

In The

Name of

God



Sports Business Journal

Scientific Quarterly Journal
of **Alzahra University**

Spring 2023

Vol. 3, Issue. 2, Serial Number 6

Contact Us

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

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

Contact E-mail: Sportbj@alzahra.ac.ir

Alternate E-mail: Supportsbj@alzahra.ac.ir

Journal website: <https://sbj.alzahra.ac.ir/>

Sports Business Journal

Scientific Quarterly Journal
of Alzahra University

Spring 2023
Vol. 3, Issue. 2, Serial Number 6



Cover designer:
Hamidreza Attaollahi

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

Editorial Board

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

Reviewers List

Dr. Neda Abdolvand	Associate Professor of Information Technology at Alzahra University	-
Dr. Ebrahim Ali Doost Ghahfarkhi	Associate Professor of Sport Management at Tehran University	-
Dr. Reza Andam	Associate Professor of Sport Management at Shahrood University	-
Dr. Nahid Atghia	Associate Professor of Sports Management at Alzahra University	-
Dr. Seyed Morteza Azimzadeh	Assistant Professor of Sports Management at Ferdowsi University of Mashhad	-
Dr. Ali Bensbordi	Assistant Professor of Sport Management at Hakim Sabzevari University	-
Dr. Saeed Sadeghi Boroujerdi	Professor of Sports Management at University of Kurdistan	-
Dr. Alireza Elahi	Associate Professor of Sports Management at Kharazmi University	-
Dr. Hassan Gharehkhani	Assistant Professor of Sports Management at University of Zanjan, Zanjan	-
Dr. Vajihe Javani	Assistant Professor of Sports Management at Tabriz University	-
Dr. Maryam Fallah Kazemi	Ph.D. in Sports Management	-
Dr. Mohammad Khabiri	Associate Professor of Sports Management at Tehran University	-
Dr. Rahim Khosromanesh	Ph.D. in Sports Management	-
Dr. Rasool Norouzi Seyed Hossini	Associate Professor of Sports Management at Tarbiat Modares University	-
Dr. Zhaleh Memari	Associate Professor of Sports Management at Alzahra University	-
Dr. Maryam Mokhtari Dinani	Associate Professor of Sports Management at Alzahra University	-
Dr. Zeinab Mondalizadeh	Assistant Professor of Sport Management at Arak University	-
Dr. Ali Nazemi	Ph.D. in Sports Management	-
Dr. Maryam Niazi Tabar	Ph.D. in Sports Management	-
Dr. Mohamad Hasan Peymanfar	Assistant Professor of Sports Management at Kharazmi University	-
Dr. Maryam Rahbar	Ph.D. in Sports Management	-
Dr. Marjan Saffari	Assistant Professor at Tarbiat Modares University	-
Dr. Roghayeh Sarlab	Assistant Professor at Urmia University	-

Guides for authors

Peer Review and Ethics

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

Ethics for authors

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

Case 1: Authorship

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

What to avoid

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

Case 2: Plagiarism

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

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

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

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

Make sure you avoid self-plagiarism

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

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

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

Case 3: Data fabrication

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

Case 4: Competing interests

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

Ready to submit your paper? Your ethics checklist

Before you submit, make sure you've:

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

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

Preparing Your Paper

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

Formatting and Templates

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

Article length/word count

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

Structured abstract

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

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

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

Note that:

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

References

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

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

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

References examples:**Journal article**

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

Book

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

Book chapter

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

Conference proceeding

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

Dissertation

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

Print Newspaper Article

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

Blog Post

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

Report

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

Webpage

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

Checklist: What to Include

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

Editor-in-Chief Note

In The 5th 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.

Table of contents

How Could a Football Player Transfer Business be More Successful? A Model-Based on Game Theory Approach	13
Zhaleh Memari; Maryam Esmaeili; Mojzhgan Jafari	
Co-creation of Customer Brand Value-Based and Temporal Risk of Online Brand Communities in Sportswear Industry	27
Mohammad Hadi Asgari	
Key Propelling of Customer Lifetime Value in Iranian Sports Clubs	49
Mahrokh Rajabi Asli; Mozghan Khodamoradpoor; Mozafar Yektayar; Rashad Hosaini	
Strategic Business Development Model of Iran's Professional Sports	71
Zahra Sohrabi; Mehrdad Moharramzadeh; Abbas Naghizadeh Baghi; Nasrin Azizian Kohn	
The Sport-for-All Development Strategies Based on Social Marketing Approach	93
Ali Saberi; Mohammad Reza Fathi; Seyed Mohammad Sobhani; Sanaz Kargaran; Ebrahim Rajabpour	
Feasibility Study of Launching Sports Start-ups: A Case Study in the Sports Shoe Industry	115
Zeinab Mondalizadeh; Elahe Kavyani	



How Could a Football Player Transfer Business be More Successful? A Model-Based on Game Theory Approach

Zhaleh Memari^{1*}, Maryam Esmaeili², Mojzhgan Jafari³

¹ Associate Professor of Sports Management, Department of Sports Management, Faculty of Sport Science, Alzahra University, Tehran, Iran.

² Associate Professor of Department of Industrial Engineering, Faculty of Engineering, Alzahra University, Tehran, Iran.

³ PhD Candidate in Industrial Engineering, Department of Industrial Engineering, K.N Toosi University of Technology, Tehran, Iran.

ABSTRACT

Purpose: Nowadays, the football business and players' transfer have become integral in managing professional sports, which has become a pivotal part. Therefore, clubs try to sell, buy, and remove players. This study aimed to model the transfer of players based on the game theory approach. The Nash bargaining equilibrium was determined for the player, seller, and buyer club.

Methodology: A model was represented in terms of clubs' profit, players' wages, and bargaining power of each party using a generalized Nash bargaining model. By solving the model, the optimal transfer fee was calculated.

Findings: Results show that the transfer fee depends on the bargaining power of clubs. Bargaining power of players and factors may be the rank of the source club in the previous season, the financial value of the source club, age, nationality and height of the player, performance of the player in the last season, number of substitutes in and out of the field, number of goals and assistances, number of yellow, red, and double yellow cards in previous season all are experimental factors on the bargaining power of players. Notably, the factors may differ in different leagues and various posts played by players.

Originality: Game theory is a theoretical framework for solving conflicts in political and social affairs. This study used this framework to solve the problem of transferring football players from one club to another, which is unique.

Keywords

Bargaining Game
Football Club
Nash Bargaining Equilibrium
Optimization

Article type

Original Article

Received: 2022/12/25

Accepted: 2023/05/09

How to cite this article:

Memari, Z., Esmaeili, M., & Jafari, M. (2644). How Could a Football Player Transfer Business be More Successful? A Model-Based on Game Theory Approach. *Sports Business Journal*, 3(2), 13-26. <https://doi.org/10.22051/sbj.2023.42401.1067>



1. Introduction

Football's attractiveness has grown, such that its economic, social, cultural, and even political effects have led most countries to seek further benefits from the sport's development (Zhang et al., 2018). Over recent years, management in many professional football clubs has become more complex and focused on financial matters (Morrow & Howieson, 2014). Today's football clubs can transfer players, recruit a good coach, create a good team combination, hire a specific player, and make money, but they must consider affording these expenses. At the same time, it is necessary to do so based on a particular frame and in line with FIFA Regulations. Creating a national determination, providing financial resources, and developing knowledge, managerial and technical skills are undeniable necessities in sports development (Pouyandekia & Ghafari, 2021).

Research on football player transfer refers to half a century ago. Andreff and Staudohar (2000) know that transferring the players and the fees is the primary source of the club's income (Andreff & Staudohar, 2000). Macedo et al. (2022) present a model for estimating the transfer fees of professional footballers using advanced performance metrics and machine learning (Macedo et al., 2022). Some believe that stadium facilities, such as cleanness, reception parking space, and design, have affected the number of spectators, ticket sales, income, and bargaining power (Wakefield & Sloan, 1995). Moreover, common sense says clubs should try to increase their long-term income. Memari et al. (2021) argued that the importance of human resources index, managerial expertise, marketing, software, legal and economic infrastructure were the factors influencing the promotion of club power (Memari et al., 2021). Thus, human resources are considered the essential internal resource. To this end, they must promote the club and trust their fans instead of hiring star players and attracting spectators for only a short while (Wu et al., 2012). Sloane (1971) believes that ticket sales, TV broadcasting rights, and receiving transfer fees are the primary income sources of clubs (Sloane, 1971). show that the advertisement has most effect on ticket price and so on revenue from a game (Norouzi et al., 2018). Researchers have emphasized that contract length should be one of the main determinants of transfer fees.

Most papers in this regard have focused on the impact of players' characteristics, such as their position, age, and experience, on transfer fees (Feess & Muehlheusser, 2003). In addition, it has been shown that the most expensive soccer player's transfer fee is not random and can be explained using correct independent variables. Nevertheless, in the frequently used methods, the ultimate satisfaction of every party is not possible and making a deal that everyone agrees with is highly time-consuming. Despite all the efforts to reach an agreement with which all the parties are satisfied, it is highly time-consuming and, on several occasions, impossible; it often seems that one of the parties will benefit more from this transfer. Thus, the main question is how we can reach an agreement to maximize the benefits of all parties. Game theory provides specific solutions in cases where the dispute between the parties is such that reaching a compromise is usually tricky and timely. It shows how to reach an agreement in controversies. The Game theory technique can also provide an excellent solution to shorten the path and achieve maximum satisfaction for the parties. Therefore, future research is needed to investigate this question. Based on the sport and

bargaining literature, we attempted to answer this question: How could a football player's transfer business be more successful?

2. Literature review

The transfer fee is between the seller clubs' introductory price and the buyer club's maximum rate. Every time a professional player internationally transfers for a fee, all the clubs contributing to the player's education and training receive a solidarity contribution of up to 5% of the agreed transfer fee. Windfall gains from the transfer fee premiums might also alleviate the pressure on public subsidies to clubs, which are still an essential source of revenue for many clubs in minor leagues (Depken & Globan, 2021).

Football often acts as a catalyst for popular and international unity or dispute. It can also involve big money if we consider the European Super League model on the scale of the US Major Leagues (Macedo et al., 2022). Barbuscak (2018) showed that the Productivity or popularity of clubs had been shown to justify the high amounts of money spent on football players in the top European teams. The players' race and the years left on their contracts significantly affect the transfer fees (Garcia-del-Barrio & Pujol, 2016). Memari et al. (2020) argued that decision tree algorithm is recommended when predicting players' prices with the club fixed budget and the neural network is the most appropriate method when the budget is varied (Memari et al., 2020).

Research has primarily focused on players' physical condition and their records in match variables in player transfers. Still, optimizing the negotiation results and methods for reaching the best agreement in this regard has not been scarcely investigated. Without fans in the stadium, all teams will experience reduced revenues, putting downward pressure on transfer fees and premiums. Today, the impact on transfer fee premiums from declining TV revenues is not symmetric to the effects of increasing TV revenues (Depken & Globan, 2021). The differences in players' wages depend on their performance. Accordingly, the variance of their performance in the previous contract years is low. However, a player's effort is another practical factor measured according to a player's total distance and several great runs. Of course, results have shown that, unlike classic ideas, several excellent terms and tackles affect the player's recorded value, not its changes (Wicker et al., 2013). Estimation results were showed that tactics factor 0/33, technical factor 0/13, fitness factor -0/34, social acceptance factor 0/19 and club brand factor 1/45. Therefore, except physical fitness index which have inversely related to pricing, other index have direct related with superior league football players pricing (Izadyar et al., 2016). Moreover, the community valuation predictor and its significance to the regression equation suggest that the opinion of the soccer community is of particular importance. The community prediction is also a strong indicator of the actual market value of the player or how much any club is willing to pay for him in the transfer fee.

Some factors have the most significant impact on the purchase of domestic brand sports products include products quality, products price, appearance and packaging, domestic brand loyalty, fashion and variety of products, social factors, brand awareness and accessible to products access (Hasanzadeh et al., 2022). Ante (2019) considers that social media, advisors, and outfitters are believed to affect transfer fees significantly (Ante, 2019).

Therefore, player market value and the existence of external advisors positively impact transfer fees, and the presence of outfitters has an explanatory value. In certain studies, age, number of clubs, national games of a player, the number of goals, and a player's ability to lead a team (captain or not) have been considered a player's performance criteria (Frick, 2011). Metelski (2021) mentioned that the player's age and position are the most critical factors when investigating Poland's football league. The transfer of players aged 21 or lower is the highest transfer fee, and transfer forwards are the most common transfer (Metelski, 2021). Barbuscak (2018) considers that variables such as the number of Google searches, the number of years on contract left, the community valuation of a player, the number of goals and assists, and the player's race significantly influence the transfer fee paid for a player. Other researchers have reported additional factors for a player's value, including a player's age and experience and his (Bryson et al., 2013; Franck & Nüesch, 2008; Lehmann & Schulze, 2008; Lucifora & Simmons, 2003; Wallace, 1988) presence in national games (Bryson et al., 2013; Franck & Nüesch, 2008; Lehmann & Schulze, 2008; Lucifora & Simmons, 2003; Wallace, 1988) presence of the player in national games (Bryson et al., 2013; Franck & Nüesch, 2008; Lehmann & Schulze, 2008; Lucifora & Simmons, 2003). Participating in European competition (Hübl & Swieter, 2002), presence of a player in the world cup (Simmons & Deutscher, 2012), a player's nationality (Bryson et al., 2013; Franck & Nüesch, 2008), total time played by the player (Bryson et al., 2013; Sauer & Hakes, 2007), years left of their contract (Krautmann & Oppenheimer, 2002) several goals, being two-footed and their performance (Bryson et al., 2013) their overall performance (Bryson et al., 2013) are all effective on a player's value. The effect of the factors mentioned above is different in subgroups divided by continents, the league in which players work, and the post they play. Ante (2019) suggests that generalized models across playing positions and heritage may only provide basic information but no practical use. Without considering the high subgroups, general models give no applicable but available information (Ante, 2019).

It seems as if the effects of several factors mentioned above in the negotiating process can make it more sophisticated. Since general bargaining models are developed (Dias & Vetschera, 2019; Gerchak & Khmel'nitsky, 2019; Hart & Mas-Colell, 1996; Nash Jr, 1950), in this case, the Game theory may be a good tool for modelling the problem in reality and obtaining the best policy (strategy). Szymanski and Smith (1997) note that transfer fee is a determining factor in a bargaining process (Szymanski & Smith, 1997). Numerous scientists have dedicated themselves to investigating practical factors on transfer fees and players' value. Footballer attributes as static characteristics such as age and height, or dynamic ones, such as pass completions and shots on target, may address the demands of clubs, media pundits, and gaming developers (Wakelam et al., 2022).

Some have studied the player's transfer fee during a bargaining process without considering mathematic models in terms of club profit function, bargaining power of each party, and the optimal transfer fee (Carmichael & Thomas, 1993). The player, seller, and buyer club's characteristics affect each party's bargaining power (Carmichael & Thomas, 1993; Dobson et al., 2000; Speight & Thomas, 1997). The following research has determined that "external alternatives" from the bargaining process, namely suggestions of other clubs, affect game payoff only when at least one prefers their payoff to Nash's bargaining answer. Thus, clubs' available "external alternatives" do not influence game

payoff and transfer fees. If one of the sellers or buyer clubs prefers to pay off “external alternatives”, it will not participate in the bargaining (Shaked & Sutton, 1984).

A few researchers have argued that clubs' bargaining power depends on several factors, including stadium capacity, goal average, position in the previous season, and management changes (Carmichael et al., 2011; Swanepoel & Swanepoel, 2016; Van den Berg, 2011). Others have reported further factors, namely the club's total income and advertising income. There is a correlation between the buyer club's bargaining power and the player's value. Furthermore, certain elements, like the number of goals, assists, player's popularity, race, years left of their contract, and the essential player's value. Furthermore, certain elements, like the number of goals, assists, player's popularity, race, years left of their contract, and the essential player's value (Swanepoel & Swanepoel, 2016).

Furthermore, certain elements, like the number of goals, assists, player's popularity, race, years left of their contract, and the essential player's value (considered by sites, such as the transfer market), affect transfer fees (Barbuscak, 2018). Factors including a player's age and height, in addition to the skilling factors, such as the number of dribbles, passes leading to the goal, their activities in social networks, the number of their followers, and the existence of counsellor affect the results of the bargaining (Ante, 2019). Other researchers have divided transfers into four groups, namely the low performance of the player and low transfer fee, (2) low performance of the player and high transfer fee, (3) high performance of the player and high transfer fee, and (4) high performance of the player and low transfer fee. Researchers have explained that clubs do not have to buy just group 4 because of their different purpose and policies. They have also mentioned that the factors affecting a player's market value differ based on his position (Kim et al., 2021). To our knowledge, bargaining implementation in the football player transfer business has not been considered.

3. Methodology

The transfer may be temporary, soldier, or permanent. This paper focused on permanently transferring players with a contract with a club. Primarily, buyer and seller clubs negotiate on the transfer fee. The player must pass the buyer club's medical tests. Because of the importance of the player's health for the club, the transfer does not probably occur if they do not pass these tests. In this paper, a model was represented in terms of clubs' profit, players' wages, and bargaining power of each party using a generalized Nash bargaining model. By solving the model, the optimal transfer fee was calculated. The player's transfer fee may depend on some factors such as the bargaining power of the club and player and factors like the position of the source club in the previous season, the financial value of the source club, age, nationality, and height of the player, and the player's performance in the last season. The number of substitutes in and out of the field, the number of goals and assists, and the number of first and second yellow cards and red cards in the previous season may affect the player's bargaining power. Notably, the factors may differ in different leagues and various posts played by players. The final part was allocated to the conclusion of the findings.

3.1. Mathematical model

In this section, we should briefly explain mathematical optimization (modelling) before proposing the mathematical model and data analysis. Mathematical optimization was as follows:

Max $f(x)$

S.t.

$$(1) \quad h_i(x) = 0$$

$$(2) \quad g_j(x) \leq 0$$

$$(3) \quad x \subseteq R_n$$

x and $f(x)$ are decision variables and the objective function in sequence. (1) and (2) are constraints of the model. In mathematical programming, the objective function is to determine the optimal decision variables (x^*) to reach their maximum regarding the constraints (feasible region). If x^* is the optimal local solution of $f(x)$, then $\nabla f(x^*) = 0$ (First-order necessary conditions for unconstrained optimization). Second-order necessary conditions for unconstrained optimization: suppose $f(x):R_n \rightarrow R$ is two times differentiable; if x^* is a local maximum of $f(x)$ which satisfies the first-order necessary condition, then $\nabla^2 f(x^*)$ is negative semidefinite. Sufficient conditions for unconstrained optimization: $f(x):R_n \rightarrow R$ is two times differentiable and x^* is a local maximum of $f(x)$ which satisfies the first and second necessary conditions when $\nabla^2 f(x^*)$ is negative definite (Bazaraa et al., 2013).

3.2. Proposed model

This article intends to obtain the optimal transfer fee using optimization methods. Given that the bargaining theory is a branch of optimization topics in which some parties bargain over the division of certain goods, this theory can also be used for player transfer. First, using the bargaining theory, we model the player transfer with the existing constraints, and then, using optimization methods, we obtain the optimal solution. Therefore, the bargaining model is applied to the problem of the transfer of a football player as follows:

Consider m decision-makers with the bargaining power of (γ_i) for each the Nash bargaining model is as follows when the profit function of i^{th} decision-makers and the minimum profit expected of i^{th} decision-maker who participates in bargaining are (π_i) and (RP_i) respectively.

$$(4) \quad \text{Max } Z(\pi_1, \pi_2, \dots, \pi_m) = (\pi_1 - RP_1)^{\gamma_1} \cdot (\pi_2 - RP_2)^{\gamma_2} \dots (\pi_m - RP_m)^{\gamma_m}$$

S.t.

$$(5) \quad \pi_i \in \Omega_i \quad \forall i = 1, 2, \dots, m$$

$$(6) \quad \pi_i \geq RP_i \quad \forall i = 1, 2, \dots, m$$

$$(7) \quad 0 \leq \gamma_i \leq 1 \quad \forall i = 1, 2, \dots, m$$

$$(8) \quad \sum_{i=1}^m \gamma_i = 1$$

(Ω_i) is a feasible region of i^{th} decision-makers' profit. In the transfer of players, the added value by buying a player has considered as buyer club's income and the lost weight by selling player is regarded as seller club's expenses (Gulbrandsen & Gulbrandsen, 2011) so that:

$$(9) \quad \text{Increased value of seller club} = IR - S_B$$

$$(10) \quad \text{Lost value of buyer club} = DR - S_S$$

IR and DR in (9) and (10) indicate increasing buyer club's income and decreasing seller club's income caused by the player's transfer. This difference in clubs' revenue bears on different ticket sale issues, absorbing sponsors before and after transfer. S_B and S_S are respectively received a wage of the player in buyer and seller clubs. S_B has not been determined during the transfer.

Moreover, the profit of each club defines as follow:

$$(11) \quad \pi_B = IR - S_B - TF$$

$$(12) \quad \pi_S = TF + S_S - DR$$

Where π_B and π_S respectively indicate the profit function of buyer and seller clubs. RP_i shows the expected value of external alternatives of clubs out of the bargaining process (it means suggestion of other clubs). In other words, both sides of bargaining expect their profit of the process to be equal to different ideas; otherwise, they wouldn't participate in the bargaining. RP_S and RP_B are used respectively for seller and buyer clubs. γ^B and γ^S also indicate respectively bargaining power buyer and seller clubs. Replacing (11) and (12) in (4) and (6), the bargaining model changes to:

$$(13) \quad \text{Max } Z(TF) = [(IR - S_B - TF) - RP_B]^{\gamma_B} [(TF + S_S - DR) - RP_S]^{\gamma_S}$$

S.t.

$$(14) \quad IR - S_B - TF \geq RP_B$$

$$(15) \quad TF + S_S - DR \geq RP_S$$

Where $0 \leq \gamma_B \leq 1$, $0 \leq \gamma_S \leq 1$ & $\gamma_B + \gamma_S = 1$.

3.3. Optimal transfer fee

The proposed model is a nonlinear programming model and has necessary and sufficient conditions to obtain its solution. The first and the second time derivations of the objective function are as follows:

$$(16) \quad \frac{\partial Z}{\partial TF} = -\gamma_B(IR - S_B - TF - RP_B)^{\gamma_B-1}(TF + S_S - DR - RP_S)^{\gamma_S} + (IR - S_B - TF - RP_B)^{\gamma_B}\gamma_S(TF + S_S - DR - RP_S)^{\gamma_S-1}$$

$$(17) \quad \frac{\partial^2 Z}{\partial TF^2} = \gamma_B(\gamma_B - 1)(IR - S_B - TF - RP_B)^{\gamma_B-2}(TF + S_S - DR - RP_S)^{\gamma_S} + (-\gamma_B)(IR - S_B - TF - RP_B)^{\gamma_B-1}\gamma_S(TF + S_S - DR - RP_S)^{\gamma_S-1} + (-\gamma_B)(IR - S_B - TF - RP_B)^{\gamma_B-1}\gamma_S(TF + S_S - DR - RP_S)^{\gamma_S-1} + (IR - S_B - TF - RP_B)^{\gamma_B}\gamma_S(\gamma_S - 1)(TF + S_S - DR - RP_S)^{\gamma_S-2}$$

The proposed model is a concave function to TF because $(-\gamma_B)$, $(\gamma_B - 1)$ and $(\gamma_S - 1)$ are negative, and consequently, the model is a convex optimization. Therefore, the solution which satisfies the first-order condition is the global solution of the unconstraint model.

$$(18) \quad \frac{\partial Z}{\partial TF} = 0 \Rightarrow TF = \gamma_S(IR - S_B - RP_B) - \gamma_B(S_S - DR - RP_S)$$

The obtained TF would be optimal, TF^{NBS} (Nash equilibrium), if it satisfies (14) and (15). By replacing the obtained TF^{NBS} in all constraints we have:

$$(19) \quad \begin{aligned} IR - S_B - \gamma_S(IR - S_B - RP_B) + \gamma_B(S_S - DR - RP_S) &\geq RP_B \\ \Rightarrow (1 - \gamma_S)(IR - S_B - RP_B) + \gamma_B(S_S - DR - RP_S) &\geq 0 \\ \Rightarrow \gamma_B(IR - S_B + S_S - DR - RP_B - RP_S) &\geq 0 \end{aligned}$$

$$(20) \quad \begin{aligned} \gamma_S(IR - S_B - RP_B) - \gamma_B(S_S - DR - RP_S) + S_S - DR &\geq RP_S \\ \Rightarrow \gamma_S(IR - S_B - RP_B) + (1 - \gamma_B)(S_S - DR - RP_S) &\geq 0 \\ \Rightarrow \gamma_S(IR - S_B + S_S - DR - RP_B - RP_S) &\geq 0 \end{aligned}$$

In (19) and (20), γ_B and γ_S are nonnegative. Therefore $IR - S_B + S_S - DR - RP_B - RP_S$ is positive because the bargaining system's profit should be more than the sum of both sides' minimum expected profit; otherwise, the bargaining mechanism doesn't make sense.

According to (18), the bargaining power of clubs, increasing or decreasing their income and their expected profit, all affect the TF^{NBS} .

Based on (18), S_B (amount of player's contract in buyer club) effects on TF^{NBS} whereas S_B is determined by the bargaining power of buyer club and player (γ_B, γ_P) . In other words, the bargaining power of player effects on S_B and as a result, on TF^{NBS} .

The transfer of the player makes sense when:

$$(21) \quad \pi_B \geq RP_B \Rightarrow IR - S_B - TF \geq RP_B \Rightarrow TF + S_B \leq IR - RP_B$$

Therefore, a minimum amount of buyer club can pay for a transfer fee, and the player's wage is $X = IR - RP_B$. There would be eight cases for the bargaining power of clubs and players. Consider the case in which the bargaining power of player and seller club is more than buyer club ($\gamma_P > \gamma_B, \gamma_S > \gamma_B$), the buyer club should pay a high transfer fee to the seller club. If the seller club uses a maximum of its bargaining power and takes all X for itself, the buyer wouldn't have a budget to assign to the player, and the transfer doesn't occur probably. In this case, player and seller are set in prisoner's dilemma conditions because their simultaneous selfishness may cause failure in transfer and consequently no payoff for both.

The best case for seller club certainly is the case in which their bargaining power is more than the buyer club, and the bargaining power of the player is less than the buyer clubs ($\gamma_P < \gamma_B, \gamma_S > \gamma_B$) because the seller club may ask a large amount of TF without worry, and it may get most of X for itself.

In the same way, the best case for players is the case in which the bargaining power of buyer club is more than seller club and less than them ($\gamma_P > \gamma_B, \gamma_S < \gamma_B$) because the seller club gains low TF, and a player may take most of X for themselves. These two cases are not favorable for the buyer club because their payoff is small in these cases. If the bargaining power of the buyer club is more than both players and seller clubs ($\gamma_P < \gamma_B, \gamma_S < \gamma_B$) they pay less transfer fee (TF) and less wage (S_B) and take most of X for themselves. Other cases in which two clubs or buyer clubs and players don't have any privilege in comparison to each other can be considered too. Figure 1 shows the approximate proportion of S_B changes to γ_S . As it is seen in Figure 1, the transfer of players occurs until $\gamma_S \leq \bar{\gamma}_S$ where $\bar{\gamma}_S$ is the maximum value of bargaining power of seller club that the transfer will be done; otherwise, the transfer of player doesn't occur probably because the buyer club cannot afford convenience the player and seller club simultaneously. The diagram of the relation between the transfer fee and the player's bargaining power is drawn similarly.

According to (18), the transfer fee depends on the players' wage, and the player's wage depends on their bargaining power. Our finding is in line with (Carmichael et al., 2011; Dobson et al., 2000; Frick, 2011; Speight & Thomas, 1997).

4. Conclusion

Nowadays, the transfer of players is integral in managing professional sports. This paper initially modeled a football player's transfer via the Nash bargaining model. This model concerns the profit of the buyer and seller clubs, bargaining power, and a player's wage. By solving the model, we could obtain the optimal transfer fee of a player. The bargaining power of clubs affects the increase or decrease in their income; their expected profit, determined before the bargaining process, influences the optimal transfer fee. The buyer club considers the player's wage depending on his bargaining power, affecting the optimal transfer fee. According to the proposed model (4 equation) and the player's bargaining

power, we concluded that the optimal transfer fee depends on the bargaining power of buyer and seller clubs; it might decrease or increase the income of seller and buyer clubs. Clubs have been involved in player transfers for many years. They use various methods to better transfer players, including their personal experiences. This study showed that better negotiations could be done using the Game Theory and bargaining model to obtain the best result for all parties. If bargaining is used, the parties to the contract will have a chance of success and maximum profit.

We could recommend an additional investigation to answer the following questions: what player-associated criteria affect the decrease or increase in seller and buyer clubs' payment and the optimal transfer fee? Why do clubs sometimes agree on an amount less or more than the optimal transfer fee? What occurs if clubs agree on more than the optimal transfer fee.

Disclosure statement and funding

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

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- Andreff, W., & Staudohar, P. D. (2000). The Evolving European Model of Professional Sports Finance. *Journal of Sports Economics*, 1(3), 257-276. <https://doi.org/10.1177/152700250000100304>
- Ante, L. (2019). *Determinants of Transfers Fees: Evidence from the Five Major European Football Leagues*. <https://doi.org/10.13140/RG.2.2.18356.91526/1>
- Barbuscak, L. (2018). What Makes a Soccer Player Expensive? Analyzing the Transfer Activity of the Richest Soccer. *Augsburg Honors Review*, 11(Article 5), 65-83. https://idun.augsburg.edu/cgi/viewcontent.cgi?article=1004&context=honors_review
- Bazaraa, M. S., Sherali, H. D., & Shetty, C. M. (2013). *Nonlinear Programming: Theory and Algorithms*. Wiley. <https://books.google.com/books?id=nDYz-NIpluEC>
- Bryson, A., Frick, B., & Simmons, R. (2013). The Returns to Scarce Talent: Footedness and Player Remuneration in European Soccer. *Journal of Sports Economics*, 14(6), 606-628. <https://doi.org/10.1177/1527002511435118>
- Carmichael, F., McHale, I., & Thomas, D. (2011). Maintaining market position: team performance, revenue and wage expenditure in the English premier league. *Bulletin of Economic Research*, 63(4), 464-497. <https://doi.org/10.1111/j.1467-8586.2009.00340.x>
- Carmichael, F., & Thomas, D. (1993). Bargaining in the transfer market: theory and evidence. *Applied Economics*, 25(12), 1467-1476. <https://doi.org/10.1080/00036849300000150>
- Depken, C., & Globan, T. (2021). Football transfer fee premiums and Europe's big five. *Southern Economic Journal*, 87(3), 889-908. <https://doi.org/10.1002/soej.12471>

- Dias, L., & Vetschera, R. (2019). Multiple local optima in Zeuthen–Hicks bargaining: an analysis of different preference models. *EURO Journal on Decision Processes*, 7(1), 33-53. <https://doi.org/10.1007/s40070-018-0089-0>
- Dobson, S., Gerrard, B., & Howe, S. (2000). The determination of transfer fees in English nonleague football. *Applied Economics*, 32(9), 1145-1152. <https://doi.org/10.1080/000368400404281>
- Feess, E., & Muehlheusser, G. (2003). The Impact of Transfer Fees on Professional Sports: An Analysis of the New Transfer System for European Football. *The Scandinavian Journal of Economics*, 105(1), 139-154. <http://www.jstor.org/stable/3440925>
- Franck, E., & Nüesch, S. (2008). Mechanisms of Superstar Formation in German Soccer: Empirical Evidence. *European Sport Management Quarterly*, 8(2), 145-164. <https://doi.org/10.1080/16184740802024450>
- Frick, B. (2011). Performance, Salaries and Contract Length: Empirical Evidence from German Soccer. *International Journal of Sport Finance*, 6(2), 87-118. https://econpapers.repec.org/article/jsfintjsf/v_3a6_3ay_3a2011_3ai_3a2_3ap_3a87-118.htm
- Garcia-del-Barrio, P., & Pujol, F. (2016). Economic Valuation of Football Players through Media Value. 9. <https://www.easm.net/download/2008/a9edd75b825b62a96f30b670bf1b4838.pdf>
- Gerchak, Y., & Khmelnitsky, E. (2019). Bargaining over shares of uncertain future profits. *EURO Journal on Decision Processes*, 7(1), 55-68. <https://doi.org/10.1007/s40070-019-00095-4>
- Gulbrandsen, A. M., & Gulbrandsen, C. M. (2011). *Valuation of football players: A complete pricing framework*. [Master Project, NHH: Norges Handelshøyskole]. <https://www.semantic scholar.org/paper/Valuation-of-football-players-%3A-a-complete-pricing-Gulbrandsen-Gulbrandsen/5ab23b3fb52ed528dad955413ea8dc3f47606c48>
- Hart, S., & Mas-Colell, A. (1996). Bargaining and value. *Econometrica: Journal of the Econometric Society*, 64(2), 357-380. <https://doi.org/10.2307/2171787>
- Hasanzadeh, S. J., Nobakhat, F., & Zare Abandansari, M. (2022). Customers' Buying Intention on Sports Products Domestic Brands. *Sports Business Journal*, 2(2), 217-227. <https://doi.org/10.22051/sbj.2022.41975.1058>
- Hübl, L., & Swieter, D. (2002). Der Spielmarkt in der Fußball-Bundesliga. In *Sportökonomie* (pp. 105-126). https://doi.org/10.1007/978-3-663-07711-4_6
- Izadyar, M., Memari, Z., & Mousavi, M.-H. (2016). Pricing Equation for Iranian Premier League Football Players. *Journal of Economic Research (Tahghighat- E- Eghtesadi)*, 51(1), 25-40. <https://doi.org/10.22059/jte.2016.57595>
- Kim, Y., Bui, K. H. N., & Jung, J. J. (2021). Data-driven exploratory approach on player valuation in football transfer market. *Concurrency and Computation: Practice and Experience*, 33(3), e5353. <https://doi.org/10.1002/cpe.5353>
- Krautmann, A. C., & Oppenheimer, M. (2002). Contract Length and the Return to Performance in Major League Baseball. *Journal of Sports Economics*, 3(1), 6-17. <https://doi.org/10.1177/1527002502003001002>
- Lehmann, E., & Schulze, G. (2008). What Does it Take to be a Star? – The Role of Performance and the Media for German Soccer Players. *Applied Economics Quarterly (formerly: Konjunkturpolitik)*, 54(1), 59-70. <https://doi.org/10.3790/aeq.54.1.59>
- Lucifora, C., & Simmons, R. (2003). Superstar Effects in Sport: Evidence From Italian Soccer. *Journal of Sports Economics*, 4(1), 35-55. <https://doi.org/10.1177/1527002502239657>
- Macedo, A., Ferreira Dias, M., & Mourão, P. R. (2022). A literature review on the European Super League of football – tracing the discussion of a utopia? *International Journal of Sport Policy and Politics*, 14(3), 563-579. <https://doi.org/10.1080/19406940.2022.2064895>

- Memari, z., Hoda, K., & Safaie, A. (2020). The Valuation of Football Players with Data Mining Technique (Case Study: Esteghlal Club). *Sport Management Journal*, 12(3), 735-757. <https://doi.org/10.22059/jsm.2019.262922.2128>
- 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>
- Metelski, A. (2021). Factors affecting the value of football players in the transfer market. *Journal of Physical Education and Sport*, 21(2), 1150-1155. <https://doi.org/10.7752/jpes.2021.s2145>
- Morrow, S., & Howieson, B. (2014). The New Business of Football: A Study of Current and Aspirant Football Club Managers. *Journal of Sport Management*, 28, 515-528. <https://doi.org/10.1123/jsm.2013-0134>
- Nash Jr, J. F. (1950). The bargaining problem. *Econometrica: Journal of the Econometric Society*, 18(2), 155-162. <https://doi.org/10.2307/1907266>
- Norouzi, M., Memari, Z., & Askarifar, K. (2018). Optimal Revenue Policy based on Ticket Price Using System Dynamics Approach; Case Study Iran Football Premier League. *Journal of Economic Research (Tahghighat- E- Eghtesadi)*, 53(1), 209-224. <https://doi.org/10.22059/jte.2018.65091>
- Pouyandekia, M., & Ghafari, M. (2021). How Can the Cooperation Between Federation and League Organizations Develop a Talent Program? Case study: German Football TID & TED Program. *Sports Business Journal*, 1(2), 129-148. <https://doi.org/10.22051/sbj.2022.38855.1021>
- Sauer, R., & Hakes, J. (2007). The Moneyball Anomaly and Payroll Efficiency: A Further Investigation. *International Journal of Sport Finance*, 2(4), 177-189. <https://ideas.repec.org/a/jsf/intjsf/v2y2007i4p177-189.html>
- Shaked, A., & Sutton, J. (1984). Involuntary unemployment as a perfect equilibrium in a bargaining model. *Econometrica: Journal of the Econometric Society*, 52(6), 1351-1364. https://econpapers.repec.org/article/ecmemetrp/v_3a52_3ay_3a1984_3ai_3a6_3ap_3a1351-64.htm
- Simmons, R., & Deutscher, C. (2012). The economics of the World Cup. In L. H. Kahane & S. Shmanske (Eds.), *The Oxford Handbook of Sports Economics. Vol. 1: The Economics of Sports* Oxford: Oxford University Press. <http://dx.doi.org/10.1093/oxfordhb/9780195387773.013.0023>
- Sloane, P. (1971). The Economics of Professional Football: The Football Club as a Utility Maximiser. *Scottish Journal of Political Economy*, 18(2), 121-146. <https://doi.org/10.1111/j.1467-9485.1971.tb00979.x>
- Speight, A., & Thomas, D. (1997). Football league transfers: a comparison of negotiated fees with arbitration settlements. *Applied Economics Letters*, 4(1), 41-44. <https://doi.org/10.1080/758521830>
- Swanepoel, M., & Swanepoel, J. (2016). The correlation between player valuation and the bargaining position of clubs in the English premier league (EPL) *International Journal of Economics and Finance Studies*, 8(1), 209-225. <https://doaj.org/article/d8636de01bf049758254cf1b7ea62e83>
- Szymanski, S., & Smith, R. (1997). The English Football Industry: profit, performance and industrial structure. *International Review of Applied Economics*, 11(1), 135-153. <https://doi.org/10.1080/02692179700000008>
- Van den Berg, E. (2011, August 11). *The Valuation of Human Capital in the Football Player Transfer Market: An investigation of transfer fees paid and received in the English Premier League*. [Master Thesis, Financial Economics, Erasmus School of Economics].

https://www.academia.edu/1010237/The_Valuation_of_Human_Capital_in_the_Football_Player_Transfer_Market

- Wakefield, K., & Sloan, H. (1995). The Effects of Team Loyalty and Selected Stadium Factors on Spectator Attendance. *Journal of Sport Management*, 9(2), 153-172. <https://doi.org/10.1123/jsm.9.2.153>
- Wakelam, E., Steuber, V., & Wakelam, J. (2022). The collection, analysis and exploitation of footballer attributes: A systematic review. *Journal of Sports Analytics*, 8(1), 31-67. <https://doi.org/10.3233/JSA-200554>
- Wallace, M. (1988). Labor market structure and salary determination among professional basketball players. *Work and Occupations*, 15(3), 294-312. <https://doi.org/10.1177/0730888488015003004>
- Wicker, P., Weimar, D., Prinz, J., Deutscher, C., & Upmann, T. (2013). No Pain, No Gain: Effort and Productivity in Professional Soccer. *International Journal of Sport Finance*, 8(2), 124-139. <https://fis.dshs-koeln.de/de/publications/no-pain-no-gain-effort-and-productivity-in-professional-soccer>
- Wu, S.-H., Tsai, C.-Y., & Hung, C.-C. (2012). Toward Team or Player? How Trust, Vicarious Achievement Motive, and Identification Affect Fan Loyalty. *Journal of Sport Management*, 26(2), 177-191. <https://doi.org/10.1123/jsm.26.2.177>
- Zhang, J., Kim, E., Mastromartino, B., Qian, Y., & Nauright, J. (2018). The sport industry in growing economies: critical issues and challenges. *International Journal of Sports Marketing and Sponsorship*, 19, 00-00. <https://doi.org/10.1108/IJSMS-03-2018-0023>



چگونه نقل و انتقال بازیکنان فوتبال می تواند کسب و کاری موفق تر باشد؟ مدلی مبتنی بر رویکرد نظریه بازی ها

ژاله معماری^۱، مریم اسماعیلی^۲، مؤگان جعفری^۳

^۱دانشیار مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء(س)، تهران، ایران.

