entertainment  
Sports Clubs  
Sports Customer

### Article type

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## 1. Introduction

Extensive human communication is a distinguishing characteristic of the contemporary world. The spread of communications, particularly electronic communications, has created a new civilization that is so distinct from prior societies that the new age is known as the age of communication, and today's society is known as the information society (Beheshti, 1997). As essential components of communication in such a society, the media and mass communication tools are crucial. Mass communication media have the most prominent cultural impact on society's behavior and are successful in promoting new habits and alterations in people's beliefs and conduct. Social networks are a modern phenomenon generated by integrating several communication technologies (McAlexander & Schouten, 1998). Physical advertising is no longer successful due to public gathering restrictions during the COVID-19 pandemic in recent years, so the usage of virtual networks has increased (Norouzi et al., 2021).

Instagram advertising is among the most effective social media ads since they significantly impact user advertisement acceptance (Veladdy, 2019). Customer's acceptance of advertisements is a significant and crucial aspect of the profitability of businesses. Acceptance is the decision to utilize a good, service, or concept both temporarily and permanently (Kotler & Keller, 2005). Instagram advertising is regarded as one of the most effective commercials on social networks; as a result, brands place a high value on Instagram. According to data, millions of Iranians have accounts in this program, and a more significant proportion of individuals follow their preferred brands through this network. Companies that are active on major social networks may multiply the impact of their advertising by several by selecting the best approach and applying marketing concepts (Robertson, 2018). Researchers in this discipline have looked at it from many angles since virtual network advertising is now a top focus for many businesses, changing how customers view items or services. According to Mehta (2000), customers' attitude toward commercials is an efficient measure of the efficacy of advertisements (Mehta, 2000). It follows that the consumer's acceptance of advertising will be influenced by how well-aware they are of advertising from the perspective of their ideas and feelings (Kiani & Nazari, 2022; Mostaghimi, 2017). In addition to improving the quality of advertisements and reducing costs, providing advertisements based on the factors influencing users' attitudes has additional benefits, including customer satisfaction, attraction, loyalty (Ball et al., 2006; Mostaghimi, 2017; Sarlab & Farid Fathi, 2021), increased product and service awareness, tremendous success in new product launches, and an increase in the number of target audiences (Mostaghimi, 2017).

The views and attitudes of consumers regarding advertising are crucial indications of the efficacy of advertising. Understanding advertising ideas and attitudes are crucial because they influence customers' brand perceptions and buy intentions. Beliefs regarding advertising influence consumers' attitudes towards advertising in general (Mir, 2012). The study's findings indicate that the correct advertisements result in a good attitude toward them, and when the clients have a positive attitude, they readily accept them. According to Wolin et al. (2002), most Internet users have a positive view of Internet advertising (Wolin et al., 2002). Lai and Liu (2020) studied the effects of content liking, content

validity, and social media interaction on the amount of user acceptance of product placement in mobile social networks. They discovered that content liking precedes social media engagement and content validity. Engagement on social media influences the credibility of the content. User acceptance of product placement on social media is strongly influenced by the content's likeability, credibility, and social media participation (Lai & Liu, 2020).

E-commerce can offset potential losses caused by this unfavourable situation and keep the business on track, given that it is unclear how long the coronavirus disease will continue to spread and how the living conditions will proceed even after this worldwide crisis ends. During an epidemic of coronavirus disease, individuals fear getting and transmitting the illness to their families. Individuals and athletes attend gyms less frequently due to this fear, which negatively impacts the gyms' ability to generate revenue. Instagram, a major social network in the country, is one platform for advertising to solve this issue. Therefore, to re-attract members and players to sports facilities, special attention should be devoted to advertising virtual networks, particularly Instagram, and the presence of people and athletes in gyms should be assured by respecting public and personal hygiene. Unfortunately, gym management in Ahar does not put much effort into attracting customers through Instagram advertising, and little attention is devoted to advertising in virtual spaces. Several authors and academics have stressed the significance of online advertising and its influence on consumers' attitudes about and advertising acceptance in boosting corporate performance in many cultures and industries. As a result, this study investigates the issue in the sports industry and communities. This study's researchers discovered that there is limited research on the topic at hand and that no research has been conducted in the field of sports marketing, particularly in the researched community within the country. As a result, this is the first attempt to study the target factors of this research in sports marketing. The influence of the factors has been researched independently in most national studies. However, in the current study, a model for three variables of Instagram advertising, attitude toward advertising, and advertising acceptance is proposed and simultaneously assessed using structural equation modeling. This study aims to determine if Instagram advertising influences the attitudes and acceptance of advertisements among sports club members in Ahar. Based on the theoretical literature and the research examined, a model relating to the research variables has been established. The research hypotheses and the conceptual model of the research are presented below (Figure 1):

- **First hypothesis:** Instagram advertising influences advertising acceptability.
- **Second hypothesis:** Instagram advertising influences the attitudes of sports club members in Ahar.
- **Third hypothesis:** Advertising acceptability is influenced by the attitude toward commercials.
- **Fourth hypothesis:** Instagram advertising influences advertising acceptability via the mediating variable of advertising attitude.



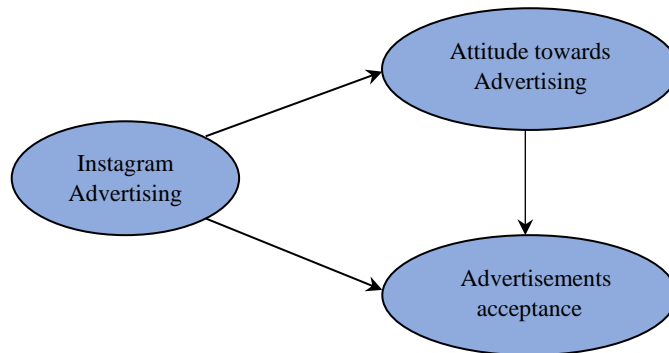


Figure 1. Research conceptual model.

## 2. Methodology

This research is descriptive of the correlation type and is practical in terms of its purpose and data collection method. All members of Ahar sports clubs constituted the statistical population for this study. Because the number of clients was unknown, the statistical population was deemed uncertain. According to the table created by Krejcie and Morgan, the sample size was 384. Simple random sampling was employed in this study. Out of the 384 surveys, 273 were fully completed and returned. A questionnaire was utilized to obtain the following information:

**Instagram Advertising Questionnaire:** A combination of questionnaires from (Kim & Ko, 2012), (Seo & Park, 2018), and (Marti-Parreño et al., 2013) were utilized to obtain information on the Instagram advertising variable. This questionnaire consists of ten items and four components: entertainment (2 items), interaction (3 items), novelty and currency (2 items), and utility (3 items) on a 5-Point Likert Scale (Strongly agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly disagree = 1). According to Kim and Ko (2012), the questionnaire's validity is positive, and its reliability is shown by Cronbach's alpha values of 0.94 for the entertainment component, 0.87 for interaction, and 0.83 for novelty and up-to-dateness. In addition, Marti-Parreño et al. (2013) found that the questionnaire's validity was positive and that its reliability, as measured by Cronbach's alpha, for the usefulness component was 0.81.

**Attitude towards Advertising Questionnaire:** The advertisement attitude questionnaire developed by (Taylor & Todd, 1995) was used. This survey has four items in 5-point Likert scale (Strongly agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly disagree = 1). In their study, Taghavi et al. (2017) reported the convergent validity of the questionnaire with AVE criteria of 0.708 and the reliability of the questionnaire with a combined reliability method of 0.906 (Taghavi et al., 2017).

**Advertisements Acceptance Questionnaire:** The advertisement acceptance questionnaire by Merisavo et al. (2007) was used. This questionnaire has 3 items in the 5-Point Likert Scale spectrum (Strongly agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly disagree = 1). Merisavo et al. (2007) has indicated that the questionnaire's validity is favorable, the factor loading of its items is at least 0.70, and the

questionnaire's Cronbach's alpha reliability is more than 0.70. [Yang et al. \(2013\)](#) also stated that the questionnaire's validity was favorable, and its Cronbach's alpha reliability was more than 0.67.

Seven professors of sports marketing and sports management reviewed and validated the face and content validity of all three surveys in this study. SmartPLS software used the partial least squares method to fit and evaluate hypotheses using structural models.

### **3. Results**

The age group of 30 to 40 years with 41.1%, women with 54.2%, married persons with 57.9%, and bachelor's degree holders with 38.1% had the highest frequency, according to the descriptive statistics. The largest frequency of attendance at the sports club, with 42.1%, was twice per week. According to 23.8% of those surveyed, one to two hours a day are spent using Instagram.

Checking the pattern's fit before evaluating the study hypotheses is the first step in the method of structural equations using the partial least squares approach (PLS-SEM) pattern analysis ([Davari & Rezazadeh, 2013](#)). Fitting the measurement patterns, the structural pattern, and the overall pattern was the three aspects of pattern fit that were evaluated.

#### ***3.1. Measurement model fit***

The measurement pattern was examined using two reliability and convergent validity criteria. The model's reliability was measured using factor loadings, composite reliability (CR), and Cronbach's alpha. During path analysis, factor loading is a quantitative number indicating the strength of the association between a latent variable (construct) and its related manifest variable (index) ([Davari & Rezazadeh, 2013](#)). [Table 1](#) illustrates that the factor loading of Instagram advertising, attitude towards advertisements, and acceptance indicators have good validity (above 0.8).

Cronbach's alpha is a measure of reliability and is appropriate for assessing internal stability. Internal stability demonstrates a structure's link and associated indicators ([Davari & Rezazadeh, 2013](#)). In PLS analysis, composite reliability is a more recent metric than Cronbach's alpha, and it is preferable to Cronbach's alpha in that it measures the reliability of structures in terms of their correlation with one another rather than in absolute terms. According to [Table 2](#), all Cronbach's alpha values and the latent variables' combined reliability have appropriate values; therefore, the measurement model's reliability may be confirmed.

The second criterion for evaluating measurement model fit is convergent validity, which assesses the degree of correlation between each construct and its questions (indices). AVE measures the average variance shared by each concept and its respective indicators ([Barclay et al., 1995](#)). According to [Table 3](#), AVE values of latent variables are larger than 0.5, indicating a high degree of convergent validity ([Fornell & Larcker, 1981](#)). In other words, there is a strong correlation between each structure and its indicators; thus, the measurement models have a better fit, and their applicability is confirmed.

**Table 1.** Model reliability assessment through factor loadings.

Variables	Indicators	Factor loadings
Instagram advertising	Entertainment	0.897
	Interaction	0.882
	New and up-to-date	0.880
	Utility	0.904
Attitude towards advertising	Item 1 (NT1)	0.910
	Item 2 (NT2)	0.922
	Item 3 (NT3)	0.959
	Item 4 (NT4)	0.928
Advertisements acceptance	Item 1 (PT1)	0.912
	Item 2 (PT2)	0.926
	Item 3 (PT3)	0.944

**Table 2.** Measuring the reliability of the model through Cronbach's alpha and composite reliability.

Latent variables	Cronbach's alpha coefficients (Alpha > 0.7)	Composite reliability (CR > 0.7)	Average variance extracted (AVE > 0.5)
Instagram advertising	0.913	0.939	0.793
Attitude towards advertising	0.948	0.962	0.865
Advertisements Acceptance	0.918	0.949	0.860

### 3.2. Structural model fit

In the research, the PLS method uses R Square or  $R^2$  coefficients and the  $Q^2$  criterion to assess the structural model's fit.  $R^2$  is a criterion that links the measurement and structural components of structural equation modeling, demonstrating the exogenous variable's influence on the endogenous variable (criterion).  $Q^2$  is a criterion that determines the model's predictive power (Davari & Rezazadeh, 2013). According to Table 3,  $R^2$  values have been determined for the research's endogenous constructs.

**Table 3.**  $R^2$  and  $Q^2$  coefficients of endogenous variables.

Endogenous variables	$R^2$	$Q^2$
Attitude towards advertising	0.758	0.623
Advertisements acceptance	0.825	0.677

### 3.3. Overall model fit

After assessing the fit of the measurement component and the structural part of the model, the GOF criterion is used to determine the model's overall fit (Tenenhaus et al., 2004). This criterion is determined using the following relationship.

$$GOF = \sqrt{\text{communalities} \times \overline{R^2}} = 0.717$$

GOF has been assigned the values weak (0.01), medium (0.25), and strong (0.36) (Wetzels et al., 2009). The overall research model exhibits a strong fit by having a value of 0.717 for GOF.

### 3.4. Hypothesis testing model

After assessing the fit of the structural and general models, the PLS data analysis algorithm indicates that it is feasible to investigate and test the research hypotheses and arrive at the research findings. When the values of the path coefficient (t) exceed  $|1.96|$ , it demonstrates the relevance of the relevant factor and, therefore, the validation of the study hypothesis (Vinzi et al., 2010). The four model hypotheses are confirmed based on the value of the significant coefficient found for the paths between the variables. The second hypothesis (the influence of Instagram advertising on the attitude toward advertisements) and the first hypothesis (the effect of Instagram advertising on the acceptance of advertisements) both had significance coefficient values of 4.204 and 47.442, respectively. Therefore, Instagram advertising has a direct and significant effect on advertisements acceptance and attitude towards advertisements. The third hypothesis (the influence of attitude toward advertisements-on-advertisements acceptance) has a significant coefficient with a value greater than 13.088. This article demonstrates how the acceptance of advertisements is influenced by one's attitude toward advertisements, confirming the third hypothesis. The fourth research hypothesis (the mediation of attitude toward advertisements in the link between Instagram advertising and advertisements acceptance) is confirmed as a result of the second and third research hypotheses. After determining if the study hypotheses are significant, we should determine how significant the impacts are. The elements of Instagram advertising directly account for 82.5% of the variable measuring acceptance of advertisements and 75.8% of changes in attitudes toward advertisements, according to the determination coefficients in Figure 2.

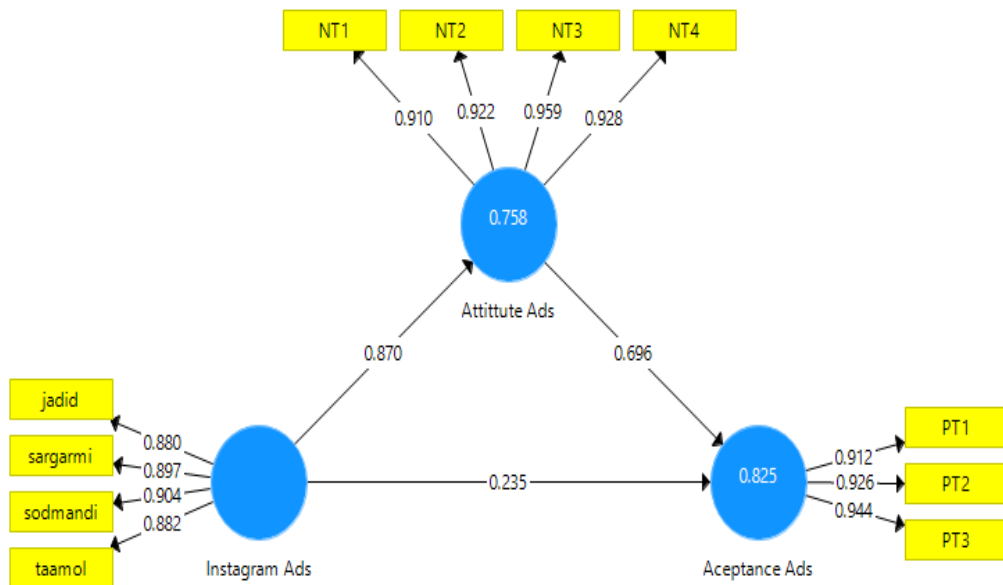


Figure 2. Revised model with standardized path coefficients.