^۲دانشیار گروه مهندسی صنایع، دانشکده فنی، دانشگاه الزهراء(س)، تهران، ایران.

^۳دانشجوی دکتری مهندسی صنایع، گروه مهندسی صنایع، دانشگاه صنعتی خواجه نصیرالدین طوسی، تهران، ایران.

کلیدواژه

بازی چانه زنی
باشگاه فوتبال
بهینه سازی
تعادل چانه زنی نش

نوع مقاله

پژوهشی اصلی

چکیده

هدف: امروزه تجارت فوتبال و نقل و انتقالات بازیکنان در مدیریت هم افزای ورزش حرفه ای، به یک بخش اساسی تبدیل شده است. بدین منظور، باشگاه ها سعی در فروش، خرید و کار گذاشتن بازیکنان خود دارند. این مطالعه با هدف مدل سازی انتقال بازیکنان بر اساس رویکرد نظریه بازی ها انجام و تعادل چانه زنی نش برای باشگاه بازیکن، فروشنده و خریدار تعیین شد.

روش: مدلی بر حسب سود باشگاه ها، دستمزد بازیکنان و قدرت چانه زنی هر طرف با استفاده از مدل چانه زنی تعمیم یافته نش ارائه شد. با حل مدل، هزینه انتقال بهینه محاسبه شد.

یافته ها: نتایج نشان داد هزینه انتقال به قدرت چانه زنی باشگاه ها بستگی دارد. قدرت چانه زنی بازیکنان بر اساس رتبه باشگاه مبدا در فصل قبل، ارزش مالی باشگاه مبدا، سن، ملیت و قد بازیکن، عملکرد بازیکن در فصل گذشته، تعداد تعویض ها در و خارج از زمین، تعداد گل ها و پاس گل ها، تعداد کارت های زرد، قرمز و دو کارت زرد در فصل قبل، است. قابل ذکر است که عوامل ممکن است در لیگ های مختلف و پست های مختلفی که بازیکنان بازی می کنند متفاوت باشد.

اصالت و ابتکار مقاله: نظریه بازی چارچوبی نظری برای حل تعارضات در امور سیاسی و اجتماعی است. این مطالعه از این چارچوب برای حل مسئله انتقال بازیکنان فوتبال از یک باشگاه به باشگاه دیگر استفاده کرده که در این قبیل پژوهش ها روشی منحصر به فرد است.

تاریخ دریافت: ۱۴۰۱/۱۰/۰۴

تاریخ پذیرش: ۱۴۰۲/۰۲/۱۹



Co-creation of Customer Brand Value-Based and Temporal Risk of Online Brand Communities in Sportswear Industry

Mohammad Hadi Asgari^{1*}

¹ Assistant Professor, Department of Business Management, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran.

ABSTRACT

Purpose: The purpose of the research was to analyze the role of documenting the co-creation of customer brand value based on the perceived risk in the sportswear industry.

Methodology: Qualitative analysis was used. So, eleven interviews with e-commerce experts in Iran have been done. They were selected purposefully and collected data through semi-structured interviews. After analyzing the data, 62 basic themes were extracted, and six comprehensive themes were obtained.

Findings: We showed that the antecedents of co-creation of customer brand value based on the perceived risk in the sportswear industry include six comprehensive themes. They have customer-building behaviors, corporate branding, customer emotional perception, value creation, communication marketing, and expected risk. We argued that different dimensions of customer value co-creation could be influential in developing online businesses, especially in the sportswear industry.

Originality: This research discusses the analysis and documentation of customer brand value co-creation based on the time risk of online brand communities in the sportswear industry.

Keywords

Brand Communities
Communication Marketing
Corporate Branding
Customer Behavior
Expected Risk
Value Creation

Article type

Research Paper

Received: 2023/03/11

Accepted: 2023/05/09

How to cite this article:

Asgari, M. H. (2023). Co-creation of Customer Brand Value-Based and Temporal Risk of Online Brand Communities in Sportswear Industry. *Sports Business Journal*, 3(2), 27-47. <https://doi.org/10.22051/sbj.2023.43172.1079>



1. Introduction

Developed countries consider the sports industry an essential economic, political, and social pillar. It is one of the leading industries in developed countries that has tremendous effects on the national economy of countries. So, sports have become one of some countries' most profitable economic fields (Sarlub et al., 2018). The investigation by the international organization Euromonitor shows that during the last three years, the global clothing industry has had a strong performance due to the increase in sportswear sales. For the third year, athletic apparel sales have outpaced other items, growing nearly 7 percent in 2017; the percentage was 8.2%, and it was expected to reach 10.4% in 2022 (Wang et al., 2019). The sportswear industry has a trend towards appropriate design and sports design. Sports interested people combine their desired sports activities with their related clothes to be more attractive and fashionable during training. Therefore, all modern sportswear companies target the youth market. Usually, teenage and young people pay more attention to wearing brand clothes, and in the sportswear market, most purchases belong to this group. They spend a lot of money to promote themselves, to be up-to-date and beautiful in their clothes.

Therefore, the sportswear industry has always had fans from this segment, and many famous companies have focused their sportswear on young people (Mortazavi-far et al., 2018). Due to the activities of big giants of the world's sportswear industry, such as Nike, Adidas, Puma, etc., attracting and retaining customers in the sportswear industry by domestic manufacturers have become much more complex. Although the quality of some Iranian sports brands may be equal to their competitors, the tendency and desire of consumers towards foreign brands are more; we have few reliable and influential brands in Iran (Heydari et al., 2022).

Various tools exist to advertise and identify domestic sports brands, and social media are valuable. The increasing use of social networking sites gradually changes the advertising platform of companies from traditional media to social media (Lee & Hong, 2016). Just as companies are moving towards globalization with the emergence of digital marketing and artificial intelligence, brands are also changing towards the online world to better communicate with customers and improve their representative service role (Cheng et al., 2016). In the past, organizations were limitedly informed about customers' needs, and the failure of many new products was considered a matter of course due to ignoring the suitability of dimensions and features of goods and services with the needs and demands of customers (Pinho et al., 2014). The emergence of logical service dominance has changed the marketing paradigm and introduced a new approach regarding customer participation in the joint creation of value (value co-creation). Since forming shared value with customers requires alignment and planning, implementation, and control of extensive actions at different levels of the organization and among customers, it is considered a strategic issue (Gupta et al., 2020).

Value co-creation is a process in which various parties produce valuable results together. Unlike traditional online platforms, companies and consumers can act as buyers and sellers through SEP. Co-creation of brand value is broadly a concept of value creation (Tajvidi et al., 2020). It involves customers and stakeholders in all businesses and

encourages customer loyalty (Nadeem et al., 2020). So, the co-creation of brand value as a broad structure in marketing has been expanding in recent decades. This issue became critical when Vargo and Lusch (2016) mentioned that marketing is moving towards a more service-oriented logic. Despite much research on creating value, little has been done to create brand value. While there is a broad recognition that customers and companies always create business value (Vargo & Lusch, 2016).

Harmeling et al. (2017) argued that despite this new point of view, how can customers help create brand value, and how can their value be evaluated? No research can systematically investigate the nature of creating business value, and the existing studies have presented different measures concerning creating brand value (Ranjan & Read, 2016). According to what was said, other traditional marketing approaches, which consider customers rational decision-makers who only focus on the desires and benefits of goods and services and their quality, have become less valuable. The importance of a powerful brand in developing and promoting various businesses cannot be denied, and the brand is an asset. Also, it is considered a strategic tool for every company and industry (Sarlab et al., 2018). It seems that customer value co-creation strongly predicts customers' actual purchase behavior and, in turn, can better predict customer satisfaction. Under the influence of several factors, a positive and pleasant brand experience is formed in customers' minds, influencing their decision-making, one of the most critical factors being the co-creation of customer value (Safari Takei et al., 2019). Sportswear brand agencies know the customer is always at the top of their plans. Because the customer's attention to an economic unit, in addition to financial profit, also provides the possibility of competition. Therefore, honoring customers has been popular in the world for years. Researchers have considered all marketing mix elements in most related research as necessary. Still, usually among them, the product and price elements have been the most critical factors influencing sports and non-sports customers' purchase decisions in sports research.

The review of previous studies showed that limited studies had been done on brand valuation in domestic and foreign sportswear and products. Also, the co-creation of customer brand value in sports products and goods is one of the topics that researchers have neglected, and limited research has been done on it only in these few years. On the other hand, in Iran, supporting the production and consumption of domestic goods, including sportswear, has always been the priority of economic and commercial policies.

Currently, the sportswear industry, especially domestic sportswear brands, is not in good condition in our country. So, one of the reasons for this can be the lack of positive experience from a brand and the lack of strength of sports brands compared to foreign competitors in estimating the needs and demands of sports customers. This weakness of sports brands can be caused by the ignorance of manufacturers and sellers about the co-creation of inappropriate customer value. On the other hand, it is based on perceived risk, which leads to the emergence of other essential and influential elements of psychological cognition in online shopping. The current research seeks to fill the existing gaps in this direction. Majid online store has designed various online marketing strategies. But to what extent its advertising plays a role in increasing customers' desire and reducing their perceived risk for online shopping is essential. Based on this, the central question of this

research is: How is documenting customer brand value co-creation based on the time risk of online brand communities in the sportswear industry?

2. Theoretical Background

2.1. Value Co-creation

The development of social media has stimulated attention to new issues related to branding (Ahn et al., 2019) because social media provides a virtual space for users to share their brand experiences and act as a critical driver of the co-creation of brand value (Lou et al., 2021). Based on the logic of service excellence, value is perceived by customers, created with them, and added to output through production or marketing functions. To understand the value co-creation process, customers and service providers are considered resource integrators. Each actor can only provide value propositions; values are provided when each actor participates in co-creation (Vargo & Lusch, 2016). Mai and Ketron (2022) define value co-creation as "the collaborative activity of parties involved in direct interaction, intending to help to create mutual value (Mai & Ketron, 2022)." Value co-creation occurs through cooperative and interactive seller-customer processes. Sellers communicate with customers to understand and identify hidden perceptions and preferences to achieve benefits and create richer customer experiences (Bu et al., 2022). Prahalad and Ramaswamy (2004) developed the theory of co-creation of value in the early 21st century to describe the co-creation of value by customers and businesses (Prahalad & Ramaswamy, 2004). They provide new methods to create value for future competitiveness (Kraus et al., 2017). Researchers have studied value co-creation from different perspectives and disciplines, including service logic, and emphasize the role of customer knowledge and skills in the value creation process (Li et al., 2021). Navarro et al. (2014) state that the process or actions of customers and sellers in mutual knowledge exchange are called co-creation (Memili et al., 2018).

2.2. Customer's perceived time risk

Perceived risk is the uncertainty about the possibility of undesirable results from using a product or service. There are many types of perceived risk, but this study only considered time risk because the participation of customers in creating a new product depends on their time and effort (Alves et al., 2016; Featherman & Pavlou, 2003). Perceived time risk refers to the time spent shopping (Cocosila et al., 2009; Tseng & Chiang, 2016). A purchase decision can lead to customers losing a lot of time by researching the product, making the purchase, and learning how to use it. However, there are doubts about whether the time spent to co-create a new product with the company will lead to the production of products that reflect the customers' imaginations or not (Soltani et al., 2016). There is no guarantee that the product customers have helped will have the same appearance and performance as they expect. Today, they care about time, and it has been proven that they most likely do not accept technological methods with a high time risk (Yang & Li, 2016). A summary of the history of domestic and foreign research can be seen in Table 1.

Table 1. A brief of the literature review.

Results	Research context	Researchers
The participation of the online brand community plays an essential role in the co-creation of customer value. Enjoyable/experiential content provides the most engagement.	Creating luxury brand value with online brand communities in service exposure.	Chapman and Dilimperi (2022)
Privacy security has played a positive role in co-creating customer value.	The Role of privacy risk in customer value co-creation.	Shah et al. (2021)
Information sharing and social commerce, social support, and quality of communication significantly impact value co-creation.	Co-creation of brand value through shared information in social commerce: The role of social media.	Tajvidi et al. (2020)
Privacy risk, privacy control, and collaborative norms significantly affect consumer trust and brand value co-creation.	Ethical, social business and co-creation of brand value.	Wang et al. (2020)
The level of customer involvement is directly related to their perception of value, and the customer's previous experience moderates this relationship.	The effect of creating shared value on the particular importance of the hotel brand and customer satisfaction.	González-Mansilla et al. (2019)
Co-creation includes the four-way behavior of created collaboration, the role of development, feedback, and support in creating brand value.	Conceptualization and validation of customer brand co-creation behavior.	France et al. (2018)
Customer-owned resources positively and significantly affect customers' perceived brand value. Also, brand skill has a positive and significant impact on customers' perceived brand value; and then brand communication has a positive and significant impact on customers' perceived brand value.	Co-creating customer value through motivation and customer-owned resources.	Merz et al. (2018)
A positive relationship exists between the company's innovative activities, brand co-creation, and consumer brand involvement.	The relationship between customer value co-creation and customer mental involvement.	Hsieh and Chang (2016)
The platform for co-creating customer value through brand equity has a significant relationship with customer loyalty.	Co-creating brand value in a digitized world.	Ramaswamy and Ozcan (2016)
Brand, consumer, and customer value creation experiences contribute to co-creating brand value.	Explaining and predicting purchase intention after brand value co-creation encounters.	Choi et al. (2016)
All four dimensions of value creation have a positive and meaningful effect on the customer relationship.	The effect of value co-creation activities on building a harmonious brand community and gaining brand loyalty in social networks.	Lou et al. (2021)
Integrating the brand value chain and service-dominant logic leads to a strong theory of industrial service brand value and brand performance.	Critical dimensions of brand value co-creation and its impact on customer perception and brand performance.	Zhang and He (2014)
Competency structure, capacity, and culture form the framework of the organizational capability to create value.	Value co-creation infrastructures in the digital age.	Williams (2013)

3. Methodology

The study has a qualitative and inductive approach. Data analysis was based on thematic analysis. We collected data by studying and reviewing documents, library materials, and semi-structured interviews. The participants were university faculty members, experts, and co-creators of value in online communities. For this purpose, eleven people with valuable executive and academic experience were selected. They were business management professors from different universities, senior marketing and branding managers, and business development managers. Interviews continued until theoretical saturation and data analysis were done simultaneously. To rank and summarize the data obtained from the interviews, the thematic analysis method was used using Maxqda software. In this research, getting the observers' opinions about the validity of the

interpretations and findings was used to check the study's validity. In this way, the results and arrangements made in this research were provided to the participants to comment on them. The Kappa index was used to measure the designed framework's reliability. In this way, another person, as an expert, has categorized the themes without knowing how to integrate the themes created by the researchers. The themes presented by the researcher have been compared with those offered by this person. Finally, according to the number of similar and different themes, the Kappa index was calculated using SPSS software and confirmed.

Table 2. Characteristics of the Interviewees.

Job-status	Activities	Participants
Director of the market development company	Digital business	P1
University associate professor	Electronic commerce	P2
Marketing Consultant	Electronic commerce	P3
Online business consultant	Electronic commerce	P4
University associate professor	Marketing	P5
University professor	Electronic commerce	P6
Executive Director of Development and Trade Company	Online Marketing	P7
University professor	E-learning	P8
Marketing Director	Clothing Industry	P9
Researcher	Clothing Industry	P10
IT manager of an e-commerce company	Digital business	P11

3.1. Data analysis

This research identified open codes through theme analysis. Then, the concepts and categories were counted. 62 basic themes, 19 organizing themes, and six comprehensive themes were identified. In the following, each of these themes will be examined. For the theme of customer-oriented behaviors, four organizing themes were identified, which include audience involvement, user participation, brand loyalty, and trust building.

The audience's involvement is shown by sharing, liking, and registering comments. It has become a keyword in the media industry. The audience is consumers who are active readers, content co-creators, and participants in distributing and publishing content in the media (Djerf-Pierre et al., 2019). P₁₁ participant stated that *“the audience chooses the media to meet their cognitive, emotional, personal, and social needs.”*

User participation: User participation is a degree of effort, priority, knowledge, or other resources used in production and transformation to have an active role in consumption and production (Carlson et al., 2019). P₁₁ participant stated that *“cooperative and voluntary customer behaviors have recently been considered vital resources that increase company profitability and brand performance.”*

Brand loyalty is a consumer's positive behavioral or emotional response to a brand. Clothing manufacturing companies must maintain and increase sales revenue. Users tend to share their experiences with the company, so they express loyalty and enjoyment (Nayeem et al., 2019). P₁₀ participant stated, *“Because consumers are exposed to different brands daily, marketers are very interested in differentiating products from their competitors.”*

Trust: It shows the degree of consumer trust who can register the order as complete as possible on social media. P₁₁ participant stated that “consumers should correctly receive their product orders without any deficiencies.”

Table 3. Topics related to customer-oriented behaviors.

Participants	Basic themes	Organizing themes	Comprehensive themes
P1, p3, p9, p6, p8, p9	Provide a better experience		
P2, p4, p9, p11	Saving time		
P1, p4, p5, p8, p10	Gain respect	Audience involvement	
P1, p3, p5, p6, p7, p11	Announce audience		
P2, p4, p5, p6, p8, p10	Knowledge sharing		
P1, p2, p4, p6, p7, p9	User sense of belonging		
P3, p4, p6, p8, p9, p11	Users' belief in purchasing ability	Use participants	
P2, p3, p5, p6, p8, p9, p10	Participation in advertising		Customer-oriented behaviors
P1, p2, p4, p5, p8, p9	Feeling useful		
P1, p2, p4, p7, p8, p10	Brand reputation		
P1, p3, p4, p6, p8, p11	Offering distinctive products	Brand loyalty	
P1, p2, p3, p5, p8, p9	Identify business opportunities		
P2, p3, p6, p7, p9, p10	Striving for customer trust		
P1, p2, p4, p6, p8, p11	No misuse of user information	Trust building	
P3, p4, p5, p7, p9, p10	Ensuring privacy regulations		

Three organizing themes were identified for the corporate branding theme: user involvement, privacy, and Customer valuation.

User involvement: The popularity and importance of social media in the modern business world have led to the emergence of a new topic called customer engagement (Hudson & Thal, 2013). Ten participants stated, “Due to the increasing importance of social media worldwide, companies' social networks are growing at an increasing speed, and they intend to establish online involvement among their users.”

Privacy: deals with the uncertainty associated with personal information provided in online systems and the risk of such information being exposed to unwanted people or groups (Hallock et al., 2019). P₁₀ participant stated, “One of the essential issues that social media should pay attention to is that their users and customers are assured that their information will not be used in any other way without their permission, knowledge, and consent.”

Customer valuing means respecting customers and measuring their satisfaction on social media (Ramaswamy & Ozcan, 2016). The P₁₁ participant stated, “All trade unions should match their products with what is shared in social media to verify their authenticity.”

Table 4. Topics related to corporate branding.

Participants	Basic themes	Organizing themes	Comprehensive themes
P3, p4, p5, p7, p8, p9	Attention to customer needs		
P1, p2, p3, p6, p8, p11	Attention to customer complaints	User involvement	Corporate branding
P1, p2, p5, p7, p8, p9	Answering customer questions		

Participants	Basic themes	Organizing themes	Comprehensive themes
P2, p3, p4, p5, p9, p10	Data collecting related to customer information	Privacy	
P1, p2, p6, p7, p9, p10	Compliance with customer regulations		
P1, p2, p4, p6, p7, p8	Non-disclosure of customer information	Customer valuation	
P1, p2, p3, p5, p8, p11	Mutual understanding of customer values		
P1, p2, p7, p8, p9, p10	Online order confirmation		
P1, p2, p4, p6, p8, p10	Responding to customer needs		

For the customer's emotional perception theme, three organizer themes were identified: brand self-expression, security, and repeat services.

Self-expression of the brand in social media is a personal branding process that controls or affects the virtual space or audits the social media itself. Sharing or commenting can strengthen users' social status (Scolere et al., 2018). In this regard, the P₉ participant stated, "*self-expression of brands is not only shown openly in the real world; Rather, they can be identified through their presence on social media.*"

Security refers to the safety of online transactions, including protection against malware and unauthorized access to personal financial information (France et al., 2018). P₁₁ participant stated that "*phishing has become the primary concern of social media users.*"

Re-service means providing continuous services in case of purchase failure on social media (Ismael, 2022; Saatchian et al., 2021). P₁₀ participant stated, "*Social media should immediately analyze and troubleshoot software problems and ensure customer satisfaction attraction.*"

Table 5. Topics related to the emotional perception of the customer

Participants	Basic themes	Organizing themes	Comprehensive themes
P1, p3, p4, p6, p8, p9	Adherence to ethics in the media	Self-expression of brand	customer's emotional perception theme
P3, p4, p6, p7, p9, p10	The customer's perception of the company's needs		
P1, p2, p7, p8, p9, p10	Sharing customer experiences		
P1, p2, p4, p5, p8, p11	Not limiting media activities	Security	
P3, p4, p5, p7, p9, p10	Maintaining the security of the media in disclosing information		
P1, p5, p6, p7, p10, p11	Satisfaction with media services	Re-Service	
P1, p2, p3, p8, p9, p10	Strong dependence on the company's products		
P1, p2, p4, p5, p6, p8	Creating pleasant experiences for consumers		
P1, p3, p4, p5, p10, p11	Meeting customer expectations		

We identified three organizing themes for value creation: market orientation, perceived brand quality, and association.

Market orientation is observable behaviors, including information gathering, processing, and coordinated functions (Wang et al., 2020). P₁₁ participant stated that

“reputable brands in the clothing industry should meet market needs. Then, identify and design their products”.

Perceived brand quality is the customer's perception of the overall quality or superiority of a product or service according to the purpose of that product or service. Compared to other products or services in the market (Agmeka et al., 2019). P₁₁ participant stated that “the quality perceived by customers could help develop the specific market share of the clothing industry.”

Brand association is everything related to the brand in memory. It represents the basis for purchase decisions for brand loyalty and creates value for the company and its customers (Chang, 2016). P₉ participant stated that “people's attitudes and association with the quality of consumed products could significantly influence their mental association to buy again.”

Table 6. Items related to value creation.

Participants	Basic themes	Organizing themes	Comprehensive themes
P3, p4, p5, p7, p8, p10	Responsiveness to the target market		
P1, p2, p4, p7, p10, p11	Positive and negative reviews and receiving feedback from market performance	Market orientation	
P1, p3, p4, p6, p8, p9	Knowledge of social media		
P1, p2, p4, p5, p7, p10	Get high-quality products		
P1, p3, p4, p7, p8, p11	Fair prices	Perceived brand quality	
P4, p5, p6, p7, p9, p10	Fast service		Value creation
P2, p3, p4, p5, p8, p9	Help users interact with social media		
P1, p2, p7, p8, p9, p10	Clarity of customer demands		
P1, p2, p3, p7, p8, p11	Explaining the hidden needs of customers		
P1, p2, p3, p5, p8, p9	Paying attention to the opinions of users in the media	Brand association	
P1, p2, p7, p8, p10, p11	Performance in line with customer expectations		

We have identified three organizing themes for communication marketing. They include behavioral tendencies, online recommendations, and brand image.

Behavioral tendencies mean the consumer's behavior when facing a brand, choosing, and deciding to buy it (Norouzi et al., 2021). P₁₁ participant stated that “the customer's desire in groups and social media to advertise a specific product requires behavioral feedback from that person in using the products.”

Online recommendations are information published by the consumer or someone other than the original sponsor (Ghorbani Ghavidel & Shabgo Monsef, 2014). P₈ participant stated, “The perceived quality of product consumption determines the degree of recommendation and promotion of customers in social media.”

Brand image is a perception formed by associating brand meanings in the customer's mind (Kiani & Nazari, 2022). P₁₁ participant stated, “If customers are satisfied by receiving valuable products, they will have a bold image of up-to-date and customer-oriented services.”

Table 7. Items related to communication marketing.

Participants	Basic themes	Organizing themes	Comprehensive themes
P5, p6, p8, p9, p10, p11	Prevent negative user comments		
P1, p2, p6, p7, p8, p10	Constructive consideration of customer feedback	Behavioral tendencies	
P3, p4, p6, p7, p8, p11	Recognizing the importance of customer opinions		
2P, p3, p4, p7, p9, p11	Expressing emotions by customers on social media	Online recommendations	Relationship marketing
P1, p2, p3, p7, p9, p11	Creating pleasant experiences for users		
P1, p2, p4, p9, p10, p11	Offering unique products		
P3, p4, p5, p7, p8, p9	To vote for the services provided		
P1, p2, p5, p6, p8, p10	Obtaining information and awareness of the desired brand	Brand image	
P1, p2, p6, p7, p8, p11	Guaranteed delivery of goods to destination		

For the theme of expected risk, three organizer themes were identified, which include brand awareness, customer identification, and brand love.

Brand awareness is the potential buyer's ability to recognize and remember that a brand is in a particular product category (Ahmadifard et al., 2017). P₁₁ participant stated that *“the level of customer perception and awareness of different brands could help brand sports products.”*

Customer identification refers to a person's sense of identity with the brand and expresses a psychological state that leads to understanding, feeling, and valuing his relationship with the brand (Hadadian et al., 2016). P₉ participant stated that *“loyal customers consider themselves part of the brand and pay attention only to this brand in different situations.”*

Brand love is a degree of a satisfied customer's emotional enjoyment of a specific brand (Mazloomi Soveini, 2022; Sotoudeh, 2018). P₁₀ participant stated that *“the level of interest and love for a particular brand only occurs when customers have obtained the quality of the products they need.”*

Table 8. Items related to expected risk.

Participants	Basic themes	Organizing themes	Comprehensive themes
P2, p3, p4, p6, p9, p10	Customers' perception of the desired brand		
P1, p2, p5, p7, p8, p11	Having sufficient knowledge of how the media works	Brand awareness	
P1, p3, p4, p7, p9, p10	Helping others to understand the media		
P2, p4, p6, p7, p9, p10	Customer identity		Expected risk
P1, p2, p5, p7, p9, p11	A strong sense of belonging to the brand	Customer identification	
P1, p2, p4, p6, p7, p9	Strong emotional attachment to the brand		

Participants	Basic themes	Organizing themes	Comprehensive themes
P1, p2, p5, p7, p8, p9	Belief in the expressed capabilities of the brand	Brand love	
P4, p5, p6, p7, p8, p10	Not limiting the activities of customers and social media users		
P1, p6, p7, p8, p9, p11	Brand-customer interdependence		

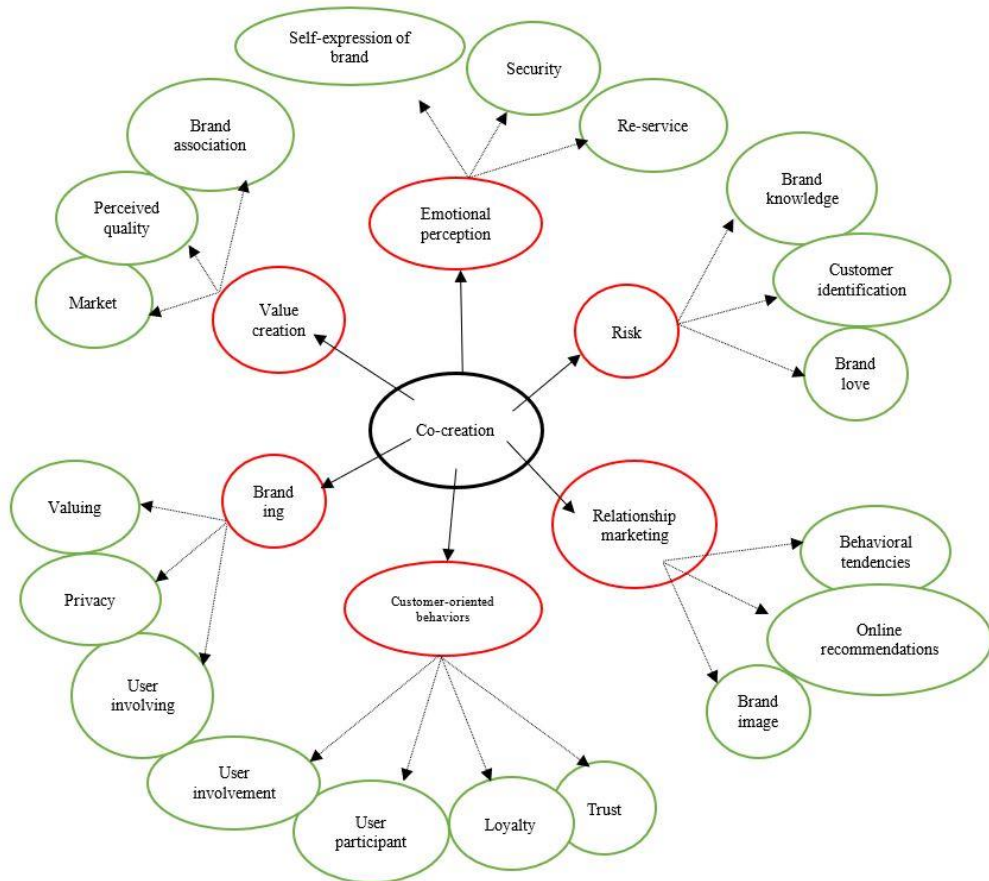


Figure 1. The network of brand value co-creation themes in the apparel industry.

4. Results and discussion

Thematic analysis results identified six antecedents: customer-building behaviors, corporate branding, customer emotional perception, value creation, communication marketing, and expected risk. They are influential factors in documenting the co-creation of customer brand value based on online brand communities in the sportswear industry.

The review of research literature and in-depth interviews showed that customer-oriented behaviors in the sportswear industry affect the co-creation of customer brand

value. This overarching theme has three organizing themes audience involvement, user participation, and customer loyalty. Audience involvement can play a positive role in improving the synergistic conditions of brand value. Of course, engaging the audience is a broad concept that includes various phenomena such as exposure, attention, interaction, and engagement. (It is consistent with the opinions of interviewees P₁ and P₂). Conflict begins with exposure but is combined with other behavioral and psychological experiences. (It is compatible with the views of interviewees P₃ and 4, 8). However, research on audience engagement usually focuses on the production, consumption, interaction, or dissemination of information and the collection of measurement criteria for this type of engagement (Constantinides & Dowell, 2018). Recently, customers' cooperative and voluntary behaviors have been considered vital resources that increase the company's profitability and brand performance (Roy et al., 2018) to have a positive effect on creating co-creation by them. Consumers are exposed to different brands daily, so marketers want to differentiate products from their competitors. (It is consistent with the opinions of interviewees P₂, P₄, and P₉). Loyalty to a particular brand can strengthen the user's relationship with the brand. Therefore, it is likely that with the rapid growth of the Internet, users will become loyal to sportswear brands through social media (Coelho et al., 2018). These results are consistent with the findings of (Hsieh & Chang, 2016; Zhang & He, 2014).

Corporate branding was another theme that played a role in co-creating sportswear brand value. User involvement is another theme that directly affects the co-creation of customer brand value. Due to the increasing influence of social media worldwide, companies' social networks are growing at an increasing speed and intend to establish online engagement among their users (Tunca, 2019). Companies spend more on social media. (It is consistent with the opinions of interviewees P₃ and P₆). Because users spend more time on social media, it is easier for them to target smaller segments of users on social media. It is usually more expensive to reach many social media users than traditional marketing channels such as television advertising. Print and radio are less (Le, 2018). Among other themes that played a role in co-creating the value of the sportswear brand was privacy protection. (It is consistent with the opinions of interviewees P₅ and P₈). Respecting customers' privacy can play an essential role in building their trust. Also, valuing customers in the co-creation of customer value has a direct role. (It is consistent with the opinions of interviewees P₇ and P₉). Customers' perceived value from using products can play an essential role in developing their value creation. These results are consistent with (Choi et al., 2016; Tajvidi et al., 2020).

The theme of the customer's emotional perception significantly impacts the co-creation of sportswear brand value. The self-expression of the brand is not only clearly shown in the real world; Rather, they can be identified through their presence on social media. In this regard, Moliner et al. (2018) argue that customers use brands to build their personal and public self-concepts (Moliner et al., 2018). Another theme mentioned in the current research as subsets of customers' emotional perception is the users' security category. This means that users can easily and without worry carry out their financial activities and credit transactions on social media (Lutz et al., 2018). Repeat service is one of the other categories mentioned in the theme of the emotional perception of the customer. (It is

consistent with the opinions of interviewees P₃ and P₆). Suppose reliable brands are thinking about satisfying the needs of their customers by providing sales services for their products. In that case, the customers are also in line with understanding such services concerning repeat purchases. (It is consistent with the opinions of interviewees 2, 7). They act through social media (Lou et al., 2021). These results are consistent with the research findings of (France et al., 2018; Shah et al., 2021).

Value creation is one of the primary themes in influencing customer brand value co-creation. This theme expresses the development of consumer sportswear values and includes three sub-components: market orientation, perceived brand quality, and brand association. Market orientation analyzes the capabilities of sportswear manufacturing companies in competitive market conditions and makes reputable brands as market leaders pay special attention to their sales strategies (Luarn et al., 2015). Perceived quality of the brand is one of the other sub-themes mentioned in the value creation theme. (It is consistent with the opinions of interviewees 1, 4, 9). Perceived quality can directly impact the decision of users and customers to make repeat purchases or online advertising. When customers perceive a desirable quality understood, it is evident that they will talk to others about their experience of this purchase (Cuong, 2022). Brand association is one of the other factors influencing the co-creation of customer brand value, which has been noticed in the sportswear industry. (It is consistent with the opinions of interviewees 3, 8). The product is associated with a customer's need through commercial advertisements in this method. This method is closely related to classical conditioning. The key to the success of this method is its high repetition. This method creates a motivational state in the audience that leads consumers to engage in specific behaviors, including a more positive response to advertisements and a positive attitude toward a particular commercial (Fakour et al., 2015). These results are consistent with the findings of (González-Mansilla et al., 2019; Lou et al., 2021).

Another comprehensive theme in the current research is communication marketing, which includes behavioral tendencies, online recommendations, and brand image indicators. Being aware of people's behavioral trends can be very important. If we know people's attitudes, we can predict their behavior and have control over their behavior. For example, suppose companies are aware of people's behavioral tendencies toward the services they provide. (It is consistent with the opinions of interviewees 1 and 4). In that case, they can better adapt their services to people's behavior and, in this way, guarantee more people's satisfaction and more profit. Online recommendations can be practical if customers have a favorable perception of using sports products. (It is consistent with the opinions of interviewees 7, 9). Companies should pay attention to the fact that the essential tool in social media is online advertising by customers, which is created if they are satisfied with sports products (Hashemi Nesab, 2016).

Brand image is also one of the themes presented in this research. It is an integral part of marketing in which customers infer the quality of products according to the brand image and then express their purchase behavior (Casidy et al., 2018). Brand image represents an essential aspect of marketing activities and is a mental image or perception of a brand or a branded product or service. It includes symbolic meanings that consumers associate with the specific features of the product or service in their minds. (It is consistent

with the opinions of interviewees 5, 9). The brand image reflects consumers' emotional or reasoning perceptions concerning brands. It includes a set of customer beliefs about a specific brand based on the internal and external characteristics of the market supply, which leads to the quality of perception and customer satisfaction (Nasib et al., 2022). Fasha et al. (2022) stated that the brand image is subjectively perceived and interpreted according to customers' logic or sensitivity (Fasha et al., 2022). These results are consistent with the research findings of (Ramaswamy & Ozcan, 2016; Wang et al., 2020).

Expected risk is one of the other inclusive themes mentioned in the present research. The most important reference of this theme is the time dimension, which is considered the most valuable category in the co-creation of customers' value. This theme has three organizing themes: brand awareness, customer identification, and brand love. Brand awareness is the brand's power and presence in the consumer's mind. It is a reliable measure to measure the power of the brand (Ismael, 2022) and is defined as the power of the brand's presence in consumers' minds. (It is consistent with the opinions of interviewees 3, 5). If the customers are relatively aware of the products, their perceived risk is low, and they act more decisively toward buying sports products. A high level of brand awareness is considered a sign of quality and helps consumers in making decisions (Mirniam, 2017). Therefore, brand awareness can be regarded as a factor underlying brand loyalty and valuable in co-creating customer brand value. (It is consistent with the opinions of interviewees 1, 5). Customer identification is one of the other themes of the organizer in the current research, which has a high proportion to the perceived risk of customers. Brand identity is tangible and perceived through the senses. Brand identity is the main essence of any brand (Sharma et al., 2021).

By defining its brand identity, every company gives this message to its business partners, customers, and employees about how we are an organization and with what goals. In other words, by defining this identity, the company draws its desired mental image to be formed in the customer's mind in the future. (It is consistent with the opinions of interviewees 4, 8). Analyzing customers' brand identity makes them build trust and take less risk than buying products (Ahmadifard et al., 2017). Love for the brand is one of the organizer's themes, pointing to the fact that only satisfying consumers in today's competitive market will not be enough to continue success. In this era of fierce competition between brands and customer indifference, brands must become "a symbol of love and respect in the eyes of consumers" to survive in the market (Song et al., 2019). These results are consistent with (Chapman & Dilmeri, 2022; Merz et al., 2018).

According to the obtained results, practical suggestions are provided. A valuable and user-friendly interface should be designed for users so social media customers do not face problems. Users' and customers' satisfaction is essential for social media; they must achieve their happiness by creating pleasant experiences and meeting users' expectations. Provide services meaningfully and emphasize the formation of emotional dependence between themselves and users to make them commit to themselves. Also, they must fulfil their promises so that users trust their abilities and capabilities.

Furthermore, have direct and unmediated communication with their users and maintain this communication, and remember that social networks are more suggestions to establish these communications. Also, they can provide services based on user or customer

preferences. In other words, prepare detailed and customized answers and solutions for each user so that users receive unique experiences. Social media should have a market orientation to pay attention to the needs and demands of the market and act accordingly to meet the requirements. They should surpass competitors in providing service to customers and users and try to offer specific services. Social media can help identify new business opportunities for social change and commercialize ideas for social media. Social media should know the business values of users and then respect those values, even if they differ from theirs. Also, they should react quickly to problems that arise for users and customers and try to solve them. If customers have complaints, they must be receptive and not show undue resistance to their complaints and discomfort. Since every research has limitations, one of the most critical constraints is little generalizability due to using a qualitative approach. The current study has identified the antecedents of customer brand value co-creation in the apparel and sports industries. Therefore, great care should be taken to generalize its results to other organizations and environments. Future researchers are suggested to analyze the current research in one of the reputable domestic and foreign brands and make constructive suggestions from the results of their comparison.

Disclosure statement and funding

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

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- Agmeka, F., Wathoni, R. N., & Santoso, A. S. (2019). The Influence of Discount Framing towards Brand Reputation and Brand Image on Purchase Intention and Actual Behaviour in e-commerce. *Procedia Computer Science*, 161, 851-858. <https://doi.org/10.1016/j.procs.2019.11.192>
- Ahmadifard, K., Khanleri, A., & Masoumi, H. (2017). Investigating the relationship between brand identity, perceived value, and satisfaction with the brand with purchase intention according to the mediating influence of brand preference. *Elites of Science and Engineering*, 6(3).
- Ahn, J., Lee, C.-K., Back, K.-J., & Schmitt, A. (2019). Brand experiential value for creating integrated resort customers' co-creation behavior. *International Journal of Hospitality Management*, 81, 104-112. <https://doi.org/10.1016/j.ijhmm.2019.03.009>
- Alves, H., Fernandes, C., & Raposo, M. (2016). Value co-creation: Concept and contexts of application and study. *Journal of Business Research*, 69(5), 1626-1633. <https://doi.org/10.1016/j.jbusres.2015.10.029>
- Bu, Y., Parkinson, J., & Thaichon, P. (2022). Influencer marketing: Homophily, customer value co-creation behaviour and purchase intention. *Journal of Retailing and Consumer Services*, 66, 102904. <https://doi.org/10.1016/j.jretconser.2021.102904>

- Carlson, J., Rahman, M. M., Taylor, A., & Voola, R. (2019). Feel the VIBE: Examining value-in-the-brand-page-experience and its impact on satisfaction and customer engagement behaviours in mobile social media. *Journal of Retailing and Consumer Services*, 46, 149-162. <https://doi.org/10.1016/j.jretconser.2017.10.002>
- Casidy, R., Wymer, W., & O'Cass, A. (2018). Enhancing hotel brand performance through fostering brand relationship orientation in the minds of consumers. *Tourism Management*, 66, 72-84. <https://doi.org/10.1016/j.tourman.2017.11.008>
- Chang, K.-C. (2016). Effect of servicescape on customer behavioral intentions: Moderating roles of service climate and employee engagement. *International Journal of Hospitality Management*, 53, 116-128. <https://doi.org/10.1016/j.ijhm.2015.12.003>
- Chapman, A., & Dilmeri, A. (2022). Luxury brand value co-creation with online brand communities in the service encounter. *Journal of Business Research*, 144, 902-921. <https://doi.org/10.1016/j.jbusres.2022.01.068>
- Cheng, J.-C., Luo, S.-J., Yen, C.-H., & Yang, Y.-F. (2016). Brand attachment and customer citizenship behaviors. *The Service Industries Journal*, 36(7-8), 263-277. <https://doi.org/10.1080/02642069.2016.1186658>
- Choi, E., Ko, E., & Kim, A. J. (2016). Explaining and predicting purchase intentions following luxury-fashion brand value co-creation encounters. *Journal of Business Research*, 69(12), 5827-5832. <https://doi.org/10.1016/j.jbusres.2016.04.180>
- Cocosila, M., Archer, N., & Yuan, Y. (2009). Early investigation of new information technology acceptance: A perceived risk-motivation model. *Communications of the Association for Information Systems*, 25(1), 30. <https://doi.org/10.17705/1CAIS.02530>
- Coelho, P. S., Rita, P., & Santos, Z. R. (2018). On the relationship between consumer-brand identification, brand community, and brand loyalty. *Journal of Retailing and Consumer Services*, 43, 101-110. <https://doi.org/10.1016/j.jretconser.2018.03.011>
- Constantinides, M., & Dowell, J. (2018). *A Framework for Interaction-driven User Modeling of Mobile News Reading Behaviour* UMAP '18: Proceedings of the 26th Conference on User Modeling, Adaptation and Personalization. <https://dl.acm.org/doi/10.1145/3209219.3209229>
- Cuong, D. T. (2022, 08 August). *The Relationship Between Product Quality, Brand Image, Purchase Decision, and Repurchase Intention*. Proceedings of International Conference on Emerging Technologies and Intelligent Systems. https://link.springer.com/chapter/10.1007/978-3-030-82616-1_44
- Djerf-Pierre, M., Lindgren, M., & Budinski, M. (2019). The Role of Journalism on YouTube: Audience Engagement with 'Superbug' Reporting. *Studies in Media and Communication*, 7(1), 2183-2439. <https://doi.org/10.17645/mac.v7i1.1758>
- Fakour, A. M., Hadadian, S., & Kelidari, Y. (2015). The effect of Service Quality on Behavioral Intentions Through Satisfaction and Customer Perceived Value. *Journal of Business Administration Researches*, 7(13), 183-203. http://bar.yazd.ac.ir/article_743.html?lang=en
- Fasha, A., Robi, M., & Windasari, S. (2022). Determinasi keputusan pembelian melalui minat beli: brand ambassador dan brand image (literature review manajemen pemasaran). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 3(1), 30-42. <https://doi.org/10.38035/jmpis.v3i1.840>
- Featherman, M. S., & Pavlou, P. A. (2003). Predicting e-services adoption: a perceived risk facets perspective. *International Journal of Human-Computer Studies*, 59(4), 451-474. [https://doi.org/10.1016/S1071-5819\(03\)00111-3](https://doi.org/10.1016/S1071-5819(03)00111-3)
- France, C., Grace, D., Merrilees, B., & Miller, D. (2018). Customer brand co-creation behavior: conceptualization and empirical validation. *Marketing Intelligence & Planning*, 36(3), 334-348. <https://doi.org/10.1108/MIP-10-2017-0266>

- Ghorbani Ghavidel, S., & Shabgo Monsef, S. M. (2014). The Impact of Brand Credibility on Customers' Loyalty from the Appliances Buyers Perspective. *Journal of Marketing Management*, 9(23), 59-78. https://jomm.srbiau.ac.ir/article_2892.html?lang=en
- González-Mansilla, Ó., Berenguer-Contrí, G., & Serra-Cantalops, A. (2019). The impact of value co-creation on hotel brand equity and customer satisfaction. *Tourism Management*, 75, 51-65. <https://doi.org/10.1016/j.tourman.2019.04.024>
- Gupta, S., Gallear, D., Rudd, J., & Foroudi, P. (2020). The impact of brand value on brand competitiveness. *Journal of Business Research*, 112, 210-222. <https://doi.org/10.1016/j.jbusres.2020.02.033>
- Hadadian, A., Kazemi, A., & Feiz Mohammadi, S. (2016). Examining The influence of customer-brand identification on loyalty by the intermediary role of service quality, perceived value and brand trust in Homa hotel of Mashhad. *New Marketing Research Journal*, 6(2), 92-75. <https://doi.org/10.22108/nmrj.2016.20667>
- Hallock, W., Roggeveen, A. L., & Crittenden, V. (2019). Firm-level perspectives on social media engagement: an exploratory study. *Qualitative Market Research: An International Journal*, 22(2), 217-226. <https://doi.org/10.1108/QMR-01-2017-0025>
- Harmeling, C. M., Moffett, J. W., Arnold, M. J., & Carlson, B. D. (2017). Toward a theory of customer engagement marketing. *Journal of the academy of marketing science*, 45(3), 312-335. <https://doi.org/10.1007/s11747-016-0509-2>
- Hashemi Nesab, M. (2016). *Investigating the relationship between brand identification, customer satisfaction, price image, brand attractiveness and their role in brand loyalty and verbal recommendation (Case study: Snap brand)*. [Master's Thesis in Business Management, Kharazmi University].
- Heydari, R., Dehghan Ghahfarokhi, A., Moodi, D., & Kamali, M. (2022). Role of Marketing Mix on Brand Power and Brand Experience in Sports Apparel in Iran. *Sport management journal*, 14(1), 234-217. <https://doi.org/10.22059/jsm.2020.303939.2498>
- Hsieh, S. H., & Chang, A. (2016). The Psychological Mechanism of Brand Co-creation Engagement. *Journal of Interactive Marketing*, 33, 13-26. <https://doi.org/10.1016/j.intmar.2015.10.001>
- Hudson, S., & Thal, K. (2013). The Impact of Social Media on the Consumer Decision Process: Implications for Tourism Marketing. *Journal of Travel & Tourism Marketing*, 30(1-2), 156-160. <https://doi.org/10.1080/10548408.2013.751276>
- Ismael, Z. N. (2022). Marketing strategy: The Influence of Corporate Social Responsibility on Brand Awareness. *International journal of Engineering, Business and Management*, 6(5), 43-52. <https://doi.org/10.22161/ijebm.6.5.6>
- Kiani, M. S., & Nazari, L. (2022). Investigating Brand Equity in Sports Product Advertisements and Recommending it to Consumers. *Sports Business Journal*, 2(2), 169-181. <https://doi.org/10.22051/sbj.2022.41652.1050>
- Kraus, S., Niemand, T., Shaw, E., Halberstadt, J., & Syrjä, P. (2017). Social Entrepreneurship Orientation: Development of a Measurement Scale. *International Journal of Entrepreneurial Behaviour & Research*, 23(6), 977-997. <https://doi.org/10.1108/IJEBR-07-2016-0206>
- Le, T. D. (2018). Influence of WOM and content type on online engagement in consumption communities. *Online Information Review*, 42(2), 161-175. <https://doi.org/10.1108/OIR-09-2016-0246>
- Lee, J., & Hong, I. B. (2016). Predicting positive user responses to social media advertising: The roles of emotional appeal, informativeness, and creativity. *International Journal of Information Management*, 36(3), 360-373. <https://doi.org/10.1016/j.ijinfomgt.2016.01.001>

- Li, S., Peng, G., Xing, F., Zhang, J., & Zhang, B. (2021). Value co-creation in industrial AI: The interactive role of B2B supplier, customer and technology provider. *Industrial Marketing Management*, 98, 105-114. <https://doi.org/10.1016/j.indmarman.2021.07.015>
- Lou, L., Li, L., Yang, S.-B., & Koh, J. (2021). Promoting User Participation of Shared Mobility in the Sharing Economy: Evidence from Chinese Bike Sharing Services. *Sustainability*, 13(3), 1533. <https://doi.org/10.3390/su13031533>
- Luarn, P., Lin, Y.-F., & Chiu, Y.-P. (2015). Influence of Facebook brand-page posts on online engagement. *Online Information Review*, 39(4), 505-519. <https://doi.org/10.1108/OIR-01-2015-0029>
- Lutz, C., Hoffmann, C., Bucher, E., & Fieseler, C. (2018). The Role of Privacy Concerns in the Sharing Economy. *Information Communication and Society*, 21(10), 1472-1492. <https://doi.org/10.1080/1369118X.2017.1339726>
- Mai, E., & Ketron, S. (2022). How retailer ownership of vs. collaboration with sharing economy apps affects anticipated service quality and value co-creation. *Journal of Business Research*, 140, 684-692. <https://doi.org/10.1016/j.jbusres.2021.11.039>
- Mazloomi Soveini, F. (2022). The Effect of Brand Association on Brand Equity of FC Persepolis Football Team with the Mediating Role of Fan-Team Identification. *Sports Business Journal*, 2(2), 127-144. <https://doi.org/10.22051/sbj.2022.41604.1047>
- Memili, E., Fang, H. C., Koç, B., Yildirim-Öktem, Ö., & Sonmez, S. (2018). Sustainability practices of family firms: the interplay between family ownership and long-term orientation. *Journal of Sustainable Tourism*, 26(1), 9-28. <https://doi.org/10.1080/09669582.2017.1308371>
- Merz, M. A., Zarantonello, L., & Grappi, S. (2018). How valuable are your customers in the brand value co-creation process? The development of a Customer Co-Creation Value (CCCV) scale. *Journal of Business Research*, 82, 79-89. <https://doi.org/10.1016/j.jbusres.2017.08.018>
- Miriam, Z. (2017). *Examining the effect of brand signature, brand awareness, brand attitude and brand reputation on brand performance (Case study: Parsan Hotels)*. [Master's Thesis in Business Management, Payam Noor University, Karaj Center, Karaj, Iran].
- Moliner, M., Monferrer Tirado, D., & Guillén, M. (2018). Consequences of customer engagement and customer self-brand connection. *Journal of services marketing*, 32(4), 387-399. <https://doi.org/10.1108/JSM-08-2016-0320>
- Mortazavi-far, S. R., Farzan, F., & Shirkhodaie, M. (2018). Investigation the role of gender in choosing color sports clothing among academics society of Mazandaran University. *Journal of Sport Management and Motor Behavior*, 14(27), 177-188. <https://doi.org/10.22080/jsmb.2018.9503.2282>
- Nadeem, W., Juntunen, M., Shirazi, F., & Hajli, N. (2020). Consumers' value co-creation in sharing economy: The role of social support, consumers' ethical perceptions and relationship quality. *Technological Forecasting and Social Change*, 151, 119786. <https://doi.org/10.1016/j.techfore.2019.119786>
- Nasib, N., Azhmy, M. F., Nabella, S. D., Rusiadi, R., & Fadli, A. (2022). Survive Amidst the Competition of Private Universities by Maximizing Brand Image and Interest in Studying. *AL-ISHLAH: Jurnal Pendidikan*, 14(3), 3317-3328. <https://journal.staihubbulwathan.id/index.php/alishlah/article/view/2037>
- Navarro, S., Andreu, L., & Cervera, A. (2014). Value co-creation among hotels and disabled customers: An exploratory study. *Journal of Business Research*, 67(5), 813-818. <https://doi.org/10.1016/j.jbusres.2013.11.050>

- Nayeem, T., Murshed, F., & Dwivedi, A. (2019). Brand experience and brand attitude: examining a credibility-based mechanism. *Marketing Intelligence & Planning*, 37(7), 821-836. <https://doi.org/10.1108/MIP-11-2018-0544>
- Norouzi, H., Darvish, F., & Mesbahi, M. (2021). The Effect of Social Media Marketing Programs in the Online Retail Industry on Purchase of Sporting Goods. *Sports Business Journal*, 1(2), 75-94. <https://doi.org/10.22051/sbj.2022.38024.1017>
- Pinho, N., Beirão, G., Patrício, L., & Fisk, R. (2014). Understanding value co-creation in complex services with many actors. *Journal of Service Management*, 25(4), 470-493. <https://doi.org/10.1108/JOSM-02-2014-0055>
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creating unique value with customers. *Strategy & Leadership*, 32(3), 4-9. <https://doi.org/10.1108/10878570410699249>
- Ramaswamy, V., & Ozcan, K. (2016). Brand value co-creation in a digitalized world: An integrative framework and research implications. *International Journal of Research in Marketing*, 33(1), 93-106. <https://doi.org/10.1016/j.ijresmar.2015.07.001>
- Ranjan, K. R., & Read, S. (2016). Value co-creation: concept and measurement. *Journal of the academy of marketing science*, 44(3), 290-315. <https://doi.org/10.1007/s11747-014-0397-2>
- Roy, S. K., Shekhar, V., Lassar, W. M., & Chen, T. (2018). Customer engagement behaviors: The role of service convenience, fairness and quality. *Journal of Retailing and Consumer Services*, 44, 293-304. <https://doi.org/10.1016/j.jretconser.2018.07.018>
- Saatchian, V., Azizi, B., & Talebpour, M. (2021). ADIDAS Sportswear Brand Popularity Model in Iranian Consumers. *Sports Business Journal*, 1(1), 159-173. <https://doi.org/10.22051/sbj.2021.36650.1004>
- Safari Takei, S., Yousefi, B., & Ghasemi Hersini, E. (2019). Measuring Customer-Centered Brand Equity in the Imported Sport Apparel Market in Iran. *Research in sport Management*, 8(7), 111-133. <https://doi.org/10.22054/qgrsm.2019.11004>
- Sarlab, R., Askariyan, F., & Asghar Pour, H. (2018). Exchange Rate Pass-Through on Import Price Index of Iran Sports Goods: ARDL Pattern Approach. *Sport Management Studies*, 10(50), 17-36. <https://doi.org/10.22089/smrj.2018.4811.1929>
- Scolere, L., Pruchniewska, U., & Duffy, B. E. (2018). Constructing the Platform-Specific Self-Brand: The Labor of Social Media Promotion. *Social Media + Society*, 4(3), 2056305118784768. <https://doi.org/10.1177/2056305118784768>
- Shah, S. H. H., Noor, S., Lei, S., Butt, A. S., & Ali, M. (2021). Role of privacy/safety risk and trust on the development of prosumption and value co-creation under the sharing economy: a moderated mediation model. *Information Technology for Development*, 27(4), 718-735. <https://doi.org/10.1080/02681102.2021.1877604>
- Sharma, A., Patro, S., & Chaudhry, H. (2021). Brand identity and culture interaction in the Indian context: a grounded approach. *Journal of Advances in Management Research*, 19(1), 31-54. <https://doi.org/10.1108/JAMR-12-2020-0361>
- Soltani, M., Jandaghi, G., & Forouzandeh Shahraki, P. (2016). Investigating co-creation intention and its correlation with perceived value and positive Word-of-Mouth; considering the role of perceived time risk. *New Marketing Research Journal*, 6(3), 127-146. <https://doi.org/10.22108/nmrj.2016.21076>
- Song, H., Wang, J., & Han, H. (2019). Effect of image, satisfaction, trust, love, and respect on loyalty formation for name-brand coffee shops. *International Journal of Hospitality Management*, 79, 50-59. <https://doi.org/10.1016/j.ijhm.2018.12.011>

- Sotoudeh, A. (2018). *Present a general brand personality model and its effect on customers' behavioral tendencies (Study case: Shiraz Hyperstar Stores)*. [Master's thesis in business management, Shiraz University].
- Tajvidi, M., Richard, M.-O., Wang, Y., & Hajli, N. (2020). Brand co-creation through social commerce information sharing: The role of social media. *Journal of Business Research*, 121, 476-486. <https://doi.org/10.1016/j.jbusres.2018.06.008>
- Tseng, F.-M., & Chiang, L.-L. (2016). Why does customer co-creation improve new travel product performance? *Journal of Business Research*, 69(6), 2309-2317. <https://doi.org/10.1016/j.jbusres.2015.12.047>
- Tunca, B. (2019). Consumer brand engagement in social media: a pre-registered replication. *Journal of Empirical Generalisations in Marketing Science*, 19(1), 1-20. <https://portal.research.lu.se/en/publications/consumer-brand-engagement-in-social-media-a-pre-registered-replic>
- Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44(1), 5-23. <https://doi.org/10.1007/s11747-015-0456-3>
- Wang, X., Tajvidi, M., Lin, X., & Hajli, N. (2020). Towards an Ethical and Trustworthy Social Commerce Community for Brand Value Co-creation: A trust-Commitment Perspective. *Journal of Business Ethics*, 167(1), 137-152. <https://doi.org/10.1007/s10551-019-04182-z>
- Wang, Y., Wang, Y., & Li, M.-X. (2019). Regional characteristics of sports industry profitability: Evidence from China's province level data. *Physica A: Statistical Mechanics and its Applications*, 525, 946-955. <https://doi.org/10.1016/j.physa.2019.03.066>
- Williams, J. P. J. (2013). *Identifying the Organisational Capability for Value Co-creation*. [Master thesis of Philosophy in Management Studies, University of Exeter]. <https://core.ac.uk/download/pdf/17194372.pdf>
- Yang, X., & Li, G. (2016). Factors influencing the popularity of customer-generated content in a company-hosted online co-creation community: A social capital perspective. *Computers in Human Behavior*, 64, 760-768. <https://doi.org/10.1016/j.chb.2016.08.002>
- Zhang, J., & He, Y. (2014). Key dimensions of brand value co-creation and its impacts upon customer perception and brand performance. *Nankai Business Review International*, 5(1), 43-69. <https://doi.org/10.1108/NBRI-09-2013-0033>



مستندسازی هم آفرینی ارزش برند مشتری مبتنی بر ریسک زمانی جوامع برند آنلاین در صنعت پوشاک ورزشی

محمد هادی عسگری^{*1}

¹ استادیار، گروه مدیریت بازرگانی، واحد تنکابن، دانشگاه آزاد اسلامی، تنکابن، ایران.

کلیدواژه

ارزش آفرینی
بازاریابی ارتباطی
جوامع برند
رفتار مشتری
ریسک مورد انتظار
نام تجاری شرکت

نوع مقاله

پژوهشی

تاریخ دریافت: ۱۴۰۱/۱۱/۲۰

تاریخ پذیرش: ۱۴۰۲/۰۲/۱۹

چکیده

هدف: هدف از اجرای پژوهش، تحلیل نقش مستندسازی هم آفرینی ارزش برند مشتری مبتنی بر ریسک ادراک شده در صنعت پوشاک ورزشی بود.

روش: در این پژوهش به تحلیل کیفی مصاحبه با ۱۱ نفر از خبرگان و صاحبانظران حوزه تجارت الکترونیک در ایران پرداخته است. این افراد به صورت هدفمند انتخاب شدند و از طریق مصاحبه‌های نیمه ساختاریافته داده‌ها گردآوری شدند. پس از تحلیل داده‌ها ۶۲ مضمون پایه استخراج، و از میان این مضامین ۱۹ مضمون سازمان دهنده و ۶ مضمون فراگیر به دست آمدند.

یافته‌ها: یافته‌های این پژوهش بیانگر این است که پیشایندهای هم آفرینی ارزش برند مشتری مبتنی بر ریسک ادراک شده در صنعت پوشاک ورزشی شامل ۶ مضمون فراگیر شامل رفتارهای مشتری ساز، برندسازی شرکتی، ادراک عاطفی مشتری، خلق ارزش، بازاریابی ارتباطی، ریسک مورد انتظار می‌باشند. بنابراین، ابعاد مختلف هم آفرینی ارزش مشتری می‌تواند در توسعه کسب و کارهای آنلاین به‌ویژه صنعت پوشاک ورزشی نقش موثری داشته باشد.

اصالت و ابتکار مقاله: این پژوهش مستندسازی ارزش برند مشتری را بر اساس ریسک زمانی جوامع برند آنلاین در صنعت پوشاک ورزشی مورد بحث قرار داده است.



Key Propelling of Customer Lifetime Value in Iranian Sports Clubs

Moahrokh Rajabi Asli¹, Mozhgan Khodamoradpoor², Mozafar Yektayar^{3*}, Rashad Hosaini⁴

¹ PhD Student in Physical Education and Sport Science Department, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran.

² Assistant Professor in Physical Education and Sport Science Department, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran.

³ Associate Professor in Physical Education and Sport Science Department, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran.

⁴ Assistant Professor, Faculty of Electrical and Computer Engineering, University of Tehran, Tehran, Iran.

ABSTRACT

Purpose: The current research was conducted to identify the key Propelling of customer lifetime value in sports clubs of Iran.

Methodology: This research is practical in terms of purpose and mixed in nature and method. The research was conducted in two parts, qualitative and quantitative. The sample in the qualitative section consisted of 16 sports experts and 413 sports managers of sports clubs in the quantitative section. The sample selection in the qualitative part was targeted with a snowball approach, and the data was collected with semi-structured interviews. In the quantitative section, the sample size was selected from the stratified random cluster sampling method, and a questionnaire output collected the data from the qualitative part. Collecting the data was done by the Delphi method, and structural equation Modelling was used to confirm the model. Statistical analyses were performed with SPSS 25 and Amos 26.

Findings: The results show that the key Propelling of customer lifetime value includes hardware, software, financial, strategic, social, motivational, behavioral, process, and executive factors.

Originality: Few studies have been conducted on customer lifetime value in sports. This paper is the internal research that identifies critical Propelling that affects customer lifetime value in sports clubs. Also, the results of this research show that the attention of sports managers to the nine identified factors effectively increases the lifetime value of sports customers. In line with the results, it is suggested that managers, by considering the components of motivational, executive, and behavioral factors in customer satisfaction and loyalty, improve their trust and confidence, and by considering strategic and financial factors, the ability to predict. They got the future status of the customers.

Keywords

Customer Lifetime Value
Confidence
Customer Behavior
Customer Satisfaction
Loyalty

Article type

Original Article

Received: 2023/01/19

Accepted: 2023/05/13

How to cite this article:

Rajabi Asli, M., Khodamoradpoor, M., Yektayar, M., & Hosaini, R. (2023). Key Propelling of Customer Lifetime Value in Iranian Sports Clubs. *Sports Business Journal*, 3(2), 49-69. <https://doi.org/10.22051/sbj.2023.42344.1066>



1. Introduction

Today's motivation for participating in sports activities is not to reach high levels and win a championship but to gain health, well-being, vitality, social relations, and avoid diseases, among the important reasons for participating in sports (Ganjkhani et al., 2021). In recent years, marketers have been able to segment customers and treat them according to this classification by obtaining customer profit and lifetime value. One of these methods to get customer profit is the customer lifetime value (Monalisa, 2018). The paradigm of creating value for the customer and maintaining competitive advantage is beyond making decisions solely on service quality and customer satisfaction (Zhang et al., 2019). The value criterion is considered the value of today's organizations according to the provision of value in the organization that it gives in a way that it values (Jašek et al., 2019). For this reason, in competitive environments, paying attention to customers' values in purchasing goods and using services over a long time is imperative. Promoting relationships and unique value creation for customers leads to creating an active key value in business strategies, ultimately increasing market share. Organizations are trying to change their attitude toward profitability and introduce new organizations to their structures. They try to make their organizations change their product and services. The effort of organizations is to make customers focus on themselves, and the primary key to these changes is the emergence of unique value creation for customers (Rosenbaum & Wong, 2010). Newell (2000) currency the absolute value of the customer in any organization is defined by relying on the value created by that organization for customers and, correspondingly, the value returned to the organization. From the customer's point of view, value occurs when the use of a product or service exceeds its costs (Segarra-Moliner & Moliner-Tena, 2016). Aeron et al. (2012), believed that the requirements and the essay values are identified (Aeron et al., 2012). So, specific values are given to the individual. An organization must understand the needs of its customers and turn this information into a tool for predicting the future and evaluating customer needs (Rizvandi et al., 2018).

2. Theoretical background

Customer lifetime value (CLV) is one of the key performance indicators in customer relations. The competition in the market is becoming more intense daily and responding to customers' needs to satisfy and create loyalty in them becomes more important. Organizations should be critical in maintaining concurrent maintenance and developing long-term and profitable relationships with them (Uppal & Mittal, 2019). In today's ultra-competitive environment, customers are one of the most important assets of businesses in many dynamic and competitive market organizations (Amin & Priansah, 2019). Treating all customers the same makes customers who have little value for the organization reduce the value of the customer for the organization; therefore, a method to discover customer value in the organization is highly needed.

It is evident that in such markets where the number of customers is incalculable and the subsequent needs are very diverse and different, no organization can provide ideal services to all customers. Also, using a single marketing method for all customers is impossible. Therefore, to maintain customer relations, it is necessary to know customers'

needs and behaviors in sports clubs (Jorkesh & Nazari, 2018). CLV, also called lifetime value, forms the core issue of customer value. Understanding its concept is one of the critical parts of research related to customer value. Since not all customers are financially attractive, the organization's limited resources should be spent on valuable customers (Sandoghbaran et al., 2020). CLV is an essential concept in categorizing, selecting, and maintaining life and plays a fundamental role in the decision-making process. The lifetime value of strategic planning and competitive advantage is considered to increase profitability and identify more profitability and is one of the essential concepts that can be used for market segmentation (Moeini et al., 2012). Customer value can be seen by knowing the value produced from the total profit created for the organisation's future (Monalisa, 2018). As a combination of the sports industry, sports clubs are our society's most crucial service tools (consumer, human, and professional services). They reach the issue of how much and why they are satisfied with the service, and continuing to refer to them should be considered (Saatchian et al., 2013).

Currently, sports clubs are competing for customers' attention; each customer has different needs, expectations, and behaviors, so it is expected that the same treatment is not given to them from providing sports services. Managers not only have different expectations and needs for income and different characteristics, but these different behaviors must also be managed (Monalisa, 2018). Therefore, sports clubs are considered essential service institutions in developing sports, which are active in public, championship, and professional dimensions. The competitions of these clubs present serious challenges because sports services have features that make the work of marketers more difficult. Sports services are tangible and only an experience in the employee's mind because they have many qualities. They are factors that understand them well (Smith & Stewart, 2013). Mismanagement, failure to perform very ordinary services without consideration by the clubs, the activities of a company and providing for the benefit of the clubs have caused many challenges for the clubs and customers.

On the one hand, due to the lack of access to an integrated method to distinguish customers and value them, most sports clubs bear many costs to retain and attract customers. Also, the lack of monitoring caused the change in customer behavior during the service use periods. Furthermore, the lack of tracking is the reason for customer departure. On the other hand, it not only deprives the clubs of the benefits obtained from the customers but also destroys the benefits of new customers that will be given to the organization through them and may even cause adverse publicity. For this reason, it is essential to have a tool to value and monitor changes in customer behavior, categorize customers and predict their profitability using customer lifetime value for both service receivers and suppliers. Based on this, the researcher aims to extract the factors affecting the customer's lifetime value in sports as a predictor of the customer's value. A model that can use the results of this assessment to retain and attract customers and provide appropriate solutions to provide better services to customers in sports clubs.

The design of different models in different industries confirms the importance of customer lifetime value in the profitability of organizations. In research abroad, AboElHamd et al. (2020) argued that quality value and rainbow models perform better than traditional dynamic programming models, and significant results can be found without

them. They create overestimates or unrealistic production (AboElHamd et al., 2020). This work focuses on the Markov decision process and approximate dynamic programming (reinforcement learning and, finally, language quality value model and rainbow model). Another research by Mousavi and Amiri Aghdaie (2021) includes the identification of 20 components of the values considered by customers, which add to their longevity: among these indicators (regional facilities, quality of services, cleanliness and hygiene of the hotel, beauty of the space and interior arrangement and pricing) (Mousavi & Amiri Aghdaie, 2021). Ostadi and Abdollahi (2020), calculated this value based on the customer's mentality before purchase. They stated that this value becomes very important in calculating the lifetime value by removing the customer's mentality from the amount he paid for a product or service (Ostadi & Abdollahi, 2020). Another research (Afgababaei et al., 2020) stated that using the suggested system, recognizing the value of the offered services in the minds of the target customers compared to competitors and helping to price is based on value. Also, Nabizade and Rouhani (2020), in another research, a clustering model and prediction of customer lifetime based on data mining methods were designed. The review of various research showed that in predicting the class of customers, the performance of neural networks with an accuracy of 99.56% was better than other algorithms (Nabizade & Rouhani, 2020). Also, Amadi et al. (2019), in the study of the customer knowledge management model and brand equity on the lifetime value of customers of sports clubs in Rasht. They concluded that customer knowledge management and brand equity are two factors influencing the lifetime value of customers of sports clubs in Rasht. Also, this model can measure the margin profit of customers (Mousavi & Amiri Aghdaie, 2021). However, the most critical factors affecting the growth and development of the Iranian sports industry are different from different researchers, the most important of which are mentioned here: the presence of scientifically and practically experienced people in sports, changing the culture of society, policy-making High-ranking state officials, the growth and development of the society's economy, the globalization of sports, the influence of sports media and press, the quantitative and qualitative change of sports equipment and facilities, and the greater connection of sports with science (Aghaei Shahri & Azimzadeh, 2021).

We wanted to present a scientific model based on the opinions of experts and managers of sports clubs. From a practical point of view, most sports clubs can use the proposed model to manage customers and optimally allocate resources due to the conditions and fixed services they offer. It will lead to more profit, use it by analyzing the past information of a customer (the process of changes), commenting on his performance in the future and moving his behavior and performance in the direction of increasing the club's interest. Considering what we mentioned earlier, the factors affecting the customer lifetime value in each industry are unique according to the characteristics of that industry. The review of various research has shown that the point that should be considered in calculating customer lifetime value is that the calculation of CLV is completely variable depending on the industry and organization it is used in. Using a fixed equation to measure the lifetime value cycle is impossible. The life of all customers and influential factors benefited from this course in various industries. Therefore, it should be considered according to the requirements of the studied organization and the data in which it was

formed. An effort should be made to present the most accurate model with the existing conditions (Fader et al., 2005).

3. Methodology

The current research was practical in presenting the CLV model and its application in increasing the profitability of sports organizations. It has been done with a combined quantitative and qualitative method in the form of descriptive-survey research. The sample size in the qualitative part was done using a targeted non-random method. The number of 16 experts was identified based on expertise, experience, theoretical mastery, access and willingness, and customer lifetime value indicators were identified using the Delphi method. The overall reliability of the questionnaire was calculated as 0.85. In the quantitative part, the statistical population included 413 male and female athletes with at least six months of experience in public sports and membership in one of the sports clubs in the country's northwestern provinces, Zanjan, Kurdistan, Ardabil, West and East Azerbaijan, was distributed. Due to the dispersion and wideness of the target population, a targeted non-random method was used. The research tool was a questionnaire made by the researcher on customer lifetime value, including 33 items. The content validity of the questionnaires was confirmed by 50 members other than the original sample with the ordinal theta test. To enter the quantitative research stage, the obtained questionnaires had to be standardized, and the following steps were implemented. The validity of research tools included content validity (CVI and CVR). It was conducted by 13 academic experts and club managers outside the quantitative sample. In the content validity ratio, the Lawshe method was used, and in the content validity index, the Waltz and Bassel method was used (Table 1).

Table 1. Demographic characteristics of the research sample.

Gender	Frequency	Percent	Level of Education	Frequency	Percent
	Man	286		69.24	Associate Degree
Woman	127	30.76	Bachelor's degree	144	34.8
			Master's degree	68	16.4
Total	413	100	PhD	6	1.45
			Total	413	100
Age	Frequency	Percent	Province	Frequency	Percent
	Less than 30 years	96		23.24	Zanjan
Kurdistan			89		21.54
Ardabil			71		17.19
30-40 years	131	31.71	Kermanshah	62	15.01
			East Azerbaijan	48	11.62
			Western Azerbaijan	41	9.92
over 40 years old	186	45.03	Total	413	100
			Total	413	100

4. Results

We chose the Delphi circle based on their knowledge of the subject. So, the list of university professors and sports managers was determined after knowing about the research topic and its process. Then, 16 of these people were interviewed by the researcher. Then, during the first stage, a semi-structured interview was arranged. In these interviews, the researcher tried first to explore experts' approach and view on customer lifetime value and the most important and driving factors. It should identify experts from the point of view and then share the findings of the review of sources with them and ask for their opinion. In these conversations, it was also the aim of the researcher to find the extent of experts' agreement with the native and local view of the customer's lifetime value in sports clubs. A summary of the critical points of the conversation with the circle of 16 experts is presented in Table 2.

Table 2. Characteristics and history of the qualitative sample.

Row	Service location	post	Education level		Management background		Sports background		Publications		
			Master	PhD	Less than ten years	More than 20 years	Less than ten years	More than ten years	Book	Article	
P1	Sports club manager	Boss		*	*			-	*		*
P2	Fitness club	Certified expert	*			*		-	*		
P3	Fitness club	Certified expert		*		*		-	*		*
P4	Public Sports Board	Chairman of the board		*	*			-	*		*
P5	University	Faculty member		*		*		-	*	*	*
P6	Public Sports Board	Chairman of the board	*		*			-	*		
P8	University	Faculty member		*	*			-	*		*
P9	Public Sports Board	Chairman of the board		*		*		-	*		*
P10	University	Faculty member		*	*			-	*		*
P11	University	Faculty member		*		*		-	*	*	*
P12	Fitness club manager	Manager		*		*		-	*		*
P13	Fitness club manager	Manager	*		*			-	*		
P14	University	Faculty member		*	*			-	*		*
P15	Public Sports Board	Chairman of the board		*		*		-	*	*	*

Row	Service location	post	Education level		Management background		Sports background		Publications	
			Master	PhD	Less than ten years	More than 20 years	Less than ten years	More than ten years	Book	Article
P16	Federation of public sports	Manager		*		*	-	*		*
P17	Sports club manager	Manager		*	*		-	*		*
P18	Public Sports Board	Chairman of the board	*			*	-	*		

We introduce the key points from interviews with experts in the first stage of the Delphi method in [Table 3](#); and Primary indicators of customer lifetime value in sports clubs and the results of the first round of Delphi reforms in [Table 4](#):

Table 3. Key points emerging from interviews with experts in the first stage of the Delphi method.

Pricing	Customer experience	Allocation of financial resources and budget	Existence of sports facilities and infrastructure
Management style	Knowing the customer	Economic stability	Financial ability
Communication with the customer	Perceived value	The presence of communication tools	Equipment and technology
Responsiveness	Customer goals	Effectiveness of products	Management and planning
Customer satisfaction	Protective rules	Creating superior value for stakeholders	Communication and coordination
Attitudinal loyalty	Access to places	Creating confidence in people	Experienced trainers

Table 4. Primary indicators of customer lifetime value in sports clubs and the results of the first round of Delphi reforms.