**Table 4.** Results of partial least squares analysis and hypothesis testing.

Research hypotheses	Path coefficient ( $\beta$ )	t	P-Value	Result of the research hypothesis test
Instagram advertising $\rightarrow$ Advertisements acceptance	0.235	4.204	0.001	Confirmed
Instagram advertising $\rightarrow$ Attitude toward advertising	0.870	47.442	0.001	Confirmed
Attitude towards advertising $\rightarrow$ Advertisements acceptance	0.696	13.088	0.001	Confirmed
The mediating role of attitude towards advertisements $\rightarrow$ Advertisements acceptance	0.606	12.747	0.001	Confirmed

#### 4. Discussion and conclusion

This research aimed to investigate the effect of Instagram advertising on advertisement acceptance during the Coronavirus disease in Ahar gyms. The results showed that Instagram advertising positively and significantly affects advertisement acceptance. This study's findings accord with those of (Gaheri Tabrizi, 2018; Lai & Liu, 2020; Momeni Safa, 2019). Instagram advertising during the Coronavirus pandemic could facilitate client acceptance. Marketers need to leverage social networks as a communication channel since the coronavirus disease outbreak has reduced people's ability to attend social gatherings. Assume that Instagram advertising is entertaining, thrilling, and delightful and that it is done to satisfy customers' demands. Customers would be more likely to receive advertising messages through Instagram if they had a positive attitude toward Instagram advertising. The managers of the gyms are advised to raise the number of social media advertisements for the sports clubs and use up-to-date and amusing advertisements to increase the number of people who frequent the sports facilities, in addition to enhancing the quality of the services. If customers see that health protocols are given a special attitude in gyms, and if these concerns are also stressed in sports club advertisements, this may provide them a lasting presence by enhancing their trust.

The results revealed that Instagram advertising positively and significantly affects customers' attitudes towards advertisements. This section's findings are compatible with those of (Gaber et al., 2019; Haghgoo, 2019; Shekari et al., 2020; Zhao & Wang, 2020). Instagram is a fast-growing social network, and its viewership in Iran is rising on a daily basis; therefore, it is regarded as a free online platform to reach prospective new customers. On Instagram, the user interaction rate is much higher compared to other social networks. Therefore, if the advertisement is aesthetically appealing, it will likely positively affect the viewers' attitude. Haghgoo (2019) research demonstrated that advertisements that are appealing and memorable, particularly on Instagram, and have a lasting impact on customers' thoughts might purchase sports brand products as a habit. Marketing on social networks and Instagram is a new method to engage with customers, and marketers must adapt rapidly and pay attention to social networks and online activity (Haghgoo, 2019). The rise of coronavirus and limits on meetings, particularly in gyms, have created an excellent chance to view advertisements on Instagram. If the most recent material is utilized in Instagram advertising, customers are supplied with sufficient

information, and they can express their demands through an interchange of ideas, a positive attitude will be generated in their thoughts, and proper advertising will be done through them to their friends.

The results demonstrated that advertising attitudes considerably and favorably influence advertising acceptance. This study's results agree with those of (Chung & Kim, 2021; Khalvati, 2019). Kotler and Keller (2006) defined attitude as a person's steady positive or negative evaluation, emotional feelings, and practical tendencies toward certain objects and ideas. People's attitudes can create their thinking and cause them to like or dislike something (Kotler & Keller, 2006). Three things distinguish attitudes: first, they are focused on a certain thing, person, or viewpoint. Second, they are value-based, and there is a belief in being acceptable or inappropriate, good or bad. Third, they typically have substantial stability and endurance, contributing to the advertisement's acceptance (Karimi, 2009). Acceptance has a crucial role in whether a project succeeds or fails; therefore, it is crucial that social media advertising be done as effectively as possible (Hejab Doost, 2016). Khalvati (2019) findings showed that customers' attitudes, quality, and credit towards advertisements effectively consider them useful and acceptable. Additionally, customers' attitudes regarding advertisements influence their purchasing and attendance decisions (Khalvati, 2019). Customers prefer virtual spaces on social networks due to the low cost of advertising, especially in the era of the coronavirus disease. We may expedite consumers' advertisements acceptance if we improve customers' economic perceptions about advertising by decreasing the cost of products and services and we, linking social benefits with customers' wants and desires, and finally, making advertisements helpful by expanding customer information about products and services and answering their queries.

The findings demonstrated that Instagram advertising, through the mediating variable of attitude toward advertisements, has a positive and significant impact on the acceptability of advertisements. This study's findings are compatible with (Shekari et al., 2020; Zhao & Wang, 2020). Many individuals are captivated inadvertently by cleverly lighted advertising with creative photographs, videos, and beautiful phrases that allure people and encourage them to develop false needs. Effective advertising on Instagram has a positive influence on client disposition. In addition, attitude is a person's favorable or unfavorable sentiments about doing an activity, as well as their feelings, assessments, and usually steady dispositions toward a subject (Sahaf zadeh et al., 2016). A positive attitude toward advertising might facilitate client acceptance. In their study, Zhao and Wang (2020) determined that the perceived ease of use of advertising substantially impacts its usefulness, attitude, acceptability, and purchase intent. Haghgoo (2019) research demonstrated that advertising that is appealing and memorable, particularly on Instagram, and has a lasting impact on buyers' brains could alter their opinions (Haghgoo, 2019). During the stressful period of coronavirus disease, it can motivate individuals to attend gyms for exercise, recreation, and amusement. Considering that, in the period of coronavirus disease, individuals pay more attention to ads through social networks, the content and format of advertisements should be given extra consideration. Weak, poor-quality and haphazard ads may result in a lack of advertisement acceptance. Customers' opinions about advertisements are likely to improve if Instagram advertising is

entertaining, new, timely, and informative and if they prioritize customer connection. During the pandemic, the favorable attitude of consumers enhances the impact of advertisements, leads to advertisement acceptance, and ultimately encourages their presence at the gym or their return.

Overall, it can be claimed that consumers' attitudes about commercials are one of the most reliable measures of advertisements' efficacy. As a result, the customer's acceptance of ads will be influenced by how they process advertisements in their thoughts and feelings. Acceptance is a crucial aspect of a project's success or failure. The customer decides to utilize the new product fully and logically at this level. We must pay specific attention to Instagram advertising and its constituents, particularly its usefulness. If Instagram advertising is effective, clients' views about items and services will improve, and they will readily embrace them. This research, like any research, had limitations; for instance, its statistical population comprised all Ahar gym members. As a result, the generalizability of the research's findings is restricted to the investigated statistical population. If the findings are used in other gyms of a similar kind, the cultural and social context of such gyms should be considered, and the findings should be applied with greater caution.

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## تأثیر تبلیغات اینستاگرامی بر پذیرش تبلیغات مشتریان ورزشی در دوران کووید-۱۹

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### کلیدواژه

باشگاه‌های ورزشی  
پذیرش تبلیغات  
سرگرمی  
نگرش به تبلیغات  
مصرف‌کننده ورزشی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** نگرش مصرف‌کنندگان نسبت به تبلیغات یکی از شاخص‌های موثر در اثربخشی تبلیغات است؛ زیرا توانایی شناختی مصرف‌کننده نسبت به تبلیغات در افکار و احساسات آنها ظاهر شده و متعاقباً بر پذیرش آنها نسبت به تبلیغات تأثیر خواهد داشت. هدف پژوهش حاضر، مطالعه تأثیر تبلیغات اینستاگرامی بر پذیرش تبلیغات مشتریان ورزشی در دوران کرونا (کووید-۱۹) بود.

**روش:** روش تحقیق مطالعه حاضر، توصیفی-همبستگی است که به صورت پیمایشی انجام شده است. ۲۷۳ نفر از مشتریان باشگاه‌های ورزشی، پرسشنامه‌های تبلیغات اینستاگرامی، نگرش به تبلیغات تیلور و تاد (۱۹۹۵) و پذیرش تبلیغات مریساوو (۲۰۰۷) را تکمیل نمودند. جهت تحلیل داده‌ها از آزمون معادلات ساختاری مبتنی بر حداقل روش مربعات جزئی در نرم افزار Smart PLS استفاده شد.

**یافته‌ها:** نتایج نشان داد مدل ارائه شده پژوهش از برازش مناسبی برخوردار است ( $GOF=0/717$ ). همچنین، نتایج نشان داد تبلیغات اینستاگرامی و مولفه‌های آن (سرگرمی، تعامل، جدید و به روز بودن، سودمندی) تأثیر مثبت و معناداری بر نگرش و پذیرش به تبلیغات کاربران اینستاگرامی در دوران کرونا دارند. نگرش به تبلیغات به عنوان متغیر میانجی تأثیر مثبت و معناداری بر پذیرش تبلیغات مشتریان را نشان داد ( $P=0/001$ ).

**اصالت و ابتکار مقاله:** در این مقاله به مدلسازی تبلیغات اینستاگرامی در صنعت بازاریابی ورزشی با روش معادلات ساختاری پرداخته شده است.

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## The Success of Information Systems in World-Class Sports Organizations: Futures Studies Approach

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### ABSTRACT

**Purpose:** Information systems play a significant role in efficiency management. An information system is a set of components that interact to produce knowledge, which includes hardware, software, data, procedures, and people. So, the great attractiveness of this area makes sports organizations act more carefully and even promote themselves to the world level; Therefore, this research aimed to identify and explain the critical indicators of the success in sports organizations' information systems. This comparison was made in the world-class category with a future studies approach.

**Methodology:** This study is mixed research with an exploratory approach. In the qualitative section, by using the mix method, the selection of original articles with appropriate quality (29 items) and containing the success factors of world-class information systems have been made, and they were analyzed using the content analysis method. In the quantitative section, the researchers reached a consensus on the critical factors by using snowball sampling and selecting the eight members of Experts using the Delphi method in three rounds.

**Findings:** The findings showed that factors such as data security, access levels, integrated communication between internal systems, network, and internet security are among the success factors of world-class organizations, and it was also determined in the Delphi round that the mentioned factors are among the critical factors in sports organizations. Results showed that, concerning the broadness of communication in sports organizations, there are solutions that can improve them at the local to international level in terms of success.

**Originality:** We tried to present the critical success indicators of world-class information systems in sports organizations in an original study with a forward-looking approach.

### Keywords

Communication  
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## 1. Introduction

Information systems play a significant role in data intelligence and organization management (Pouyandekia & Ghafari, 2021). Organizations are pioneers and winners in a world with considerable shifts and uncertainty. They can take a proactive approach and steps with a forward-looking view in this field to enhance their efficiency and effectiveness. An information system is a set of components that interact to produce information, which includes hardware, software, data, procedures, and people (Bright & Asare, 2019). Sports organizations with a wide geographical range of tasks and communications are more exposed to changes. They should be ready to make decisions and react or even prevent the conditions than other organizations. The sports world comprises many individuals of different ages, interests, and health statuses. As a result, it has always been a source of pride for nations and has many fans because of the introduction of sports products and acting special people. Therefore, the great attractiveness of this area makes sports organizations perform more carefully and even promote themselves to the world level.

Information systems can make the management of organizations agile and flexible to make correct decisions as an appropriate infrastructure according to their essential role in the direction of uncertainties. It will occur by aiding continuous assessment, understanding the current situation, providing opportunities and upcoming threats, and identifying competitors and their conditions (Benbya et al., 2020). The impact of information systems on these organizations and related institutes influences their processes, so in this sense, they change the form of communication and the way of actions. Information systems in sports organizations can be converted into a data source for generating information that all stakeholders can use to achieve future success. These organizations can reduce the risk of failure and increase the probability of their success by the mentioned approach since they guide the organization's leaders in achieving strategies that lead to more effective management and entering the competition with a hyperactive approach (Thielsch et al., 2018). Examining these systems will lead to fair competition, growth, and perfection. As a result, the probability of success is increased in any competition. For entering a competitive arena, it should first be examined whether it is possible to enter it, and then the manner of competition must be known in advance. Information systems, with their features such as quality, security, appropriate data, and reports, help strengthen competitiveness, especially at the global level leading to the production of the best choices. In other words, they provide suitable output for a society so that their leaders can draw the right path in the future; thus, appropriate decisions are made. The view that emerges in the world-class clears the way for a comparative method that considers all important challenges and obstacles and provides a way to enter and survive in the global arena and improve potential aspects (Bright & Asare, 2019). It is better to imagine the Iranian sports organizations at this level because the trends show that it is essential to consider a superior existence to learn the path of perfection and take steps to grow and be exalted. In addition, the influence of athletes in some disciplines in the international arena indicates that it is possible to have a helpful

program according to the decisions for this category and keep Iran in the global competition (Sabherwal et al., 2006).

Therefore, it is necessary to examine the Iranian sports organizations due to their diverse tasks, connections, broad geographic scope, and Iran's history and background. Although there is no definition for the best information systems, changes in technology and users' awareness have continuously increased their importance, including the information systems of sports organizations. The presence of human resource processes and an organization's social responsibility are two primary reasons that can be placed in the world-class. In this way, quality, technology, strategy, organizational culture, security, and as a result, the efficient leader can be measured as world-class. According to those mentioned above, it is vital to identify the constituent factors that affect the most suitable information systems of sports organizations leading to the provision of solutions for their improvement, promotion and effectiveness in the world-class that help in making correct and timely decisions (Steininger, 2019). Therefore, the main problem of the current research is to investigate the main features of the information systems of sports organizations as an infrastructure for the placement of Iranian sports organizations in the world-class. Identifying these factors and indicators first and then acting specifically for sports organizations is essential. The main challenge of information systems is sports organizations, whose comparison in the world-class provides the possibility of proposing solutions for improvement that create competitive power. In other words, the path of growth and perfection is clarified in this comparison so that appropriate steps can be taken in this regard. The main goal is to use this path to establish conditions that the scope of tasks, communications, and productions are adequately managed. Information systems lead to improving competition and competitiveness as the primary decision-making tool. Therefore, in this research, critical vital factors in the success of sports organizations are determined using a combined study to identify the characteristics of world-class information systems.

This paper investigates the importance of world-class information systems, especially sports organizations that emphasize the diversity of activities and stakeholder groups. In other words, it is necessary to have accurate, correct, and accessible information for making an appropriate decision at the top of the affairs because sports organizations are considered the primary infrastructure for expanding the culture and state of sports in Iran. For this reason, these organizations should develop and improve their information systems regarding evaluation indicators. This research can help to achieve the desired progress by continuously evaluating these indicators and finally providing improvement solutions for many years.