Codes	Indicators	Coefficient Kendall (w)	Percentage of agreement	Qualitative changes
A1	Allocation of financial resources and budget	0.82	95	-
A2	Smart management style (smart sports club software)	0.735	88	-
A3	Proper management and planning	0.687	79	-
A4	Easy access to sports facilities	0.702	75	-
A5	Willingness to repurchase and create retention rates	0.526	63	-
A6	Competitive Pricing	0.821	3/90	-
A7	Communicate properly with customers	0.683	1/86	-
A8	Accountability of managers and coaches of clubs	0.702	3/93	-
A9	Commitment and responsibility of the club manager	0.695	87	-
A10	Using expert and highly knowledgeable trainers	0.764	9/91	-
A11	Planning to allocate discounts and bonuses	0.509	57	*merge
A12	Creating confidence in customers	0.733	1/84	-
A13	The Effect of customer behavioral loyalty	0.861	4/90	-
A14	Cleaning and compliance with health principles in the club	-	-	delete

Codes	Indicators	Coefficient Kendall (w)	Percentage of agreement	Qualitative changes
A15	Creating emotional and behavioral commitment in the customer	0.569	6/62	-
A16	Existence of protective laws in the club (sports insurance and civil liability insurance)	0.603	2/74	-
A17	Having different goals for using the services of clubs	0.901	4/93	-
A18	Necessary facilities and organizations	0.896	1/96	-
A19	Creating diversity and innovation in sports activities	-	-	delete
A20	Beliefs and Norms in Society	0.624	3/76	-
A21	Customer satisfaction	0.923	100	-
A22	Increasing the share of sports in household budgets	0.881	8/87	-
A23	Customers' mental image/mental conflict	0.891	6/91	-
A24	The customer's feelings toward the club's brand and name	0.754	1/86	-
A25	The effect of increasing public welfare	0.864	3/93	-
A26	Existence of places, facilities, and sports infrastructure	0.963	94	-
A27	Creating superior value with stakeholders and interacting with them	0.816	7/89	-
A28	Effectiveness of services and products	0.874	9/77	-
A29	Hardware and software limitations	-	-	delete
A30	Using up-to-date and modern equipment and technologies	0.792	4/69	-
A31	The usefulness of the services provided with the amount of money paid	0.843	9/83	-
A32	Management performance in the field of customer retention	0.719	4/59	-
A33	Identify ways to generate income	-	-	*merge
A34	Use of human resources and experienced trainers	0.795	6/87	-
A35	Having families with high financial resources	0.783	5/84	-
A36	Attention to privatization in sports	0.702	6/75	-
A37	Availability of appropriate communication tools	0.665	4/69	-
A38	Create interactive and Active partnerships with customers	0.696	71	-
A39	The price set for using the service	0.825	5/96	-
A40	The effect of economic stability and current affairs of the country	0.819	2/83	-
A41	Environmental studies in the field of club sports	0.503	57	-
A42	Knowing the customer	0.791	2/63	-
A43	Pleasant or unpleasant customer experiences	0.897	6/84	-
A44	Creating attitudinal loyalty in customers	0.926	90	-
A45	Value and behavioral patterns of family members	0.852	3/76	-
A46	Implementation of various complementary, extracurricular/developmental activities	0.615	62	-
A47	Increasing the productivity and efficiency of technical and specialized trainers	-	-	delete
A48	Time management in clubs	-	-	delete
A49	The effect of the family environment Using famous figures and sports elite	-	-	delete
A50	on people's tendency toward sports	0.817	1/79	-
A51	Development and interaction with sports boards	-	-	delete
A52	The impact of club switching costs	-	-	delete
A53	The effect of customer's accounting obligation on the lifetime value	-	-	delete

After conducting the first stage and analyzing the content of the interviews, the drivers of customer lifetime value in sports were extracted from the perspective of these 16 experts. These codes were reviewed by the codes extracted from the sources, and common codes were removed, and finally, 54 codes in 9 categories were determined as effective codes on customer lifetime value. W. Kendall's rank test (W coefficient of agreement) was used to saturate the experts' opinions in both Delphi rounds. The results are shown in Table 5.

Table 5. The results of experts' agreement in Delphi rounds & Validity indicators.

	First round Kendall's W(a)	Second round Kendall's W(a)	First round Chi- Square	Second round Chi-Square	CVI	CVR
CLV factors	0/72	0/80			0/86	0/93
Hardware	0/76	0/81			0/93	0/83
Software	0/71	0/79			0/88	0/77
Financial	0/78	0/85			0/79	0/81
Strategic	0/68	0/82			0/87	0/80
Social	0/70	0/77	16/645	16/891	0/92	0/79
Motivational	0/74	0/82			0/86	0/89
Behavioral	0/77	0/76			0/91	0/87
Process	0/66	0/83			0/84	0/91
Executive	0/71	0/80			0/87	0/84

According to Kendall's results, the agreement between the experts is acceptable, and all agree upon the calculated factors. Also, the questionnaire has content validity based on the desired indicators.

5. Managerial implications

During the quantitative phase of research and after collecting the data in the second stage of the Delphi method, to find the level of experts' agreement with each factor, the average of the factors and the weight of the factors were calculated using Shannon's technique. Table 6 shows each index's sum, average, and category scores. As we offer in Table 6, the category of financial factors, including indicators of financial resources and economic stability budget, financial capability, price of and using services, have the highest score and average. The experts recognize the motivational categories of executive and behavioural factors as necessary. In the last row of importance is the social category.

Table 6. Findings from the second stage of Delphi and Shannon's technique.

Agents	Total score	Average	Category average	Agent information load	Factor weight based on Shannon's	Average batch weight
Hardware factors	Existence of sports facilities	81	4/50		1/431	0/4342/0
	Facilities and organizations	79	4/38	4/38	1/425	0/04339

	Agents	Total score	Average	Category average	Agent information load	Factor weight based on Shannon's	Average batch weight
	Equipment and technology	77	4/27		1/409	0/04326	
Software Factors	Use of experienced human resources	87	4/83	4/33	1/436	0/04359	0/04338
	Communication and coordination	73	4/05		1/416	0/04331	
	The presence of advertisements, publications	75	4/19		1/423	0/04334	
	Management and planning	77	4/27		1/405	0/04329	
	Financial resources and budget	83	4/61		1/454	0/04383	
Financial factors	Economic stability	86	4/89	4/65	1/437	0/04361	0/04375
	Financial ability	78	4/33		1/462	0/04387	
	The price of using the service	86	4/77		1/448	0/04372	
	Appropriate communication tool	63	3/66		1/451	0/04376	
Strategic factors	Service effectiveness	89	4/94	4/44	1/426	0/04340	0/04345
	Superior value for stakeholders	77	4/27		1/421	0/04332	
	Goal oriented managers	79	4/38		1/437	0/04361	
	Privatization	85	4/72		1/413	0/04329	
	Managing beneficial relationships	88	4/89		1/429	0/04342	
	Variety of activities	76	4/22		1/435	0/04358	
	Environmental studies	81	4/50		1/407	0/04328	
	Limitation of sports facilities	72	4/00		1/421	0/04333	
Social factors	Beliefs and social norms	77	4/27	4/16	1/409	0/04326	0/04331
	The share of sports in the household budget	81	4/50		1/411	0/04330	
	People's family environment	73	4/05		1/425	0/04339	
	Value patterns of families	72	4/00		1/417	0/04331	
	Customer goals	76	4/22		1/452	0/04377	
Motivational factors	Protective rules	84	4/66	1/460	0/04386		

	Agents	Total score	Average	Category average	Agent information load	Factor weight based on Shannon's	Average batch weight
	Access to sports facilities	85	4/72	4/60	1/439	0/04364	0/04372
	Pricing rate	83	4/61		1/448	0/04372	
	The quality of service	89	4/94		1/457	0/04379	
	Seasonal discounts	81	4/50		1/435	0/04358	
Behavioral factors	Customer satisfaction	79	4/38	4/46	1/411	0/04330	0/04348
	Customer loyalty	80	4/44		1/431	0/04342	
	Willingness to repurchase	82	4/57		1/448	0/04372	
	Creating confidence in people	76	4/22		1/437	0/04361	
	Behavioral and emotional commitment	85	4/72		1/425	0/04339	
Process factors	Customer experience	78	4/33	4/41	1/435	0/04358	0/04339
	Knowing the customer	80	4/44		1/431	0/04342	
	Perceived value	77	4/27		1/417	0/04331	
	The mental image of customers	83	4/61		1/407	0/04328	
Executive Factors	Management style	73	4/05	4/49	1/452	0/04377	0/04358
	Communication with the customer	79	4/38		1/425	0/04339	
	Responsiveness	82	4/57		1/439	0/04364	
	Expertise of trainers	87	4/83		1/460	0/04386	

A research questionnaire was calculated from the experts' opinions to model and determine the relationships between the factors presented. This questionnaire was distributed among 413 coaches of sports clubs, managers, and the website of sports boards; considering the limitedness, dispersion, and extent of the target population, the sample size selection was made by cluster sampling method. Skewness and kurtosis tests were used to check the normality of the distribution of variables.

Table 7. Normality of data based on natural distribution.

Evaluation of the normality of the distribution of the variables				
Component	The standard error	Elongation	The standard error	Crookedness
Hardware factors	0/256	-0/799	0/129	-0/266
Software factors	0/256	-0/595	0/129	-0/221
Financial factors	0/256	-0/647	0/129	-0/240
Strategic factors	0/256	-0/731	0/129	-0/115
Social factors	0/256	-0/843	0/129	-0/328

Evaluation of the normality of the distribution of the variables				
Motivational factors	0/256	-0/682	0/129	-0/461
Behavioral factors	0/256	-0/558	0/129	-0/159
Process factors	0/256	-0/753	0/129	-0/237
Executive factors	0/256	-0/761	0/129	-0/493

Based on the findings of Table 7 and regarding the experts' arguments, the data had a normal distribution regarding the reliability of the questionnaire, which is another requirement for verifying the measurement model. Two statistical methods were used: Cronbach's alpha coefficient to evaluate the internal consistency of the questionnaires and composite reliability or construct reliability of the questionnaire. The reason for using the combined reliability method in addition to Cronbach's alpha coefficient was that Cronbach's alpha coefficient considers the weight of all items related to a variable to be the same. Therefore, the combined reliability method is also suggested to estimate the reliability of the items related to the variables used with the structural equation modelling approach.

Table 8. Convergent, divergent, reliable and correlation of factors.

Factor	CR	AVE	MSV	Max R(H)	1	2	3	4	5	6	7	8	9
Hardware	0/82	0/66	0/38	0/91	0/61								
Software	0/80	0/61	0/32	0/89	0/69	0/72							
Financial	0/86	0/63	0/22	0/96	0/89	0/82	0/80						
Strategic	0/84	0/64	0/31	0/87	0/73	0/68	0/72	0/65					
Social	0/92	0/65	0/28	0/83	0/58	0/50	0/63	0/59	0/69				
Motivational	0/89	0/67	0/36	0/86	0/74	0/73	0/89	0/75	0/72	0/79			
Behavioral	0/84	0/60	0/29	0/81	0/82	0/76	0/74	0/81	0/69	0/75	0/82		
A process	0/87	0/62	0/39	0/90	0/69	0/52	0/76	0/61	0/63	0/74	0/78	0/65	
Executive	0/81	0/67	0/34	0/87	0/82	0/74	0/73	0/84	0/75	0/71	0/76	0/86	0/81

CR>AVE, MAXRH>0.80, ASV<AVE, CR>0.7, AVE>0.5, MSV<AVE

Table 6 shows the results of the external validity evaluation of the test instrument. The extracted variance indices show the convergent validity evaluation between the components. The instrument used the index of maximum shared variance for divergent validity. Composite reliability was used to estimate reliability. Based on the findings, the test tool has good validity and reliability. After analyzing the factors, the final customer lifetime value model was presented. Figure 1 shows the final customer lifetime value model. The nine factors of hardware, software, financial, strategic, social, motivational, behavioral, process, and implementation drive lifetime value in sports clubs.

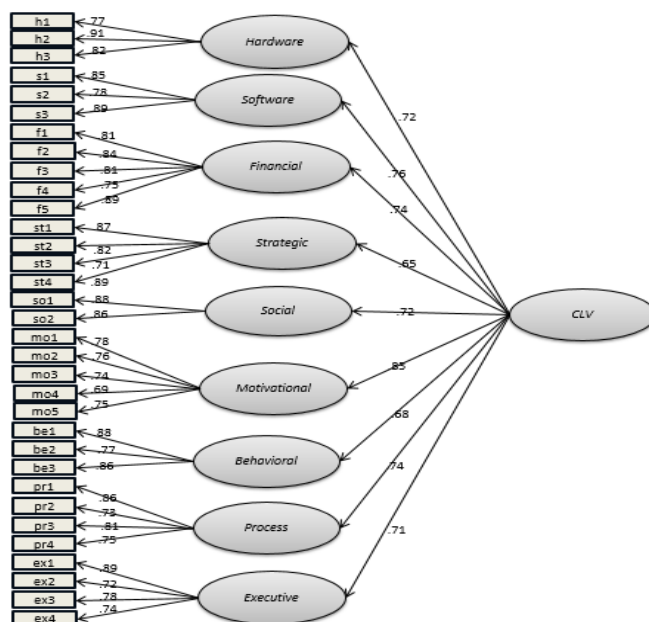


Figure 1. Confirmatory factor analysis of customer lifetime value questionnaire

Figure 1 and Table 9 show the results of evaluating the overall fit of the customer lifetime value driver model. The most crucial fit statistic is the chi-square statistic. This statistic measures the difference between the observed and estimated matrices. This statistic is very sensitive to the sample size. If the value of the statistic depends on the degree of freedom if it is divided and the result is less than 2, it is suitable for this questionnaire. This value is equal to 1.51. Other goodness of fit indices such as (0.90) CFI, (0.91) GFI, and (0.99) AGFI, all three with values above 0.90 and (0.037) RMSEA with a value less than 0.05 to standard indices. The correlations are close, indicating the model's acceptable and desirable fit.

Table 9. Fit indices of customer lifetime value model

RMSEA	AGFI	GFI	NFI	NNFI	CFI	χ^2/DF	DF	χ^2	Indicator
.037	.99	.91	.90	.93	.90	1.51	203	307.42	Amounts

6. Discussion and conclusion

This research investigated the model of customer lifetime value drivers in sports. The results indicate that the drivers of lifetime value in sports clubs are nine factors: hardware, software, financial, executive, strategic, social, motivational, behavioral, and process. Therefore, the customer's lifetime value is an essential concept in health classification, selection, and maintenance and plays a fundamental role in decision-making and recommender systems. These factors influence it. In this regard, the results of Moeini et al. (2012) research have also shown that calculating customer lifetime value is a strategic weapon and a competitive advantage in increasing profitability and identifying customers with higher profitability.

Sports venues are one of the most important hardware parts in sports and an important part of human organizations (Salimi et al., 2012). The results show significant hardware factors in this model. Exploiting the art of architecture in the construction of stadiums, which are a place of reference for different strata of people day and night, is considered one of the characteristics of progressive and civilized societies, neglecting the public needs in the construction of sports facilities. At the same time, this is a national investment, causing the club managers and investments. It will not be easy; therefore, to realize the issue, in every sports construction project, the basic factors and variables influencing the design and construction should be taken into consideration by the builders of this type of place (Vazifehdan Molla Shahi et al., 2021). Memari et al. (2021) showed that human resources, management, software infrastructure, marketing, and economic indicators were essential in enhancing clubs' franchise power and funds (Memari et al., 2021). Sports analysts must have documented information on safety issues and scientific and valid indicators to provide standardization for sports venues. So that their attention is focused on investing in the safety and standardization of sports venues and spaces. Because the feeling of security and satisfaction of customers as the most important and main source of income for sports clubs and teams is realized by creating a calm and safe environment, and because of increasing the number of customers, loyalty will follow. As many people come to a sports place for this purpose.

Therefore, compliance with these factors not only increases the lifetime value of customers but also the profitability of the clubs is promoted, which is in line with the research (Vazifehdan Molla Shahi et al., 2021; Zargar & Alaghmandan, 2019). Another research finding is the effect of software factors on customer lifetime value. Any sports organization can achieve its goals effectively when it uses its existing or available resources well. These resources include management, proper planning, communication and coordination, experienced and knowledgeable staff and trainers, and their value over time. They allow customers as a main source to use those facilities conveniently and appropriately and get enough benefit from them. The quantity, quality and distribution of these resources directly affect the growth or decline of the customer's lifetime value in sports (Manafi et al., 2016). Among the consistent results, we can refer to the research of (Hosseini & Farzan, 2018; Memarpour et al., 2021; Peykari et al., 2015). Among the discrepant results, we can also mention the research results by (Monazami et al., 2011), who consider management factors to be the last priority of sports participation. They consider sports participation as the last priority. Another finding of this research is the effect of financial factors on the customer's lifetime value in sports. In general, the financial resources and economic stability of the sports club, as well as the amount of budget allocation and the amount of the club's income from the services it provides, are the main pillars of the club's financial and budgetary factors and have a great effect on the customer's lifetime value. In explaining this issue, the increase in economic growth and income can be considered an influencing factor in the development index and a basis for measuring the level of development (Ahmadvand & Amiri, 2009). A rich society can allocate a greater number of resources to the development of sports infrastructure (for example, stadiums, equipment, and new technology), which will lead to the creation and development of more sports participation in the country because the economic situation improves, with an increase in the level of

well-being. People are associated with the increase in people's demand for sports and play a significant role in the development of the health of society (Luiz & Fadal, 2011). Among the consistent results, we can refer to the research of (Deldar et al., 2017; Torabi et al., 2015), Cited. Another finding of this research is the influence of strategic factors.

In every planning for sports activities, there is a need to set clear and transparent goals, and planning without goals is ineffective. In confirmation of this, (De Bosscher et al., 2009), in evaluating the effectiveness of elite sports programs, concluded that these programs have not been effective despite the increase in participants in different sports sectors. This is because of the failure to set appropriate goals and create appropriate communication. They know the beginning of the program. The present research results show that to increase the lifetime value of the sports customer, the effectiveness of the services provided, the variety of sports activities, and the strengthening of proper communication between the manager, employees, and customers of the club have a high impact. Confirmation of the (Ataei Saeedi et al., 2009) results also aligns with their findings. Because they showed that the effectiveness of sports-recreational programs among students increased their participation and vitality of other influencing factors. The effectiveness of sports programs is to pay attention to the needs assessment of different sections of society and facilities and the culture of the residents of each region. Planning without considering the needs of different sections of society affects the effectiveness of sports programs and reduces the value of the customer's lifetime. However, during planning, managers should pay attention to individual differences, and the variety of programs increases people's life expectancy ought sports programs as much as possible. In this regard, the research results of (Ataei Saeedi et al., 2009; Kashkar, 2015) are consistent with the results of the present study. Among other findings of this research, the effect social factors influence the customer's lifetime value in sports. Sports clubs are among the institutions most need to interact with customers. Athletes' interactions and social values greatly influence each other; therefore, the family environment and the share of sports in the household budget can greatly impact value. Customer relationship management is a multidimensional concept consisting of four parts: strategy, people, technology and processes (Fox & Stead, 2001). People's abilities and education during childhood and adolescence are important, and if the social conditions are suitable, a person will continue to do sports. Otherwise, he will either change his sports branch or withdraw from sports altogether (Karimi, 2017). The results of the research of (Elahi et al., 2019; Karimi, 2017; Karimpour & Mirzazadeh, 2015) are consistent with the findings of the present study. Among the inconsistent results, we can mention the research results of (Akbari Yazdi et al., 2014), who stated; Social factors in participation in Sports is influential, but it is not considered one of the determining factors. This research emphasizes that motivational and behavioral factors are another driver of customer lifetime value in sports clubs. Identifying these factors confirms the effect of psychological dimensions on customer lifetime value; therefore, it is possible to value and categorize customers and allocate optimal resources according to their value for the sports club, according to psychological aspects, including motivational and behavioral factors. Total motivational factors are the activities that revolve around the measures of the managers and encourage the actors or customers to behave and act in return.

Considering customer goals, rules and customer support, sports managers provide appropriate pricing on services and seasonal discounts regarding customer satisfaction and loyalty, trust and confidence in them, and behavioral and emotional commitment of customers, and in this case, the ability to predict the future situation. They get customers. In line with this result, we can refer to the findings of (Memarpour et al., 2021). Finally, according to the findings of this research, the drivers of customer lifetime value in sports clubs are also dependent on process and executive factors. It is less expensive to retain a customer than to attract it, and managers should try to maintain the customer's relationship with the club. Responding appropriately to customers and assigning leading trainers are the most important executive elements affecting the customer's lifetime value in sports clubs. This is achieved through customer recognition, perceived value, and management style. Also, this process includes monitoring, listening, and making changes that lead to a sustainable improvement in the customer's feelings and desire for long-term loyalty to the club. In this regard, the research results of (Afgababaei et al., 2020; Amadi et al., 2019; Memarpour et al., 2021; Ostadi & Abdollahi, 2020) are consistent with the results of the present study.

Practical suggestions Based on the findings of the research on the effectiveness of 9 factors (hardware, software, financial, strategic, structural/social, process, behavioral, motivational and executive), the following suggestions are presented to improve the lifetime value of sports customers:

- Hardware factors: sports managers should pay attention to factors such as the environment, shape, space, light and safety of the sports structure and have a profound reflection on the development of the necessary standards in the professional club management system to increase the life span of the sports customer.
- Software factors: Establishing effective communication with customers and maintaining this relationship in the long term, organizing, and developing information and communication management through customer interest, identifying needs, creating a sense of trust in the club by acting on the promises made and by using their social networks, they create new sports programs and club work.
- Financial factors: the consultation of sports managers to increase the amount of budget dedicated to sports, attract sponsors, and help donors can also help to improve the economic problems of public and private sports clubs.
- Strategic factors: managers and sports coaches should realize their goal-oriented ness with beneficial management, creating appropriate communication, diversifying club services, and creating multiple options for customers to choose from, the effectiveness of sports activities.
- -Structural/social factors: by providing conditions, sports managers and coaches invite families to attend sports halls and inform families about the advantages of sports activities in cultural/sports programs.
- Process factors: It is suggested that to increase the customer's lifetime value through a quality experience, managers in providing their services, clubs must use the necessary charms to create a pure experience. The combined methods of adding

value and creating a positive experience by club managers should be considered to increase the customer's lifetime.

- Behavioral factors: It is suggested that through creating value, club managers should try to increase satisfaction with the quality of service by building trust and making an emotional commitment in customers, creating a positive attitude toward the club and branding. For this purpose, creating a friendly and intimate atmosphere and confrontation and direct conversation in the club strengthen openness, honesty, and mutual trust in customers.
- Motivational factors: classifying customers into different categories in terms of different characteristics and providing services according to these characteristics, providing percentage discounts favorable to long-standing customers and to other customers by introducing new customers, providing additional and accessible services to loyal customers, providing services to particular groups and The segmentation and rating of customers' value can also be suggested to managers to increase the lifetime of customers.
- Executive agents: It is recommended to be managers of knowledge-enhancing courses. Organize coaches annually and use well-known coaches with high sports experience as much as possible to create a positive attitude toward the club and branding. It is also suggested to play a unique role in increasing the customer's lifetime value by following the customer-oriented style, emphasizing accountability, fulfilling promises, and following up on complaints.

In this regard, it is suggested that researchers in future research investigate factors affecting customer lifetime value by combining different models. Meanwhile, the fronts Different methods of segmenting and classifying sports customers can be examined in the future study according to the nine identified factors.

Disclosure statement and funding

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

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- AboElHamd, E., Shamma, H. M., & Saleh, M. (2020). Maximizing customer lifetime value using dynamic programming: Theoretical and practical implications. *Academy of Marketing Studies Journal*, 24(1), 1-25. https://www.abacademies.org/articles/Maximizing-customer-lifetime-value-using-dynamic-programming-theoretical-and-practical-implications_-1528-2678-24-1-250.pdf
- Aeron, H., Kumar, A., & Moorthy, J. (2012). Data mining framework for customer lifetime value-based segmentation. *Journal of Database Marketing & Customer Strategy Management*, 19(1), 17-30. <https://doi.org/10.1057/dbm.2012.1>

- Afgababaei, S., Nazari, M., & Haji Heydari, N. (2020). Designing and Implementing a System that Suggests Managers about Pricing based on Customer Value with Topic Modeling Techniques and text mining. *Business Intelligence Management Studies*, 9(33), 143-172. <https://doi.org/10.22054/ims.2020.52092.1725>
- Aghaei Shahri, M. S., & Azimzadeh, S. M. (2021). The Infrastructure, Peripheral, Organizational and Market Relations in the Iranian Sports Industry. *Sports Business Journal*, 1(1), 115-126. <https://doi.org/10.22051/sbj.2021.37288.1013>
- Ahmadvand, M. R., & Amiri, N. (2009). A look at the human development index and Iran's position in human development compared to other countries. *Economic Journal*, 9(89 & 90), 5-15. <http://ejip.ir/article-1-244-fa.html>
- Akbari Yazdi, H., Hamidi, M., Sajjadi, S. N., & Khabiri, M. (2014). The analysis of service quality of I.R.Iran football premier league based on SERVQUAL. *Sport Management Studies*, 6(25), 15-38. https://smrj.ssrc.ac.ir/article_3.html?lang=en
- Amadi, M., Benar, N., Gohar Rostami, H. r., & Saeedi, F. (2019). The effect of customer knowledge management on fitness clubs customer lifetime value in Rasht. *Sport Management and Development*, 8(4), 178-189. <https://doi.org/10.22124/jsmd.2019.3879>
- Amin, M., & Priansah, P. (2019). Marketing communication strategy to improve tourism potential. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 2(4), 160-166. <https://doi.org/10.33258/birci.v2i4.575>
- Ataei Saeedi, H., Naseri Rad, M., & Mohebbi, S. F. (2009). Evaluation of Effectiveness of Leisure Time Programs for Girl Students (The Case Study of Northern Khorasan Province). *Women's Strategic Studies*, 11(44), 205-236. <https://doi.org/20.1001.1.20082827.1388.11.0.8.1>
- De Bosscher, V., De Knop, P., Van Bottenburg, M., Shibli, S., & Bingham, J. (2009). An international comparison of elite sport policies in six countries. *Sport Management Review*, 12(3), 113-136. <https://doi.org/10.1016/j.smr.2009.01.001>
- Deldar, E., Kargar, G. A., & Ghafouri, F. (2017). Investigating the Economic Obstacles of Club Privatization in Iranian Professional Football League. *Sport Management and Development*, 5(2), 53-68. https://jsmd.guilan.ac.ir/article_2134.html?lang=en
- Elahi, A. R., Gholampour, S., & Gholampour, B. (2019). A Scientometric Study of the Journal of Applied Research of Sport Management. *Caspian Journal of Scientometrics*, 6(2), 24-35. <https://doi.org/10.22088/cjs.6.2.24>
- Fader, P. S., Hardie, B. G., & Lee, K. L. (2005). "Counting your customers" the easy way: An alternative to the Pareto/NBD model. *Marketing science*, 24(2), 275-284. <https://doi.org/10.1287/mksc.1040.0098>
- Fox, T., & Stead, S. (2001). Customer relationship management: Delivering the benefits. *White Paper, CRM (UK) and SECOR Consulting, New Malden*.
- Ganjkanloo, A., Memari, Z., & Khabiri, M. (2021). Marketing Strategies to Developing the Iranian Sports Industry. *Sports Business Journal*, 1(2), 95-113. <https://doi.org/10.22051/sbj.2022.38999.1020>
- Hosseini, E., & Farzan, F. (2018). An Examination of the Role of Social Support in Women's Sport Commitment to Sports. *Sport management journal*, 10(1), 137-148. <https://doi.org/10.22059/jsm.2018.203847.1606>
- Jašek, P., Vraná, L., Sperkova, L., Smutny, Z., & Kobulsky, M. (2019). Predictive Performance of Customer Lifetime Value Models in E-Commerce and the Use of Non-Financial Data. *Prague Economic Papers*, 28(6), 648-669. <https://doi.org/10.18267/j.pep.714>

- Jorkesh, S., & Nazari, R. (2018). Future Study of Iran's Elderly Sports Using Cross-Impact Matrix [Original article]. *The Journal of Shahid Sadoughi University of Medical Sciences*, 26(12), 1095-1109. <https://doi.org/10.18502/ssu.v26i12.666>
- Karimi, A. (2017). Providing the Model of Impact of Socio-economic and Cultural Factors on Students' Tendency towards Public Sport (Case study: Students of Payam-e Noor University of Kermanshah Province). *Journal of Socio-Cultural Changes*, 14(3), 31-46. https://journal.khalkhal.iau.ir/article_666499.html?lang=en
- Karimpour, M., & Mirzazadeh, Z. S. (2015). *The effect of some social factors on the improvement of women's sports in Bojnord city*.
- Kashkar, S. (2015). Indicator determination and effectiveness measurement of citizen recreational sport programs. *Journal of Sport Management and Motor Behavior*, 11(22), 113-132. <https://doi.org/10.22080/jsmb.2015.996>
- Luiz, J. M., & Fadal, R. (2011). An economic analysis of sports performance in Africa. *International Journal of Social Economics*, 38(10), 869-883. <https://doi.org/10.1108/03068291111170415>
- Manafi, F., Ramezani Nezhad, R., Gohar Rostami, H., & Pourkiyani, M. (2016). The sport participation development in the Iran's public universities. *Research on Educational Sport*, 4(9), 65-90. https://res.ssric.ac.ir/article_617.html?lang=en
- Memari, Z., Rafei Boldaji, S., & Pouyandekia, M. (2021). How is the Football Schools Franchise Using a Valuable Approach to Revenue-Generating Capacity in Iranian Football Clubs? *Sports Business Journal*, 1(1), 31-44. <https://doi.org/10.22051/sbj.2021.36864.1008>
- Memarpour, M., Hassannayebi, E., Fattahi Miab, N., & Farjad, A. (2021). Dynamic allocation of promotional budgets based on maximizing customer equity. *Operational Research*, 21(4), 2365-2389. <https://doi.org/10.1007/s12351-019-00510-3>
- Moeini, A., Behradmehr, N., Ahrari, M., & Khademshariat, S. (2012). Scoring customers in banking services marketing: A case study on two Iranian banks. *Iranian Journal of Trade Studies*, 16(64), 1-26. http://pajooeshnameh.itsr.ir/article_8663.html?lang=en
- Monalisa, S. (2018). Klasterisasi Customer Lifetime value dengan Model LRFM Menggunakan Algoritma K-Means. *Jurnal Teknologi Informasi dan Ilmu Komputer (JTIIK)*, 5(2), 247-252. <https://jtiik.ub.ac.id/index.php/jtiik/article/view/690>
- Monazami, M., Alam, S., & Boushehri, N. (2011). The Identification of Effective Factors in the Development of Women's Physical Education and Sport in Islamic Republic of Iran. *Sport management journal*, 3(10), -. https://jsm.ut.ac.ir/article_23799.html?lang=en
- Mousavi, S. M., & Amiri Aghdaie, S. F. (2021). Marketing Research in the Fourth Industrial Revolution, Using "Big Data" Analytics and "Machine Learning" to Provide Value to the Customer. *New Marketing Research Journal*, 10(4), 37-54. <https://doi.org/10.22108/nmrj.2020.122740.2109>
- Nabizade, F., & Rouhani, S. (2020). Clustering and Prediction Model of Customer Lifetime Value (Case Studies: IRAN National Center for Numbering Goods and Services). *Journal of Industrial Management Perspective*, 10(Issue 4, Winter 2021), 41-63. <https://doi.org/10.52547/jimp.10.4.41>
- Newell, F. (2000). *Loyalty.com: Customer Relationship Management in the New Era of Internet Marketing*. McGraw-Hill. <https://books.google.com/books?id=HgUpAQAAMAAJ>
- Ostadi, B., & Abdollahi, A. (2020). Introducing a New Mathematical Formula for Calculating Customer Perceived Value Using the Taguchi Loss Function and Customer Lifetime Value. *New Marketing Research Journal*, 10(3), 105-118. <https://doi.org/10.22108/nmrj.2020.121782.2036>

- Peykari, N., Eftekhari, M. B., Tehrani, F. R., Afzali, H. M., Hejazi, F., Atoofi, M. K., . . . Djalalinia, S. (2015). Promoting Physical Activity Participation among Adolescents: The Barriers and the Suggestions. *Int J Prev Med*, 6, 12. <https://doi.org/10.4103/2008-7802.151820>
- Rizvandi, A., Tojari, F., & Esmaili, M. R. (2018). Structural Model Test of Sport Club Managers Performance Based on Entrepreneurial Marketing. *Applied Research in Sport Management*, 6(3), 63-74. https://arsmb.journals.pnu.ac.ir/article_4386.html?lang=en
- Rosenbaum, M., & Wong, I. (2010). Value equity in event planning: A case study of Macau. *Marketing Intelligence & Planning*, 28(4), 403-417. <https://doi.org/10.1108/02634501011053540>
- Saatchian, V., Safari, H. R., Rasooli, S. M., Eskandari, E., & Elahi, A. (2013). The relationship of service quality, customer satisfaction and loyalty with future intention for participation of fitness centers (Case study Rasht Township) [Research]. *Journal title*, 3(5), 125-137. <http://jrsm.khu.ac.ir/article-1-1765-en.html>
- Salimi, M., M, S. H., & Taqvaei, M. (2012). Selection of optimal location for the construction of outdoor sports venues using G. *Sports Management Studies*, 16(9), 37-62. <https://www.sid.ir/paper/483923>
- Sandoghbaran, F., Albadvi, A., & Teimourpour, B. (2020). Optimal allocation of short-term marketing resources with a life cycle customer value approach. *Iranian Journal of Insurance Research*, 9(2), 229-234. <https://doi.org/10.22056/ijir.2020.02.08>
- Segarra-Moliner, J. R., & Moliner-Tena, M. Á. (2016). Customer equity and CLV in Spanish telecommunication services. *Journal of Business Research*, 69(10), 4694-4705. <https://doi.org/10.1016/j.jbusres.2016.04.017>
- Smith, A. C., & Stewart, B. (2013). The special features of sport: A critical revisit. In *Handbook of research on sport and business* (pp. 526-547). Edward Elgar Publishing. <https://doi.org/10.1016/j.smr.2009.07.002>
- Torabi, T., Ghorbani, M., Bagheri, M., & Tarighi, S. (2015). New methods of financing football clubs in developed countries and the developing countries have a comparative study. *Journal of Investment Knowledge*, 4(13), 217-232. https://jik.srbiau.ac.ir/article_7693.html?lang=en
- Uppal, V., & Mittal, A. (2019). A Review Of Literature On Firm Based Triggers Of Customer Dissatisfaction In Consumer Goods Industry. *Think India Journal*, 22(4), 6924-6932. <https://thinkindiaquarterly.org/index.php/think-india/article/view/10132>
- Vazifehdan Molla Shahi, M., Manoochehri Nejad, M., & Hakak Zadeh, M. (2021). A Model Framework for Construction and Development of Sports Facilities through Composite Design Approach. *Strategic Studies On Youth and Sports*, 19(50), 67-82. http://fasname.msy.gov.ir/article_408.html?lang=en
- Zargar, S. H., & Alaghmandan, M. (2019). CORAL: introducing a fully computational plug-in for stadium design and optimization; a case study of finding optimal spectators' viewing angle. *Architectural Science Review*, 62(2), 160-170. <https://doi.org/10.1080/00038628.2018.1559133>
- Zhang, T. C., Gu, H., & Jahromi, M. F. (2019). What makes the sharing economy successful? An empirical examination of competitive customer value propositions. *Computers in Human Behavior*, 95, 275-283. <https://doi.org/10.1016/j.chb.2018.03.019>



نشریه کسب و کار در ورزش

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

بهار ۱۴۰۲، دوره ۳، شماره ۲، ص ۴۹-۶۹

شناسه: 10.22051/SBJ.2023.42344.1066



پیشران‌های کلیدی ارزش طول عمر مشتریان باشگاه‌های ورزشی ایران

ماهرخ رجیبی اصلی^۱، مژگان خدامرادپور^۲، مظفر یکتایار^۳، رشاد حسینی^۴

^۱ دانشجوی دکتری، گروه تربیت بدنی و علوم ورزشی، واحد سنندج، دانشگاه آزاد اسلامی، سنندج، ایران.

^۲ استادیار گروه تربیت بدنی و علوم ورزشی، واحد سنندج، دانشگاه آزاد اسلامی، سنندج، ایران.

^۳ دانشیار گروه تربیت بدنی و علوم ورزشی، واحد سنندج، دانشگاه آزاد اسلامی، سنندج، ایران.

^۴ استادیار، دانشکده مهندسی برق و کامپیوتر، دانشگاه تهران، تهران، ایران.

کلیدواژه

ارزش طول عمر مشتری

اعتماد

رضایت مشتری

رفتار مشتری

وفاداری

نوع مقاله

پژوهشی اصیل

چکیده

هدف: پژوهش حاضر با هدف شناسایی پیشران‌های کلیدی ارزش طول عمر مشتری در باشگاه‌های ورزشی ایران تدوین شده است.

روش: روش پژوهش به لحاظ هدف، کاربردی و از منظر ماهیت و روش، آمیخته است. تعداد ۱۶ نفر برای انجام مصاحبه‌های عمیق نیمه ساختار یافته و با رویکرد گلوله برفی انتخاب شدند. در مرحله کمی، از روش نمونه‌گیری خوشه‌ای استفاده و تعداد ۴۱۳ نفر مشارکت داشتند. جمع‌آوری داده‌ها به روش دلفی و به‌منظور تایید مدل از مدلسازی معادلات ساختاری استفاده شد. تحلیل‌های آماری با دو نرم افزار ۲۵ SPSS و ۲۶ AMOS انجام گرفت.

یافته‌ها: نتایج نشان داد پیشران‌های کلیدی ارزش طول عمر مشتری شامل عوامل سخت افزاری، نرم افزاری، مالی، راهبردی، اجتماعی، انگیزشی، رفتاری، فرآیندی و اجرایی هستند.

اصالت و ابتکار مقاله: تا به امروز مطالعات کمی در مورد ارزش طول عمر مشتری در ورزش انجام شده است. به نظر می‌رسد که این اولین تحقیق داخلی است که به شناسایی پیشران‌های کلیدی بر ارزش طول عمر مشتری در باشگاه‌های ورزشی پرداخته است. همچنین نتایج نشان داد که توجه مدیران ورزشی به عوامل نه‌گانه شناسایی شده در این تحقیق، در افزایش ارزش طول عمر مشتری ورزشی موثر است. در راستای نتایج به‌دست آمده پیشنهاد می‌شود مدیران، با در نظر گرفتن مؤلفه‌های عوامل انگیزشی، اجرایی و رفتاری زمینه رضایت و وفاداری مشتریان، اعتماد و اطمینان در آنان را بهبود بخشیده و همچنین با مورد توجه قرار دادن عوامل راهبردی و مالی توانایی پیش‌بینی وضعیت آتی مشتریان را به‌دست آورند.

تاریخ دریافت: ۱۴۰۱/۱۰/۲۹

تاریخ پذیرش: ۱۴۰۲/۰۳/۲۳



Strategic Business Development Model of Iran's Professional Sports

Zahra Sohrabi¹, Mehrdad Moharramzadeh^{2*}, Abbas Naghizadeh Baghi³, Nasrin Azizian Kohn³

¹ PhD Student, Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran.

² Professor of Sports Management, Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran.

³ Associate Professor of Sports Management Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran.

ABSTRACT

Purpose: This study presents a strategic business development model for Iranian professional sports based on a global approach.

Methodology: Due to the exploratory nature of the research, the qualitative research method was used to present a model related to the research topic. For this purpose, a semi-structured interview was conducted with 20 experts. According to the foundation data method, the research sample was selected as a combination of theoretical and snowball sampling methods.

Findings: The research results showed that Iran's professional sports do not have a stable performance in both income and sports sectors. Also, obstacles and factors affecting strategic business development are based on a global approach in key players, stakeholders, sports structure, critical uncertainty, seniors, surprises, hardware infrastructure, human resources development, and development. It was achieved with the global approach, development consequences, and the preferred future of Iran's professional sports. For effective strategic business development based on a global approach in both sports and income should be provided with appropriate measures, compliance with requirements and taking into consideration considerations of the presented model, the basis for making the clubs profitable and, in the future, the financial and managerial independence of the club. Finally, acquire these previous properties to provide the basis for the optimal entry of clubs into the capital market.

Originality: Based on the grounded theory method, interviews with experts and using MAXQDA software, we draw the relationships between factors related to business development in professional sports.

Keywords

Financial
MAXQDA
Sports Clubs
Sustainable Performance

Article type

Original Article

Received: 2023/02/16

Accepted: 2023/05/20

How to cite this article:

Sohrabi, Z., Moharam Zadeh, M., Naghizadeh Baghi, A., & Azizian Kohn, N. (2023). Strategic Business Development Model of Iran's Professional Sports. *Sports Business Journal*, 3(2), 71-92. <https://doi.org/10.22051/sbj.2023.42901.1072>



1. Introduction

Futurology is considered one of the types of soft sciences and technologies. Since the real wealth in the knowledge-based society of the future is "soft wealth" (Wang, 2022), every community, organization and company that wants to develop and make fundamental changes, Necessarily, it should explore the unknown and the future world by using different methods of futurology and prediction (Ghaboulian Zare et al., 2022). In other words, the future study of knowledge and knowledge is shaping the future in a conscious, active and proactive way, Knowledge that can fulfil the dreams, aspirations and ideals of an individual, organization or nation (Ware, 2003). The ever-increasing speed of changes in the current world has led to the emergence of an era called uncertainty. It has placed an environment full of opportunities and threats before the complex systems. In this unstable and rapidly changing environment, traditional planning tools such as extrapolating past trends, forecasting, and future foresight will not be responsible for the medium and long term.

Managing uncertainties can improve resource efficiency and provide sustainable development (Erkoyuncu et al., 2019). Decision-making is based on considering multiple criteria with high levels of uncertainty (Hodgett & Siraj, 2019). Also, the analysis of suspense is a critical component of the study based on the planning model (Wallach et al., 2019). This potential is realized by fusing some of the best practices from European football clubs, particularly aspects of the stock market and supporter trust models, by evaluating the most common ownership structures for sports teams to provide an alternative model as well as practical advice for owners (Pittz et al., 2021). For designing the business models, Results imply that active outdoor sport event tourists are not homogenous regarding their motivations and that 'Moderate recreationists', 'Nature lovers' and 'Enthusiasts' differ in their preferences for distinct business model elements. Event organizers have identified several other business model elements as being important. The proposed framework, as an integration of the results gathered from the perspectives of active outdoor sport event participants and event organizers, provides a better understanding of the business model concept in general and sports event tourism in particular (Perić et al., 2019). We obtained a wealth-generation model that is easily replicable and sustainable over time. This work provides a solution to the combination of a sustainable business model that links responsible tourism, the promotion of women's sports and the generation of wealth (Reier Forradellas et al., 2021).

Regarding business model elements included in the survey, participants highly valued all aspects of the natural environment, safety, and security. Scenic destination, scenic and exciting course, course safety, and event safety were the essential elements of event business models for participants in all four sports. Environmental management and proper implementation of security and crowd control measures were also singled out as crucial event processes. These findings shed some light on the managerial aspects of sport tourism practice, helping managers to better serve sports and tourism needs at a particular event and in the destination (Perić & Slavić, 2019). The connection between tourism development and the natural environment is more intense in outdoor sports tourism than in many other forms of tourism.

Regarding business model elements included in the survey, participants highly valued all features related to the natural environment and safety and security. Scenic destinations, scenic and exciting courses, course safety, and event safety were the essential elements of event business models for participants in all sports (Peric et al., 2018). In analyzing structures for creating new business models or modifying existing ones, it is essential to understand the context of the changes taking place. Each economic sector has its different conditions that influence the business models applied. Similarly, other parts determine how an organization functions within a given sector. It is no different within what is broadly termed sport, from professional sports to those operating at a lower level (Wiśniewski & Siemiński, 2022).

Strategic planning based on future thinking provides four pillars for strategic management in conditions of uncertainty (López & Ishizaka, 2018). In the past, this tool was used in a limited way. Now it is commonly used (Nazari & Shahvali, 2022), from the perspective of social sustainability, have acknowledged the goal of collaborative methods of developing scenarios in the energy sector with the achievement of three different types of techniques based on predicted stories, future cycles and evaluation of narratives (Ernst et al., 2018). Emphasize the development of scenarios to develop applicable plans in information technology health with the achievement of crucial factors. Because presenting future competitive environments through a limited number of strategies enables managers to manage uncertainty and chaos through mental preparation to deal with the future by evaluating several strategic options related to the possible end (Russ & Saleem, 2018). A scenario planning tool is powerful, predicting future competitive environments and developing a long-term strategy, even in the most uncertain environments (Oliver & Parrett, 2018).

Competing in the world-class means that the organizations in the global market are compatible with any competition. To be better or equal to any competitor regarding the quality, waiting time, flexibility, cost and price, customer service and innovation. The critical components for a world-class manufacturer pay attention to the broad concepts of world-class production to specific organisational functions (Mohammadi et al., 2019). Because each of these goals is important on its own, yet together, they emphasize the activities and trends that define world-class in organizations described as "world-class production", the fundamental components of the structure. General management includes: reducing waiting time, and operation costs, clarifying business performance, meeting customer expectations, making resource supply processes effective, and managing operations and multiple and global locations (Farsijani et al., 2012).

Today, at the world-class level, the concept of development is tied to the component of sports development (Ehsani et al., 2016). One of the components is professional sports, followed by the commercialization and economics of sports at the community level (Ghasemi et al., 2012). the natural result of championship sports is called a level of sports that is known as professional sports and is placed at the top of the hierarchical pyramid of sports in which elite people compete at a high level and in which there is a marketing flow and obtaining financial resources as well as strong management (Yabalooie et al., 2022). Professional sport is an organized sport that is performed by observing the specific rules of each discipline solely to gain economic benefits (Deniz & Yenel, 2013). In professional

sports, the most important goals are to increase the share of the economy and the number of disciplines, clubs and professional athletes (Nazari & Hajiheydari, 2021). Athletes who work at the first level of professional sports receive very high incomes. Professional sports and, on a smaller scale, professional leagues play an essential role in societies. Professional sports lead to benefits that create a regional identity through economic development (Wade et al., 2019). The difference between championship sports and professional sports is the development of championship sports, management planning and specialized setting up to achieve success in world and Olympic competitions.

In contrast, professional sports are related to income generation and job creation through sports. And according to the created fields, it is assigned to the private or government sector. For the proper development of sports, each of the components of sports should be given appropriate attention and emphasis (Shahgholi et al., 2022). Many strategic studies have been done to plan the development of sports in Iran (Nazari et al., 2016); the analysis of championship sports with the achievement of identifying the strategic situation of Iran's championship sports and presenting a strategy (Nazari et al., 2017), development of championship sports with a balanced scorecard approach by offering plans of championship sports from four financial perspectives, processes internal, learning and growth and communication (Nazari & Tahami, 2014). Human resources of professional clubs with Presenting the leading strategies and introducing talent search and efforts to attract talented local forces in the virtual teams - as the most priority strategy, all based on the processes and activities of their organizations based on the current conditions (Sadeghi et al., 2022), their strategies in the development of sports and presented its four components. The results obtained in more recent research based on future thinking show the critical role of complex external environments as well as the potential of influencing exterior views on internal ones and the degree of uncertainty in studying the characteristics of superior and strategic complex thinking (Shahvali Kohshouri et al., 2021).

Future research is necessary for all service organizations in contact with customers and service receivers to meet their needs, exceed current expectations and provide sufficient preparation to use appropriate strategies for different conditions to meet future needs. Adopting practical and proper procedures and decisions will guarantee the success of the company and organization and increase their ability to deal with the unwanted waves of the turbulent sea of the future (Rafeei Dehkordi et al., 2022). Interpreting the concept of sports development is the first step in designing the sports policy of any country. Of course, this concept is somewhat controversial and various definitions have been presented (Rasooli et al., 2016). The global approach, especially acquiring financial resources and stable income, has received much attention in today's professional sports. Various studies and reports from reputable institutions have confirmed the lack of balance and non-realization of sustainable payments in different professional sports organizations in Iran, such as clubs and foreign leagues (Dunbar & Middleton, 2022). The financial instability of European professional sports is well known, and there is a long history of professional sports club bankruptcies (Azadi et al., 2023).

The growing trend of global trade has gained increasing momentum by taking advantage of active commercial strategies, the revolution in information and

communication technology, and removing barriers at international levels (Farsijani et al., 2012). Therefore, an active presence in global trade does not need to be justified. Globalization in recent years has required business companies to look for new opportunities in international markets in addition to their domestic and traditional markets. In the meantime, export is more attractive because it has fewer requirements and obligations than other methods of entering foreign markets. In today's world, which is constantly changing and the business environment has become complex, export performance is considered an essential guide for any company that operates in international markets (Mohammadi et al., 2019).

Therefore, according to the competitive situation among organizations and companies, how the relationship and importance of business performance dimensions concerning changes in environmental conditions and opportunities, export performance is an essential factor that determines the success rate of companies in exporting. It can be evaluated with it (Brache & Felzensztein, 2019). The growing trend of global trade has gained increasing momentum by taking advantage of active commercial strategies, the revolution in information and communication technology, and removing barriers at international levels. Therefore, an active presence in global trade does not need to be justified (Aghili et al., 2023). In other words, globalization in recent years has required commercial companies to start looking for new opportunities in international markets besides domestic and traditional ones. Meanwhile, export is more attractive because it has fewer requirements and obligations than other methods of entering foreign markets (Nazari & Hajiheydari, 2021).

Competing in the international arena and benefiting from the various benefits of sports in the social, economic, and political fields requires intelligent and strategic management of sports so that the best output can be obtained by mobilizing resources and facilities from minimal resources. One of the most critical issues that the country's sports are hungry for today is the right economic policy to crystallize the enormous capacities of the scientific and executive community of sports and body width in international arenas. This issue is more important in the atmosphere of recession and economic sanctions and restrictions on domestic business and global communications. Explaining and describing a new concept called resistance economy can be very helpful in such a situation. In this regard, due to the globalization of the economic development of sports and the generality of sports in Iran, sports' financial and revenue-generating issues have become a hot topic in many newspapers, radio and television, and scientific circles. In the meantime, it is essential that due to the newness of the sports industry in the country, the economic development category of the sports industry is in dire need of conducting research that can provide suggestions to governmental and non-governmental policymakers so that they can make research decisions. Axis, take the essential steps towards the economic development of the country's sports industry.

On the other hand, the economic development of the country's sports industry can contribute to the overall economy of the country. Iran's heavy economic dependence on oil exports, its price fluctuations and the exhaustibility of this financial source have doubled the need to pay attention to other industries with income-generating potential.

Therefore, for a developing country like Iran, it is an undeniable necessity to use all commercial and economic opportunities that can be exploited, such as the sports industry.

The grounded theory's classic approach aims to find out from participants 'what is going on' in a significant field. Here the researcher should provide space/facilities for the participants to identify their primary needs. They must tell the researcher themselves what they need to study. When the researcher understands the participants' primary, the researcher constantly explores how they can solve them. This (how they solve the main issue) is the essential category, concept, or final theory of a grounded theory strategy. Everything must be allowed to emerge spontaneously (Saliya, 2023). According to what has been mentioned, a platform for the increasing progress of the sports industry should be created to implement resistance economy policies in sports. Unfortunately, with all the efforts made by Iran's political officials for a long time, there is still no written plan suitable for the next 30 years. It has a long-term perspective along with foreign exchange income. Unlike the rest of the world, which refers to sports as an industry and uses it to advance its economic goals, it is still considered entertainment in Iran. Therefore, for a purposeful, systematic, and influential movement in the direction of the economic development of the sports industry, research like this, which examines the strategic empowerment of export performance with a world-class approach, which is a category with a coherent system and structure, should be at the forefront of the decisions of this industry. Therefore, the most important goals of the research include; Understanding the problem of Iran's professional sports with a world-class approach, understanding the current situation of Iran's professional sports with a world-class approach, determining the drivers of Iran's professional sports with a world-class approach, determining the trends and uncertainties affecting the development of Iran's professional sports The burden of the world-class approach, identification of the code of concepts, categories involving the strategic foresight of the development of professional sports in Iran with a world-class approach, presenting the strategic foresight model of Iran's professional sports with a world-class approach, compiling and extracting priority scenarios for the development of professional sports Iran with a world-class approach and developing and presenting strategies for the development of Iran's professional sports is based on future thinking with a world-class approach.

2. Methodology

In the present study, because we are looking for new concepts, from the point of view of nature, exploratory-fundamental; In terms of approach, inductive; From a paradigm perspective, interpretive paradigm - classic Glaser; From the standpoint of strategy, the data theory of the foundation with a constructivist approach; From the point of view of data collection, field and library; From the point of view of the goal, explanation and modelling, and from the point of view of data collection tools, in-depth interviews and theoretical studies.

Novice qualitative researchers are often unsure regarding the analysis of their data. Where grounded theory is chosen, they may be uncertain regarding the differences between the approaches of Glaser and Strauss, who together first described the method.

These two approaches are compared concerning roots and divergences, the role of induction, deduction, and verification, how data are coded and the format of generated theory. Personal experience of developing as a ground theorist is used to illustrate some of the critical differences. A conclusion is drawn that, rather than debate the relative merits of the two approaches, novice researchers must select the method that best suits their cognitive style and develop analytic skills through research (Heath & Cowley, 2004). Grounded theory or foundational data is a qualitative method strategy emphasizing the induction or emergence of information from data to create a view or model. In grounded theory, data forms the basis of our approach, and our analysis of this data produces the concepts we want (Charmaz, 2016). Data allows us to learn from the stories of survivors and provides research participants with a way to break the silence. But how researchers observe and present data depends on which version or approach they adopt from the grounded theory method (Charmaz & Belgrave, 2018).

After studying and examining the mentioned challenge, this research used Glaser's classic approach to present a systematic and schematic model of the findings from the coded data. This project refers to the view of Charmaz and Belgrave (2018), which is a kind of philosophical position between the almost positivist (quantitative) subject of Glaser and Strauss and the subject of postmodern researchers who question the importance of dominant research methods. Glaser's classical grounded theory directs researchers to focus on what is happening in the research context, reiterates that researchers are a part of it, be flexible, and follow empirical events (Charmaz & Belgrave, 2018).

The two overlapping processes in Glaser's classic analysis of database theory are initial coding and theoretical coding. Four rounds of coding provide the possibility of increasing the level of abstraction and finally lead to the presentation of a theoretical model. This research attempted to present a behavioral description of the participant's actions in the initial coding using the line-by-line coding method. The data were compared case by case. Also, by using the process coding technique, which recommends using infinitive nouns and infinitive results in the naming of codes, an effort was made to convey the meaning of the action in the data. In the implementation of the research, data collection and analysis were done consciously simultaneously, and primary data collection was done to form the continuous data collection process. With this work, opportunities were provided for the researcher to increase the adequacy of suitable categories.

Table 1. The onion of the research process.

Type	Component
Fundamental - applied	The nature of research
Qualitative	How to conduct research
Complexity theory	The governing paradigm of research
induction	Research approach
Case study	Research strategy
Survey	Data collection area
Exploring and understanding the description of alternative futures	Target
In-depth interviews, open questionnaire	Data collection tools

Participants in this research, the purposeful or targeted sampling method and the snowball sampling technique were used for sampling to conduct in-depth interviews. In this research, three stages of free, relational, and theoretical sampling were observed in the sampling process, which is the basis of using Glaser's classical approach of foundational data theory. Data collection was stopped after 20 interviews due to data saturation. The demographic characteristics and frequency distribution of experts and experts in the research are presented in Table 2. As can be seen, the total number of them is 20 people, and most of the people present in the research have graduate degrees and have more than fourteen years of study or management experience.

Table 2. Participant characteristics, inclusion criteria for research coding.

Sample Size	External Stakeholders		Internal Stakeholders
20 people	Senior managers of some - professional sports experts		Senior managers of sports clubs working in the premier leagues
Expertise	Frequency	Records	Education
Sports marketing	4	16	PhD student and PhD
Sport Management	5	20	PhD student and PhD
Economics	4	21	PhD
Management Science	2	15	PhD
Professional sports managers	3	10	PhD
Marketing managers	2	14	Bachelor and Master

The sampling method of internal and external stakeholders to compile drivers and uncertainties influential on sustainable revenue generation of professional sports clubs in Iran was selected based on purposeful and snowball sampling. Research measurement tools and data collection was done with in-depth interviews and open questionnaires. The method of data analysis is based on the method of intuitive logic. After studying and examining the theoretical foundations, the raw data were obtained inductively from in-depth interviews with experts and specialists. They were analyzed simultaneously with the interviews and based on the foundational data theory with a constructivist approach.

In this study, to verify the results and strength, the accuracy of the research, and to legitimize and validate the findings and analysis, a method called reliability (Guba & Lincoln, 1994), which is related to qualitative studies, was used. Therefore, the four indicators of acceptability, trust, verifiability, and transferability were used for the consistency and strength of qualitative data. This way, the codes were reviewed several times regarding similarities and differences. The member review method was used to determine the verifiability. In this way, the coding and the final model were given to three of the participants, and they applied their opinions, and finally, the overall research model was approved. To check the transferability, it was also tried to make the participants have more variety, and this process continued until data saturation. Also, for this purpose, the open coding method was used by another researcher outside of the participants and research team. In the decoding method, 10% of all the coding pages were given to another researcher. In this study, Scott's coefficient, which shows the coding agreement between two researchers, was calculated as 89%, so the reliability between the coders was optimal. The formula $P(A) = A/n \times 100$ was used to calculate Scott's coefficient.

3. Results

After studying and examining the theoretical foundations, the raw data were analyzed inductively from in-depth interviews and concurrently with the implementation of the interviews and based on the foundational data theory with a constructivist approach. An example of a data analysis method is shown in the tables below.

Table 3. Open and initial coding table based on the classical approach in three categories possible consequences, key players, and preferred future.

Possible consequences	Key players	Preferred future
Remaining the sport at the current level and being banned from the Asian Club Cup		Having a strategic plan and strategic thinking
Establishing laws and regulations and preventing lawlessness and bribery	Managers and CEO of clubs	Having knowledge and expertise and correct planning based on strategy.
Attending an international arena and winning many honors and championships	Decision-making and powerful people	Studying trends and drivers and uncertainties and surprises
Hosting sports and international events	Clubs and executive staff of clubs	merit selection
Development of sports facilities and training of champions	Ministry of Sports and Youth and its subcommittee	Existence of proper infrastructure and having specific goals
Investment and income generation and impact on the economy	Players, coaches, referees	Human support and creating an educational environment.
Destruction of sports and getting rid of professional sports	Sponsors and shareholders	Changing the views and attitudes of managers
The development of infrastructures and the presence of media	The government and institutions in charge of sports	Comprehensive and complete clubs in economic, structural, and human terms
Destruction of Iran's professional sports	Legal infrastructure and drafting laws and regulations	Sufficient budget and positive balance, and economic ability
Extensive migration of elite athletes	Transport intermediaries	Financial support and sustainable income
Recognition of Iran in the world and the social and cultural field	Standard space	Ensuring the economy and fair distribution of resources
Removing false and negative opinions about Iran	Promotion of players and professional and cultural training	Privatization and ownership of clubs
Creating healthy leisure for interested people	Economic constructions and sufficient budget ministries	Fans
		Development and public sports
		Advancing in world competitions and being among the top countries in the world
		Removing policies and reducing unnecessary interference
		Sports are independent of the government and conform to the governance model.
		Creating infrastructural facilities and environment
		Appropriate education and well-equipped stadiums
		Creating entertainment centres for athletes and having good teams
		Creating security for athletes
		The existence of media and related infrastructures
		More about this source text is required for additional translation information.
		Send feedback.
		Side panels

Table 4. Open and initial coding table based on the classical approach in three categories hardware infrastructure, human resource development and development.

Hardware infrastructure	Human resource development	Development with a global approach
<p>Stadiums and grass fields Multi-purpose halls and creating entertainment facilities and suitable equipment. Ownership of stadiums and fields Access to new training tools and the creation of economic stadiums Creation of special camps and gyms, and medical clinics Technical standardization Hardware technology in a lot of places Providing the conditions to hand over places to the private sector Sports facilities and facilities per capita Internet and telephone ticket sales and... Fans and fans club Club logo and museum Finding talent and training athletes Having a skilled trainer and training improvement</p>	<p>Talent search and elitism and support of talents According to laws and regulations and protective law Sports marketing and the creation of trade unions Training of hardware specialists and technology engineers Promotion of university-centered education and new education Motivating human resources and encouraging them Up-to-date human resources and training of managers and consultants Training of professional lawyers Taking role models in the production of coaches Trying to improve and develop a personality. Meritocracy Continuous evaluation and monitoring Strategic plans and the creation of think tanks The use of managers and managers who rely on knowledge and knowledge. Ego removal and using the knowledge of managers of foreign clubs. Electronic management of human resources Appropriate stadiums and skill development Eliminating the interference of politicians and differences of opinion in the world</p>	<p>Management stability and the existence of scientific and experienced people together Training of managers with knowledge and knowledge enhancement Strategic plans and use of new management policies Proper evaluation and progress monitoring Codified plans and formulated policies and strategies Scientific and technological infrastructures Existence of experts and personnel and their up-to-datedness Financial stability and stable income generation Macro policies and power and wealth Having an economic approach and economic activities Gross national product and changes in production markets Financial income and job creation and a good benchmark Modelling advanced countries Relations and updates of global agreements Creating appropriate legal frameworks and changing views and attitudes Strong club ownership and strengthening of unions of clubs and coaches. Technological changes and artificial intelligence Promotion of science and compliance with standards Creating a continuous improvement approach and developing creativity in a professional club A good relationship with sponsors and fan satisfaction Development of hardware infrastructure of clubs Change of attitude towards professional sports The industrialization of sports Eliminating the interference of politicians and self-governance of clubs More about this source text is required for additional translation information. Send feedback. Side panels</p>

Table 5. Open and initial coding table based on the classical approach in three categories Propulsion, Key players and the consequence of the development.

Propulsion	Key stakeholders	The consequence of development in a global
Remaining the sport at the current level and being banned from the Asian Club Cup		Economic growth and increasing shareholders and attracting sponsors.
Establishing laws and regulations and preventing lawlessness and bribery	Athletes, coaches, referees	Sufficient budget and increasing competitive advantage and job creation.
Attending an international arena and winning many honors and championships	Shareholders and sponsors	Branding and branding and a good benchmark
Hosting sports and international events	Brokers and intermediaries	Branding a place through the development of sports tourism
Development of sports facilities and training of champions	The Ministry of Sports and its subcommittee	Creating proper infrastructure and progressing and developing the soft power of clubs
Investment and income generation and impact on the economy	National and international organization	Reducing the distance from the countries of the world and making the clubs self-governing
Destruction of sports and getting rid of professional sports	The Ministry of Sports and its subcommittee	Raising the reputation of clubs, players, coaches, and stakeholders
The development of infrastructures and the presence of media	Influential and political people in professional sports	Creating laws and regulations and correct management
Destruction of Iran's professional sports	Physical education professors and students	Creating financial dignity, financial independence, and social vitality
Extensive migration of elite athletes	Fans, people, spectators	Participating in foreign events and winning numerous championships
Recognition of Iran in the world and the social and cultural field	Media and advertising and sports services	Guiding public opinion and eliminating traditional views on professional sports
Removing false and negative opinions about Iran	Executive staff and technical staff of clubs	More about this source text is required for additional translation information
Creating healthy leisure for interested people		

Table 6. Open and initial coding table based on the classical approach in three categories background factors, substrate factors and sports structure.

Background factors	Substrate factors	Sports structure
Structure and sustainable development in professional sports	Thinking of managers and human resources	Financial resources and budget and income generation
Existence of appropriate hardware, software, human software	Correct management and accountability	Financial support and entering the private sector.
Construction of places and standard equipment and facilities	Using scientific and experienced people together	Economic structure and marketing
Sufficient nutrition, sleep, and rest for athletes	Training human resources and managers and holding workshops.	The existence of stocks as the basis of sports
Climatic, climatic, and environmental conditions	Developing and improving the quality of human resources and making the environment healthier	Documented and specific programs and strategic planning
Existence of expert, committed and competent managers.	Administrative chart and expert human approach	General structure and correct management and organizational chart
The position of management and managerial changes	Appropriate behavior with a global approach	Human capital and training of human resources
Fans and ruling views	Creating scientific infrastructure and developing hardware and clubs' academy	Standard structure
Level of social vitality and level of income	Eliminating organizational weakness and setting the conditions for professionalism	Use of skilled and expert people
Approving and developing rules and regulations for professional sports	Vital programs and international models	Using adaptive patterns and eliminating taste decisions
Non-interference of politicians and creating the necessary platform for professionalization	Political changes and the attitude of people in society	Physical resources and facilities, and places
Marketing and revenue generation and player sales		
Creating cultural and democratic maps		

Background factors	Substrate factors	Sports structure
Having the infrastructure required to become a professional Financial resources and making the essential incentives. Talent search and elitism	Creation of support structure and services	Attention to the large population and available facilities. Suitable hardware and transfer mechanism

Table 7. Open and initial coding table based on the classical approach in three categories income generating strategies, wild carts and uncertainties

Income generating strategies	Wild Carts	Uncertainties
Privatization of clubs and development of the private sector Getting out of government support and not needing government resources Sustainability in sports and attention to economic dimensions Changes in the country's economy and the establishment of independent trade institutions Paying attention to economic factors and eliminating resistance to sustainable income generation Generating income through social and virtual media Player sales, revenues, and TV broadcasting rights Brand and brand promotion and exclusivity Sponsors and powerful companies Financial support and tax exemptions Buying and selling in the stock market The right attitude and attention to social and economic factors Management stability and sustainability in sports A strategic program and productivity increase Creating the work of like-minded groups Using university experts and raising economic thinking Attention to macro trends and technology, and field research. Changes in management levels Lack of taste decisions Having specific goals and the structure of reproductive organizations Elimination of taste decisions The presence of women in stadiums and the removal of their restrictions The structure and stability of sports teams Talent search, talent selection, talent cultivation Modelling advanced countries	Creativity and individual ability Attention to elite athletes. Compilation and amendment of laws and regulations Complying with the foundational rules and significant policy changes Providing a proper structure and principles for the development Written and specific programs Meritocracy Attention and Equality in Women's Sports Income generation and marketing and sales of products and players Changing the perspective of attitudes towards women's sports Clarifying and dealing with dealers Granting the right to broadcast television	Lack of proper hardware and facilities Lack of human resources and lack of appropriate management and expertise Managers' lack of familiarity with international laws Instability of management and supervision and the lack of correct decisions Failure to use trained consultants and human forces. Lack of proper structure in professional sports Lack of economic stability and financial resources and lack of budget Sanctions and economic restrictions and inflation and economic growth rate Lack of financial independence and spending of large companies Lack of laws and regulations and legal protections Absence of television broadcasting rights and copyright The state of sports and the lack of support from the government Lack of support and sponsors Lack of strategic plans and correct planning The intervention of politicians and the government Ruling thoughts and political instability Existing Norms in Women's Sports The weakness of professional sports teams More about this source text is required for additional translation information. Send feedback. Side panels

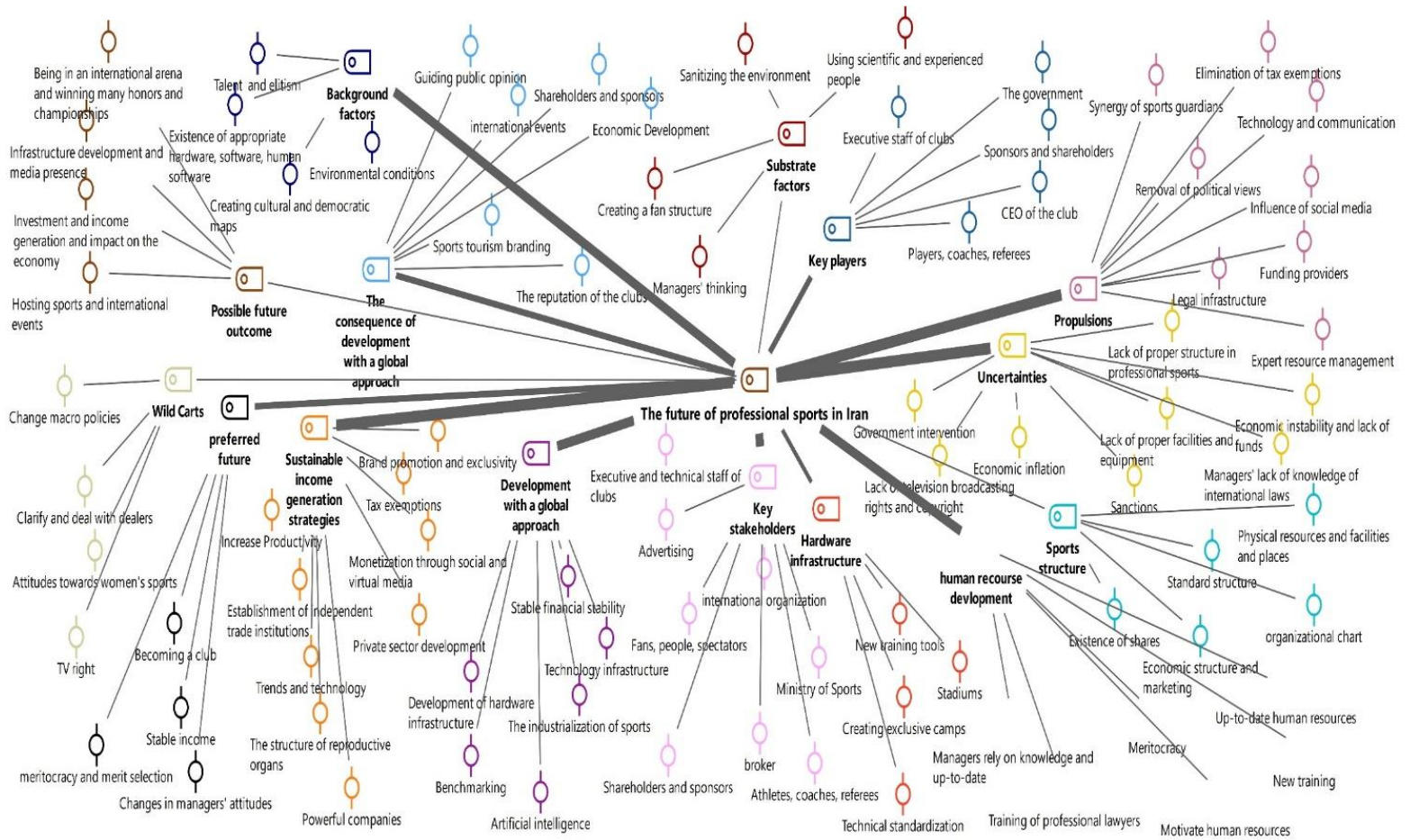


Figure1. The future strategic development model of Iran's professional sports.

4. Discussion and conclusion

This research aimed to design a strategic business development model for Iran's professional sports based on the global approach. Through the qualitative research method and interviews, data were obtained and analyzed through primary and theoretical coding. Based on the model derived from the research data, the obstacles and factors affecting strategic development based on the global approach can be investigated at the structural, contextual, and institutional levels. Based on this, such factors and obstacles can be overcome by performing a set of measures and complying with requirements at these three levels. The way for strategic development based on a successful global approach in Iran's professional sports can be paved.

The essential macro categories affecting the future of Iran's professional sports in the development of human resources, hardware infrastructure, key beneficiaries, development with a global approach, sustainable income generation strategies, the consequences of action with a worldwide approach, surprises, possible future outcomes, contextual factors, foundational factors, as well as key players, will include components that can affect the future of professional sports in Iran. Suppose we want to point out the most essential components of each category. In that case, it should be mentioned that the critical components in the macrostructure of sports include physical resources and facilities, the general structure and the organizational chart of sports, the macroeconomic structure and marketing, and the structure of professional sports. Effective drivers for professional sports include legal and legal infrastructure, budgets, financiers, sponsors, media, especially social media, technology and information, and the synergy of sports trustees, which can be considered effective drivers for the future of professional sports.

The most important key players of professional sports include managers and CEOs of clubs, sponsors and shareholders of the government and institutions in charge of sports. These scientific and academic people are researchers in the field of professional sports clubs, and the staff of these clubs, along with players, coaches, and referees, as the most crucial role players. Well, they were done for the future. They will belong to professional sports.

The most critical foundational factors for the future of professional sports include scientific and experienced people, the exemption of human resources and the general environment of professional sports, the structure and support services, and the thinking of managers and human resources, which will be influential in this sport. In this regard, it is suggested that the decision-making centres with appropriate policies, formulation of effective and efficient laws, formulation of optimal strategic and operational plans and with effective management provide the basis for successful income and sports performance, such as the actual realization of the rights arising from the suitable media broadcasting, support of the intellectual property law, etc., provide the basis for the profitability of the pillars of professional sports in Iran. So that the club and, of course, the professional sports of Iran will experience stable financial performance and enjoy financial and managerial independence, and finally be able to acquire the prerequisites necessary to enter the stock market in a suitable, effective, and efficient manner. The research showed that one of the clubs' most well-known methods of effective revenue

generation is the entry of clubs into the capital market (stock market). In this regard, it stated that Iranian clubs should become joint-stock companies and be financed this way. Clarifying the financial statements of clubs can make it easier to supply clubs' shares over the over-the-counter, and one of the financing options through claims for clubs can be fulfilled (Naderian et al., 2015).

Background factors will affect the future of fit sports, climatic conditions, cultural maps, hardware, software, humanistic structures, talent acquisition and elitism, and changing the traditional view and attitude towards professional sports. The most critical stakeholders affecting professional sports are the executive staff of clubs, the media, fans, stakeholders, the Ministry of Sports and Youth, and international organizations. The development of human resources as one of the essential categories will help the future of professional sports so that sports lawyers are experts in the field of professional sports, along with training based on modern training for effective movements in professional sports, can be effective and lead to these human forces and trained managers and consultants will be prepared. Providing training camps, standard fields with modern equipment, along with stadiums that offer good services can be mentioned as hardware infrastructures affecting the future of professional sports.

It seems that the most critical income-generating strategies are the promotion and monopoly of the brand, financial support and tax exemptions from the government, income through virtual and social media, privatization, and the development of the private sector in the field of sports, moving on the circuit of new technology research and strategies. Increasing productivity can lead to sustainable income generation in the field of professional sports. In this regard, it is essential to observe the foundational laws and change the macro policies of clarifying and confronting dealers from the traditional attitudes towards women's sports in the professional field of granting television broadcasting rights and intellectual property. In addition to the privatization and self-management of clubs, it can be adequate to refer to professional clubs in the future. Although receiving media broadcast rights in most countries is considered a significant source of income for professional sports in Iran, this issue is still neglected in our country despite numerous legal articles and the stable performance of the pillars of professional sports in Iran. Has overshadowed himself. It seems that the emergence of such problems in this sector is due to the lack of official and legal recognition of these incomes and the creation of a suitable platform for creating and acquiring such revenues. Iran is a country, and there is a need to define codified laws in this field. Regulations are approved by the country's highest authorities and legislative institutions so that they have the necessary executive guarantee from all relevant institutions and bodies (Mandalizadeh & Amiri, 2021). Due to the non-realization of television broadcasting rights, non-payment of advertising rights around the stadium, low income from ticket sales, low income from financial sponsors, non-receipt of membership fees, insignificant income from player transfers, low club income. From the place of advertising and commercialization, Iran's professional sports has not been able to achieve its necessary income in this sector (Rezaei, 2018). The right to televise the matches, clubs and radio-television networks should be considered economic partners who seek financial benefits from interacting with each other on both sides of the contract. Meanwhile, to cover their costs, the clubs should do

extensive planning in the form of financial structure and budgeting in their long-term and short-term plans (Rasooli et al., 2016).

According to the sustainable income methods used in today's Iranian professional sports, these assets should come from broadcast rights, match-day income and commercial activities. Otherwise, due to internal organizational reasons (lack of economic approach, lack of a financial plan, etc.) and external organizational reasons (lack of appropriate consideration by the law and the drafters of the law (issue of broadcasting rights, intellectual property rights, etc.) And because of not earning a stable income, entering the capital market is a flight forward and will be doomed to failure. It has its roots in the structure of professional sports institutions, that removing such obstacles requires definitions and changes in strategic and operational planning. It demands the shortcomings and economic, financial, legal, and legal reforms in Iran's professional sports institutions. These factors and obstacles, known as institutional factors, directly affect the strategic development of Iran's professional sports. To solve these cases, a set of measures should be taken in sports, income, infrastructure, and management for the commercialization of professional sports in Iran by the decision-makers involved in professional sports in Iran. Pave the way in the field. In this regard, the research results showed prosperity in today's professional sports. Clubs' commercial and sports success is closely related to each other, and one can never be achieved without the other, and the relationship between them is direct. They have a mutual effect on each other. These results are consistent with the findings of (Moradi et al., 2019).