## **2. Literature Review**

### **2.1. Information systems**

There is a difference between information systems and information management. Information systems serve to manage information to help decision-making. Information systems affect every job. Information systems mean collecting, storing, processing,



disseminating, and using data, and this issue is not limited to software or hardware (Thielsch et al., 2018). However, humans' importance and goals in using technology, values, and criteria are considered. Information management aims to improve the organization's efficiency and consider its internal and external needs in an active and dynamic situation. Information systems play a very influential role, especially in the performance management procedure's implementation, data collection and storage, and monitoring processes. Performance management paves the way for choosing the right and rational decisions that can significantly affect the future (Ibrahim & Abou Naem, 2019). Effective information management leads to the identification of tools and infrastructure to achieve the organization's success. Information systems are a part of these tools and infrastructures. They can be considered a competitive advantage since they reduce costs, enhance the quality level of customer service services, and improve supply chain management. Organizational systems are integrated software, including the architectural redesign of a group of transaction processing applications and an organization's business processes to obtain a combined information flow. The complexity of organizational systems has led to implementing system capabilities with considerable financial and human investment, so they usually have a high risk of failure and lack of success (Shao et al., 2012).

On the other hand, the interconnected nature of companies has stimulated their vigilance towards ensuring that relevant information is shared among partners, which is critical to their business success. In recent decades, information systems have undergone considerable changes, and leading organizations manage their portfolio of activities in addition to working with each department separately (Theorin et al., 2017). In the past, information systems were used in simple cases, such as categorizing and processing similar information. However, requirements have changed nowadays, and more expectations are expected from them (Zhang, 2016).

An information system is an integrated and homogeneous set of information technology using software that supports individual, group, organizational, and social goals (Conrad et al., 2015). The definition of an information system is based on the more general concept of a working system. In these virtual information systems, the data include the physical dimension of the firm (Bērziša et al., 2015). From another perspective, a set of interrelated components, which collect, retrieve, process, store and distribute information and can help managers and employees in analyzing leadership problems in complex issues, is called information systems.

Organizations, as the primary infrastructure for developing and improving affairs, must have a suitable and acceptable infrastructure in terms of information. According to this point of view, proper information systems are a priority for creating information management. However, appropriateness should be evaluated by comprehensive and complete indicators that can be compared at the world-class level. In sports organizations, due to the diversity of the field of activities, they need more studies to determine the dimensions of global competition. For this purpose, it is necessary to talk about world-class for information systems to determine their connection with the current discussion. This topic will be explained in the following.

## 2.2. World Class

Competition has always been a source of growth and perfection. For those who have made efforts in this field by comparing themselves with others in achieving more capabilities, their success has been guaranteed. Therefore, evaluating one's position in the world class helps achieve a higher level of growth. [Alsawaha et al. \(2021\)](#) have defined world-class as achieving or maintaining global competitiveness in producing the best cases. There is no precise, correct, and universal definition of world-class. For this reason, this concept can have different meanings depending on the nature of the organization's work. However, there are ten items introduced by various authors for entering world class as follows: 1- total production maintenance (TPM); 2-lean manufacturing (LM); 3- Six Sigma (SS); 4- modeling (BM); 5- total quality management (TQM); 6- Integrated Information System (IIS); 7- agile manufacturing (AM); 8- manufacturing strategy (MS); 9- supplier relationship management (SRM); 10- cell flow manufacturing (CFM) ([De Felice & Petrillo, 2015](#)).

The reports provide a comprehensive list of world-class manufacturing performance evaluations. In this list, main and vital world-class principles are mentioned as follows: 1) dedicated to quality: absolute focus on consumer satisfaction and increasing responsiveness, reliability, and high quality; 2) employee participation: motivating and stimulating employees such as acknowledging them for their work; 3) measurement: all decisions should be based on objective data and its analysis; 4) continuous improvement: having a culture of continuous improvement by doing more work, removing and reducing wasted time; 5) achieving upward growth: constant innovation in products and services by leading the market and providing end-to-end solutions ([De Felice et al., 2013](#)).

Organizations, as the leaders of affairs, should determine the level of competition and their competitors and set criteria for evaluating their performance. This research investigates competition regarding information systems in organizations limited to sports organizations. To be placed in the world-class, sports organizations require effective and efficient information systems, and in this sense, they must be measured and evaluated. [Benbya et al. \(2020\)](#) have considered the global technological infrastructure for organizations and implementation of the decision-making algorithm to be significantly related to stakeholders, technical artifacts, and processes. They have emphasized their mutual impact on the organization and related factors. They have also developed a new theory about the complexity of social and technical systems and considered information systems as a great aid in solving these complexities.

[Salimi and Tayebi \(2022\)](#) have developed a successful model in information systems in sports organizations. They investigated six variables of system quality, information quality, service quality, usability, user satisfaction, and net profit via the structural equation modeling using Delon and McLean's conceptual model. They proposed an evaluation model for information systems in sports organizations. In the following, the studies done in this field will be reviewed ([Salimi & Tayebi, 2022](#)). [Stair and Reynolds \(2020\)](#) showed that four strategies are essential in automatically identifying the time of collecting information to facilitate real-time decision-making and employee self-improvement access management. In this research, a case has been developed to provide

interoperability between the information systems of the involved employees (Stair & Reynolds, 2020). As a tool for change management, gain-loss analysis can also identify and support the evolution of features from one category to another. By exchanging these features among the interactive employee information systems, it is possible to reduce employees' turn time, increasing their access reliability, accuracy, and flexibility. Finally, two propositions have been proposed from the experimental findings concerning previous studies' results. Peters et al. (2020) investigated how health site information quality, system quality, and service quality lead to user satisfaction and received benefits. The results include theoretical and practical implications for enhancing the effectiveness of online health information sites (Peters et al., 2020).

Steininger (2019) studied monitoring features and contingency analysis in information systems. They indicated that information systems serve as a tool for collecting information related to emergencies and monitoring them. The first case is the National Protection Information System, managed by the Ministry of the Interior. The other is the Information System for the Prevention of Major Industrial Accidents, organized by the Ministry of the Environment (in Slovakia). The main goal of this paper was to analyze emergency cases in the mentioned databases and evaluate the statistical data available in all information systems (Steininger, 2019). In examining the relationships in information management, process management, and operational performance concerning internal and external contexts, Al-Emran et al. (2018) found that internal information management and external information management have a positive relationship with internal process management and external process management. Internal process management positively affects internal and external operational performance; however, external process management only positively impacts external operational performance. Finally, internal, and external operational performance positively impacts business performance (Al-Emran et al., 2018).

Mohammadi et al. (2019) in designing a qualitative model of the economic development of Iran's sports industry with a world-class production approach, depicted a causative and compelling relationship between the economic development of the sports industry. Its factors include institutional development, structure, ownership, media development, scientific-research development, increase in advocates and income from it, development of human resources, facilities, and infrastructure, and legal and export companies growth. Expansion of social networks with world-class production factors includes quality, innovation, cost, and time. Flexibility and service factors in world-class, including sales and after-sales, pave the way for the sports industry's progress in the world-class (Mohammadi et al., 2019). Almasi and Zardoshtian (2018) investigated the design of the sports events management information system in sports and youth departments and showed that the sports event department requires a lot of coordination and decisions due to its nature of holding sports competitions and events at different national and international levels which with the help of a sports event management information system, it can help to keep high-quality competitions and sports events and saving money and time (Almasi & Zardoshtian, 2018). Tahmasebi Poor et al. (2018) in research entitled "Proposing a model of requirements analysis for the management information system for recruitment of sports volunteers," indicated that requirements for the management information system for recruitment of the sports volunteers include: human resources,

planning, registration, admitting, familiarization, finance, and procurement, training and support, evaluation, reward and retention and the beneficiaries of Iran's sports volunteering were identified. Finally, the requirements analysis model was presented (Tahmasebi Poor et al., 2018). Ashrafi et al. (2017) showed that since information is the basis of an organization's activities, there must be systems to produce and manage information. The purpose of such systems is to ensure the provision of correct and reliable information at the required time and in a usable form (Ashrafi et al., 2017).

### 3. Methodology

This study is practical development research since it pursues the knowledge of direction. At the same time, it is reasonable for reality and tries to investigate the competitiveness issue regarding information systems in sports organizations. It is developmental because it presents indicators in the form of a model. It should be noted that this research is exploratory since the extraction of world-class indicators has been considered. To collect information using the mix method, the concepts of library studies of the related articles and books were analyzed. After extracting the components in the studies, the key indicators were investigated by designing a Delphi questionnaire in three courses in this research. As it is evident, Delphi is an expert-based method. For this purpose, the indicators were evaluated and finalized using a group of 25 experts selected by snowball sampling. In this modeling, key indicators were examined by expert opinions in the Delphi team. To implement the Delphi process, first, a set of indicators extracted from the interviews were given to the selected people in the panel without talking to each other. They commented on the items of the questionnaire. A report of the output and results of the questionnaire was presented, and the items in which there was a difference of opinion, or no opinion were delivered more straightforwardly. The second round was repeated, and in the same way, the final stage of implementation and the agreement of the result became. Finally, the last indicators were summarized and concluded with the help of these people. To measure the content validity of the meta-combination section, the formal fact was used and, in both stages, the necessity of that index was evaluated in the model. We used a questionnaire and received experts' opinions considering that the CVR values in both phases were obtained 0.75 and 0.78 respectively and the validity was confirmed. The reliability of the questionnaires was obtained through Cronbach's alpha with values of 0.80 and 0.82.

### 4. Results

First, this part of the research shows the qualitative findings extracted using the meta-combination and inductive content analysis methods. Next, the final indicators were extracted using the Delphi method in three stages. The demographic characteristics of Delphi panel members were based on Table 1.

**Table 1.** The demographic characteristics of Delphi panel members.

Age	Degree of education	Job position	Expertise
38	PhD	University professor	Sport management
51	Master's degree	The expert	Information technology
39	Master's degree	The expert	Information technology
39	PhD	The expert	Information technology
45	PhD	University professor	Sport management
62	PhD	University professor	Sport management
42	PhD	University professor	Sport management
40	PhD	University professor	Information technology

For applying the mix method, 253 articles were selected during extracting articles related to this field. Then, by studying the titles and their abstracts, these articles were reduced to 73. Since the findings were investigated using the mix method, the articles were reviewed and reduced to 29 papers. They were studied in terms of quality and analyzed by content analysis method, and the indicators were extracted as described in Table 2. These indicators are categorized according to Table 1.

**Table 2.** The indicators extracted by the content analysis in the meta-combination stage.

Organizing concepts	Basic concepts extracted from the articles
Possessing required security	Observing the privacy of users
	Compliance with data security
	Ability to verify user qualifications
	Existence of electronic monitoring
	Effective risk management
	Possessing security lines
	Existence of a security system
	Covering system risks
	Existence of information security
	Essential measures regarding data security
	Presence of an information system security structure
	Availability of necessary hardware facilities for computer security
	Security in the identification of end users
	Security in user identification
	Existence of network security
	Existence of security on the Internet
	Presence of security processes and procedures
	Presence of physical, technical, and administrative security support
	Presence of implemented monitoring and controls
	Ability to limit the access of people
Possessing a legal framework for information dissemination	
Legal framework for all data compatible and incompatible with business purpose	
Presence of environmental safety and health	
Reliability in the system and its content	Possessing a high-quality system
	Reliable technology
	Existence of quality in system information
	Retaining the necessary quality in system information support
	Analytical data extraction and synthesis

Organizing concepts	Basic concepts extracted from the articles
	Presence of acceptable content Reliability in the design and data Increasing the quality of the information system Existence of necessary quality for use The reality of the quality required in the system Presence of essential quality in information Data validation capability Problematic data extraction Possessing integrated information Provider of appropriate information Accurate information provider Availability of reliable data Presence of a holistic view Availability of reliable data Ability to collect targeted data Sufficient business-related data Observance of legal cases in the use of data Data verification and monitoring Easy access to data Keeping data up to date Data analysis Optimal data collection Possessing timely and available information
Ability to provide accurate information at the right time	Responsiveness Fast simulation capability Providing information in a short time Maintaining the necessary speed in execution
Compatible with experiences and business	Keeping a project management model fit for the purpose Taking advantage of the commitment of top management Paying attention to the growth of the company in the implementation design and feedback Ability to manage costs Business scale coverage Appropriate design Management approval in terms of the purpose of building the system Ability to plan and manage costs Ability to properly work contracts Ability to adjust and position costs Ability to create and obtain managerial commitment Compatibility of the system with business goals Affordable

Organizing concepts	Basic concepts extracted from the articles
Ability to create intra-system and network communication and appropriate life cycle	Effective communication Taking advantage of the network Possessing a suitable life cycle Life cycle development capability Proper compatibility between system life cycles Utilization of the network Compatible with other systems Network advantage Ability to communicate Inter-system communication capability Ability to communicate between systems and within the network Taking advantage of the network Possessing information and communication technology
Good quality in providing services	Good quality in services Providing the right quality of service Existence of quality in services Effective requirements management Effective customer engagement Effective stakeholder management Effective management of expectations Improving customer satisfaction and service Ability to provide stable services Suitable service delivery function Understandable for the customer Using services acceptability levels Service Integration
Compatible with the latest technologies	Effectiveness of the client's organization Design according to the latest technology Capability for reviewing and updating Effective change management Data communication with business purposes Ability to use innovative technology Existence of flexibility Possessing an optimal business model Process control management Reproducibility Scheduling capability Flexible in design, implementation, and updating Design proportionate to business processes Suitable for business use Business related User-friendly design Ideal for the target technology
Possessing a support system	Possessing the right quality in support Possessing the necessary structure for support Effective support after implementation Appropriate information support Possessing a support system Data analysis Effective software testing



Organizing concepts	Basic concepts extracted from the articles
Specialized, technical, and effective structure	Common data pattern extractions
	Seller management
	Production planning and control
	Possessing a maintenance system
	Need for technical expertise
	Need for experience and skill
	Possessing an effective sales process
	Effective project launch capability
	Effective project planning
	Effectiveness of the project manager
Ability to train and manage employees	An effective development approach
	Ability to manage employees
	Inevitability in application
	Applicable to people involved
	Existence of effective training
	Employing effective teachings
	Possessing a human resources management system
	Containing characteristics of social responsibility
	Individual effects
	Organizational effects
Motivating	
Satisfying users and easy to use	Having experience in registration and knowledge management system
	Strengthening and training employees
	Ability to train employees
	Increasing user satisfaction
	User's willingness to use the system
	Ease of use
	Establishing user satisfaction
	Possessing a structured design according to the user's needs
	User satisfaction
	Adaptable to teamwork
Effective in the project team	

At this stage, the list of essential topics and their categories in the organizing topics were provided to 25 experts to evaluate the indicators. Considering that the average result of the necessity of basic concepts in Table 2 was higher than 3, the organizing concepts were evaluated using the tau coefficient W to measure the title of the organizing ideas. It is necessary to mention that the questionnaire was designed as a Likert scale, collected and summarized electronically with several follow-ups, and sent again. Table 3 shows the first step of Delphi in selecting concepts.