Meritocracy and meritocracy, both from stability in incomes and changing the attitudes and views of managers, can lead to possible consequences. The category of possible consequences based on a global approach can include the presence in international arenas and winning international honors for investment and effective income generation. He envisioned hosting significant events in this development path with a global approach that would lead to stability in income. The results of the research showed that the first group of factors and obstacles that affect the process of strategic development based on the action and performance of professional sports in Iran are factors that are rooted in macro structures such as economic, legal-legal, managerial, planning and even They have socio-cultural structures. These obstacles and factors are generally outside the environment of Iran's sports industry and professional sports, and in general, the movement and effectiveness of the entire economic structure face risks. Therefore, if the mentioned obstacles exist in the whole structure of the country, Iran's professional sports, like other industries, will be affected by such an atmosphere and will not receive the necessary economic and commercial benefits. The results are consistent with the findings of (Rezaei, 2018). Structural factors are one of the most critical factors affecting the attraction of foreign investments in professional sports in Iran. In this context, the government must say goodbye to state ownership and, by changing the structures and carrying out extensive reforms, provide the basis for the effective and profitable presence of the private sector in the country's economic structure. For example, economic policies are defined as creating an open space based on economic liberalization to access new markets, foreign capital, and new technology. Measures are taken to increase financial stability. In that case, investment risk will decrease (Yabalooie et al., 2022).

The research results showed that the second category of factors and obstacles that influence strategic development based on the action and performance of professional sports in Iran are the factors that can be named as background factors, which means those factors and obstacles which are the basis for the appropriate and profitable activity of economic enterprises, companies and clubs in the sports industry and professional sports of Iran. These are the high-ranking officials and the main decision-making centres for sports in the country, such as the Supreme Sports Council of the country and the Ministry of Sports and Youth, which by establishing macro-laws or redefining the general sports policies established by the decision-making centres. Intersect oral coordination can provide the basis for the profitable activity of the elements of Iran's sports and professional sports industry to witness commercialization based on a global approach (Rasooli et al., 2016). Examining the obstacles and solutions to the economic development of Iran's professional sports, he stated that obstacles should be considered by the policymakers and planners of the country's sports industry before developing development strategies and planning priorities to realize the economic development of Iran's professional sports.

It will provide scientific and technological infrastructure and facilitate the sustainability of sponsors and shareholders in sports industrialization. In the meantime, uncertainties should not be easily overcome. Uncertainties include a lack of proper structure in sports, economic stability, and financial resources. The lack of suitable facilities and equipment, along with the monetary inflation and the critical and great uncertainty, including the involvement of politicians and the government in carrying out professional sports, should be the province in the end. In general, it can be made from it if it is determined that the future of reference from professional sports in Iran includes A developed, independent, self-governing sport, far from mediation and brokers, envisioned for it, requiring the correct management of expert human resources, considering the conditions of providing hardware platforms, the requirements of practical fields, and appropriate targeting with capacities. Initially, one of the most effective measures is the commercial registration of clubs. One of the primary requirements for income generation and sustainable economic development of professional sports clubs in famous countries is to register these clubs as commercial clubs like other companies and commercial institutions.

On the one hand, the registered commercial enterprises will act as an independent set of the state economy; on the other, they will have a legal personality. The strategic development of professional sports clubs includes a set of technical, economic, and financial activities that, in the light of the commercial registration of clubs as a business enterprise, have a legal aspect and follow business laws. The strategic development of professional sports clubs includes a set of technical, economic, and financial activities that, in the light of the commercial registration of clubs as a business enterprise, have a legal aspect and follow business laws. The result is that if the relationship of the appropriate model is set with effective management, the model's mechanism will be able to bring strategic development in Iran's professional sports by influencing the components within the model and ultimately stimulating the two-way relationship of financial performance.

The core of Iran's professional sports includes sports clubs, and since almost the entire structure of the country's professional sports is state-owned, effective strategic development based on a global approach in both sports and income should be provided with appropriate measures, compliance with requirements and taking into consideration the considerations of the presented model. So, acquire the previous properties to provide the basis for the optimal entry of clubs into the capital market. In general, it can be acknowledged that identifying the surprises and drivers affecting the future of professional sports in Iran makes it possible to determine its various futures with different possibilities. Surprises sometimes bring transformative events, such as the invention of new technology. Sometimes it is possible to be aware of a surprise that is about to happen by tracking weak signs, but this is not always possible. Therefore, it is suggested to privatize the clubs with the presence of the stock market and non-stock market, implement the principles of corporate governance in the club, the establishment of an independent business institution in sports, the creation of income-generating places by the clubs, technology-based transformation in ticket sales, providing online services to fans (buying, The sale of club clothes), the passing of laws to protect the economic rights of sports clubs, the creation of professional television channels in the context of technology, in this way, entering into the discussion of sports tourism with high-profile sports by clubs should be placed on the agenda of the Union of Professional Clubs of Iran. In professional sports, issues such as the status of professional sports rights, the status of professional clubs, the status of professional athletes and the status of professional coaches are addressed. Legally, the legitimacy of professional sports is not explicitly mentioned in any existing laws.

For this reason, different people with different interpretations of existing laws have commented on the sport. The same is the case with the financing of professional sports. Media rights are the most important source of income for professional clubs. The Broadcasting Organization does not consider itself obligated to pay this right in any way. There is no specific and codified law regarding other financial sources. Playing professional sports is to earn money. Therefore, in this type of sport, relationships are more commercial. Business rules and regulations do not apply in some cases in the field of professional sports. Due to this legal gap, special laws should be prepared regarding the legal relations between institutions and individuals in professional sports. One of the reasons for the weakness of professional sports is the lack of a support system for institutions, athletes, and coaches. For the development of professional sports, those involved in this type of sport must have sufficient legal and financial support.

Disclosure statement and funding

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

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- Aghili, A., Arofzad, S., & Nazari, R. (2023). Sustainable Development According to Sport Tourism Business in Iran. *Sports Business Journal*, 3(1), 101-117. <https://doi.org/10.22051/sbj.2023.42311.1065>
- Azadi, A., Rahimi, G., & Nazari, R. (2023). Presenting a Model for the Role of Sport on Iran's Sustainable Development: An Approach to the Role of Sport in GDP. *Sports Business Journal*, 3(1), 37-52. <https://doi.org/10.22051/sbj.2023.41626.1048>
- Brache, J., & Felzensztein, C. (2019). Exporting firm's engagement with trade associations: Insights from Chile. *International Business Review*, 28(1), 25-35. <https://doi.org/10.1016/j.ibusrev.2018.07.001>
- Charmaz, K. (2016). The Power of Constructivist Grounded Theory for Critical Inquiry. *Qualitative Inquiry*, 23(1), 34-45. <https://doi.org/10.1177/1077800416657105>
- Charmaz, K., & Belgrave, L. L. (2018). Thinking About Data With Grounded Theory. *Qualitative Inquiry*, 25(8), 743-753. <https://doi.org/10.1177/1077800418809455>
- Deniz, S., & Yenel, F. (2013). The Structural Analysis of Physical Education and Sports System in The Turkish Republic of Northern Cyprus. *Procedia - Social and Behavioral Sciences*, 89, 772-780. <https://doi.org/10.1016/j.sbspro.2013.08.931>
- Dunbar, N., & Middleton, T. (2022). UEFA'S financial fair play regulations: a good example of best practice governance by a sporting body? *The International Sports Law Journal*, 22(4), 272-287. <https://doi.org/10.1007/s40318-021-00207-w>
- Ehsani, M., Saffari, M., Amiri, M., & Kozechian, H. (2016). Designing the Model of Sport for all in Iran. *Sport Management Studies*, 6(27), 87-108. https://smrj.ssrc.ac.ir/article_330_.html?lang=en
- Erkoyuncu, J. A., Roy, R., Shehab, E., Durugbo, C., Khan, S., & Datta, P. (2019). An effective uncertainty based framework for sustainable industrial product-service system transformation. *Journal of Cleaner Production*, 208, 160-177. <https://doi.org/10.1016/j.jclepro.2018.09.182>
- Ernst, A., Biß, K. H., Shamon, H., Schumann, D., & Heinrichs, H. U. (2018). Benefits and challenges of participatory methods in qualitative energy scenario development. *Technological Forecasting and Social Change*, 127, 245-257. <https://doi.org/10.1016/j.techfore.2017.09.026>
- Farsijani, H., Gharache, M., Aminbeidokhti, A. A., & Nikseresht, F. (2012). Explanation of the SMEs Strategic Export Empowering Model. *Journal of Strategic Management Studies*, 3(11), 43-70. http://www.smsjournal.ir/article_88916.html?lang=en
- Ghaboulian Zare, S., Alipour, M., Hafezi, M., Stewart, R. A., & Rahman, A. (2022). Examining wind energy deployment pathways in complex macro-economic and political settings using a fuzzy cognitive map-based method. *Energy*, 238, 121673. <https://doi.org/10.1016/j.energy.2021.121673>
- Ghasemi, H., Tojari, f., Borojerdialavi, M., Emami, H., & Amiri, M. (2012). Content Analysis of Chiefs' Viewpoints on Sport Components (1969-2009). *Sport management journal*, 4(13), 137-152. <https://doi.org/10.22059/jsm.2012.28717>
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, 2(163-194), 105.
- Heath, H., & Cowley, S. (2004). Developing a grounded theory approach: a comparison of Glaser and Strauss. *International Journal of Nursing Studies*, 41(2), 141-150. [https://doi.org/10.1016/S0020-7489\(03\)00113-5](https://doi.org/10.1016/S0020-7489(03)00113-5)

- Hodgett, R. E., & Siraj, S. (2019). SURE: A method for decision-making under uncertainty. *Expert Systems with Applications*, 115, 684-694. <https://doi.org/10.1016/j.eswa.2018.08.048>
- López, C., & Ishizaka, A. (2018). A scenario-based modeling method for controlling ECM performance. *Expert Systems with Applications*, 97, 253-265. <https://doi.org/10.1016/j.eswa.2017.12.024>
- Mandalizadeh, Z., & Amiri, M. (2021). Designing a Conceptual Framework for Innovation Capability Development in Iranian Football Premier League. *Sports Business Journal*, 1(1), 101-117. <https://doi.org/10.22051/sbj.2021.36841.1006>
- Mohammadi, F., Kalateh Seifari, M., Razavi, M. h., & Farsijani, M. (2019). Designing Qualitative Model for Economic Development of Iran's Sports Industry with World-Class Manufacturing Approach. *Applied Research in Sport Management*, 8(1), 69-84. <https://doi.org/10.30473/arsm.2019.5846>
- Moradi, J., Nazari, R., & Moradi, M. (2019). Analysis of effective economic and financial barriers on development and sustainable performance of Iranian football industry based on Grounded Theory. *Sport Management and Development*, 8(3), 154-166. <https://doi.org/10.22124/jsmd.2019.3799>
- Naderian, M., Rahbari, S., & Ghorbani, M. (2015). A comparative study of how to finance the professional football clubs in Iran's and England premier league. *Applied Research in Sport Management*, 3(3), 31-42. https://arsmb.journals.pnu.ac.ir/article_1544_en.html
- Nazari, R., & Hajiheydari, V. (2021). Resistance Economy in Professional Sport-An Institutionalized Model. *Sports Business Journal*, 1(2), 59-73. <https://doi.org/10.22051/sbj.2022.38406.1018>
- Nazari, R., & Shahvali, J. (2022). Strategic Scenarios of Health-Based Sport in Iran. *Sport management journal*, 14(1), 172-151. <https://doi.org/10.22059/jsm.2020.300070.2444>
- Nazari, R., Tabatabaei, M., & Karimian, J. (2017). An Analysis of the Barriers to Implementing Isfahan Sports Strategic Plan Based on the Fortune Model. *Sport management journal*, 9(1), 99-112. <https://doi.org/10.22059/jsm.2017.62275>
- Nazari, R., & Tahami, M. (2014). The relationship between creativity and communication skills in sport manages. *Communication Management in Sport Media*, 2(1), 51-58. https://sportmedia.journals.pnu.ac.ir/article_1424_en.html
- Nazari, R., Yaghmaei, L., & sohrabi, z. (2016). Strategic Plan of Land Logistics of Isfahan Sports Sector. *Sport Management Journal*, 8(5), 665-680. <https://doi.org/10.22059/jsm.2016.60240>
- Oliver, J. J., & Parrett, E. (2018). Managing future uncertainty: Reevaluating the role of scenario planning. *Business Horizons*, 61(2), 339-352. <https://doi.org/10.1016/j.bushor.2017.11.013>
- Peric, M., Djurkin, J., & Vitezić, V. (2018). Active event sport tourism experience: The role of the natural environment, safety and security in event business models. *International Journal of Sustainable Development and Planning*, 13(5), 758-772. <https://doi.org/10.2495/SDP-V13-N5-758-772>
- Perić, M., & Slavić, N. (2019). Event sport tourism business models: the case of trail running. *Sport, Business and Management: An International Journal*, 9(2), 164-184. <https://doi.org/10.1108/SBM-05-2018-0039>
- Perić, M., Vitezić, V., & Badurina, J. Đ. (2019). Business models for active outdoor sport event tourism experiences. *Tourism Management Perspectives*, 32, 100561. <https://doi.org/10.1016/j.tmp.2019.100561>
- Pittz, T., Bendickson, J. S., Cowden, B. J., & Davis, P. E. (2021). Sport business models: a stakeholder optimization approach. *Journal of Small Business and Enterprise Development*, 28(1), 134-147. <https://doi.org/10.1108/JSBED-12-2019-0409>

- Rafeei Dehkordi, F., Nazari, R., & Niazy, P. (2022). Presenting the Pattern of Mentoring Behavior of Iranian Sports Managers: As a strategic behavior. *Strategic Sociological Studies in Sport*, 2(1), 1-16. <https://doi.org/10.30486/4s.2022.1954392.1034>
- Rasooli, M., Khabiri, M., Elahi, A., & Aghaee, N. (2016). Internal factors and obstacles of brand management in Iran's pro league football clubs. *Sport Management Studies*, 8(35), 51-66. <https://doi.org/10.22089/smrj.2016.718>
- Reier Forradellas, R., Nández Alonso, S., Jorge-Vázquez, J., Echarte Fernández, M., & Miró, N. (2021). Entrepreneurship, Sport, Sustainability and Integration: A Business Model in the Low-Season Tourism Sector. *Social Sciences*, 10(4), 117. <https://doi.org/10.3390/socsci10040117>
- Rezaei, S. (2018). Designing a Revenue Model for Iranian Football Clubs : With Grounded Theory Approach. *Applied Research in Sport Management*, 6(3), 101-116. https://arsmb.journals.pnu.ac.ir/article_4388.html?lang=en
- Russ, A. L., & Saleem, J. J. (2018). Ten factors to consider when developing usability scenarios and tasks for health information technology. *Journal of Biomedical Informatics*, 78, 123-133. <https://doi.org/10.1016/j.jbi.2018.01.001>
- Sadeghi, H. R., Nazari, R., & Rahimi seroshbaderani, G. (2022). The Role of tendency toward spirituality and moral ideology among Athletes. *Strategic Sociological Studies in Sport*, 2(1), 32-42. <https://doi.org/10.30486/4s.2022.1950422.1012>
- Saliya, C. A. (2023). Grounded Theory. In *Doing Social Research and Publishing Results: A Guide to Non-native English Speakers* (pp. 291-298). Springer.
- Shahgholi, E., Salimi, M., Nazari, R., & Mohammadi, J. (2022). Introducing a Talent Sports Business Management Model in the Corona Pandemic. *Sports Business Journal*, 2(2), 83-104. <https://doi.org/10.22051/sbj.2022.41434.1042>
- Shahvali Kohshouri, J., Askari, A., Nazari, R., & Naghsh, A. (2021). The Formulation Iranian Educational Sports Strategies: Scenario-based. *Research on Educational Sport*, 8(21), 223-250. <https://doi.org/10.22089/res.2020.8611.1834>
- Wade, J. B., Harrison, J. R., Dobbs, M. E., & Zhao, X. (2019). Who Will Stay and Who Will Go? Related agglomeration and the mortality of professional sports leagues in the United States and Canada, 1871–1997. *Organization Studies*, 40(11), 1657-1684. <https://doi.org/10.1177/0170840618789204>
- Wallach, D., Makowski, D., Jones, J., & Brun, F. (2019). Uncertainty and Sensitivity Analysis. In *Working with Dynamic Crop Models* (pp. 209-250). <https://doi.org/10.1016/B978-0-12-811756-9.00006-X>
- Wang, N. (2022). Application of DASH client optimization and artificial intelligence in the management and operation of big data tourism hotels. *Alexandria Engineering Journal*, 61(1), 81-90. <https://doi.org/10.1016/j.aej.2021.04.080>
- Ware, C. (2003). *Thinking with Visualization*. Information Visualization, IEEE Symposium, <https://www.computer.org/csdl/proceedings-article/ieee-infovis/2003/20550001/12OmN C cKQuf>
- Wiśniewski, A., & Siemiński, M. (2022). Business Models Trends in Sport. In *Digital Business Models in Sport* (pp. 5-27). Routledge. <https://doi.org/10.4324/9781003270126-2>
- Yabalooie, B., Nazari, R., & Zargar, T. (2022). Propellants of Promoting Productivity Professional Football Clubs in Iran. *Sports Business Journal*, 2(2), 105-123. <https://doi.org/10.22051/sbj.2022.41645.1052>



نشریه کسبوکار در ورزش

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

بهار ۱۴۰۲، دوره ۳، شماره ۲، ص ۷۱-۹۲

شناسه: [10.22051/SBJ.2023.42901.1072](https://doi.org/10.22051/SBJ.2023.42901.1072)



SBJ

مدل توسعه کسبوکار ورزش حرفه‌ای ایران

زهرا سهرابی^۱، مهرداد محرمزاده^{۲*}، عباس نقی‌زاده باقی^۳، نسرین عزیزیان کهن^۳

^۱ دانشجوی دکتری، گروه مدیریت ورزشی، دانشکده روانشناسی و علوم تربیتی، دانشگاه محقق اردبیلی، اردبیل، ایران.
^۲ استاد مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده روانشناسی و علوم تربیتی، دانشگاه محقق اردبیلی، اردبیل، ایران.
^۳ دانشیار گروه مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده روانشناسی و علوم تربیتی، دانشگاه محقق اردبیلی، اردبیل، ایران.

کلیدواژه

باشگاه‌های ورزشی
توسعه مالی
عملکرد پایدار
مکس کیودا

نوع مقاله

پژوهشی اصیل

چکیده

هدف: هدف از این پژوهش ارائه مدلی از توسعه راهبردی ورزش حرفه‌ای ایران بر اساس رویکردی جهانی است.

روش: با توجه به ماهیت اکتشافی تحقیق، برای ارائه مدل مرتبط با موضوع تحقیق از روش تحقیق کیفی استفاده شد. برای این منظور مصاحبه‌های نیمه ساختاریافته با ۲۰ نفر از کارشناسان انجام شد. با توجه به استفاده از روش داده بنیاد، نمونه پژوهش به صورت ترکیبی از روش نمونه‌گیری نظری و نمونه‌گیری گلوله برفی انتخاب شد.

یافته‌ها: نتایج نشان داد ورزش حرفه‌ای ایران به دلیل ضعف شدید سودآوری و تجاری‌سازی، عملکرد پایداری در دو بخش درآمدی و ورزشی ندارد. با توجه به نتایج کدگذاری تحقیق، موانع و عوامل موثر بر توسعه استراتژیک بر اساس رویکرد جهانی در بازیگران کلیدی، ذینفعان کلیدی، ساختار ورزشی، عدم قطعیت بحرانی، سالمندان، شگفتی‌ها، زیرساخت‌های سخت‌افزاری، توسعه منابع انسانی، توسعه با رویکرد و توسعه جهانی پیامدهای آن در کنار آینده مطلوب ورزش حرفه‌ای ایران شناسایی شدند. برای توسعه استراتژیک ورزش حرفه‌ای باید با تدابیر مناسب، رعایت الزامات و در نظر گرفتن ملاحظات مدل ارائه شده، زمینه سودآوری باشگاه‌ها را در آینده فراهم نمود. امید است استقلال مالی و مدیریتی باشگاه‌ها موجب ورود آن‌ها به بازار سرمایه گردد.

اصالت ابتکار مقاله: بر مبنای روش داده‌بنیاد، مصاحبه با خبرگان و با استفاده از نرم‌افزار مکس کیودا روابط میان عوامل مرتبط با توسعه کسب و کار در ورزش حرفه‌ای استخراج و رسم شد.

تاریخ دریافت: ۱۴۰۱/۱۱/۲۷

تاریخ پذیرش: ۱۴۰۲/۰۲/۳۰



The Sport-for-All Development Strategies Based on Social Marketing Approach

Ali Saberi¹, Mohammad Reza Fathi^{2*}, Seyed Mohammad Sobhani³, Sanaz Kargaran⁴, Ebrahim Rajabpour⁵

¹Assistant Professor, Department of Management and Accounting, College of Farabi, University of Tehran, Iran.

²Associate Professor, Department of Management and Accounting, College of Farabi, University of Tehran, Iran.

³MSc, Department of Management and Accounting, College of Farabi, University of Tehran, Iran.

⁴PhD Student of Marketing Management, Social Science and Economics Department, Alzahra University, Tehran, Iran.

⁵Assistant Professor, Department of Business Administration, Faculty of Business and Economics, Persian Gulf University, Bushehr, Iran.

ABSTRACT

Purpose: This study aimed to identify strategies for developing Sports for All and physical activity based on social marketing.

Methodology: The research method is mixed, so a qualitative approach and thematic analysis were used to collect the data. Then, an exploratory approach is considered for introducing sports solutions for all development. The 13 participants, including executive and academic experts, were selected by snowball sampling. In the next stage, a preliminary study was done using a random sampling method with 226 participants from sports coaches. Data analysis was carried out in the qualitative section using the theme analysis method and in the quantitative section using the DEMATEL and MIC-MAC techniques.

Findings: Based on the results of the DEMATEL technique, two solutions for "Employing Appropriate Reward and Punishment Systems of the Employees" and "Dividing the Society into Heterogeneous Groups" have ranked first and second among the practical solutions. Also, the finding was compared with the MIC-MAC result.

Originality: This study presents the Sport-For-All physical activity development strategies through social marketing approaches. Also, based on the customers' needs and participants in Sport-For-All activities, the suggested solutions have been prioritized by using decision-making techniques.

Keywords

DEMATEL/MIC-MAC
Physical Activities
Social
Sports Development

Article type

Original Article

Received: 2023/03/24

Accepted: 2023/05/20

How to cite this article:

Saberi, A., Fathi, M. R., Sobhani, S. M., Kargaran, S., & Rajabpour, E. (2023). The Sport-for-All Development Strategies Based on Social Marketing Approach. *Sports Business Journal*, 3(2), 93-114. <https://doi.org/10.22051/sbj.2023.43271.1087>



1. Introduction

Physical activity is a topic used for social, cognitive, and motor skills in an individual's lifetime to contribute to a healthy life. Therefore, politicians and legislators must pave the necessary grounds for facilitating people's involvement in physical activities. WHO has also provided three indicators to assess different nations' health and social health: illness, mortality, and prosperity. Accordingly, nations worldwide try to achieve the desired norms using proper practices. The Council of Europe defines Sport-for-All as something radically different from the basic concept of sport, which includes not only the sport but also all forms of physical activities, including unorganized, spontaneous games and the minimum physical exercise that runs regularly (Aman et al., 2009).

Statistics indicate that about 2 million of the world's population die annually due to their lack of physical activity. More than 60% of the world's population, primarily women and girls, lack proper physical mobility to promote health. 70% of diseases result from physical inactivity (World Health Organization, 2015). Therefore, the best approach that can be done with 70% of the illnesses; is to promote physical activity for individuals. Moreover, insufficient physical activity is the main culprit of diseases such as cardiovascular disease, cancer, diabetes, and physical activity-related problems, which leads to an annual death toll of about 3.2 in the world (World Health Organization, 2015). On average, one out of four adults in the world have inadequate physical activity (World Health Organization, 2015), and there is also a unanimous perspective on the reduction of biological activities of all ages, especially among elderlies (Sun et al., 2013).

Similarly, the World Health Organization has measured the level of physical activity in Iran as highly insufficient since 2010 (World Health Organization, 2015). According to the scenarios presented in age brackets, the elderly has a larger population. People over sixty are also expected to reach 2 billion by 2050 (World Health Organization, 2015). While the Age Pyramid of Iran is also on the rise, according to studies, by 2050, the population aged over 60 will have reached more than 26% of Iran's population. Hence, in the past few years, governments have used sports as a social engineering tool to reduce juvenile delinquency, reduce obese young people, and persuade them to join larger social groups (Houlihan, 2005) to improve individual health and quality of life (Chen, 2011).

According to the research, pursuing the Sport-for-All development, the marketing paradigm, and its significant contribution as a solution toward the Sport-for-All promotion are neglected. Therefore, CSO organizations should develop a public marketing approach to promote the sport to extend participation in physical activity and exercise. Stead et al. (2007) introduced social marketing as one of the behavioral change approaches that can be implemented to boost physical activity among the target audience and groups (Stead et al., 2007). Social marketing employs marketing techniques, and its implications for achieving voluntary behavioral change for an ideal society (Kotler & Zaltman, 1971) and social marketing is used for the improvement of a wide range of fields such as general health, positive behavioral change, physical activity enhancement, reduction of the alcohol, tobacco, and drug trafficking consumption (Kubacki et al., 2017). Regarding physical activity, different age groups offer unique challenges to social marketing design.

According to various suggestions (World Health Organization, 2015) for children, adolescents and people aged over 60, there is a substantial increase in social marketing interventions in the children age groups (Huhman et al., 2008; Swinburn et al., 2011) and older people (Russell & Oakland, 2007). Although Kotler and Zaltman (1971) proposed articles on social marketing in the 1960s, they first defined social marketing in their 1971 article as follows: social marketing is formulated as the design, implementation, and control of considered programs to influence the acceptance of social ideas and includes the planning considerations of product, pricing, distribution, and marketing research (Kotler & Zaltman, 1971).

Social marketing, instead of a single template of references, combines all the information, data, and knowledge into an essential and systematic solution to contribute to the development and execution of programs. To realize this, social marketing attempts to respond to the expressed criticisms in terms of unitary behavioral change solutions (French & Russell-Bennett, 2015), in which Collins (2011) emphasizes the importance of the marketing application in the sport and participation in Sport-for-All programs such as walking, swimming, and training classes, has concluded that the use of social marketing has been effective in increasing the participation in such programs (Collins, 2011).

Regarding Iranian current sport/physical activity status and its significance as an indicator of the country's health, it is necessary to present this research in the current situation to provide solutions to promote the development of Sport-for-All. However, the merit of participation in physical activities and the Sport-for-All action are evident to the majority. Nevertheless, according to previously conducted research in the social marketing field, this paper attempts to present social marketing strategies for developing Sport-for-All among different groups of society. Considering the performed study in social marketing, all were empirical primarily and interventional research and have suggested very few solutions to develop Sport-for-All activities.

Concurrently, this study presents a comprehensive approach toward the social marketing approaches in pursuit of the Sport-for-All physical activity development. Also, based on the social atmosphere, customers' needs and participants in Sport-for-All activities, the presented solutions have been prioritized using decision-making techniques. This process can significantly contribute to managers and sports planners promoting their Sports-for-All developments with specified given preferences in this study to achieve their goals more exponentially and less expensively.

2. Literature Review

Social marketing uses trade marketing tools and techniques to plan, implement and evaluate procedures to influence the target audience aiming for social welfare (Andreasen, 1995; Collins, 2011). In fact, contrary to trade marketing, social marketing does not seek financial benefit, and it is designed to provide positive social advantages and the prevention of social challenges that are extracted from people's manners (Andreasen, 1995; Donovan & Henley, 2010; French & Russell-Bennett, 2015; Kotler & Zaltman, 1971). Additionally, in this scope, concentration on Psychological and behavioral factors leads to the arrangement of specific layouts and models of social marketing like

Community-Based Social Marketing (CBSM) (McKenzie-Mohr, 2011; Russell & Oakland, 2007), the social marketing integration model and the intervention of applied behavior change (Day & Smith, 1996; Geller, 1989). Social marketing has targeted various scopes in social challenges and issues, pursuing their improvement by behavioral change or adjustment. Some studies and research are given below to get acquainted with recent studies about the social marketing influence on different scopes.

Table 1. Recent studies about the social marketing influence on different scopes.

Studies	References
These researchers have analyzed social marketing in the field of healthy individual diets. Results indicated that using social marketing tools in various social classes can improve nutritional diets like more vegetables and fruits in distinct age groups.	Brennan et al. (2020); Kitunen et al. (2019); Wieland et al. (2020)
Carried-out research has proven that social marketing can be used in various fields of health. The results have shown that multiple factors such as commitment, occupational engagement, Value sharing, motivating, family leadership and different experimental interventions can positively impact various audience groups pursuing the betterment of health.	Bagramian et al. (2019); Bellows et al. (2013); Mehmet et al. (2020); Sauvage-Mar et al. (2019); Sugerman et al. (2011)
The researcher was pursuing a change in alcohol and drug consumption. This research, by segmenting the target audience into three: "1. Those who refuse to use drugs 2. Armatures and average consumers", has evaluated whether it is possible to direct drug use to a better path through social marketing. Results have shown that using one of the social marketing techniques has positively influenced consumers.	Dietrich et al. (2015)
Some of the previous studies have pursued social challenges and issues using the media and sponsorship as a social marketing solution. These studies consider the media's static and dynamic influence on sports development in different social classes. Also, social marketing through digital media can be utilized to develop involvement in sports activities.	Deshpande et al. (2015); Mehmet et al. (2020); Saberri, Fathi, Ghorbani, Ragheb, et al. (2020)
In the studies carried out by these researchers, sponsorship is a tool of social marketing to achieve health, sporting, and physical activity goals.	Kubacki et al. (2017); Lim (2019)

In recent years, Sports-for-All has been one of the most significant scopes followed by social marketing to pursue the challenges and their solutions indicated in various age groups in this research. In youth and adolescence (Kitunen et al., 2019; Sauvage-Mar et al., 2019; Wieland et al., 2020), for adults (Brennan et al., 2020; Mehmet et al., 2020) and old adults (Fujihira et al., 2015; Saberri, Fathi, Ghorbani, Bagheri Ragheb, et al., 2020) were studied and considered. Also, in this scope, the impact of applying religious centres such as churches and mosques as a solution toward developing Sport-for-All activities were noticed (DiGuseppi et al., 2014; van Esch et al., 2015). Some studies have also considered various campaigns as social marketing tools to pursue the development of sports involvement in different groups (Kamada et al., 2013; Sugerman et al., 2011). By reviewing the previously carried-out studies, and despite the growing importance of Sports-for-All, no comprehensive approach based on effective social marketing strategies is presented. In a few studies, social marketing was considered. Because the Sports-for-All and its importance have been neglected, we aimed to study social marketing and Sport-for-All.

3. Methodology

The method used in this research was an exploratory mixed method. In this research, to identify the indices and solutions to promote the development of Sport-for-All and physical activity, initially, a systematic review of previously-performed studies in the field of social marketing and a lot of physical activity and sport was carried out; subsequently, 13 experts in relevant fields were interviewed to identify the solutions and indices. Then, thematic analysis was utilized to analyze the collected data. The thematic analysis is used when an analyst considers semantic patterns and topics that possess the potential attraction. This analysis involves a continuous checking process amongst the data set and the coding set, and finally, the data analysis is generated. The analysis recording procedure starts from the initial stage.

The six stages of this analysis include Data Acquaintance, initial and initial code production, themes Search, formation of initial themes, main Themes defining and naming, and providing the report (Sabeti, Fathi, Ghorbani, Bagheri Ragheb, et al., 2020). Statistical Society included 600 experts in the Sports Federation, Sport-for-All Development Deputy of the Ministry of Sports, Sport-for-All Board of Tehran and Tehran's and Municipal's sports specialists. In this study, 226 questionnaires were distributed, divided into 80 questions in the pursuit of the quantitative analysis process. The research questionnaire was designed with four main themes social marketing, segmentation strategies, targeting and positioning, validation, and facilitation of organizational interactions. Based on 15 experts' perspectives, it was confirmed for its formal and content validity. The MIC-MAC method was applied to structure 21 Sport-for-All development solutions and determined the most effective and impressive solutions (Fathi et al., 2019; Jandaghi et al., 2019); the DEMATEL method was used. Fathi et al. (2022) investigated the relationship between entrepreneurial differentiation and fear of failure in promoting SMEs' manufacturing strategies of Sporting Goods Manufacturers. The results showed that internal and external factors affecting entrepreneurs' fear of failure could promote the manufacturing strategy by 59.2% ($R^2 = 0.592$). On the other hand, entrepreneurial differentiation could also affect the promotion of the manufacturing industry by 52% ($R^2 = 0.520$). Norouzi et al. (2021) investigated the effect of social media marketing programs on brand attitudes and consumers' purchase intention of sporting goods in the online retail industry. Results showed that all six research hypotheses are acceptable at a 95% confidence level. The study results showed that the social media marketing program has a significant impact on the retail industry of sports products by influencing consumers' attitudes toward the brand and their shopping tendencies. Moradi Doliskani and Atghia (2021) investigated the role of social marketing in the development of sports tourism in Tehran Province. Data were analyzed by SPSS21 and LISREL 8 software. The results showed seven components of social marketing. They include technology, government laws and policies, environment, economic status, safety and security in sports venues, use of ads and communication channels, all but the last item have a positive and significant effect on the development of sports tourism.

4. Results

Based on the coding results, the solutions of Sport-for-All development were identified in four main themes: marketing, validation, and facilitation of organizational interactions to enhance the customer's desire and awareness. The main themes include “The use of marketing mix elements to increase awareness and the desire of customers”, “Applying STP solution to enhance the ability of customers to participate in Sport-for-All”, “Use of verifiers to increase customer desire to participate in Sport-for-All activities” and “Routing and facilitating the organizational interactions to increase customer awareness and interactions”. Identified categories and Concepts related to solutions and actions are exhibited in [Appendix A](#).

After identifying the solutions for Sport-for-All development to rank them, keys were imported into the impact analysis matrix, and the Cross-Interaction impact questionnaires were submitted to the experts. Then, the average of the collected responses for the importing process into the MIC-MAC software is as follows:

	1 : C	2 : C	3 : C	4 : C	5 : C	6 : C	7 : C	8 : C	9 : C	10 :	11 :	12 :	13 :	14 :	15 :	16 :	17 :	18 :	19 :	20 :	21 :	
1 : C1	0	2	0	1	0	1	0	0	1	0	1	0	2	0	0	0	2	0	0	1	0	0
2 : C2	2	0	1	0	1	2	1	0	2	0	0	0	2	0	0	0	0	1	0	0	1	0
3 : C3	0	0	0	0	3	1	0	1	0	2	0	0	1	3	0	0	2	1	0	0	0	0
4 : C4	1	0	3	0	1	0	1	0	2	0	0	1	1	0	1	0	0	1	2	0	1	0
5 : C5	1	0	1	3	0	0	3	1	0	1	0	0	3	0	1	2	0	0	1	0	1	0
6 : C6	0	0	1	0	0	0	1	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0
7 : C7	1	0	1	3	0	1	0	0	2	0	0	0	0	1	0	1	0	0	1	0	1	0
8 : C8	0	3	0	3	0	2	0	0	0	1	0	1	2	1	0	1	1	0	0	0	0	1
9 : C9	1	0	0	2	0	1	0	1	0	0	0	0	0	0	0	2	0	0	1	2	0	0
10 : C10	0	2	0	0	2	0	0	0	2	0	1	2	1	0	2	0	0	0	0	0	0	3
11 : C11	0	0	0	3	0	0	0	1	2	0	0	0	0	1	0	0	1	0	1	0	0	0
12 : C12	1	1	0	0	0	1	0	1	0	0	1	0	0	1	0	1	0	0	1	0	0	0
13 : C13	3	0	1	0	2	2	0	0	2	1	0	0	0	1	0	1	0	0	0	1	0	0
14 : C14	0	2	0	0	0	1	1	0	0	0	0	1	0	0	0	1	2	0	0	0	0	0
15 : C15	2	0	1	0	0	1	2	0	0	2	0	1	0	1	0	2	3	0	1	0	1	0
16 : C16	1	0	3	0	2	0	1	0	1	2	0	1	0	3	0	0	1	0	1	0	1	0
17 : C17	1	0	0	1	0	2	0	0	2	2	0	2	0	2	1	0	0	0	0	0	0	0
18 : C18	0	3	0	0	1	1	0	0	0	1	0	0	1	0	0	1	2	0	0	1	0	0
19 : C19	0	1	3	2	0	0	2	0	1	0	0	2	0	0	1	0	0	1	0	0	0	0
20 : C20	0	0	2	0	1	0	0	2	0	1	0	1	0	1	0	1	0	0	1	0	2	0
21 : C21	0	2	0	0	2	0	2	0	1	0	0	0	1	1	0	1	0	0	0	1	0	0

Figure 1. Cross-interaction matrix of Sport-for-All development solutions.

After the questionnaire data were imported into the software, the effects of the solutions of Sport-for-All development were calculated directly and indirectly. The matrix of direct and indirect impacts of Sport-for-All development solutions and the score of each factor in the column and matrix row is given below. It should be noted that calculations and numbers are calculated by software based on mathematical equations, are more related to the relative factors, and do not show the actual value of the numbers.

Table 2. Direct impact matrix of Sport-for-All exercise solutions.

Row	Index	Sum of rows	Sum of columns
1	C1	11	14
2	C2	13	16
3	C3	14	17
4	C4	15	18

Row	Index	Sum of rows	Sum of columns
5	C5	18	15
6	C6	5	16
7	C7	12	14
8	C8	16	7
9	C9	10	19
10	C10	15	13
11	C11	9	3
12	C12	8	12
13	C13	14	15
14	C14	8	15
15	C15	17	7
16	C16	16	14
17	C17	13	14
18	C18	11	5
19	C19	13	11
20	C20	12	6
21	C21	11	10
	Total	261	261

Table 3. Indirect impact matrix of Sport-for-All development solutions.

Row	Index	Sum of rows	Sum of columns
1	C1	1553	2404
2	C2	1956	2036
3	C3	2249	2754
4	C4	2413	2623
5	C5	3117	2457
6	C6	822	2518
7	C7	1884	2234
8	C8	2320	1019
9	C9	1650	2993
10	C10	2370	1905
11	C11	1416	492
12	C12	1105	1695
13	C13	2112	2427
14	C14	1066	2219
15	C15	2477	1179
16	C16	2499	2174
17	C17	1663	1935
18	C18	1737	915
19	C19	2028	1793
20	C20	2024	1069
21	C21	1842	1362
	Total	261	261

The MIC-MAC software presents a new hierarchy of solutions with every repetition of the relationship between the keys. Comparing the number of repetitions of permutations of a solution, I and the repetition of I-I represent stability in per cent formation. e.g., 100% means that the number of necessary permutations to categorize the repetition of solution I in the repetition of I-I is essential, which means that its application is stable, and the results can be around 100%.