**Table 3.** The first step of Delphi for the selection of organizing concepts along with the tau coefficient W.

Organizing concepts/indicators	tau coefficient W
Processing the necessary security	0.265
Reliability in the system and its content	0.117
Ability to provide accurate information at the right time	0.345
Compatible with experiences and business	0.145

Organizing concepts/indicators	tau coefficient W
Ability to create intra-system and network communication and appropriate life cycle	0.269
Good quality in delivering services	0.147
Compatible with today's technologies	0.357
Possessing a support system	0.126
Specialized, technical, and effective structure	0.168
Ability to train and manage employees	0.274
Satisfying users and easy to use	0.316
Adaptable to teamwork	0.476

According to Table 3 and considering the tau coefficient W values, since the coefficients' value sets were less than 0/5, the concepts were reviewed and sent to the experts. Table 4 summarizes the second round of Delphi.

**Table 4.** The second round of Delphi evaluation of organized concepts.

Organizing concepts/indicators	tau coefficient W
Access levels for users	0.756
Security for data	0.689
Existence of electronic monitoring	0.426
Covering risk through appropriate processes and support	0.865
Possessing a safe and secure physical structure	0.578
Ensuring security in the network and internet platform	0.786
Existence of necessary quality in the information system	0.698
Keeping accessible and correct content and information	0.678
Ability to test the system	0.533
Providing information at the right speed	0.766
Compatible with business goals	0.563
Affordable and able to manage costs	0.640
Covering different dimensions of business	0.354
Ability to create intra-system and network communication	0.962
Possessing a suitable life cycle	0.742
Good quality in providing services	0.695
Effective stakeholder management	0.657
Flexibility in adapting to business changes and updating with the latest technology	0.521
Possessing a coordinated and appropriate support system	0.534
Ability to extract patterns of business management and its development	0.412
Ability to train and manage employees	0.675
User-friendly and user-satisfied system	0.568
Increasing participation of the users	0.573

According to Table 4 and considering the tau coefficient W values, the concepts were reviewed and sent to the experts since the coefficients' value sets were more than 0.5. Table 5 summarizes the third round of Delphi.

**Table 5.** The third round of Delphi evaluation of organized concepts.

Organizing concepts/indicators	tau coefficient W
Access levels for users	0.569
Security for data	0.657
Existence of electronic monitoring	0.698
Covering risk through appropriate processes and support	0.756
Possessing a safe and secure physical structure	0.742
Ensuring security in the network and internet platform	0.712
Existence of necessary quality in the information system	0.625
Possessing accessible and correct content and information	0.532
Ability to test the system	0.569
Providing information at the right speed	0.574
Compatible with business goals	0.532
Affordable and able to manage costs	0.657
Ability to extract patterns of business management and its development and cover different dimensions of business	0.682
Ability to create intra-system and network communication	0.721
Possessing a suitable life cycle	0.521
Good quality in providing services	0.534
Effective stakeholder management	0.632
flexibility in adapting to business changes and updating with the latest technology	0.741
Possessing a coordinated and appropriate support system	0.716
Ability to train and manage employees	0.861
User-friendly and user-satisfied system	0.811
Increasing participation of the users	0.762

Finally, saturation was achieved according to [Table 5](#) while obtaining the appropriate values of the coefficients. Thus, the final organizing concepts and indicators are summarized in [Table 5](#). In other words, the last indicators of a world-class information system should have a suitable score in each of the indicators extracted in [Table 5](#).

## 5. Discussion and Conclusion

The role of information systems in the modern era in data intelligence and organization management is undeniable. Many changes and uncertainties have been considered so diverse that an active approach seems necessary and inevitable for any organization seeking its desired future. In other words, organizations need powerful information management to make timely and appropriate decisions to deal with changes and uncertainties and move toward growth and perfection and their desired future. On the other hand, information management requires strong, correct, and logical information that depends only on information systems with capabilities in different dimensions ([Ashrafi et al., 2017](#)). This path of growth and progress of organizations will be possible only by looking at competitors and comparing themselves with the best and controlling and improving weaknesses by using strengths to realize the desired future and deal with crises and problems. And have new conditions ([Sabherwal et al., 2006](#)).

In this research, the goal of presenting indicators and critical success factors of information systems for sports organizations can only be realized by examining the world-class. For this purpose, by reading all factors and indicators related to information systems, the final characteristics were obtained and used to measure the success of sports organizations in terms of world-class information systems. For this purpose, by studying the valuable articles in this field by meta combination method and extracting the factors by Delphi method, and completing the questionnaire three times, the final characteristics were obtained and used as a measure for the success of the sports organization in terms of information systems. A criterion for comparing all these indicators was examined using the Delphi method. The average was obtained from the Likert scale, and the Kendall coefficient "w" for each of the indicators, and an agreement was reached several times. In the world-class category, the review of these first-class indicators strengthens competitiveness. It makes managers more aware of their current situation so that they can work to improve the situation. According to the results, it is evident that the existence of levels of access, data security, monitoring and control of projects, risk coverage through the definition of processes and appropriate support, structure, security in the network and the Internet, and the quality of information. Systems, content and information, accuracy, ability to test the system, quick access to information, compatibility with business, affordability, ability to manage costs, extraction of business management models, and proper communication of systems internally and are networked. It is one of the essential success factors of information systems. These components in the research of [Alsawaha et al. \(2021\)](#) align with the current research results due to the emphasis on preparing a comprehensive list of performance evaluation indicators and sharing quality, responsiveness, reliability, and continuous improvement ([Alsawaha et al., 2021](#)). It is also consistent with the research of [Benbya et al. \(2020\)](#) in terms of technological infrastructure and the impact of communication processes between systems. [Salimi and Tayebi \(2022\)](#) have also mentioned the discussion of system quality, information, services, usability, user satisfaction, and the dimension of profitability and cost management, which aligns with the present research ([Salimi & Tayebi, 2022](#)).

Along with these factors, defining the appropriate life cycle for good-quality systems in providing services and managing beneficiaries and flexibility following current business and technology changes will be essential. This result is in line with the research results of ([Stair & Reynolds, 2020](#)) in line with the four-time strategies, facilitating decision-making and availability and continuous improvement. In the same way, the research above has been able to agree with the results of this research regarding the coordination of the support system in such a way that employees can quickly learn it and record their experiences in it, and it is user-friendly and increases participation. Power is another feature that helps information systems to be globally comparable that it also provides. To speed up growth and perfection in sports organizations and take advantage of success factors to reach world-class in the field of information systems, practical suggestions for use in organizations are presented below:

- It is suggested that the systems used in sports organizations to be placed in the world-class by defining user restrictions in different display and editing levels should consider the information security of the systems.

- Using online support and experts to fix its bugs is suggested to reduce the risk of hacking processes and information. Also, ensure the security of network and internet platforms.
- It is suggested to observe the life cycle of the software and its update to maintain the desired quality and prevent network and internet risk and hacking.
- It is suggested to take advantage of its flexibility and align with business goals by consulting experts before purchasing and developing the software.
- It is suggested that in addition to choosing user-friendly and user-satisfied systems, sports organizations should try to increase the participation and use of users by training and empowering them.
- It is suggested to ensure the content, necessary information, and quality of the inputs while using experts' opinions regarding the required fields to complete the information. Also, management reports improving decision-making to ensure the correctness of the data periodically. Get expert notifications and check them randomly.

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## شاخص‌های موفقیت سیستم‌های اطلاعاتی در سازمان‌های ورزشی در کلاس جهانی: رویکرد آینده‌پژوهی

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### کلیدواژه

ارتباطات  
امنیت اینترنت  
دلفی  
سازمان‌های ورزشی  
مدیریت سیستم‌های اطلاعاتی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** امروزه سیستم‌های اطلاعاتی نقش بسزایی در کاربرد داده‌ها و مدیریت سازمان ایفا می‌کنند. سیستم اطلاعاتی مجموعه‌ای از اجزایی است که برای تولید اطلاعات در تعامل هستند و شامل سخت افزار، نرم افزار، داده‌ها، رویه‌ها و افراد است. از طرفی جذابیت زیاد حوزه ورزش موجب شده سازمان‌های ورزشی با دقت بیشتری فعالیت نمایند و حتی خود را به سطح جهانی ارتقا دهند؛ بنابراین، هدف از این پژوهش شناسایی و تبیین شاخص‌های کلیدی موفقیت سیستم‌های اطلاعاتی در سازمان‌های ورزشی بود که این مقایسه در رده کلاس جهانی با رویکرد آینده‌پژوهی انجام شد.

**روش:** این پژوهش از نوع پژوهش‌های آمیخته با رویکرد اکتشافی تدوین شده است. در بخش کیفی با استفاده از روش فراترکیب نسبت به انتخاب مقاله‌های معتبر با کیفیت مناسب (۲۹ مورد) و حاوی عوامل موفقیت سیستم‌های اطلاعاتی در کلاس جهانی اقدام شده است و با استفاده از روش تحلیل مضمون مورد بررسی قرار گرفتند. در بخش کمی نیز محقق با استفاده از نمونه‌گیری گلوله برفی و انتخاب اعضای نمونه متشکل از هشت متخصص با استفاده از روش دلفی در سه دور در خصوص عوامل کلیدی به اجماع دست یافت.

**یافته‌ها:** یافته‌ها نشان دادند که عوامل کلیدی شامل: امنیت داده‌ها، سطوح دسترسی، ارتباط یکپارچه بین سیستم‌های درونی، امنیت شبکه و اینترنت از جمله عوامل موفقیت سازمان‌ها در کلاس جهانی هستند، لذا، می‌توان نتیجه گرفت که با توجه گسترده‌ی ارتباطات در سازمان‌های ورزشی راهکارهایی برای ارتقای آنها در سطح محلی تا بین‌المللی مطرح است.

**اصالت و ابتکار مقاله:** در این مطالعه تلاش نمودیم با رویکرد آینده‌نگاری، شاخص‌های کلیدی موفقیت سیستم‌های اطلاعاتی سازمان‌های ورزشی در کلاس جهانی را ارائه دهیم.

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## Identifying and Prioritizing the Factors Affecting Brand Development of the Khorasan Razavi Volleyball Board

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### ABSTRACT

**Purpose:** One of the necessities of every sports committee in carrying out tasks, implementing programs, and achieving goals is the existence of appropriate financial resources. The study aimed to identify and prioritize factors affecting the development of the Khorasan Razavi province volleyball team brand.

**Methodology:** The current study used Q methodology by the quantitative-qualitative mixed method. The 23 participants included athletes, coaches, referees, volleyball club managers, and brand experts.

**Findings:** The results showed that six mental patterns had affected the brand, including professionalism, media, power, education, events, and nationalism. Leading sport organizations must learn and train this science in their members and include branding training in their training programs. Furthermore, they hold annual junior and regular competitions, invite elites, hold scientific circles, and help develop the infrastructure. Although, it is necessary to develop the city and province sports brands.

**Originality:** We presented the solutions to develop the brand of the province's volleyball team.

### Keywords

Branding  
Sports Team  
Media  
Event

### Article type

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## 1. Introduction

In the sport of each province, the provincial boards are the main ones responsible for promoting and achieving organizational goals. One of the necessities of every sports committee in carrying out tasks, implementing programs, and achieving goals is the existence of appropriate financial resources. This importance has identified marketing and branding as essential to determining financial resources. Sports boards and sports organizations should act like commercial companies. If sports boards do not generate income, it will be difficult for them to continue working. Sports committees start their activities by having employees, budget, and per capita as their organization's inputs. Based on the description of their assigned duties, they provide various services such as the development and expansion of public sports and championship sports, training in sports, referee training, hosting and organizing sports events, building and constructing new sports facilities, sending athletes and sports teams of the province to sports competitions, providing assistance in sports research and other matters at the provincial level.

For this reason, they have a deep connection with marketing issues. On the other hand, in this era, sports marketing is mentioned as one of the essential factors of economic, social, cultural, health, and community development. So, sports managers and marketing officials try to improve and expand it. Still, this improvement and expansion require creating special structural, political, cultural, and social conditions. Considering the many effects and benefits of the marketing industry, dealing with sports marketing can effectively reduce many problems, such as unemployment and stagnation of sports and non-sports industries, and gradually decrease the dependence of sports organizations, federations, and delegations on the government budget. As a result, the achievement of new income-generating channels will lead (Esmaeili et al., 2017). In fact, in today's competitive environment, providing the best performance in marketing has become an essential concern of managers. Managers try to achieve superior performance by using different techniques. Sports marketing is one of the most complex tasks of sports organizations, and if this task is performed correctly, one can witness the flourishing of the country's sports at the national and international levels, the increase in the number of people participating in sports activities in the field of championship and professional sports, the decrease The country's sports were financially dependent on centralized financial credits from the government, etc. (Sullivan et al., 2021).

Marketing strategies have a specific brand section. They are increasingly considered valuable assets and unique resources (Lim & O'Cass, 2001). The brand is one of the intangible assets of any business that creates a high value for it (Sarlab et al., 2022). According to Kotler et al. (2021), a brand is a name, phrase or term, sign, symbol, design, or a combination of them that is intended to identify a product or service offered by a seller or a group of sellers and through which they turn into the consequences of competing companies (Kotler et al., 2021). The approach of branding outside the organization is a topic that has attracted the attention of many researchers, and of course, it moreover targets customers. Therefore, it chooses methods directly related to the customer (Shavandina & Kovalenko, 2021). Branding is a method that should be comprehensively implemented in various institutions or organizations. This requires

coherence and coordination between different units of an organization or institutions, which forces managers to review brand relationships and assumptions constantly. Strategic management behavior is crucial for branding in strong brand performance, especially in competitive environments (Benito-Ostolaza & Sanchis-Llopis, 2014).

The brand is also significant in the service sector because the consumer can evaluate the quality of the service he has already received. Another notable feature of this sector is that successful service delivery by an organization depends on the skill and talent of the service personnel. Services are traditionally defined as intangible actions (Gull & Ashraf, 2012). As one of the organizations that provide sports services, sports teams should not neglect the benefits of branding and its strategies. Because despite the high level of dispersion, marketing activities are organized through brand management strategies and follow customers' wishes and needs. Through brand challenges, the message of these activities is conveyed to customers (Smith et al., 2021).

The research conducted in branding has shown that despite the relatively suitable background, branding has been less focused on volleyball. Nazari et al., in a research aid at the particular value of the Persepolis club brand, showed that the club's success, attracting star players and preventing the sidelines of the club, can lead to branding (Ghodsi et al., 2019). Abdollahzadeh and Takali (2017) showed the seven indicators in this regard. They include organizational management and planning, corporate resources, administrative nature, manager's personal characteristics, communication, environmental effects, and the effects of clubs playing a role in the brand personality of the Iran Professional Football League organization (Abdollahzadeh & Takali, 2017). They Examined the 30 Brand Values of the Kale Mazandaran Volleyball Team. They showed 11 Brand Brand Factors, Competition, Advantage, Social Interaction, Commitment, Team History, Organizational Characteristics, Team Success, Team Play, and non-players. They argued that the stadium is among the most critical components of brand value in terms of brand value associations. The two more factors of identification and internalization in terms of awareness of brand value are less critical. So, it can be argued that volleyball has high status as one of the most famous and general sports among the country's people. Also, it is one of the country's most successful sports at the international level. Khorasan Razavi province has always had clubs at the level of the country's prestigious leagues and has a strong background.

For this reason, the Khorasan Razavi province volleyball team can go one step further and use the countless benefits of branding. Accordingly, the main question of the current research is which factors play essential roles in developing the Khorasan Razavi province volleyball team brand. How are they prioritized, and finally, what solutions can be offered for their development?

## **2.Methodology**

Based on its purpose, this research is applied; based on its nature, it is an exploratory study; in terms of collecting descriptive data, it was a survey. Likewise, due to the use of the Q methodology, it is a type of mixed research. The statistical population of this research includes experts and specialists in sports branding and marketing, professors of

sports management, experts and veterans of volleyball in Razavi Khorasan province, and people active in sports teams. The statistical population in the interview section will be separate from the Q section so that the collected data will not be biased. Therefore, branding and marketing experts and sports management professors will be used in the first section by interviewing and identifying factors affecting the development of the Khorasan Razavi volleyball team brand and providing development solutions. The second part will use experts and veterans (Q questionnaire). The sampling method will be targeted in the interview section, and snowball sampling in the Q methodology section. It should be noted that Q analysis can be done between 20 and 40 people, and it is not like other quantitative research determined by Cochran's formulas or Morgan's table. For the second section, by the Varimax rotation, the KMO test measures the adequacy of the sampling volume. Determines that the Q questionnaire is confirmed with the same number of statistics. The data collection method in this research is the library method (to collect the discourse space) and then semi-structured in-depth interviews. At first, it was used to identify the factors affecting the development of the Khorasan Razavi volleyball team brand by using interviews with experts to determine the factors.

Then, the cue cards and charts were designed to sort the cue samples, and by using the cue method, the mental patterns of experts were identified. Finally, the mental patterns have been prioritized. Thereupon, by using interview and thematic analysis methods, the brand development strategies of the Khorasan Razavi volleyball team were identified. A six-step network analysis technique was used to prioritize the operational plan for developing the Khorasan Razavi volleyball team brand from the point of view of experts and to determine the weight of the criteria. The network analysis process is a series of decision-making techniques similar to the hierarchical analysis method. It is its generalization in cases where higher levels have an effect or the elements on the same level are not independent. The hierarchical method can no longer be used. Delphi method and theme analysis will be used in the qualitative part and interviews. In the quantitative part, the data obtained from sorting Q statements were entered into SPSS software version 28 and analyzed. Moreover, the ANP method was used for ranking in Super Decision software.

### 3. Results

The demographic information of the experts under review is given in [Table 1](#).

**Table 1.** Demographic information of the experts under review.

Percentage	Abundance	Scale	Variable	Row
9	2	20 – 30	Age	1
30	7	31 – 40		
26	6	41 – 50		
35	8	51 – 60		
35	8	Female	Sexual	2
65	15	Man		

Percentage	Abundance	Scale	Variable	Row
78	18	Married	Marital status	3
22	5	Single		
14	3	Diploma	Academic degree	4
30	7	Bachelor's degree		
26	6	Masters		
30	7	PhD		
17	4	1 – 5	Experience in volleyball (in years)	5
35	8	6 – 10		
22	5	11 – 15		
26	6	16 – 20	Occupation/Specialty	6
17	4	Athlete		
30	7	Coach		
26	6	Referee		
10	2	Club manager	University professor	
17	4	University professor		
100	23		Total	

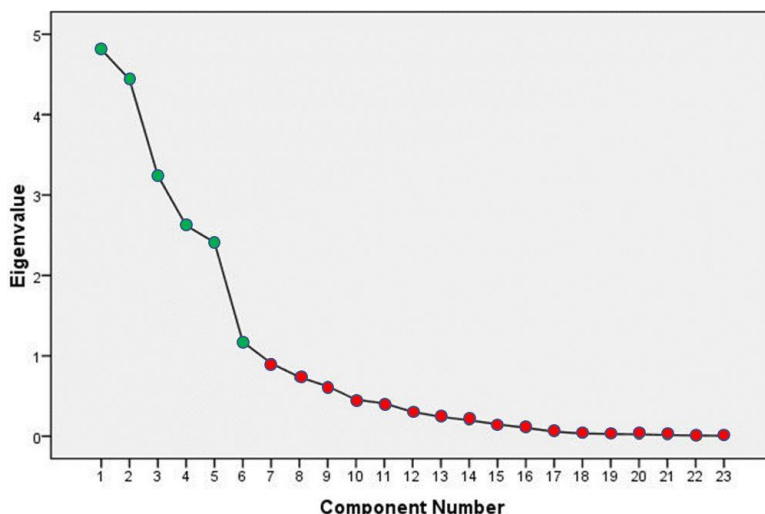
**Table 2.** Factors affecting the development of the Khorasan Razavi province volleyball team brand.

Extract source		Q factors	Phrase code
Theoretical bases	Interview		
	*	Talent search from city players	1
*	*	Holding specialized volleyball workshops at a low price	2
		Having honesty with clients and members	3
*	*	You have a team in the national league	4
	*	Annual holding of infant competitions	5
	*	Holding competitions regularly	6
*		Activity in social networks	7
	*	Activities in widely circulated newspapers	8
*	*	Paying attention to the sport of volleyball in the women's section	9
*	*	Using branding experts	10
*	*	Holding conferences and knowledge-enhancing workshops periodically	11
		Cooperation in publications and books and articles of the volleyball federation	12
	*	Availability and responsiveness	13
	*	Criticism and listening to different tastes	14
	*	Hosting national competitions and national team camp	15
*		Using technology and being up-to-date	16

Extract source		Q factors	Phrase code
Theoretical bases	Interview		
	*	Attracting sponsors for the provincial volleyball team	17
	*	Creating brand identity by getting ideas from top brands	18
*	*	Various educational packages	19
*	*	Coach and referee training at high levels	20
*	*	Attention to social responsibility	21
*	*	Establishing relations with officials	22
*		Efforts in the scientific promotion of the members of the board	23
	*	Having a clear policy for everyone and sticking to commitments	24
*	*	Helping to develop the infrastructure including hall, ball, and...	25
		Inviting elites and holding scientific circles	26
*	*	Optimum use of advertising and media	27
	*	Presence of players and coaches in national teams	28
	*	Using national name players	29

Although the researchers stated that Q phrases could be between 20 and 60, there is no objective criterion for this number of terms in the Q methodology. In the current research, among the 42 propositions obtained from the theoretical foundations and interviews, 29 submissions were finally approved according to the approval of the experts so that the mental model can be drawn from them. These 29 propositions are listed in Table 2. Using the Q methodology and factor analysis, the mental patterns of experts were identified about the factors affecting the development of the Khorasan Razavi province volleyball team brand. A scree plot is used to determine the number of these mental patterns. This graph shows and expresses specific changes in the data and states how many mental ways have been extracted. In the current study, the set of 6 factors was higher than the number 1, which indicates that six mental patterns were identified, and these six mental patterns covered 81.112% of all factors [Figure 1](#).





**Figure 1.** Scree plot (pebble) diagram of mental patterns.

Similar to the exploratory factor analysis, Q factor analysis and its process are also done in two stages; In the first stage of the Q methodology, the factors are extracted. Then we enter the second stage, which includes rotating the factors so we can interpret them. When analyzing the factors extracted from the first stage cannot be solved well, we cannot consider it a mental model. Therefore, we can start the next stage. Therefore, the most common method of extracting factors, which is called the principal components method, is used for the initial phase of the Q methodology, which is factor analysis. Table 3 shows the sum of squared extraction times and the rotating sum of squared times.

**Table 3.** The amount of explained variance of each mental pattern.

The rotational sum of squared loads		The sum of squared extraction loads		
Cumulative percentage	Percentage of variance	Total	Cumulative percentage	
20.955	20.995	4.015	17.455	1
40.457	19.501	3.661	33.372	2
54.603	14.146	3.492	48.555	3
65.661	11.058	2.855	61.100	4
76.084	10.423	2.661	72.670	5
81.112	5.028	1.941	81.112	6

The examined experts identified six factors from Q factor analysis and six mental patterns and have explained and covered about 81.112% of the total variances. To find

out which type of mental model these six factors have formed by the experts, varimax rotation and factor rotation were used. The number 6 mental patterns about the factors affecting the development of the Khorasan Razavi volleyball team brand were discovered and identified with the aim of The Q methodology and the interpretability criteria of the factors. Separate categories were identified for these mental patterns from the points where opinions and theories were common among experts. According to the results obtained from the mental model of the experts in SPSS software, the factor loadings of the data were compared and analyzed. The key factors and opinions that are more important were identified. On the other hand, the essential criteria for the factors and interpreting the factor analysis and the factors were considered, and according to Table 4, they were determined according to the priority of the mental patterns of the experts regarding the factors affecting the development of the Khorasan Razavi province volleyball team brand.

**Table 4.** Prioritization of mental patterns of experts.

Experts	Proposition	Mental pattern
P3, P9, P10, P17	Having honesty with clients and members Efforts in the scientific promotion of the members of the board Having a clear policy for everyone and sticking to commitments	Professionalism
P1, P4, P7, P12, P13, P22	Availability and responsiveness criticism and listening to different tastes Activity in social networks Activities in widely circulated newspapers Optimum use of advertising and media Attracting sponsors for the provincial volleyball team Creating brand identity by getting ideas from top brands	Media Orientation
P5, P14, P15, P20	Talent search from city players Paying attention to the sport of volleyball in the women's section Using branding experts Attention to social responsibility Establishing relations with officials	force orientation
P6, P19, P23	Holding specialized volleyball workshops at a low price Various educational packages Coach and referee training at high levels Holding periodic conferences and knowledge-enhancing workshops, cooperation in publications and books and articles of the volleyball federation	Educationalism
P2, P11, P16	Annual holding of infant competitions Holding competitions regularly Helping to develop the infrastructure including hall, ball, and... Inviting elites and holding scientific circles	Eventual
P8, P18, P21	Having a team in the national league Using famous national players Hosting national competitions and national team camp Using technology and being up-to-date Presence of players and coaches in national teams	nationalism

The solutions for developing the Khorasan Razavi province volleyball team's brand were evaluated from the experts' point of view. A network analysis technique was used in six steps to prioritize the operational solutions for developing the Khorasan Razavi province's volleyball team from the experts' point of view and to determine the weight of the criteria. The network analysis process is a series of decision-making techniques similar

to the hierarchical analysis method. It is its generalization in cases where higher levels have an effect or the elements on the same level are not independent. The hierarchical method can no longer be used. The steps of the network analysis process are as follows:

- 1- Determining the main clusters and cluster elements
- 2- Identifying cluster relationships
- 3- Pairwise comparison of the main clusters and the internal elements of the clusters based on existing relationships
- 4- Forming the primary supermatrix
- 5- Normalizing the initial supermatrix
- 6- Calculating the limit supermatrix and determining the final weight of the elements.

**Table 5.** Ranking of brand development strategies of Khorasan Razavi province volleyball board.

Row	Solutions	Weight	Rank
1	Recruiting, training, and improving human resources specialized in various fields of volleyball sports in the province	0/02921	1
2	Obtaining national and international seats for athletes, coaches, and judges of the province	0/02920	2
3	Creating a continuous talent search system to reduce the age of entry into the championship sport for talented volleyball athletes	0/02754	3
4	Institutionalization of meritocracy and specialization in sports teams and operational bodies of volleyball sport in the province	0/02651	4
5	Promotion and expansion of volleyball in the province for the interest of people	0/02541	5
6	Attention to the contribution of women's sports and its increase in various resources of the sports team	0/02017	6
7	Participation in different leagues at the national level	0/01754	7
8	Creating empowerment programs for coaches and referees in the province	0/01706	8
9	Using the scientific capacities of universities in the province to develop the brand of volleyball	0/01702	9
10	Using the scientific capacities of universities in the province to develop the brand of volleyball	0/01697	10
11	Establishing a standardization system for sports spaces and venues in the province based on international standards	0/01581	11
12	Promotion and expansion of championship sports media and development of volleyball public relations	0/01491	12
13	Implementation of volleyball sports development programs at elementary levels in the province's volleyball board	0/01425	13
14	Creating a system for dividing financial, physical, and human resources fairly and based on the importance of activity levels	0/01407	14
15	Creating an effective and organized interaction between sports institutions of the province and cities with universities and education	0/01402	15
16	Increasing research and applied scientific research in volleyball sport in the province	0/01381	16
17	Creating a system to attract professional athletes in the volleyball sports body of the province	0/01333	17
18	Use of updated and advanced training equipment and facilities in sports facilities of the province	0/01321	18
13	Help to speed up the completion of sports projects in the province	0/01300	19
20	Creating an important source of income	0/01294	20
21	Developing a reward system for coaches and medal-winning athletes to motivate talented youth	0/01185	21

Row	Solutions	Weight	Rank
22	Presenting the model of management and planning of competitions and sports events in the province	0/01126	22
23	Creating incentives for financial sponsors to participate in volleyball in the province	0/01009	23

To reduce the graphical tables of this research, we refrain from showing the analytical matrices. The final ranking output of the ANP method was extracted in the Super Decision software according to Table 5. Based on the opinion of experts and the results of the network analysis technique, attracting, training, and improving human resources specialized in various fields of volleyball is the most important priority and creating motivation for financial supporters to participate in volleyball in the province as the least priority in the development of the volleyball team brand Razavi Khorasan province were effective. As well as, according to the results and examination of the weights of the development solutions, it can be said that the factors have a logical correlation with each other in order of importance.

#### 4. Discussion and conclusion

We ratiocinated that professionalism as the first mental model was influential in developing the Khorasan Razavi province volleyball team brand. They are being honest with clients and members, trying to improve the academic staff members, having a clear policy for everyone, and adhering to commitments. Besides, being available and responsive and open to criticism and listening to different tastes are among the factors that are the first mental model of experts about development. They formed the brand of the Khorasan Razavi volleyball team (Mirmousa et al., 2022). They have mentioned the importance of these cases in their research. Although building a brand requires a long process of carefully examining our emotions and motivations, we can speed up the process by taking shortcuts. In this way, you should act professionally. In the volleyball team, we can use a shortcut such as collaborative branding to work professionally and improve our brand.

On the other hand, the scientific promotion of the board members is on the agenda. The issue of sports and physical education, as one of the main axes of sustainable development of a society, should not be limited to one day and week but should be included in the daily life schedule of all community members. Likewise, it is imperative to have a clear policy for the board to pay more attention to the external and internal factors of the organization. In the knowledge of management, the factors of the organization's external environment are pretty straightforward. Especially the elements of the global environment are less accessible to the organization, and the possibility of influencing or controlling these factors is almost impossible. However, they are not active in analyzing the organization's internal issues. The minor benefit of understanding these factors is that it will make us more realistic and successful in obtaining organizational strategy and policy according to the mental model of professionalism. It is suggested that the Khorasan Razavi province volleyball team should use cooperative branding for

successful branding, identify famous brands in the province, and use their solutions to promote itself.