Table 4. Degree of adaptation of the direct effects of sport for all development solutions.

Repetition	Effectiveness	Susceptibility
1	88%	93%
2	99%	98%

The software categorizes and evaluates the factors in two, directly and indirectly, effective and impressive modes, and the result is shown below.

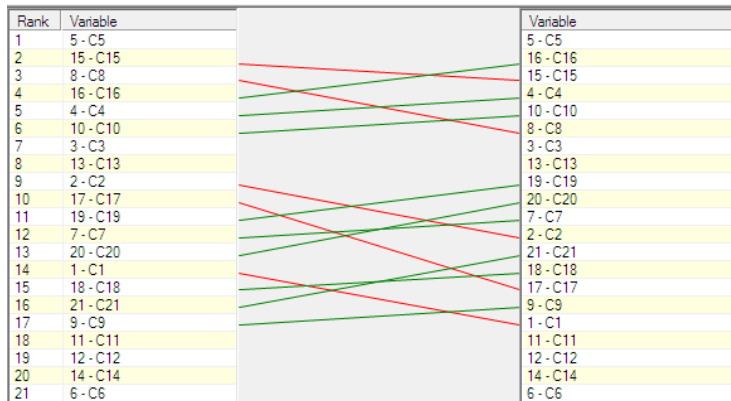


Figure 2. Classification of solutions based on direct and indirect impact.

As shown in Figure 2, according to the ranking of the direct and indirect "effect level" of the solutions, e.g., the solution "Offering Physical activity and Services for All Segments" are ranked in direct /indirect effects, both in a similar rank each other. In Table 5, Sport-for-All development solutions are rated directly and indirectly based on their effectiveness and impressibility.

Table 5. Points of direct/indirect effectiveness and impressibility of solutions.

Rows	Strategies	Direct influence	Strategies	Direct impressive	Strategies	Indirect influence	Strategies	Indirect impressive
1	C5	689	C9	727	C5	775	C9	744
2	C15	651	C4	689	C16	621	C3	685
3	C8	613	C3	651	C15	616	C4	652
4	C16	613	C2	613	C4	600	C6	626
5	C4	574	C6	613	C10	589	C5	611
6	C10	574	C5	574	C8	577	C13	603
7	C3	536	C13	574	C3	559	C1	597
8	C13	536	C14	574	C13	525	C7	555
9	C2	498	C1	536	C19	504	C14	551
10	C17	498	C7	536	C20	503	C16	540
11	C19	498	C16	536	C7	468	C2	506
12	C7	459	C17	536	C2	461	C17	481
13	C20	459	C10	498	C21	458	C10	473
14	C1	421	C12	459	C18	432	C19	445
15	C18	421	C19	421	C17	413	C12	421
16	C21	421	C21	383	C9	410	C21	338

Rows	Strategies	Direct influence	Strategies	Direct impressive	Strategies	Indirect influence	Strategies	Indirect impressive
17	C9	383	C8	268	C1	386	C15	293
18	C11	344	C15	268	C11	352	C20	265
19	C12	306	C20	229	C12	274	C8	253
20	C14	306	C18	191	C14	265	C18	227
21	C6	191	C11	114	C6	204	C11	122

The location of the solutions in the MIC-MAC output software is based on their effectiveness and impressibility presented below.

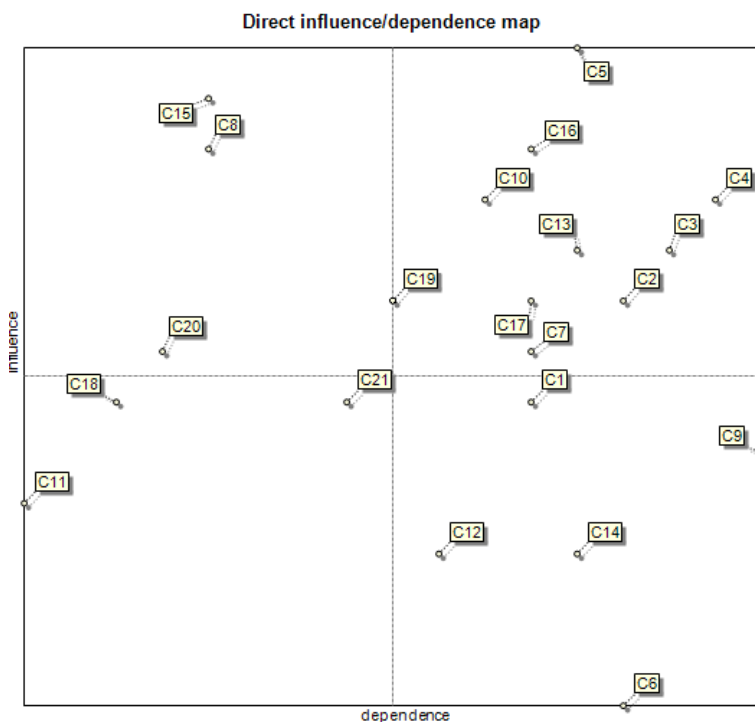


Figure 3. The status of Sport-for-All development solutions in the mic-mac software.

Based on the definition and interpretation of the variables in the MIC-MAC diagram, the situation/status of every solution of Sport-for-All development was examined using the method of placement of the strategies presented by the model. The results are shown in Table 6. According to the variables' definition/interpretation in the MIC-MAC diagram, the situation/status of every solution of Sport-for-All development was examined using the method of placement of the solutions proposed by the model and the results in Table 6.

Table 6. The status of each solution based on the analysis of the MIC-MAC software.

Rows	Type of variable	Variable
1	Effective	Applying suitable reward and punishment systems, the employee
		Division of society into congruent groups
2	Two-sided	Presenting Physical activity /services for all segments
		Identifying the proper departments for each organization
		Use of dynamic pricing according to the various features of society members
		Use of society-approved groups to verify Physical activity and services
3	Risk	Approving and regulating programs among organizations
		Use of external awards and incentives
4	Target	Matching the services provided to the allocated sections
		Employing tools for the development and promotion of human resources
		Establishing safety and security in places
		Providing suitable places for different classes
		Providing services/ Physical activity compatible with the local conditions of the society
5	Susceptible	Creation of Flexible Locations for Public Use
		Use of advertising and appropriate communication channels
		Design and change in the shape, color and architecture of all places and sports complexes
		Providing discounts on presented services and costs reduction
6	Secondary lever	Employing Planning Specialists
		Use famous and known figures for Physical activity introduction
		Employing motivational and engaging tools

After determining the status of every solution through Sport-for-All development, their relationships were examined in the MIC-MAC software; consequently, relationships of the direct/indirect effects of the solutions are shown in the following form. The manner of relationships between Sports-for-All is indicated in five levels:

- Very weak to very strong effects
- Weak to very strong effects
- Relatively strong to very strong effects
- Strong to very strong effects
- Strong effects

The five levels of effects in the diagram are referred to as MIC-MAC software which its authors considered appropriate for the analysis, and any changes by the user are not allowed. The corresponding diagram can also represent obtained matrix. The relevant graph is shown for each propeller's effect on each other by the arrows, and the effectiveness rate is indicated in numbers at the top of the arrows. Finally, based on the solutions' topology, this software can extract and rank the Solutions of Sport-for-All Development (Godet, 2006). The graph of the direct effects of solutions from "the very weak to the very strong" relationships amongst solutions in the MIC-MAC software output is presented below.

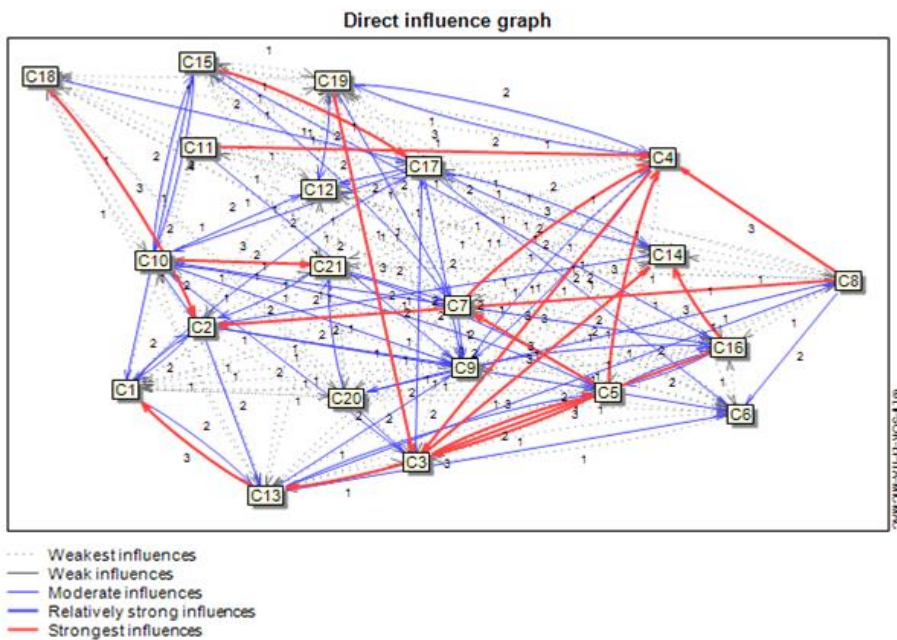


Figure 4. Direct effects diagram (very weak to powerful effects).

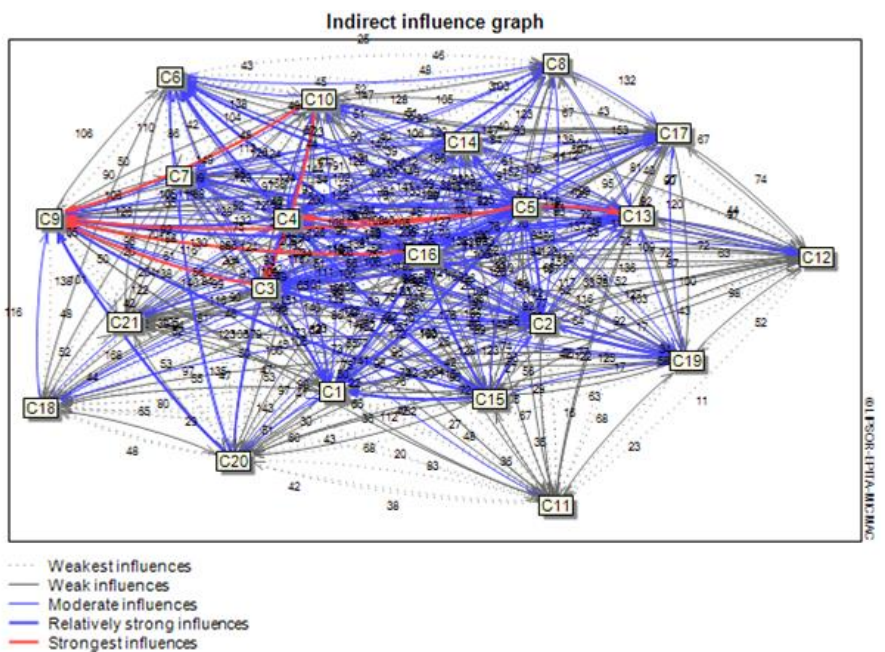


Figure 5. Indirect effects diagram (very weak to very strong effects).

Based on the DEMATEL technique output, as shown in Table 7, the solutions' ranking is done, as shown below.

Table 7. Effectiveness and impressive rate of Sport-for-All Development Solutions.

Strategies	Effectiveness rate	Impressive rate	Ranking based on the effectiveness rate	Ranking based on the impressive rate
C1	0.7286	0.618	6	14
C2	0.8115	0.6166	4	15
C3	0.6456	0.7248	10	11
C4	0.6312	0.5205	11	18
C5	0.5727	0.325	14	20
C6	0.3552	0.6099	18	16
C7	0.6727	0.7777	8	8
C8	1.5796	0.3289	1	21
C9	0.3022	0.8021	19	7
C10	0.6661	0.7369	9	9
C11	0.5298	0.7301	15	10
C12	0.6933	1.1473	7	1
C13	0.5792	0.596	13	17
C14	0.41	0.6339	17	12
C15	1.0993	0.9547	2	5
C16	0.5202	1.0243	16	3
C17	0.8105	1.0243	5	3
C18	0.6066	0.814	12	6
C19	1.0542	0.6268	3	13
C20	0.204	0.4509	20	19
C21	0.1698	1.1099	21	2

Based on the results of the DEMATEL technique, two solutions for "Employing Appropriate Reward and Punishment Systems of the Employees" and "Dividing the Society into Heterogeneous Groups" ranked first and second amid the practical solutions in which the result was the same in comparison with the MIC-MAC result.

5. Managerial Implication

In this study, the concept of social marketing as a solution in pursuit of Sport-for-All promotion was posed for the first time. The derived conceptual model is comprehensive for implementing social marketing to promote Sport-for-All; no models embracing this approach have been studied. Putting social marketing into practice requires understanding a conceptual model assuming all the influential factors in social marketing. Therefore, the results of this study can increase the awareness of managers and researchers in terms of causative conditions, interveners, strategies, solutions, and implementation results. Social

marketing programs should be planned, considering the needs and different aspects. The distinctive character of the utilized methodology in this research has led to the researcher's devised concept to look upon the social marketing for the Sport-for-All using a procedural essence, which makes it unique to other studies. Social marketing is a part of marketing used to solve social challenges and problems; therefore, this approach can be a solution and a method for Sport-for-All promotion.

6. Discussion and Conclusion

According to this research model, it is possible to draw a path for developing Sport-for-All using a marketing paradigm. In developing Sport-for-All through social marketing, the social marketing-related requirements in line with the development of Sport-for-All should be taken heed of. The reason for implementing such a paradigm (Social Marketing Paradigm) is due to the physical inactivity and related diseases, and concurrently, lack of positive social perspective toward physical activities. On the other hand, health level is considered a development indicator of high significance to get sustainable development; therefore, it is crucial to be heeded substantially.

According to previous studies and statistics available for researchers, Iranian people have optimistically risen to 21% at a highly low level compared to the developed nations, which has led to the society's extreme physical inactivity resulting in related diseases and relevant side effects and social anomalies.

We need a marketing approach to use its power of persuasion for a higher participation rate. To increase the participation level of Sport-for-All, a focus on marketing is required for specific physical activities appealing to more attendance in physical activity that cost a low price and all-time accessible pursuing the goal of social joy, vitality, and health.

Pondering the given goals, social marketing solutions should be implemented; thereupon, the experience of experts with records of success in Sport-for-All activities was employed to propose valuable solutions. In this field, the identified solutions included six elements that could contribute to developing the Sport-for-All in the social marketing scope, including the 6P. In addition to these factors, marketing should focus on the main marketing strategies consisting of segmentation, targeting, and positioning; and due to the wide variety of the population's income, geographical location, and psychological/cultural factors, STP solution should be implemented by organizations in a way to encourage people to Sport-for-All. On the other hand, the country's institutions/organizations concerning Sport-for-All should conduct clear and transparent organizational arrangements and interaction, including appropriate monitoring in pursuance of specific plans' implementation.

Another step that should be taken as an essential solution is the crucial influence of public figures and reference groups on people to institutionalize the merits of Sport-for-All and sports from childhood. Given the identified and proposed solutions and their suitable indicators and dimensions, in pursuit of the implementation of the solutions, social interests should be paid attention to instead of financial interests through the marketing approach. The solution is called: " The Creation of Flexible and Suitable Places"; the suitably chosen places for exercising and physical activity should be

accessible, and any places meeting the mentioned requirements should be utilized and equipped following the region's culture and beliefs.

Another required feature for the places is to do the activities in a safe and secure atmosphere, enhancing family cohesion. The results of studies by (Bagramian et al., 2019; Belfiore & Liccardo, 2019; Kubacki et al., 2017) confirmed some of the results of this study in some of the indicators related to the location. Nevertheless, no study focused on places as an index following family coherence. In marketing, it is necessary to seek and classify people into different target groups and segments and then select the target market to consolidate the position by providing good service for customers in each segment. Therefore, the various organizations involved in Sport-for-All activities are recommended to choose their target class and encourage them to participate in Sport-for-All activities using marketing plans. e.g., the Ministry of Education should focus on schooling-aged children, the Ministry of Science on participants in academic atmospheres, and military forces on its force and soldiers. However, to some extent, positive outcomes in adulthood and older adults should be considered.

The results of (Dietrich et al., 2015; Kamada et al., 2013) also suggested the effect of this solution on developing physical activity and people's behavioral change in line with desirable standards. Nevertheless, in this research, some specific indicators have been recognized that have not been considered in similar studies, including the attention to various lifestyles, target society's particular demands, sense of adaptation by correct categorization, consideration of physical and anthropometric features, customized training for multiple people, customized equipment in line with people's age and gender. One of the concepts discussed in the analysis of the solution was individuals as the workforce. Sport-for-All development needs people who are involved in it. Therefore, elites in planning and sporting policies should be attracted, as well as volunteers and specialized executive committees. Moreover, along with these factors, suitable training programs should be provided to meet organizational needs, and a systematic evaluation procedure should be made.

The secret of recruiting volunteers is to find ways to see whether the proposed job serves the needs and wants of the target audience. It would help if it did not discuss the reasons for organizations' need to employ volunteers, and the good benefits of the organizations for those who join should not be mentioned. Instead, volunteers should be informed about the possible benefits of joining the organization.

Suppose the volunteers are treated the same as employees. In that case, they will likely continue to behave in a new way, which can be feasible through thorough training, setting specific standards for their performance, and correct burdening in pursuit of goal achievement. In the field of promotion, attention should also be directed at discussing the use of appropriate events to change the individual's approach to sports and proper advertising. They should provide the bens for those with high levels of health and a high degree of physical activity to increase their participation in physical activities. For sustainability, external rewards and motivations should be provided.

The media can, at this stage, advertise activities that social marketers organize to inform communities about changing essential behaviors. Along with the findings identified in previous studies on the use of social events, the proper use of media from the

sports figures and athletes in their films and programs, encouraging films that develop sports and physical activity, providing benefits to people with a high health level in this research were identified.

Regarding the research results in today's turbulent environment, including many competitors in the field of leisure and entertainment, sports have been neglected and have not received expert and specialized attention. Marketing is a concept that has been considered in recent years as an approach to change behavior toward optimal behavior. Therefore, legislators should look upon the development of Sport-for-All and physical activity with a marketing perspective and attract customers to services (participation in physical exercise and physical activity), resulting in a loyalty increase.

7. Limitations and future research

Considering the role of this research in better implementing social marketing, there may be limitations on the results. Regarding the fact that social marketing was utilized as a solution for the Sport-for-All promotion, it has concentrated more on social marketing as a solution to this promotion. Other studies pursued the development of Spot-for-All without embracing the marketing concept. Because the researchers were not utterly conversant with the applied methodology, logically, it may have intervened in the research duration and, as a result, the quality. Lastly, the results of qualitative research should be a guide to other future qualitative and quantitative research; therefore, with attention to the current research's new outcomes and limitations, it is recommended that future researchers study the following scopes:

- Analyze the concept of social marketing from the population's perspective; this way, the status of the identified ideas will be analyzed from a public standpoint.
- The concept of social marketing is based on empirical research; therefore, it is suggested to practically put the mentioned social marketing concepts into practice by dividing people into different groups.

Disclosure statement and funding

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

Acknowledgment

We would like to give special thanks to all the participants in this study.

Appendix A

Appendix 1. Concepts and identified categories related to solutions and actions.

Main themes	Sub-themes	Final codes
The use of marketing mix elements to increase awareness and desire of customers	Creating Flexible Locations for Public Use (C1)	Easy access to sports facilities
		Equipping sports places with sports equipment in different areas and neighborhoods
		Conduct activities in all locations
		Re-use of inactive sport places
		Flexibility in the time to use the places
	Providing safety and security in places (C2)	The confirmation of places in terms of safety and security
		Security and quietness of places
		The hygiene of the place
	Create suitable places for different classes (C3)	Attention to different cultures in choosing sports places
		Choose the right places according to the interests and opinions of the people
		The place should be located in locations with more access
		The places should be placed in locations leading to family cohesion
	Provide services and Physical activity compatible with society's indigenous conditions (C4)	Physical activity compatibility with society standards
		Compatibility of Physical activity with people's customs
		Compatibility of the Physical activity with belief, customs, and normative standards
		Create fun Physical activity
	Offering Physical activity and services for all segments (C5)	Variety of sports activities for different classes of people with different tastes
		Physical activity should be available
Physical activity should be attractive		
Physical activity should have agronomy		
Proper Physical activity due to problems of the society		
Physical activity packaging for presentation		
The Physical activity has both logical and theoretical results		
Simplicity and digestibility		
Delightfulness of the Physical activity		
Applying Specialized Planning Personnel (C6)	Creating specialized committees	
	Use of specialist personnel in planning	
	The use of expert human resources for sporting policy	
	The use of sports volunteers for the development of Sport-for-All	

Main themes	Sub-themes	Final codes
	Employing Tools for Human Resources Development and Promotion (C7)	Training of trainers and specialists from their own people in different classes Specialist training Training specialized sports coaches to provide the proper kind of activity for each class
	Applying appropriate compensation and punishment systems for employees (C8)	Attention to technical and motivational issues in the form of voluntary teams Proper use of payment and reward systems for the experts
	Offer discounts on provided services and costs reduction (C9)	Organizing free educational courses focusing on body culture Provide discounts on the use of places and sports equipment
	Using dynamic pricing with respect to the various characteristics of the society (C10)	Reduce the cost associated with participation in physical activity The pricing should be suitable enough to be accepted Physical activity prices should be reasonable for to the target society
	Using attractive and Engaging Tools (C11)	Holding joyful and exciting events Use of social events Holding semi-competitive sport competitions
	Using Advertising and Communication Channels (C12)	Use dynamic and continuous advertising the correct IRIB's Use of the sport and athlete in their videos and programs Encouraging films that are in line with the development of sports and physical activity Promotional programs are designed to make the person feel overwhelmed by his obesity Ads should be continuous Advertising messages should be appropriate at certain times and in time
	Using external awards and incentives (C13)	Provide evaluation cards to encourage individuals according to the financial benefits given to individuals Provide benefits for people with high level of participation Provide benefits for people with high levels of health
	Design and change in the shape, color and architecture of all places and sports complexes (C14)	Attraction of places to people Excitement of paths and places Creating unified Locations for Physical Activity Use of appropriate, pleasing and natural places

Main themes	Sub-themes	Final codes
Applying STP solution to enhance the ability of customers to participate in Sport-for-All	Segmentation of society into heterogeneous groups (C15)	Attention to the different needs of society (segmentation)
		Attention to different lifestyles
		Segmentation of the society according to the level of culture and income
	Identifying the right segment for each organization (C16)	Identifying the needs
		Identifying the target society
	Matching Services Provided to Allocated Sections (C17)	Fulfilling the needs of the target society
		The Physical activity suitability with the target society
		Put people in their classes to create a sense of fit
		Pay attention to the needs of physical activity for different people according to age and physical characteristics and anthropometrics
		Different tutorials for different classes
Use of verifiers to increase customer desire to participate in Sport-for-All activities	The use of famous and popular figures for Physical activity introduction (C18)	Providing equipment in line with the age and sex of individuals
		Use of sports heroes
		Use of sports pioneers to confirm exercise
	Use society-approved groups to verify Physical activity and services (C19)	The use of prominent figures in the country
		Use of Parents to approve Sport-for-All
		Use of social brands
Routing and facilitating the organizational interactions to increase customer awareness and interactions	Integrate programs between organizations that promote sports development (C20)	Use of professional club credentials
		Partnerships of organizations for the development of Sport-for-All
		Specific and transparent social interactions between organizations
		Formation of a High Council of Sports consisting of institutions
	Approve and regulate programs between organizations (C21)	Integration of programs in all organizations
		Reduction of Parallel Organizational Work
		Approving the rules
		Monitoring the good performance of the activities of the relevant organizations
		Partnerships of organizations for the development of Sport-for-All

References

- Aman, M. S., Mohamed, M., & Omar-fauzee, M. S. (2009). Sport for All and Elite Sport: Underlining Values and Aims for Government Involvement via Leisure Policy. *European Journal of Social Sciences*, 9(4), 549–556.
- Andreasen, A. R. (1995). *Marketing Social Change: Changing Behavior to Promote Health, Social Development, and the Environment*. Wiley. <https://books.google.com/books?id=FzXuAAAAMAAJ>
- Bagramian, R., Madill, J., O'Reilly, N., Deshpande, S., Rhodes, R. E., Tremblay, M., . . . Faulkner, G. (2019). Evaluation of sport participation objectives within a health-focussed social marketing sponsorship. *International Journal of Sports Marketing and Sponsorship*, 20(2), 206-223. <https://doi.org/10.1108/IJSMS-01-2018-0011>
- Belfiore, P., & Liccardo, A. (2019). Social marketing and sport management for health promotion. *Sport Science*, 12(1), 36-39.
- Bellows, L. L., Davies, P. L., Anderson, J., & Kennedy, C. (2013). Effectiveness of a physical activity intervention for Head Start preschoolers: a randomized intervention study. *Am J Occup Ther*, 67(1), 28-36. <https://doi.org/10.5014/ajot.2013.005777>
- Brennan, L., Klassen, K., Weng, E., Chin, S., Molenaar, A., Reid, M., . . . McCaffrey, T. A. (2020). A social marketing perspective of young adults' concepts of eating for health: is it a question of morality? *International Journal of Behavioral Nutrition and Physical Activity*, 17(1), 1-14. <https://doi.org/10.1186/s12966-020-00946-3>
- Chen, T. (2011). Using Hybrid MCDM Model for Enhancing the Participation of Teacher in Recreational Sports. *Journal of Decision Systems*, 20(1), 33-49. <https://doi.org/10.3166/jds.20.33-49>
- Collins, M. F. (2011). Leisure Cards in England: An Unusual Combination of Commercial and Social Marketing? *Social Marketing Quarterly*, 17(2), 20-47. <https://doi.org/10.1080/15245004.2010.546942>
- Day, B., & Smith, W. (1996). The applied behavior change (ABC) framework: environmental applications. *Advances in Education*, 2, 5-9.
- Deshpande, S., Berry, T. R., Faulkner, G. E. J., Latimer-Cheung, A. E., Rhodes, R. E., & Tremblay, M. S. (2015). Comparing the Influence of Dynamic and Static Versions of Media in Evaluating Physical-Activity-Promotion Ads. *Social Marketing Quarterly*, 21(3), 135-141. <https://doi.org/10.1177/1524500415599376>
- Dietrich, T., Rundle-Thiele, S., Schuster, L., Drennan, J., Russell-Bennett, R., Leo, C., . . . Connor, J. P. (2015). Differential segmentation responses to an alcohol social marketing program. *Addictive Behaviors*, 49, 68-77. <https://doi.org/10.1016/j.addbeh.2015.05.010>
- DiGuseppi, C. G., Thoreson, S. R., Clark, L., Goss, C. W., Marosits, M. J., Currie, D. W., & Lezotte, D. C. (2014). Church-based social marketing to motivate older adults to take balance classes for fall prevention: Cluster randomized controlled trial. *Preventive Medicine*, 67, 75-81. <https://doi.org/10.1016/j.ypmed.2014.07.004>
- Donovan, R., & Henley, N. (2010). *Principles and Practice of Social Marketing: An International Perspective*. Cambridge University Press. <https://books.google.com/books?id=pM42Oqz8BuUC>
- Fathi, M. R., Maleki, M. H., KOKSAL, C. D., Yuzbaşıoğlu, N., & Ahmadi, V. (2019). Future Study of Spiritual Tourism based on Cross Impact Matrix and Soft Systems Methodology. *International journal of Tourism, Culture & Spirituality*, 3(2), 19-41. <https://doi.org/10.22133/ijts.2019.172098.1026>

- Fathi, M. R., Torabi, M., & Karimi, M. (2022). The Relationship between Entrepreneurial Differentiation and Promoting Manufacturing Strategies of Sporting Goods Manufacturers-The Mediating Role of the Fear of Failure. *Sports Business Journal*, 2(2), 249-267. <https://doi.org/10.22051/sbj.2022.41172.1036>
- French, J., & Russell-Bennett, R. (2015). A hierarchical model of social marketing. *Journal of Social Marketing*, 5(2), 139-159. <https://doi.org/10.1108/JSOCM-06-2014-0042>
- Fujihira, H., Kubacki, K., Ronto, R., Pang, B., & Rundle-Thiele, S. (2015). Social Marketing Physical Activity Interventions Among Adults 60 Years and Older:A Systematic Review. *Social Marketing Quarterly*, 21(4), 214-229. <https://doi.org/10.1177/1524500415606671>
- Geller, E. S. (1989). Applied behavior analysis and social marketing: An integration for environmental preservation. *Journal of Social Issues*, 45(1), 17-36. <https://doi.org/10.1111/j.1540-4560.1989.tb01531.x>
- Godet, M. (2006). *Creating Futures: Scenario Planning as a Strategic Management Tool*. Brookings Institution Press. <https://books.google.com/books?id=LF2wQwAACAAJ>
- Houlihan, B. (2005). Public Sector Sport Policy: Developing a Framework for Analysis. *International Review for the Sociology of Sport*, 40(2), 163-185. <https://doi.org/10.1177/1012690205057193>
- Huhman, M., Bauman, A., & Bowles, H. R. (2008). Initial outcomes of the VERB™ campaign: tweens' awareness and understanding of campaign messages. *American Journal of Preventive Medicine*, 34(6), 241-248. <https://doi.org/10.1016/j.amepre.2008.03.006>
- Jandaghi, G., Fathi, M. R., Maleki, M. H., Faraji, O., & Yüzbaşıoğlu, N. (2019). Identification of Tourism Scenarios in Turkey Based on Futures Study Approach. *Almatourism*, 10(20), 47-68. <https://doi.org/10.6092/issn.2036-5195/9488>
- Kamada, M., Kitayuguchi, J., Inoue, S., Ishikawa, Y., Nishiuchi, H., Okada, S., . . . Shiwaku, K. (2013). A community-wide campaign to promote physical activity in middle-aged and elderly people: a cluster randomized controlled trial. *International Journal of Behavioral Nutrition and Physical Activity*, 10(1), 44. <https://doi.org/10.1186/1479-5868-10-44>
- Kitunen, A., Rundle-Thiele, S., & Carins, J. (2019). Segmenting Young Adult University Student's Eating Behaviour: A Theory-Informed Approach. *Nutrients*, 11(11). <https://doi.org/10.3390/nu11112793>
- Kotler, P., & Zaltman, G. (1971). Social Marketing: An Approach To Planned Social Change. *Journal of marketing*, 35(3), 3-12. <https://doi.org/10.2307/1249783>
- Kubacki, K., Hurley, E., & Rundle-Thiele, S. (2017). A systematic review of sports sponsorship for public health and social marketing. *Journal of Social Marketing*, 8(1), 24-39. <https://doi.org/10.1108/JSOCM-01-2017-0001>
- Lim, W. M. (2019). Spectator sports and its role in the social marketing of national unity: Insights from a multiracial country. *Journal of Leisure Research*, 50(3), 260-284. <https://doi.org/10.1080/00222216.2019.1590139>
- McKenzie-Mohr, D. (2011). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers. [https://books.google.com/books?id=](https://books.google.com/books?id=Tp3zAgAAQBAJ)
[Tp3zAgAAQBAJ](https://books.google.com/books?id=Tp3zAgAAQBAJ)
- Mehmet, M., Roberts, R., & Nayeem, T. (2020). Using digital and social media for health promotion: A social marketing approach for addressing co-morbid physical and mental health. *Australian Journal of Rural Health*, 28(2), 149-158. <https://doi.org/10.1111/ajr.12589>

- Moradi Doliskani, N., & Atghia, N. (2021). The Role of Social Marketing in Sports Tourism Development in Tehran Province. *Sports Business Journal*, 1(1), 45-59. <https://doi.org/10.22051/sbj.2021.36529.1003>
- Norouzi, H., Darvish, F., & Mesbahi, M. (2021). The Effect of Social Media Marketing Programs in the Online Retail Industry on Purchase of Sporting Goods. *Sports Business Journal*, 1(2), 75-94. <https://doi.org/10.22051/sbj.2022.38024.1017>
- Russell, C., & Oakland, M. J. (2007). Nutrition Education for Older Adults: The Chef Charles Club. *Journal of Nutrition Education and Behavior*, 39(4), 233-234. <https://doi.org/10.1016/j.jneb.2007.01.014>
- Saberi, A., Fathi, M. R., Ghorbani, M., Bagheri Ragheb, G., & Köksal, C. D. (2020). Social Marketing Mix Modeling in Order to Development Sports for All. *International Journal of Business Innovation and Research*, 23(1), 1-17. <https://doi.org/10.1504/IJBIR.2020.10022197>
- Sauvage-Mar, C., Naylor, P.-J., Wharf Higgins, J., & VonBuchholz, H. (2019). Way2Go! Social marketing for girls' active transportation to school. *Preventive Medicine Reports*, 14, 100828. <https://doi.org/10.1016/j.pmedr.2019.100828>
- Stead, M., Gordon, R., Angus, K., & McDermott, L. (2007). A Systematic Review of Social Marketing Effectiveness. *Health Education*, 107(2), 126-191. <https://doi.org/10.1108/09654280710731548>
- Sugerman, S., Backman, D., Foerster, S. B., Ghirardelli, A., Linares, A., & Fong, A. (2011). Using an Opinion Poll to Build an Obesity-Prevention Social Marketing Campaign for Low-Income Asian and Hispanic Immigrants: Report of Findings. *Journal of Nutrition Education and Behavior*, 43(4, Supplement 2), S53-S66. <https://doi.org/10.1016/j.jneb.2011.02.007>
- Sun, F., Norman, I. J., & While, A. E. (2013). Physical activity in older people: a systematic review. *BMC public health*, 13(1), 1-17. <https://doi.org/10.1186/1471-2458-13-449>
- Swinburn, B., Millar, L., Utter, J., Kremer, P., Moodie, M., Mavoa, H., . . . de Courten, M. (2011). The Pacific Obesity Prevention in Communities project: project overview and methods. *Obesity Reviews*, 12(2), 3-11. <https://doi.org/10.1111/j.1467-789X.2011.00921.x>
- van Esch, P., von der Heide, T., Neck, P., & van Esch, L. J. (2015). Where the dimensions of religion and mass media social marketing campaigns intersect. *Asian Social Science*, 11(12), 103. <https://doi.org/10.5539/ass.v11n12p103>
- Wieland, M. L., Biggs, B. K., Brockman, T. A., Johnson, A., Meiers, S. J., Sim, L. A., . . . Sia, I. G. (2020). Club fit: development of a physical activity and healthy eating intervention at a boys & girls Club after school program. *The Journal of Primary Prevention*, 41(2), 153-170. <https://doi.org/10.1007/s10935-020-00582-4>
- World Health Organization. (2015). *Prevalence of insufficient physical activity among adults Data by country*. <https://apps.who.int/gho/data/view.main.2463?lang=en>



نشریه کسب و کار در ورزش

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

بهار ۱۴۰۲، دوره ۳، شماره ۲، ص ۹۳-۱۱۴

شناسه: 10.22051/SBJ.2023.43271.1087



استراتژی‌های توسعه ورزش برای همه مبتنی بر رویکرد بازاریابی اجتماعی

علی صابری^۱، محمدرضا فتحی^۲، سیدمحمد سبحانی^۳، ساناز کارگران^۴، ابراهیم رجب‌پور^۵

^۱ استادیار، گروه مدیریت و حسابداری، پردیس فارابی، دانشگاه تهران، ایران.

^۲ دانشیار، گروه مدیریت و حسابداری، پردیس فارابی، دانشگاه تهران، ایران.

^۳ کارشناسی ارشد، گروه مدیریت و حسابداری، پردیس فارابی، دانشگاه تهران، ایران.

^۴ دانشجوی دکتری مدیریت بازاریابی، گروه علوم اجتماعی و اقتصاد، دانشگاه الزهراء^(ع)، تهران، ایران.

^۵ استادیار، گروه مدیریت بازرگانی، دانشکده بازرگانی و اقتصاد، دانشگاه خلیج فارس، بوشهر، ایران.

کلیدواژه

اجتماعی

توسعه ورزشی

فعالیت‌های بدنی

DEMATEL/MIC-MAC

نوع مقاله

پژوهشی اصیل

چکیده

هدف: این مطالعه با هدف شناسایی راهبردهای توسعه ورزش برای همه و فعالیت بدنی با رویکرد بازاریابی اجتماعی انجام شد.

روش: روش انجام پژوهش آمیخته است، بنابراین برای جمع آوری داده‌ها از رویکرد کیفی و تحلیل موضوعی استفاده شده است. سپس یک رویکرد اکتشافی برای معرفی راهکارهای توسعه ورزش برای همه در نظر گرفته شد. ۱۳ نفر شامل کارشناسان اجرایی و دانشگاهی جهت مشارکت در مصاحبه به روش نمونه‌گیری گلوله برفی انتخاب شدند. در مرحله بعد، مطالعه مقدماتی با استفاده از روش نمونه‌گیری تصادفی با ۲۲۶ نفر از مربیان ورزش انجام شد. در بخش کیفی، تجزیه و تحلیل داده‌ها با استفاده از روش تحلیل مضمون و در بخش کمی با تکنیک‌های DEMATEL و MIC-MAC انجام شد.

یافته‌ها: بر اساس نتایج تکنیک DEMATEL، دو راه‌حل «به‌کارگیری سیستم‌های پاداش و تنبیه مناسب کارکنان» و «تقسیم جامعه به گروه‌های ناهمگن» رتبه‌های اول و دوم را در بین راه‌حل‌های کاربردی کسب کرده‌اند. همچنین، این یافته با نتیجه حاصل از تکنیک MIC-MAC مطابقت داشت.

اصالت و ابتکار مقاله: این مطالعه استراتژی‌های توسعه برنامه ورزش برای همه را از طریق رویکردهای بازاریابی اجتماعی ارائه می‌کند. همچنین بر اساس نیاز مشتریان و شرکت‌کنندگان در فعالیت‌های ورزشی، راهکارهای پیشنهادی با استفاده از تکنیک‌های تصمیم‌گیری اولویت‌بندی شده است.

تاریخ دریافت: ۱۴۰۲/۰۱/۰۴

تاریخ پذیرش: ۱۴۰۲/۰۲/۳۰



Feasibility Study of Launching Sports Start-ups: A Case Study in the Sports Shoe Industry

Zeinab Mondalizadeh^{1*} , Elahe Kavyani²

¹Assistant Professor, Department of Sport Management, Faculty of Sports Sciences, Arak University, Arak, Iran.