On the other hand, the second mental model that the experts mentioned was media orientation. This mental model includes activities in social networks, activities in widely circulated newspapers, optimal use of advertising and media, attracting sponsors for the provincial volleyball team, and creating brand identity by getting ideas from top brands (Zare et al., 2021) and (Mirzaabolhassan Khan Ilchi et al., 2022) have mentioned the importance of these cases in their research. Many people think the media's job is to expose people to the message. Still, they are unaware that the media can influence the message it is trying to convey and add or detract from its value. It means that the most influential media should be selected according to the position and personality of the brand as well as the media habits of the audience. In addition, it may damage the positive mentality that was supposed to be created about the brand. Media are often used in advertisements and other communication methods in the country, which are not very much in the direction of branding. These media are mainly in the demand of propaganda or busy games and making noise, so to speak, with the approach of closing the brand communication and not in the correct and accurate direction of branding. Most of the time, they just want to create awareness of the brand name in the short term if the type of media used or the message transmitted can also damage the brand. Therefore, using a powerful tool such as the media can help the sports team's branding. Thus, according to the mental model of media orientation, it is suggested to use interactive virtual networks (Instagram, Telegram, WhatsApp, etc.) to interact more with the audience. This interactivity does not necessarily have to be complicated or expensive. Even a simple banner animation can quickly improve the quality of a branding campaign.

The experts mentioned that power orientation was the third mental model for the brand development of the Khorasan Razavi province volleyball team. This mental model includes finding talent from city players, paying attention to volleyball in the women's section, using branding experts, paying attention to social responsibility, and establishing relations with officials. Marin and Nilă (2021); Mazraeh et al. (2021); Tien et al. (2021) have mentioned the importance of these cases in their research. Managing the employees of an organization requires time, and it also requires particular mastery and expertise. Human resource is a part of expertise many business owners ignore and do not have. Concerning the importance of human resources in the organization of neglecting skills, the value of human resources in business is not seen very soon. Success in choosing human resources significantly impacts the success of organizations in their business (Marin & Nilă, 2021; Mazraeh et al., 2021; Tien et al., 2021).

Therefore, to brand the volleyball team of Razavi Khorasan Province, it is necessary to bring in or train the skilled workforce for branding in the organization so that gender is less prominent and more attention is paid to its social role. The fourth mental model was educationalism, which the experts mentioned for the development of the Khorasan Razavi province volleyball team brand. It includes holding specialized volleyball workshops at a low price, various educational packages, training coaches and referees at high levels, containing conferences and knowledge-enhancing seminars periodically, and collaborating in publications, books, and articles of the Volleyball Federation. Arni et al. (2022); Juwito

et al. (2022); Keshavarz-zadeh et al. (2021) have mentioned the importance of these cases in their research. After marketing and sales, Iqbal is moving towards branding. But the science and knowledge of branding and branding technologies are new. Usually, people in this field have advertising or management and marketing backgrounds. Suppose brand science is a combined and comprehensive knowledge. In that case, Leading organizations need to learn and train this science in their members and include branding training in their training programs. Considering the importance of education and the mental model of educationalism, it is suggested that branding management be taught to coaches, athletes, managers, and other people involved in the volleyball team of the province. Therefore, it is recommended to participate in the brand management and commercialization course (Arni et al., 2022; Juwito et al., 2022; Keshavarz-zadeh et al., 2021).

The fifth mental pattern the experts mentioned was event orientation, which was involved in developing the Khorasan Razavi province volleyball team's brand. Furthermore, holding annual junior competitions, holding regular competitions, inviting elites, holding scientific circles, and helping to develop infrastructure such as halls, balls, etc. Eydi et al. (2021) and Morgan et al. (2021) have mentioned the importance of these cases in their research. Communicating with the audience online through content production, social media, and digital storytelling is a proven method and the foundation of forming an integrated and durable brand. Using advanced content marketing strategies can have an impact. It is suggested that the brand identity of volleyball clubs and the volleyball team of Khorasan Razavi province should be designed to help develop the brand of this team (Eydi et al., 2021; Morgan et al., 2021).

Eventually, having a team in the national league, using national players, hosting national tournaments and national team camps, using technology and being up-to-date, and the presence of players and coaches in national teams were involved in developing the Khorasan Razavi province volleyball team brand (Darsazan et al., 2021). They have mentioned the importance of these cases in their research. Entrusting the holding of national or international competitions to different cities of the country, at first glance, requires basic infrastructure. In the next step, it is necessary for the growth and development of the city's sports brand. On the other hand, in many sports clubs, technology as an assistant to many coaches has increased training and improved athletes' sports performance. Technology cannot implement and plan everything in the sports field. Still, the knowledge of using technology in the right place and time has made a difference in the level of coaches and athletes and brand development in sports. Since this project results from interviews with the governor's board presidents and university professors as experts, it is suggested to carry out similar projects in various statistical societies, such as other sports boards, and compare them with the present research results. It is recommended that the relationship between the branding of the Khorasan Razavi volleyball team and economic development, such as the improvement of sports tourism in the province and the increase of support for volleyball and its advertising, should be investigated.

It is also suggested that the pathology and investigation of obstacles to the successful implementation of the branding of the volleyball team of Razavi Khorasan province should be investigated. It can generally interfere with the researcher's prejudices and presuppositions in qualitative research. Therefore, since this research was discussed and

dissected with The Q method, it is suggested to carry out other research in this area with other qualitative methods (Strauss and Corbin, Glazer method, Katie Charms, etc.) and compare the results with the present investigation.

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## شناسایی و اولویت بندی عوامل موثر بر توسعه برند هیات والیبال استان خراسان رضوی

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### کلیدواژه

برندسازی  
تیم ورزشی  
رسانه  
رویداد

### نوع مقاله

پژوهشی

### چکیده

**هدف:** یکی از وظایف ضروری هر هیئت ورزشی برای اجرای برنامه ها و دستیابی به اهداف، وجود منابع مالی مناسب است.

پژوهش حاضر با هدف شناسایی و اولویت بندی عوامل موثر بر توسعه برند هیات والیبال استان خراسان رضوی انجام شد.

**روش:** این پژوهش به روش کمی و آمیخته کمی- کیفی انجام شد. مشارکت کنندگان در این پژوهش شامل ۲۳ نفر از ورزشکاران، مربیان، داوران و مدیران باشگاه والیبال و همچنین استاد دانشگاه با تخصص بازاریابی و برند بودند.

**یافته ها:** براساس نظرات خبرگان، شش الگوی ذهنی شناسایی شدند که به ترتیب شامل توجه به حرفه ای گری، رسانه، نیروهای موثر، آموزش، رویداد، و ارزش های ملی بودند. سازمان های ورزشی پیشرو باید کارکنان خود را با علم و تخصص مدیریت برند آشنا سازند. همچنین مناسب است با برگزاری منظم مسابقات سالانه در رده های نوجوانان و جوانان، دعوت از نخبگان، و برگزاری همایش های علمی، به توسعه زیرساخت ها و رشد ارزش برند سازمان خود کمک کنند. اگرچه در کنار این فعالیت ها، رشد و توسعه برند ورزشی شهر و استان نیز ضروری است.

**اصالت و ابتکار مقاله:** راهکارهای ارائه شده می تواند برای توسعه برند هیات والیبال استان مورد استفاده قرار گیرند.

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## Sustainable Development According to Sport Tourism Business in Iran

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### ABSTRACT

**Purpose:** Sustainable development, according to sports tourism, is a necessary condition for ensuring a secure and sustainable life that strives to minimize resource waste, environmental degradation, and social instability.

**Methodology:** The research method is descriptive-analytical. The statistical population includes 30 senior managers, the general department of sports and youth, and the cultural heritage and tourism organization. The Delphi technique was used to prepare the questionnaire, and descriptive and inferential statistical methods were used to analyze the statistical information.

**Findings:** Based on the list of strategies, a social approach with six strategies, an executive approach with five strategies, a political approach with five strategies, an ecological approach with three strategies, and finally, the geographical & value approach with four strategies.

**Originality:** According to the adoption of the mentioned strategies, managers can target the significant goals of sports tourism and provide the conditions for realizing the intended vision. The formulation of perspectives and objectives offers an excellent opportunity to implement strategies. The obtained strategic plan also creates a clear picture for managers through long-term goals and cause-and-effect relationships. Based on this, preparing the goals and strategic sports tourism plan as a national document is recommended.

### Keywords

Sports Business  
Sport Management  
Sports Tourism  
Sustainable Development

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## 1. Introduction

Development is a broad manifestation of how people, companies, technologies, and institutions interact with each other within the economic, social, and political system. In particular, the development of those systems can become professional (Fu & Geng, 2019). The idea of development is complex, controversial, ambiguous, and elusive (Abesha et al., 2022). However, in the simplest terms, development can be defined as creating social changes that allow people to achieve their human potential (Pan et al., 2021). An important point to emphasize is that development is a political term; It has a wide range of meanings depending on the context in which the term is used and may also be used to reflect and justify various programs (Gehring et al., 2022).

Development transforms the environment; it is a process, not a result. It is a dynamic that involves a change from one state or condition to another. Ideally, such a change is a positive change and a form of improvement (Chen et al., 2022). Development literature with different definitions by different thinkers at various times was expanding. It does not limit the provision of human needs in the future (Halkos & Argyropoulou, 2022), since the early 70s as one of the main strategies for developing human societies at the world level was raised. However, much of the confusion about the meaning of the term sustainable development is because there are very different ideas about what development means (Adams, 2019). This point has important implications for understanding sustainable development and sustainability. Sustainability is a model for thinking about the future in which environmental, social, and economic considerations are balanced to improve the quality of life (Bekki & Turker, 2022). In response to the question, what is the difference between sustainable development and sustainability? Sustainability is often considered a long-term goal (i.e., a more sustainable world), while sustainable development refers to many processes and pathways (Bertges et al., 2021). The approval of the 2030 Agenda for Sustainable Development, carried out by all member states of the United Nations in 2015, is proof of this claim. This order provides a standard plan for the well-being of people and the planet, now and in the future (42). At its heart are the 17 Sustainable Development Goals, an urgent call to action by all developed and developing countries in a global partnership.

One of the areas that are always discussed in sustainable development discussions is sports. Among the 17 significant goals proposed by the United Nations, the third primary goal refers to a healthy life and promoting well-being; probably the best means to achieve this goal is exercise and physical activity. Sports, a social phenomenon of the present age, has been discussed differently worldwide, and many groups deal with it differently (UNESCO, 2022). Tourism and the powerful oil and automobile industry are among the world's three most crucial revenue-generating industries (Nazari, 2021). Poverty plays a role in improving people's living standards and positive cultural interactions.

Tourism has various economic, environmental, and socio-cultural effects (Kirilenko & Stepchenkova, 2018). It is well known that tourism is the largest industry in the world, with 8% of export earnings and 8% of the world's employment (Yan & Halpenny, 2019). The tourism industry has become one of the most important economic sectors. Tourism creates jobs, generates income, and contributes to infrastructure development (Jäggi,

2022). The tourism industry's contribution to the world economy's GDP was more than 10% before the Corona pandemic, and it was growing. The corona pandemic led to a 50% drop in the tourism industry. However, as the pandemic nears its end, the tourism industry has picked up again. The tourism industry accounted for 10.3%, 5.3%, and 6.1% of the world's GDP in 2019, 2020, and 2021, respectively. This is while the tourism industry's contribution to Iran's GDP was 5.8% (Dastgerdi, 2022; Seifpanahi Shabani, 2022).

Systems must regularly review their processes and methods to play a significant environmental role (Yabalooie et al., 2022). They must organize their operational processes to achieve missions, values, and desirability so that, in addition to maintaining their survival in the current situation, they also can meet environmental needs (Nazari et al., 2017). A dynamic and organic system is located within the environment that interacts with other components of the environment and influences (Rajesh et al., 2021).

Responsive systems successfully interact with the conditions of the external environment (Shahgholi et al., 2022). Strategic approaches are how systems analyze their internal and external environment, gain knowledge, and establish their strategic path (Nazari et al., 2014). The strategic approach is the mental and executive readiness concept to adapt to environmental change conditions and temporal and semantic precedence (Shapira et al., 2017). As a result, systems can better prevent failures by using their policies, perspectives, and related practices (Elbanna, 2016). The United Nations considers the concept of sustainable development to include understanding the effects of development through the use of non-traditional features, striving for indigenous development within the specific constraints of natural resources, and helping the poor and disadvantaged, those who inevitably destroy the environment (Mirani & Farahani, 2015).

The importance of sustainable development in tourism and the mutual effects of the two concerning each other is understandable (Nazari & Hajiheydari, 2021). Moreover, development planners and policymakers cite the tourism industry as a critical element of sustainable development. Sustainable development ensures a secure and sustainable life that minimizes resource waste, environmental degradation, and social instability. Fundamental problems of justice, the economic needs of slum populations, social constraints, and ecological power technology (Soltani Moqadas, 2018). Sustainable tourism development requires patience, effort, and long-term Implementing unit management in sport policy (Tegar & Gurning, 2018).

Commitment to achieving sustainable development of tourism requires indicators such as Tourism being an influential factor in the interaction of cultures and dialogue between nations. Ecological (environmental), economic, social, institutional (fundamental), and cultural indicators that indicators are related to each other and have a mutual effect. The most significant achievements of sustainable tourism development are simultaneous attention to ecological, economic, cultural, and social dimensions and utilizing a holistic approach to tourism development (Hassanpour, 2018).

Historically, the role of marketing in the tourism development process has been to promote places to attract more tourists. Because each tourist has unique wants and needs, therefore, each potential buyer is considered a separate market. Consequently, each seller should design a specific and particular marketing plan for each buyer (Laitamaki et al., 2016). Various researchers have looked at the effects of sports activities, including broad

participation that doesn't depend on age-restricted (Le et al., 2019), teamwork, freedom, and choice, low cost, low importance of competition and winning, gender, race, time and place (Afthanorhan et al., 2017). Also, entertainment, happiness (Gardner & Lidz, 2006), public exercise dynamism, and mental health with exercise (Wang et al., 2018) are the other factors.

Most types of tourism include resources, facilities, and environmental impact, including a particular form of recreation (Hall & Wood, 2021). Some researchers are involved in the element of driving force in tourism analysis (Laitamaki et al., 2016). Several motivating factors can be identified for tourists participating in tourism, including independence and happiness, vacations, health, and interest in nature travel. Some of these factors will be molded (Dey & Sarma, 2010). But these tourists are looking for a travel experience that includes physical activity, cultural interactions, and engagement with nature during the holidays. A trip is considered adventurous if two components; Interact with nature, culture, and physical activity (Beedie, 2003).

The tourism economy is becoming one of the main pillars of countries' economies, and planners and politicians refer to it as the central pillar of sustainable development (Dai & Menhas, 2020). Promoting and developing resource-based sports at the regional level lead to cultural, social, economic, etc. development (Schulenkorf & Sherry, 2021). However, the Quaid 19 virus outbreak has forced governing bodies worldwide to ban all types of public travel related to general travel (Aydm et al., 2021).

With strategic alignment and identification, one can expect organizational consequences (Nazari et al., 2014); enhancing cultural and social responsibility, developing media awareness, managing systems and processes, developing appropriate infrastructure, and improving financial and environmental impacts. Also, security was identified as being consistent with sustainable development (Nazari et al., 2022). Therefore, the degree of unpredictability of future developments and results and its lack of understanding of current knowledge is called uncertainty.

Iran, with its valuable cultural heritage and a collection of remarkable natural and historical monuments, has excellent potential for developing this industry which, along with economic benefits, leads to a better understanding of the world. It is on the central plateau and has a variety of climates and climates. According to available statistics, it has about 20,000 historical monuments and can be one of the most important destinations for domestic tourists. So, it has become more foreign than before. The existing potential and abilities can play an essential and fundamental role in attracting all kinds of tourists, especially sports tourists. The need to pay attention to comprehensive planning for tourism development, to slightly increase the number of tourists and then increase the quality of services, can contribute to Iran's economic and cultural development to achieve a desirable and ideal sports tourism model. Paying attention to the tourism marketing dimension has always been a significant area. Iran, with its valuable cultural heritage and a collection of remarkable natural and historical monuments, has excellent potential for developing this industry (which, along with economic benefits, leads to a better understanding of the world. Self-guides) enjoys). Its existing potential and abilities can play an essential and fundamental role in attracting all kinds of tourists, especially sports tourists.



Therefore, the need to pay attention to comprehensive planning for tourism development, to slightly increase the number of tourists and then increase the quality of services, can contribute to Iran's economic and cultural development to achieve a desirable and ideal sports tourism model. Paying attention to the tourism marketing dimension has always been a significant area. A deep and practical activity has not been done in Iran related to developing the tourism model and knowledge of the prioritization of factors affecting the relevant model based on the importance and impact of sustainable development in tourism. We want to know how to plan for sustainable sport tourism development in Iran.

## 2. Methodology

The present research has been done qualitatively and quantitatively. It is descriptive, survey-type, and applied in terms of purpose, first, by studying and examining the theoretical foundations in the desired field and through semi-organized interviews with experts, professors, and sports and tourism management experts. We have identified meaningful, practical, and effective points and factors to compile a questionnaire by the Delphi method.

The sample was two groups of experts or top managers and tourists. The sampling method was purposeful concerning the first community, composed of senior managers (experts). A simple random method concerned the second community, composed of tourists. Sharp Cochran's formula has been used to determine the sample size. This study obtained valuable and adequate information and practical and essential concepts after studying and reviewing the theoretical foundations in the field under study through semi-organized interviews with 30 experts and sports tourism management experts.

**Table 1.** The statistical sample of the research.

Society	Scope	Number
Excellent managers and Experts	Sports executives	3
	Tourism experts	10
	Cultural Heritage and Tourism Organization of Iran Province	2
	Professors of Physical Education, Marketing and Tourism Department of Iran University	10
Tourists	Sports tourists	5

The interview was conducted face to face, semi-organized, and semi-structured with open-ended questions for approximately 45 minutes. The Delphi process in this study consisted of 3 drivers who, after submitting the first questionnaire in a semi-structured or open-ended manner. As a strategy for generating ideas and aims to reveal all issues related to the topic under study, each of the experts was asked to come up with any thoughts and opinions and to return a short list of topics they wanted. After collecting the return questionnaires, comments like the composition, grouping, duplicate and marginal issues were removed, and the answers were shortened as much as possible.

During the random analysis, the answers of the first round were based on the research paradigm, and the questionnaire was structured similarly. People in the first round

identified the cases of agreement and disagreement and had space to identify new ideas. Participants were briefed on the study. The initial questions were informed by previous research and relevant evidence from personal experience. An interview protocol with one of the manager's sports tourisms:

- Opening
  - (1) Introductions of interviewer and interview participant
  - (2) Overview of the purpose of the study
  - (3) Confidentiality assurance
- Demographic Data
  - (1) Please introduce yourself.
  - (2) Please tell me a little about your background in the tourism industry
- Initial requests
  - (1) Explain one of the leading sports tourism facilitating or service providers.
  - (2) Explain the most critical weaknesses and strengths of sports tourism in Iran.
  - (3) Explain the internal and external influential factors on sports tourism.
  - (4) Please explain a little about the structure of sport tourism according to sustainable development.
- Additional float on items that needed a further explanation
  - (1) Can you tell us more about that?
  - (5) Will you explain that in more detail?
  - (6) Can you give us examples or a story of experience about that?

Correct, interpret, delete, and explain their strengths and weaknesses. After collecting the second questionnaire and their statistical summary in 3rd Rand, the experts were asked to review the answers and, if necessary, reconsider their opinions and judgments and state their reasons for disagreement and grade their importance. After the essential studies by experts, the results and the main questionnaire were approved at this stage. The researcher-made questionnaire is based on the dimensions of sports tourism and market segmentation.

**Table 2.** Cronbach's alpha coefficient for calculating the reliability of questionnaire indicators.

Indicator	Component	Coefficient	Indicator	Component	Coefficient
Sport Tourism	Facilities and services	0.855	Market segmentation	Buyers' goals	0.832
	Security	0.849		Buyers' needs	0.887
	Accommodation	0.808		Buyer behavior	0.879
	Tourist attractions	0.866		Demographic	0.857
	Human resources	0.908		Economical	0.932
	Facilities and equipment	0.857	Sustainable development	Geographical	0.905
	Transportation	0.885		Sociocultural	0.893
	Tourism events	0.863		Implementation of 4E	0.881
	Advertising and marketing	0.885		Environmental	0.898
				political	0.884

According to the fact that in human sciences research, the alpha coefficient higher than 0.70 is acceptable, therefore the reliability of the mentioned questionnaire, considering

that the alpha value of the variables individually is higher than the value of 0.70, Cronbach's alpha coefficient for the whole questionnaire and indicators It is more than 0.7 and therefore the high reliability of the questionnaire is confirmed

### 3. Results

They are identifying the dimensions of sustainable development based on the tourism approach in Iran.

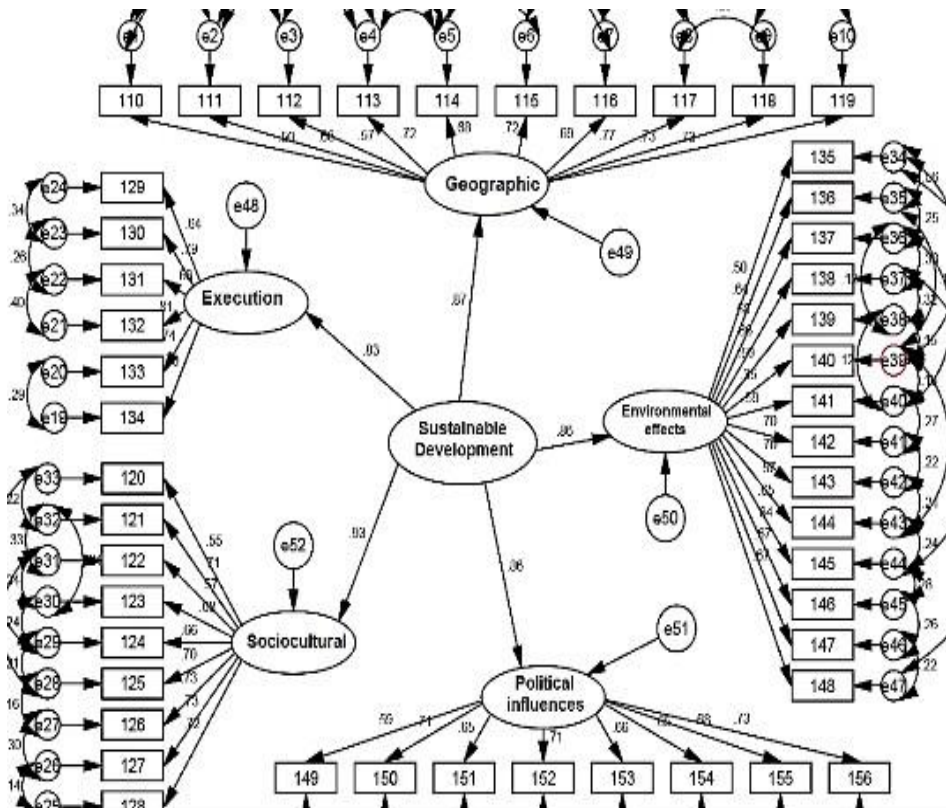


Figure 1. Second-order confirmatory factor analysis model for sustainable development.

Figure 1 shows the second-order confirmatory factor analysis model of sustainable development in the case of factor load (standardized coefficients). Table 1 shows the relevant criteria of the models presented in the first and second-order confirmation factor analysis, which shows that the proposed models, also specified in Figure 1, are approved.

Considering the number of factors loads obtained for all questions of the Sustainable Development Scale, which is greater than 0.3 and at a significance level of less than 0.01, we conclude that the construct validity of the Sustainable Development Scale is confirmed—Table 2. The mean extracted variances for all dimensions of the market segmentation scale are obtained in Table 3. The correlation between the measurements

(components) of sustainable development and the structure of sustainable development is significant for all dimensions. The correlation rate is substantial and strong for all dimensions and has been obtained from at least 0.83 for implementation to 0.93 for socio-cultural.

**Table 3.** Criteria for fitting the first and second-order confirmatory factor analysis model of sustainable development components.

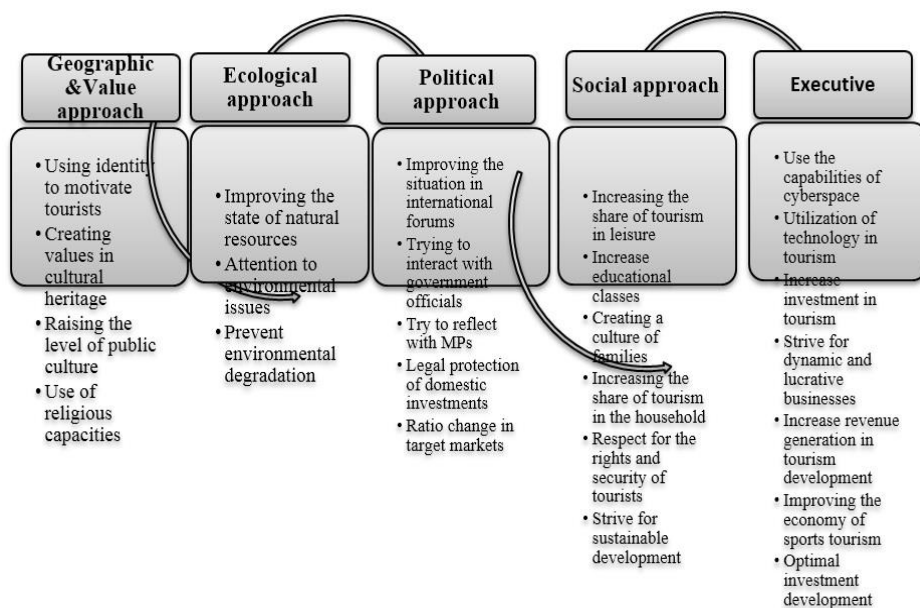
	Competent	X2	DF	X2	DF	RMSEA	IF	NFI
First-order factor analysis	Geographical	27.047	21	1.288	0.998	0.025	0.998	0.989
	Sociocultural	7.359	10	0.736	1	0	1	0.997
	Execute	5.149	3	1.716	0.999	0.039	0.999	0.997
	Environmental effects	64.042	55	1.164	0.997	0.019	0.997	0.979
	Political influences	13.634	10	1.363	0.998	0.028	0.998	0.993
Second order factor	Sustain Development	172.802	971	1.779	0.942	0.04	0.943	0.900

According to [Table 3](#), the goodness of fit indicators is in good condition.

**Table 4.** Comparison of components of sports tourism.

Components	Subcomponents	Average	
		Tourism	Sport
Social	Anthropology	3.07	3.07
	Education	2.39	2.24
	Safety and security	2.74	2.62
	Family	3.15	3.06
Executive	Technologies	2.68	2.49
	Research and development	2.32	2.15
	Economic power	2.82	2.61
	Job situation	2.78	2.64
	Income	3.09	2.90
Environmental effect	Environmental	3.13	3.10
Political influence	Political system and power	2.82	2.72
	Connections	2.57	2.52
Geographic and value	Culture	2.93	2.91
	Religion	2.76	2.64

[Table 4](#) shows the interpretation of the views of sports and tourism people towards the components related to sports tourism. Among the athletes' responses, the highest average is associated with the environment, and the lowest is research and development.



**Figure 2.** Strategies for Iranian sports tourism.

Based on the findings [Figure 2](#) of the list of strategies, a social approach with six strategies, an executive approach with five strategies, a political approach with five strategies, an ecological approach with three strategies, and a Geographical & value approach with four strategies.

The results showed that the long-term goals for sports tourism in Iran include sustainable development of adventure tourism, new technologies, economic development of tourism, and promotion of ecological indicators. They are increasing Iran's share in global markets and strengthening religious beliefs in sports tourism. Findings showed that they are people's interest in tourism, the vitality, and morale of sports tourists, the impact of urban life on sports tourists, the role of the family in sports tourists, the result of environmental factors, the effect of tourism adventure sports is about the environment and the state of culture and identity. The other findings showed experts' social status, the amount of time people spend on sports tourism in their spare time, the budget allocated to research, training classes, or workshops, the safety status of relevant spaces, and readiness to react. The other factors include equality of accidents, safety of sports tourists, situation of dealing with immoral acts, quality of social networks, level of utilization of relevant technologies, observance of intellectual property rights, number of scientific and research centers, existence of think tanks, investment status in sports tourism, economic growth in sports tourism, actual and potential competitors, percentage of skilled and educated people, competitiveness in the forces, dynamic and high-paying jobs in adventure tourism, income generation for investors, unemployment rate of experts, income of relevant experts, establishment of appropriate fields, Perspectives of the system of government and the system of power, the status of membership in international forums, the performance of legislators, the role of people influencing political trends and developments, the

percentage of trust in sports tourism foreign to domestic, the status of sports tourism Foreign, the situation of emigration abroad for sport tourism, communication and interaction with domestic systems, marketing and advertising activities in various media, communication and interaction with foreign systems, the state of existing culture, The level of tourists' motivation, the status of sports tourism between hobbies, the role of sports tourism in promoting religion, the role of religion in sports tourism and the intellectual framework and worldview.

**Table 5.** Integrated Priority Strategies of Iranian Sports Tourism Using Matrix (QSPM).

Factors	Score	Strategy title
Social	2.25	Attracting students to sports tourism based on the volunteering system
	2.61	Efforts to create a culture of sports tourism in families
	2.42	The excellence of the share of sports tourism in the portfolio of urban households
Executive	2.55	Utilization of cyberspace capabilities in sports adventure tourism
	2.52	Efforts to improve the use of technology in sports tourism
	2.35	Efforts to improve the economic situation of sports tourism by attracting investment
	2.51	Increase income generation in sports with the development of sports tourism
Environmental effect	2.47	Maximum attention to the sustainable development of sports tourism in line with improving the environment
	2.65	Attention to environmental issues in sports tourism
Political influence	2.30	Efforts to improve the situation of Iran in the international associations of sports tourism
	2.39	Trying to interact with government officials to pay special attention to sports tourism
	2.54	Try to reflect with MPs to pass protectionist laws
Geographic and value	2.91	Strengthening religious values in sports adventure tourism according to people's attitudes toward athletes
	2.45	Improving the culture of sports tourism in the community with the help of ethical athletes

Based on [Table 5](#) findings, the priorities of sports tourism strategies in Iran from the social, political, Executive, Geographical & value, and ecological perspectives are aggregated. It should be noted that this prioritization is based on the quantitative evaluation matrix of strategies.

#### 4. Discussion and conclusion

The results showed that the dimensions of sustainable development are geographical, sociocultural, environmental impacts, political impacts, and sustainable development. The socio-cultural dimension indicates the stability of culture, social organization, and social structure. This dimension of tourism sustainability includes respect for social identity and social capital for the culture of the community and its assets, strengthens social cohesion and self-esteem, and gives people in the community the ability to control their lives. [Gupta and Ogden \(2009\)](#) believes cultural groups provide important information about social diversity and are a valuable way to summarize intercultural similarities and differences ([Gupta & Ogden, 2009](#)). Linking sustainable tourism to sustainable development based on cultural tourism is on the agenda of national, regional, and international policymakers.

It is essential that the sustainable tourism category become a national issue and is on the agenda of decision-makers and decision-makers of federal units. As it is presented in policy-making knowledge with accurate problem-solving, Solutions to the national problem have become.

On the other hand, in the field of implementation of 4E, we can mention equal rights/fairness, equal opportunities, ethics, and equal participation (Pencarelli, 2020). In recent years, Iran needs to develop and promote the marketing of products more compatible with the environment due to the resource and energy consumption crisis. Sustainable development of sports tourism can be one of the cases that pay special attention to environmental functions to protect the environment and its pollution. Also, the political relationship between the destination country and the target market is effective in choosing the target market and can create a positive attitude toward the destination among tourists (Sharifi-Razavi et al., 2020).

According to the mediating variable of market segmentation, its indirect effect is 0.351, and the total impact of sports tourism on sustainable development is 0.511, which is an acceptable value. The impact of the market segmentation variable on sustainable development is a proper value of 0.376. New work states that the first goal of sustainable tourism development is to maximize profits and, at the same time, minimize adverse effects (Hall & Wood, 2021). Sustainable development Sustainable sports tourism requires realizing optimal socio-economic transformations so that socio-cultural and ecological systems do not destroy the host community and its residents benefit from it. To successfully achieve this issue, it is necessary to combine the policy vision, planning, sports management, control and monitoring processes, and coherent social learning of Iran so that this active participation can increase the efficiency and effectiveness of sports in the field of tourism and its sustainable development. In connection with ecological development, it can be acknowledged that because there are different biomes in Iran, the managers or the developers must carry out planning locally and, according to each biome, use the extraordinary capacity of sports tourism to achieve the sustainable development of that region. Another colorful feature of this model is the issue of urban metabolism. Taking advantage of the biological concepts used in the biological sciences has been used since the distant past as connecting factors between humans and cities (as living beings). Metabolism, meaning the metabolism of a living organism, entered urban studies from biological sciences, referring to allegories of the environment as the breathing lungs of the city.

Furthermore, communication networks such as veins, capillaries, and the city's center as the human heart emphasize the city's aliveness, dynamism, and organic system. This study acknowledges that through the literacy and skills mentioned through sports tourism training, such capability can be created in the people of the society and finally in the cities. Also, after entering urban studies, our study states that this new literature has joined the studies of sports tourism sciences. Of course, more discussion on this connection is not included in this study, and it is proposed as a suggestion for future studies of sports tourism sciences. Another bold feature on the top floor is ecological sustainability. The followers of ecological sustainability believe that the existing structures in today's societies are



unstable and that achieving sustainable development requires a new way of thinking to change these structures.

Conversely, market segmentation is predicated on the assumption that each market comprises groups or segments with almost different wants and needs. It can be said that tourism marketing is of particular importance because marketing is considered a management process. Therefore, market segmentation can have a significant relationship with sports tourism. In this regard, some researchers state that proper marketing for holding international competitions of the sporting event and as an opportunity to act in a way that not only increases the number of foreign participants increase with different nationalities in these competitions but by examining and identifying the views of sports tourists in these competitions, the target markets for Iranian sports tourists to be identified (Bahrainizadeh et al., 2017).

The finding showed that dimensions of sustainable development and sustainable development were obtained for all essential measurements. The degree of this correlation is significant and strong for all dimensions. The socio-cultural dimension is most correlated with sustainable development. This finding is consistent with the results of research by some other researchers (Tegar & Gurning, 2018). Receiving social participation is the most fundamental level of sustainable tourism development. It seems that the socio-cultural dimension of tourists' movement in urban environments such as Iran is one of the debatable points in urban tourism because of the conflict between the host and the guest, cultural differences in the use of urban space or multiple urban performances, and the diversity of urban consumers. Iran's cultural attractions include educational, cultural, pilgrimage tours, performing arts, festivals and events, historical sites, nature, and popular culture. Sustainable tourism development is a development that can balance the natural, cultural, and human environment (Le et al., 2019). All cultures can offer their culture as marketable goods. Due to Iran's historical and traditional dimensions, tourists are looking for places with the traditional culture to experience the originality of meaning. It can be said that tourism, as a cultural thing in tourism, causes interactions and exchanges and is related to human beings, their motivations, desires, needs, and aspirations within the culture of society (Laitamaki et al., 2016).

Based on studies, it can be assumed that tourism development is prolonged to occur intangibly over a period and is often intangible, while these effects are often more lasting and less likely to change. When the socio-cultural impacts of sustainable tourism are considered, most of the focus is on the host community. There is often a certain sense of protecting the host community from tourism's adverse and aggressive effects. On the other hand, the antiquities of each country represent the specific culture of that country. They contain values worthy of the country's attention and its people's characteristics. These works have a lot of spiritual importance for that nation and attractions for others in general, attracting tourists to visit and get to know those attractions and results. The relationship between culture and tourism is not limited to people and objects or types of cultures and antiquities (Aftanorhan et al., 2017), but also includes a relationship between countries in terms of cultural development. This means knowing the methods, manners, actions, and the art of living and human relations of different ethnic groups and people traveling to be aware of what is going on in the world today, which plays a unique role in the

development, and it plays the cultural development of different nations. Finally, the results showed a significant difference between the average sports tourism variables and market segmentation in the two groups of professionals and sports tourists, so the group of experts has higher average scores.

Integrated management in sports tourism policymaking is a good strategy that can generally create synergy, and ultimately this synergy leads to realizing the tourism vision. In general, managers can target the macro goals of sports tourism and provide the conditions to learn the desired concept. The compilation of views and objectives provides a suitable context for implementing strategies. The obtained strategic plan creates a clear picture for managers through long-term goals and cause-and-effect relationships. Based on this, preparing the goals and strategic plan of sports tourism as a document is suggested.

Practical suggestions can be made to contribute sports tourism to sustainable development as a multifaceted environmental factor, including institutionalizing sustainable sports tourism by the Ministry of Sports and municipalities, choosing an active lifestyle, and institutionalizing prevention instead of treatment with the central role of the ministry. Health, the permission to establish private television channels focusing on sports tourism and the environment, the cooperation of institutions with the Ministry of Sports for sustainable development through sports tourism based on the close opinion of the government to sports, the addition and coverage of environmental goals to the deputy health and physical education of the Ministry of Education and education, the addition of public physical education hours in universities with a focus on society and the environment, the creation of applications related to health and the environment by the Ministry of Health and their development, synergy between education, the Ministry of Science and the Environment Organization for adequate protection of the environment with Education, design of eco-tourism resorts based on sports in different landscapes in the direction of ecological and ecological sustainability and finally creating dedicated outdoor sport tourism places found on green space by municipalities in the order of metabolism development presented city.

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# نشریه کسب‌وکار در ورزش

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## توسعه پایدار مبتنی بر تجارت گردشگری ورزشی در ایران

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### کلیدواژه

توسعه پایدار  
کسب‌وکار در ورزش  
گردشگری ورزشی  
مدیریت ورزشی

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** توسعه پایدار بر اساس گردشگری ورزشی شرط کلیدی در تضمین زندگی ایمن و پایدار است که درصد کاهش هدر رفت منابع، تخریب محیط زیست و بی ثباتی اجتماعی است.

**روش:** روش انجام این تحقیق توصیفی-تحلیلی است. جامعه آماری شامل ۳۰ نفر از مدیران ارشد اداره کل ورزش و جوانان، سازمان میراث فرهنگی و گردشگری هستند. برای تهیه پرسشنامه از تکنیک دلفی و برای تجزیه و تحلیل اطلاعات آماری از روش‌های آماری توصیفی و استنباطی استفاده شد.

**یافته‌ها:** بر اساس یافته‌های فهرست راهبردها شامل، رویکرد اجتماعی با ۶ راهبرد، رویکرد اجرایی با ۵ راهبرد، رویکرد سیاسی با ۵ راهبرد، رویکرد بوم شناختی با ۳ راهبرد و در نهایت رویکرد جغرافیایی و ارزشی با ۴ راهبرد است.

**اصالت و ابتکار مقاله:** با اتخاذ راهکارهای ذکر شده، مدیران می‌توانند اهداف کلان گردشگری ورزشی را هدف قرار داده و شرایط را برای تحقق چشم‌انداز مورد نظر فراهم کنند. تدوین دیدگاه‌ها و اهداف، زمینه مناسبی را برای اجرای استراتژی‌ها فراهم می‌کند. بر همین اساس، برنامه راهبردی به دست آمده نیز از طریق اهداف بلندمدت و روابط علت و معلولی، تصویر روشنی را برای مدیران ایجاد می‌کند. بنابراین، پیشنهاد می‌شود اهداف و برنامه راهبردی گردشگری ورزشی در قالب یک سند ملی تهیه شود.

تاریخ دریافت: ۱۴۰۱/۱۰/۰۵

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در شماره ۵ نشریه در حالی منتشر شد که امروز مخاطبان بیشتری نشریه را می‌شناسند. تعداد مقالات رد شده کمتر شده‌اند چرا که اسکوپ نشریه در میان مخاطبان جایگاه خود را پیدا کرده و خوشحالی که محققان حوزه کسب‌وکار در ورزش، امروز می‌توانند نتایج تحقیقات خود را در یک نشریه تخصصی و با بالاترین زیرساخت‌های کیفی و شکلی موجود در میان سایر نشریات این رشته، منتشر نمایند.

در این نشریه نه تنها سعی شده ویرایش ادبی و گرامری مقالات با دقت بالایی انجام شود، بلکه منابع با نرم‌افزار اندنوت با صرف وقت زیاد و دقت بالا، کنترل و خودکار شده و همچون سایر نشریات معتبر جهان، در متن مقاله و نیز به منابع اصلی در اینترنت لینک باشند. این تلاش موجب می‌شود منابع و ارجاعات با کمترین خطا در هر مقاله استفاده شده و ارجاعات نادرست به دقت اصلاح شوند. همچنین تمامی ارجاعات به مقالات محققانی که آثارشان در این نشریه منتشر می‌گردد در صفحات پابلون، ریسرچ‌گیت و گوگل اسکالر آنها به دقت بارگزاری شده و به نویسندگان اطلاع‌رسانی شود. ضمناً، داوران محترم نشریه می‌توانند با تمهیدات اندیشیده شده، و ثبت داوری‌های خود در صفحه پابلون شخصی‌شان، سایر سردبیران و محققان دنیا را از فعالیت‌های خود آگاه سازند و بدینوسیله امکان دریافت پیشنهاداتی برای داوری‌های بیشتر را از سردبیران نشریات بین‌المللی میسر نمایند.

علاوه بر این‌ها، به اشتراک‌گذاری مقالات و شماره‌های نشریه در صفحات اجتماعی موجب افزایش رویت‌پذیری آن‌ها شده که خود باعث افزایش h-index نشریه به عدد ۸ شده است. این رشد برای مدت کوتاه دو ساله‌ای که از فعالیت آن می‌گذرد، نتیجه مناسبی است. در این مسیر، سعی شده تا با ثبت نام نشریه در نمایه‌های معتبر علمی، نه تنها در داخل کشور موفق به دریافت بالاترین رتبه علمی شویم، بلکه انشالله در سال سوم فعالیت نشریه، شرایطی را فراهم نماییم تا نویسندگان و محققان ایرانی هر چه بیشتر و بهتر با محققان خارج از کشور در انجام کارهای پژوهشی و نیز نگارش مقالات علمی مشترک همکاری نمایند.

در این مسیر از حمایت‌های حوزه معاونت پژوهشی و اداره نشریات دانشگاه الزهراء<sup>(س)</sup> بی‌اندازه سپاسگزاریم که هر آنچه در توان داشته و مورد نیاز تیم اجرایی نشریه بوده دریغ ننموده‌اند. همچنین از داوران گرامی برای داوری‌های دقیق و دلسوزانه مقالات، محققان و نویسندگان این شماره به دلیل ارسال مقالات ارزشمندشان و پاسخ‌های دقیق به اصلاحات درخواستی داوران که موجب ارتقای سطح مقالات شده، سپاسگزاریم. امیدواریم بتوانیم شرایط را به گونه‌ای فراهم آوریم که نه تنها موجب دسترسی سایر محققان به نتایج آخرین و جدیدترین مطالعات صورت گرفته در این حوزه گردیم، بلکه مقالات همکاران در انتظار طولانی یک تا سه ساله انتشار، معطل نمانند. در راستای مأموریت خود در توسعه کسب‌وکارهای ورزشی، و در پاسخ به درخواست محققان جوان، امیدواریم بتوانیم در سال جاری با برنامه‌ریزی و برگزاری ۲ کارگاه آموزشی، در کمک به محققان جوان برای انجام پژوهش‌های با کیفیت بالا و نگارش مقالات به زبان انگلیسی انجام وظیفه کنیم.



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امیرعلی عقیلی؛ شهرام عرف‌زاد؛ رسول نظری

نشریه

نشریه فصلنامه علمی

دانشگاه الزهراء (س)

کسب و کار

دوره دسه - شماره یک، شماره پیاپی ۵

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در ورزش

صاحب امتیاز: دانشگاه الزهراء (س)

سردبیر: دکتر محمد احسانی

مدیرمسئول: دکتر ژاله معماری

مدیر اجرایی و صفحه آر: مهری پوپنده کیا



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## لیست داوران

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دانشیار مدیریت ورزشی دانشگاه تهران	دکتر محمد خبیری
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دکترای مدیریت ورزشی	دکتر مریم رهبر

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# نشریه

# کسب و کار

# در ورزش

نشریه فصلنامه علمی دانشگاه الزهرا (س)

دوره سه - شماره یک، شماره پیاپی ۵

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آدرس: ایران، تهران، میدان شیخ بهایی، خیابان ده ونک، دانشگاه الزهرا (س)

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