²MSc, Department of Sport Management, Faculty of Sports Sciences, Arak University, Arak, Iran.

ABSTRACT

Purpose: This study investigated the feasibility of starting a new sports business in the Iranian shoe industry.

Methodology: The research method was qualitative, utilizing library sources and interviews with 15 participants, including sports start-up owners and professionals from Science and Technology Park. The thematic analysis method was employed, and the sampling strategy was purposive. In addition, a questionnaire based on the AHP method was distributed among 10 participants to prioritize the key elements. In this regard, Expert Choice software was used.

Findings: The study identified economic, financial, environmental, technological, team, and market feasibility essential for launching a sports start-up in the shoe industry. Based on the Analytic Hierarchy Process approach, the prioritization of these elements was determined as economic, human resource, financial, market, technological, and environmental. In addition, the prioritization of the sub-elements of each of the feasibility studies was also presented. Sports business owners must conduct proper planning and feasibility assessments when launching sports start-ups, considering the current market conditions. The key elements identified in this study can be used for sports business projects in Iran's economy.

Originality: The research has a strategic perspective in examining the probability of successful sports startups, which has received little attention. This study also opens up a new approach to forecasting in the sports shoe industry.

Keywords

Business Plans
Market Strategy
Sports Innovation
Start-ups

Article type

Research Paper

Received: 2023/03/02

Accepted: 2023/05/25

How to cite this article:

Mondalizadeh, Z., & Kavyani, E. (2023). Feasibility Study of Launching Sports Start-ups: A Case Study in the Sports Shoe Industry. *Sports Business Journal*, 3(2), 115-133. <https://doi.org/10.22051/sbj.2023.43092.1077>



1. Introduction

The sports industry is constantly evolving and requires innovation to remain competitive. Sports startups cover various activities and operate in multiple fields, such as sports equipment and facilities, laboratory equipment, rehabilitation, biomechanics, sports software, sports nutrition, sports tourism, environment, media, and sports (Ratten & Ferreira, 2016). Other sports startups include promoting and developing public sports, facilitating and improving club ownership and sports management, mediating between athletes and service providers, providing equipment to enhance sports activities, offering special equipment, courts and classes to people with disabilities, the training and improvement of sports efficiency, analysis, advice and providing improvement solutions for athletes (Ratten, 2020).

Startups are temporary organizations that aim to develop repeatable, scalable, and profitable business models (Ratten, 2020; Ratten, 2020b). They aim to create new products or services accepted in the market. Although their types are varied, the processes involved in launching and growing these businesses are similar (Ratten, 2020). Sports startups are creating new opportunities in several areas. First, they are leveraging technology to develop new products and services that enhance the sports experience for athletes and fans alike (Fenyves, 2022; Ratten, 2020). For example, companies such as STRIVR and Virtually Live use virtual reality to create immersive sports experiences that allow fans to feel on the field with their favorite teams (Housel, 2016). Second, sports startups are creating new revenue streams for the sports industry (Ratten, 2020). Companies such as Sportradar and Genius Sports are using data analytics to provide valuable insights to sports teams and organizations while also creating new opportunities for sports betting and gaming (Casadesus-Masanell et al., 2018). Third, sports startups are creating new opportunities for athletes, from training and performance technologies to new ways to monetize their brands (Fenton et al., 2022; Shah, 2017).

An opportunity in training and performance technology is the sports shoe industry, where technological advancements have led to the creation of intelligent sports shoes with various capabilities, such as measuring distance, tracking calories, and playing music (Ratten, 2020a). Nike, Adidas, New Balance, and Puma, the athletic footwear industry, have made great strides in technology, quality raw materials and scientific design, including 3D printers and nanotechnology. However, starting a sports company in the presence of these established companies requires a thorough evaluation and analysis of the business potential (Micic, 2010). This is especially true in Iran, where sanctions, lack of access to raw materials, unfavorable economic conditions, difficulties in setting up a workshop, and shortage of specialized human resources increase the risk of starting this type of business.

Feasibility assessment is necessary for sports businesses in dynamic and variable environmental and economic conditions. It can lead to deciding whether to invest, implement, or change the business plan (Ionut, 2015). There is an interaction between the feasibility analysis and the business plan, which can consider the feasibility study's importance and necessity before launching the business or a startup (Ionut, 2015; Issa & Rub, 2007). The present investigation can facilitate business entities in the identification

of barriers hindering their progress, consequently enabling them to devise practical approaches for overcoming the obstacles mentioned above. By taking into account these factors discussed above, startups can effectively decrease the probability of encountering failure and simultaneously augment their likelihood of achieving success (Justis & Kreigsmann, 1979). Another benefit of conducting a feasibility study is to improve investments and attract angel investors. Investors are more likely to contribute to a startup that has completed a feasibility study since it appears that the startup has taken the time to carefully survey the company's potential and create a necessary arrangement for the long run. This may increase investors' certainty and the plausibility of contributing to new businesses (Ionut, 2015; Justis & Kreigsmann, 1979). Furthermore, a feasibility study has the potential to facilitate the establishment of partnerships and collaborations for the startup. By showcasing that the commencement business has applied sufficient contemplation towards evaluating the potential of the entrepreneurial endeavour and has devised a well-defined strategy for its trajectory, it can entice potential collaborators who possess a higher probability of extending support towards the venture (Keerativutisest & Promsiri, 2021).

The importance of feasibility assessment has been the focus of many studies, particularly in the context of businesses and startups (Ionut, 2015; Nicholas & Chinedum, 2017). For instance, Benar et al. (2022) studied the feasibility of e-sports. They concluded that it depends on various factors, such as stakeholders of the e-sports ecosystem, the economic nature, legal and structural challenges, contextual conditions, infrastructure development, capacity development, managerial-structural development, and socio-cultural development (Benar et al., 2022). Other studies (Brockman, 2008; Justis & Kreigsmann, 1979; Keerativutisest & Promsiri, 2021) have also highlighted the importance of feasibility studies as tools for venture analysis.

Given that most startups face challenges in their early stages and that many businesses fail and are forgotten in the early stages (Mondalizadeh et al., 2022; Parvaz & Eydi, 2022), conducting feasibility studies for sports startups can help ensure their sustainability and growth. To increase the chances of success, it is crucial to conduct a feasibility study before investing time and resources into the start-up. This is especially true for sports startups, as the industry can be competitive and complex. A feasibility study is a preliminary evaluation of the potential of a proposed project or business idea, and its purpose is to determine the viability and potential of the proposed venture.

There are a few accurate statistics on sports businesses from the point of view of the sustainability and growth of these types of businesses. Starting a sports business and investing in the existence of such companies doubles the need to evaluate and analyze the business. Even in Iran, despite the import of sports shoes, the importance of this issue multiplies because despite the sanctions, the lack of easy access to raw materials, economic conditions, the lack of ease in setting up even a workshop, and the lack of human resources specializing in risk. It increases the investment to start this type of business. In addition, feasibility assessment is necessary for businesses involving new technologies. As a result, this study aims to "investigate the feasibility of starting a new sports business in the shoe industry". The results of this research can guide investors, students and sports business owners to analyze the business environment.

2. Theoretical background

Starting a business in the sports industry, especially a sports production business, requires careful consideration and planning. Feasibility studies play a crucial role in the success and sustainability of a business project (Brockman, 2008; Viorica, 2010). Feasibility assessment is a form of planning that predicts the success or failure of a project and helps to increase the probability of success and business continuity by identifying potential threats or weaknesses. A proposed project's assessment, evaluation, and analysis are based on research and studies that support the decision-making process (Issa & Rub, 2007).

The shoe industry is complex and broad, with numerous ranges of products, brands, items, designs and markets. It is intriguing to note that the domain of sports footwear presents a distinctive and evolving niche characterized by distinct advantages and hurdles. Various methods can be employed to examine the athletic footwear industry, including but not limited to exploring marketing tactics (Ciappei & Simoni, 2005; Khazaei Pool et al., 2018; Lily & Yazdanifard, 2021; Weiermair et al., 2007; Widyastutir & Said, 2017), devising product blueprints (Bathula et al., 2017), analyzing production techniques (Abeya & Mulugeta, 2014; Hernandez et al., 2019), and optimizing supply chain operations (Chang, 2022; Micic, 2010; Sellitto et al., 2015). Branding and marketing are crucial in the sports shoe industry (Lily & Yazdanifard, 2021). To succeed in this sector, businesses must put in tremendous efforts to establish a strong brand image and devise alluring promotional initiatives that attract customers (Widyastutir & Said, 2017). Advanced comprehension of customer tendencies and patterns is necessary, along with the capacity to be ahead of the game in terms of competition. Design is a crucial field of investigation within the domain of sports footwear. To succeed, businesses need to create original and appealing shoe concepts that are practical and stylish. To create products that will attract customers, it is crucial to have comprehensive expertise surrounding materials, methods of construction, and ergonomic concepts, while also having the capability to anticipate and integrate emerging trends (Reinschmidt & Nigg, 2000; Ruswanti et al., 2016). The production process is essential to the athletic shoe sector. Corporations must produce shoes that optimize efficiency and decrease costs while upholding high-quality standards without compromise. To accomplish this, advanced manufacturing methods and professional management of intricate distribution networks are essential, along with the capability to collaborate with suppliers across the globe (Boër et al., 2004). In the world of athletic footwear, supply chain management is considered an essential element that carries great importance. Businesses must possess apt handling and coordination skills to procure materials and parts from different locations and ensure smooth transportation and delivery. The ability to understand global trade and navigate complex regulations and laws, combined with skills in supply chain management, is crucial for this position.

Numerous studies have been conducted in the contemporary era to scrutinize the significance of conducting feasibility studies across diverse commercial domains. Rahimian (2022) conducted a study on the feasibility of forming electronic marketing cooperatives in Lorestan province and found that financial incentives, physical infrastructure, social culture, educational requirements, and administrative and legal requirements were the key factors affecting the project's feasibility (Rahimian, 2022).

Shah (2017) conducted a competitive analysis of sports shoe brands in the Indian economy, comparing the marketing strategies of Nike and Adidas, and found that innovative marketing and customer behavior influence were significant factors in these brands (Shah, 2017). Widyastutir and Said (2017) analyzed customer preferences for buying sports shoes in Indonesia, considering the effects of brand image, product design, and price perception. The results of the study showed that these factors had a significant impact on customer buying decisions (Widyastutir & Said, 2017). Guo (2022) analyzed the strategies of the sports industry during the Covid-19 pandemic, focusing on the cases of Nike and Adidas, and found that Nike was the most prominent brand in the competition, with a strong emphasis on innovative strategies and digital marketing (Guo, 2022). Nicholas and Chinedum (2017) investigated the role of feasibility studies on project and organizational performance and found that feasibility studies play a crucial role in achieving the main goals of an organization. The investigation findings indicate that feasibility studies present beneficial outcomes for startups, as these assessments enable entities to recognize and tackle extant obstacles and unforeseen circumstances that may impact the organisation's advancement (Nicholas & Chinedum, 2017).

The review of scholarly literature indicates a dearth of research about the feasibility of sports enterprises, underscoring the significance of this matter. Consequently, assessing the viability of commencing a sports enterprise, particularly the sportswear sector, can furnish valuable discernment for the industry's stakeholders, encompassing investors, scholars, and entrepreneurial entities.

3. Method

3.1. Study design

The research method was qualitative, and the research strategy was a case study. A case study is an approach that uses information sources as much as possible to examine people, groups, organizations, or events systematically and is used when the researcher seeks to understand or explain a phenomenon (Khanifar & Moslemi, 2018b). The present study entailed a multi-case analysis wherein several active sport shoe enterprises were employed as subjects, and their respective cases were subjected to in-depth scrutiny. Given the option to exercise discretion in selecting sources, a preference is evident for multi-case research over single-case research (Khanifar & Moslemi, 2018a).

3.2. Participants

Given that owner of sports businesses are involved in the sports shoe industry, each sector's strategic issues and challenges were formulated by surveying this group. In addition, professors and experts of the Science and Technology Park were also surveyed. The sampling method was purposive. As a result, the selected experts included individuals from the following groups, including university professors in the fields of science and sports, the owners of the sports shoe industry, and specialists from the Science and Technology Park.

Table 1. The participants in the research.

Category	Sex	Age	Position	Major	Degree
University professors	Men	51	Faculty member	Sport management	PhD
	Men	40	Faculty member	Sport management	PhD
	Men	40	Faculty member	Sport management	PhD
The owners of sports business	Men	30	The owner of a sports production business	Management	Master
	Men	31	The owner of a sports production business	IT Engineer	Bachelor
	Men	29	The owner of a sports production business	Sciences	Diploma
	Men	28	The owner of a sports production business	Sports Sciences	Bachelor
	Men	27	The owner of a sports production business	Mathematics	Bachelor
	Men	35	The owner of a sports production business	Industrial Engineer	Bachelor
	Women	37	The owner of a sports production business	Management	Bachelor
	Men	38	The owner of a sports production business	Sports Sciences	Bachelor
	Men	29	The owner of a sports production business	Diploma	Diploma
	Men	28	The owner of a sports production business	Sports Engineer	Master
The specialist in science and Technology Park	Men	36	Specialist in Science and Technology Park	IT Engineer	Master
	Men	49	Specialist in Science and Technology Park	Computer Engineer	Master

As Table 1 shows, three participants were faculty members of a university, 10 participants were owners of sports businesses, and 2 participants were employees of Science and Technology Park. Repeated information was obtained in the last five interviews, but 15 people were interviewed to ensure completeness.

3.3. Research procedure

Initially, a combination of document and library studies and interviews with ten randomly selected active sports businesses in the shoe industry was conducted to identify the critical indicators for launching a successful sports start-up in the field. Expert opinions were sought from specialists in sports science and those working at the Science and Technology Park. The Analytic Hierarchy Process (AHP) was then used to prioritize the themes obtained from the qualitative research. A questionnaire based on the AHP method was distributed among 15 participants, of which ten responded. The questionnaire used pairwise comparisons to assess the relative importance of the options. For each level of the hierarchy, a separate expert questionnaire was prepared. The scoring was done on a scale of 1 to 9, with 1 indicating equal importance and 9 representing significantly higher importance of one option over another. The AHP method is a well-established technique

for prioritization in management science and was first introduced by Saaty in the 1970s. The 1-9 scale Table (Saaty, 2004) was used in the questionnaire design, and participants were asked to assign scores between 1 and 9 for each question.

3.4. Data collection and analysis

The data collection process involved reviewing relevant and existing documents through library studies and researching other countries' practices related to sports businesses, specifically sports shoe brands. Thematic analysis is a primary method for qualitative analysis of interview data. The thematic analysis allows the researcher to search for obvious and hidden themes and then interpret them. In this regard, the theme is a repetitive and distinctive feature in the text that represents essential information about the data and a particular understanding concerning the research questions and the pattern found in the data set and describes the organization of observations and interpretation of aspects. It deals with the phenomenon (Khanifar & Moslemi, 2018b).

4. Results

The analysis of the interviews led to the extraction of the primary and sub-themes, shown in Table 2. For this purpose, we used thematic analysis. The elements that should be considered for the feasibility of launching active start-ups in the sports shoe industry were identified, which included economic, financial, environmental, technological, team, and market feasibility.

Table 2. The feasibility of starting sports startups in the shoe industry.

Sub-Themes	Main Themes
Inflation rate	Economic feasibility
Real interest rate	
Bank lending to support businesses	
Ease of doing business rates	
Identifying potential risks	
Evaluates potential return on investment	Financial feasibility
The total estimated cost of the venture (Initial supply rate, Wage rate of workers, Equipment maintenance cost)	
Research and development cost rate	
Tax rate	
Funding sources	
Capital structure	
Estimate sales forecast	
Estimate profitability	
The amount of investment	
Resources under the control of the company	
Considering legal and financial penalties	
Assess the potential environmental impacts (impact on air, water, and soil quality)	
The level of communication with the company's stakeholders	Technological feasibility
The amount of provision of hardware facilities	
Materials	
The process of production of service or produce	

Sub-Themes	Main Themes
Modernization of production equipment and infrastructure	Human resource feasibility
Management of requirements and expenses	
Technology needed	
Transportations for products	
An expert team and group structure	
Determination of the critical management member	
Planning for supportive professional service	
Skills and professional background	
Information of founders	
Determination of demand (customers, consumers, etc.)	
Market size	
Business Location	
Future market potential	
Competitor analysis	
Value proposition	
Marketing strategies (distribution channel, uniqueness, the type of marketing)	
Shoe industry trends	
Break-even analysis	
Sales estimation	
Projecting average spending	
Marketing research (consumer behavior, risk of the manufactured product, etc.)	
Goal market segmentation	

Based on the findings from the analysis of feasibility themes, the weighted average of feasibility components was prioritized by Expert Choice software (ver. 11). The inconsistency rate of the AHP questionnaire was also confirmed (Consistency Ratio CR = 0.075). Based on this, economic feasibility with an average weight of $M=0.523$ had the highest priority among other components. The prioritization of the components has been done based on pairwise comparisons and correspondingly. After economic feasibility, human resource feasibility was ranked second with an average weight of 0.125. Financial feasibility, with an average weight of 0.114, was ranked third. Market feasibility, with an average weight of 0.11, and technological feasibility, with an average weight of 0.107. And environmental feasibility, with an average weight of 0.02, was placed in the last priorities, as shown in Table 3.

Table 3. The weights for the criteria based on pairwise comparisons.

Category	Priority	Rank
Economic feasibility	0.523	1
Human resources feasibility	0.125	2
Financial feasibility	0.114	3
Market feasibility	0.110	4
Technological feasibility	0.107	5
Environmental feasibility	0.020	6

In addition, the sub-elements of the main criteria were evaluated by the AHP technique, as shown in each element's weights shown in Table 4-9. These are the resulting weights for the criteria based on your pairwise comparisons:

Table 4. The consequences for the requirements based on pairwise comparisons for economic feasibility, CR=0.077.

Category of economic feasibility	Priority	Rank
Identifying potential risks	0.405	1
Evaluating potential return on Investment	0.278	2
Bank lending to support businesses	0.192	3
Real interest rate	0.062	4
Inflation rate	0.037	5
Ease of doing business rates	0.026	6

Table 5. The weights for the criteria based on pairwise comparisons for human resources feasibility, CR= 0.068.

Category the human resource feasibility	Priority	Rank
Determination of the vital management member	0.558	1
Skills and professional background	0.253	2
An expert team and group structure	0.104	3
Planning for supportive professional service	0.052	4
Information of founders	0.033	5

Table 6. The weights for the criteria based on pairwise comparisons for financial feasibility, CR= 0.085.

Category of financial feasibility	Priority	Rank
Estimate sales forecast	0.372	1
Estimate profitability	0.205	2
The amount of investment	0.140	3
Funding sources	0.106	4
Capital structure	0.089	5
Research and development cost rate	0.030	6
Resources under the control of the company	0.024	7
Tax rate	0.019	8
The total estimated cost of the venture	0.015	9

Table 7. The weights for the criteria based on pairwise comparisons for market feasibility, CR= 0.087.

Category of market feasibility	Priority	Rank
Determination of demand (customers, consumers)	0.229	1
Market size	0.194	2
Competitor analysis	0.127	3
Future market potential	0.144	4
Value proposition	0.093	5
Marketing research (consumer behavior, ...)	0.060	6
Goal market segmentation	0.040	7
Shoe industry trends	0.030	8
Sales estimation	0.017	9
Projecting average spending	0.016	10

Category of market feasibility	Priority	Rank
Marketing strategies (distribution channel and, ...)	0.015	11
Business Location	0.014	12
Break-even analysis	0.011	13

Table 8. The weights for the criteria based on pairwise comparisons for technological feasibility, CR=0.066.

Category of technological feasibility	Priority	Rank
The process of production of a service or product	0.389	1
Modernization of production equipment and infrastructure	0.271	2
Technology needed	0.144	3
Materials	0.085	4
The amount of provision of hardware facilities	0.056	5
Transportations for products	0.033	6
Management of requirements and expenses	0.023	7

Table 9. The weights for the criteria based on pairwise comparisons for environmental feasibility, CR=0.039.

Category of environmental feasibility	Priority	Rank
Considering legal and financial penalties	0.717	1
Assess the potential environmental impacts	0.217	2
The level of communication with the company	0.066	3

5. Discussion and conclusion

Sports startups are an exciting and rapidly growing segment of the sports industry (Ratten & Ferreira, 2016). They create new opportunities for athletes, fans, and the sports industry. As the sports industry continues to evolve, sports startups will play an increasingly important role in shaping the future of sports (Ratten, 2020; Ratten & Jones, 2020). However, they also face significant challenges, from regulatory issues to competition from established players. Starting and running a successful business requires careful planning and consideration of various factors (Fisu et al., 2020). A feasibility study is a preliminary evaluation of the potential of a proposed project or business idea, and its purpose is to determine the viability and potential of the proposed venture (Issa & Rub, 2007, July 2-4). Conducting a feasibility study is essential for sports startups. It provides valuable insights into the proposed experience's potential and helps reduce the risk of failure (Brockman, 2008; Nicholas & Chinedum, 2017). By considering the market demand, competition, and resources required in advance, the startup can increase its chances of success, attract investment, and secure partnerships. A feasibility study is essential in starting a new sports startup.

The findings demonstrated that the economic feasibility dimension represents a crucial aspect of the feasibility assessment for startups. The evaluation of economic feasibility emerges as a vital factor in delineating the triumph of a nascent entrepreneurial undertaking. Economic feasibility studies in sports research were consistent with the investigation of (Benar et al., 2022; Stokes, 2015; Tarigan et al., 2018). Economic feasibility refers to evaluating the economic viability of a proposed project or business

idea (Stewart, 2017). Economic feasibility assessment is pivotal for sports startups in rendering well-informed and astute business decisions, constituting a vital step toward initiating a nascent sports enterprise. Assessing a proposed project's potential and impact on an organization's financial and resource allocation can significantly aid businesses. The economic viability of a business proposal may be determined by multiple indicators, including but not limited to the rate of inflation, the actual interest rate, the extent to which banks allocate loans to support enterprises, the level of ease of conducting business, the ability to recognize potential risks, and the assessment of the possible return on investment. In the meantime, identifying risk potential was of primary importance, and it has been a sign of the importance of economic monitoring. The indicators above pertain to the macroeconomic climate, whereby the feasibility of initiating a sports startup is perceptibly contingent on whether it is amenable or adverse. The assessment of indicators encompasses a comprehensive evaluation of the expenses, advantages, and hazards associated with a potential undertaking.

One of the critical factors determining a business venture's success is the people involved in it. For a business to succeed, a team must be assembled with the necessary skills, experience, and commitment to execute the project or initiative effectively. Human resources feasibility is the assessment of the suitability of a team to accomplish a particular task or industry, and it is a critical factor in the success of a business venture (Bell & Marentette, 2011). In this regard, the prioritization of the feasibility of human resources elements was: determination of the vital management member, skills and professional background, an expert team and group structure, planning for supportive professional service, and information of founders. The assessment of human resource feasibility is contingent upon scrutinising the proficiency, background, and accessibility of prospective personnel who intend to be part of the team. The previous endeavors require contemplation of elements comprising the team's aptitude for cooperative work, their accessibility, as well as their degree of dedication towards the undertaking. The evaluation is indispensable in guaranteeing that the team possesses the requisite competencies and expertise to undertake the project while efficiently demonstrating high commitment and availability.

Financial feasibility plays a crucial role in the success of a business. Economic feasibility refers to assessing the potential financial viability of a proposed business project. It involves an analysis of the projected revenue and expenses of the company and the ability to generate sufficient funds to support the business (Havard, 2013). This research showed that among the financial indicators were: the total estimated cost of the venture (initial supply rate, wage rate of workers, equipment maintenance cost), research and development cost rate, tax rate, funding sources, capital structure, estimated sales forecast, estimate profitability, the amount of investment, and resources under the control of the company. The main priority of financial feasibility elements was to estimate sales forecast, profitability, and investment amount. Economic feasibility and its indicators refer to the internal situation of a startup. The main objective of financial feasibility analysis is determining if the business will be profitable and self-sustaining over the long term (Fisu et al., 2020). Economic feasibility studies in sports research were consistent with the investigation of (Benar et al., 2022; Rahimian, 2022; Tarigan et al., 2018).

Financial feasibility is a crucial component of business planning and is essential for the success and continuity of a business. It provides valuable information for decision-making, helps secure funding, improves planning and budgeting, and supports risk management. A well-prepared financial feasibility study can increase the probability of success and provide valuable insights into the success and sustainability of a business.

In today's competitive business environment, organizations must understand their target market and the potential demand for their products and services. Market feasibility is the assessment of the viability of a market for a particular product or service, and it is a critical factor in the success of a business venture (Abou-Moghli & Al-Abdallah, 2012; Brockman, 2008). Norouzi et al. (2021) emphasized the significance of a social marketing program within the retail industry of sports products (Norouzi et al., 2021). Assessing market feasibility involves evaluating the potential demand for a product or service, competition, and market conditions. Among the sub-themes were: the determination of demand, market size, business location, future market potential, competitor analysis, value proposition, market strategy, shoe industry trend, break-event analysis, etc. Market feasibility studies in sports research were consistent with the research of (Guo, 2022; Shah, 2017; Widyastutir & Said, 2017). This assessment is critical in ensuring a viable market for the product or service and that the organization is well-positioned to compete.

The utilization of technology holds tremendous significance in diverse facets of business operations in contemporary times. Technology integration in various aspects of business operations, from communication to production, has emerged as a crucial factor in sustaining competitiveness and ensuring operational efficiency. Therefore, enterprises must contemplate the technical and technological viability of their strategies, commodities, and procedures (Lin et al., 2021). Technological feasibility pertains to the appraisal of the attainability and practicability of a proposed technology resolution within the confines of current technological and physical resources. The process encompasses an assessment of the technical prowess of the entity and its frameworks, alongside examining the conformity between the recommended resolution and the prevailing infrastructure and systems. Technical feasibility is critical in ensuring that a proposed solution is possible, feasible, and efficient in terms of implementation and use. Technological feasibility, however, is concerned with assessing whether a proposed solution is economically and financially viable. It involves evaluating the costs of developing and implementing a new technology solution and the potential benefits and Return on Investment (ROI) it may generate (Frate et al., 2021). The main priority of technological feasibility elements was: the process of production of service or product, modernization of production equipment and infrastructure, and technology needed. The evaluation of technical feasibility assumes a crucial role in the appraisal of the monetary plausibility and rationality of adoption by an organization of a potential solution.

Businesses need to take into consideration their impact on the environment and make a transition toward sustainability. This is where environmental feasibility comes into play. Environmental feasibility studies in sports research were consistent with the investigation of (Nicholas & Chinedum, 2017). Environmental feasibility refers to analysing a project or business to determine its impact on the environment and if it can be carried out in an environmentally sustainable manner (Batidzirai et al., 2016). The significance of

environmental feasibility is that it helps companies identify and address environmental issues early in their operations, reducing the risks of environmental degradation and improving the company's reputation. Environmental feasibility is crucial for the success and sustainability of businesses.

Furthermore, environmental feasibility can bring about economic benefits for companies, including reduced operating costs, improved competitiveness, and increased consumer appeal. In addition, when assessing the feasibility of a sports business, it is essential to consider the potential legal and financial penalties that may arise. This necessitates conducting a comprehensive analysis of the various laws and regulations that govern the sports industry and the possible consequences of non-compliance with these laws. Moreover, beyond legal penalties, sports businesses must also consider the potential financial ramifications of non-compliance. This may include revenue loss due to sanctions or suspension, harm to the business's reputation, increased legal fees and other expenses associated with defending against legal action (Nicholas & Chinedum, 2017). According to Darooghe Arefi et al. (2022) legal infrastructure was one of the most important factors for entrepreneurship ecosystem (Darooghe Arefi et al., 2022). In addition, Sohrabi et al. (2023) factors affecting on professional sport business model were infrastructures and human resources capability (Sohrabi et al., 2023). The level of communication with a sports business's stakeholders is another crucial factor to consider when assessing the feasibility of the business. Stakeholders are individuals or groups vested in the business's success, including customers, investors, employees, suppliers, and the broader community. Effective communication with stakeholders is essential for several reasons. It can help build trust and establish a positive reputation for the business. When stakeholders feel that they are being heard and their concerns are being addressed, they are more likely to have a favourable view of the business and may be more willing to support it.

Another result of the research was the prioritization of various feasibility studies. Based on the AHP approach, economic feasibility had the highest priority among other components. Team, financial, market, technological, and environmental feasibility were placed the second to sixth priority, respectively. It seems that paying attention to economic conditions, including macroeconomics, is essential for starting sports startups. For example, if the real interest rate is negative, it can lead financial resources to brokerage instead of investing in a business. The second priority for starting a startup is to pay attention to the expert team because teams are the ones who execute the project: Even if a project has great economic potential, it won't be successful if the team working on it cannot complete it effectively. The team's ability to work together, communicate effectively, and solve problems collaboratively is vital to the project's success. In addition, human resources can adapt to changing circumstances: Economic conditions can change rapidly, and a team that can adapt to these changes can help to keep the project on track. For example, if unexpected costs arise, a team that can brainstorm solutions and adjust the project plan can help keep it on budget. In the third priority, financial feasibility was conducted because funding is necessary to launch the business: A startup typically requires funding to cover expenses such as product development, marketing, and operational costs.

Without sufficient funding, a startup may not be able to get off the ground and start generating revenue. In addition, market feasibility is essential because it helps the startup to understand the potential customer base, competition, and profitability of their product or service. Without a proper market analysis, the startup may be unable to create a sustainable business model and could fail in the long run. Technological feasibility is crucial because it determines the ability of the startup to develop, implement and maintain the necessary technology to support its operations. This includes software, hardware, and infrastructure, among others. If the technology is not feasible or suitable, the startup may be unable to provide a quality service or product, leading to poor customer satisfaction and potential failure. The factor of environmental viability was subsequently assigned the lowest priority ranking. The current situation in Iran implies a lesser amount of emphasis placed on maintaining sustainability or changing regulations to suit the needs of investors (Heydari et al., 2022). Entrepreneurs try adapting to the existing circumstances rather than allocating precedence to environmental factors and regulations.

To conclude, identifying and evaluating feasibility is an imperative measure in commencing a successful startup. The significance of determining feasibility is rooted in its ability to present vital perspectives and data, which can facilitate entrepreneurs in making reasonable decisions about pursuing a specific business concept. Entrepreneurs can identify potential problems, assess the risks and opportunities associated with their idea, and adjust their business plans by conducting a thorough feasibility analysis (Keerativutisest & Promsiri, 2021). The assessment of economic feasibility aids in guaranteeing that the proposed business venture is financially sustainable and possesses the capacity to produce earnings. Human resources feasibility is significant because a harmonious and cooperative team plays a pivotal role in accomplishing a project. The financial viability of a startup is a vital factor in determining the venture's feasibility. Absent sufficient financial resources, the startup is improbable to initiate operations, let alone realize sustained and enduring triumph. Conducting a market feasibility study verifies a startup's product or service's viability, thereby ascertaining adequate market demand. Organizations can evaluate their ecological footprint by implementing an environmental feasibility study, devise measures to alleviate detrimental environmental effects, and guarantee adherence to regulatory mandates.

Disclosure statement and funding

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

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- Abeya, T. G., & Mulugeta, N. (2014). Modeling and Performance Analysis of Manufacturing Systems in Footwear Industry. *Science, Technology and Arts Research Journal*, 3(3), 132–141. <https://doi.org/10.4314/star.v3i3.23>
- Abou-Moghli, A. A., & Al-Abdallah, G. M. (2012). Market analysis and the feasibility of establishing small businesses. *European Scientific Journal*, 8(9), 94-113. <https://doi.org/10.19044/esj.2012.v8n9p%25p>
- Bathula, I. S. R., Virupakshi, & Mali, H. (2017). 3D Printing for Foot. *MOJ Proteomics & Bioinformatics*, 5(6), 165-169. <https://doi.org/10.15406/mojpb.2017.05.00176>
- Batidzirai, B., Valk, M., Wicke, B., Junginger, M., Daioglou, V., Euler, W., & Faaij, A. P. C. (2016). Current and future technical, economic and environmental feasibility of maize and wheat residues supply for biomass energy application: Illustrated for South Africa. *Biomass and Bioenergy*, 92, 106-129. <https://doi.org/10.1016/j.biombioe.2016.06.010>
- Bell, S. T., & Marentette, B. J. (2011). Team viability for long-term and ongoing organizational teams. *Organizational Psychology Review*, 1(4), 275-292. <https://doi.org/10.1177/2041386611405876>
- Benar, N., Saedi, F., & Khosravi Aghdam, A. (2022). Feasibility Study of E-sports Development with the Approach of Creating Business and Job Creation. *Sport Management and Development*, -. <https://doi.org/10.22124/jsmd.2021.18017.2434>
- Boër, C. R., Dulio, S., & Jovane, F. (2004). Editorial: Shoe design and manufacturing. *International Journal of Computer Integrated Manufacturing*, 17(7), 577-582. <https://doi.org/10.1080/09511920412331292637>
- Brockman, K. (2008). How to Perform a Feasibility Study and Market Analysis to Determine if an Ancillary Service Makes Sense. *Orthopedic Clinics of North America*, 39(1), 5-9. <https://doi.org/10.1016/j.ocl.2007.09.004>
- Casadesus-Masanell, R., Elterman, K., & Gassmann, O. (2018). Sportradar (A): From Data to Storytelling. *Harvard Business School*, Case 719-429. <https://www.hbs.edu/faculty/Pages/item.aspx?num=55245>
- Chang, C.-W. (2022). Supply chain movement risk in the sneaker industry: an empirical study. *Quality & Quantity*, 56(3), 1073-1092. <https://doi.org/10.1007/s11135-021-01166-y>
- Ciappei, C., & Simoni, C. (2005). Drivers of new product success in the Italian sport shoe cluster of Montebelluna. *Journal of Fashion Marketing and Management*, 9(1), 20-42. <https://doi.org/10.1108/13612020510586389>
- Darooghe Arefi, N., Bahrololoum, H., Andam, R., & Hasani, A. A. (2022). Identifying and Analysing Factors Affecting Rough Set Theory-Based Iranian Sports Entrepreneurship Ecosystem. *Sports Business Journal*, 2(2), 229-248. <https://doi.org/10.22051/sbj.2022.41960.1056>
- Fenton, A., Parry, K., Chadwick, S., Guimaraes, G., & Aeron, V. (2022). Digital Innovation in Sport – Barriers and Opportunities for Branded Fitness Apps for Fans. In (pp. 25-42). https://doi.org/10.1007/978-981-16-4795-6_3
- Fenyves, L. (2022). Analysis of the ecosystem of E-Sport. *Studia Mundi – Economica*, 9(1). <https://doi.org/10.18531/Studia.Mundi.2022.09.01.9-20>
- Fisu, A., Didiharyono, D., & Bakhtiar. (2020). Economic & Financial Feasibility Analysis of Tarakan Fishery Industrial Estate Masterplan. *IOP Conference Series: Earth and Environmental Science*, 469(1), 012002. <https://doi.org/10.1088/1755-1315/469/1/012002>

- Frate, G. F., Ferrari, L., & Desideri, U. (2021). Energy storage for grid-scale applications: Technology review and economic feasibility analysis. *Renewable Energy*, 163, 1754-1772. <https://doi.org/10.1016/j.renene.2020.10.070>
- Guo, Q. (2022). Analysis of Sports Industry Strategies During Covid-19 Pandemic: Cases from Nike and Adidas. *Highlights in Business, Economics and Management*, 2, 142-146. <https://doi.org/10.54097/hbem.v2i.2352>
- Havard, T. (2013). *Financial Feasibility Studies for Property Development: Theory and Practice*. CRC Press. <https://books.google.com/books?id=ufPeAQAAQBAJ>
- Hernandez, S., Ramírez-Tapia, R., & Jimenez Garcia, J. (2019). Analysis of the Productivity of a Shoe Production Line—Application of Queueing Theory and Lean Manufacturing: Experiences from Latin America. In *Best Practices in Manufacturing Processes: Experiences from Latin America* (pp. 367-388). https://doi.org/10.1007/978-3-319-99190-0_17
- Heydari, R., Keshtidar, M., Dehghan Ghahfarokhi, A., Esfehiani, M., Perić, M., & Oveysi Sani, F. (2022). Modeling the Institutional Factors Affecting the Exploitation of Entrepreneurial Opportunities in the Sports Tourism Industry Using an Interpretive-Structural Approach. *Iranian Journal of Management Studies*, 15(2), 189-205. <https://doi.org/10.22059/IJMS.2021.312725.674275>
- Housel, K. (2016). Virtual Reality and the Role of Sports Content. *Ent. & Sports Law.*, 33, 83.
- Ionut, C. (2015). The importance of the feasibility study for the business plan. *Annals-Economy Series*, 6, 515-519. https://www.utgjiu.ro/revista/ec/pdf/2015-Special%20ECOTREND/85_Ceausescu%20Ionut.pdf
- Issa, A., & Rub, F. A. A. (2007, July 2-4). *Performing Early Feasibility Studies of Software Development Projects Using Business Process Models*. Proceedings of the World Congress on Engineering. https://www.iaeng.org/publication/WCE2007/WCE2007_pp536-540.pdf
- Justis, R. Y., & Kreigsmann, B. (1979). The feasibility study as a tool for venture analysis. *Journal of Small Business Management (pre-1986)*, 17(000001), 35. <https://www.proquest.com/openview/6617d2af924507d115c56d48f1461a19/1?pq-origsite=gscholar&cbl=49243>
- Keerativitises, V., & Promsiri, T. (2021). Financial Feasibility Canvas (FFC): extending the Business model canvas as a method to teach financial feasibility study in entrepreneurial finance. *Academy of Entrepreneurship Journal*, 27(35), 1-14. <https://www.abacademies.org/articles/financial-feasibility-canvas-ffc-extending-the-business-model-canvas-as-a-method-to-teach-financial-feasibility-study-in-entrepren-10322.html>
- Khanifar, H., & Moslemi, N. (2018a). *Fundamentals Qualitative Research Methods, New and Practical Approach* (1st ed.). Negah Danesh.
- Khanifar, H., & Moslemi, N. (2018b). *Qualitative research mehtods, new and practical approach* (1st ed.). Negah Danesh.
- Khazaei Pool, J., Arabzad, S. M., Asian, S., Fahimi, M., & Verij Kazemi, R. (2018). Employing fuzzy ANP for ranking the personality of international brands in the sports shoe industry. *Journal of Modelling in Management*, 13(1), 137-155. <https://doi.org/10.1108/JM2-02-2016-0009>
- Lily, Y., & Yazdanifard, R. (2021). The Impact of Consumer Buying Decision on Malaysian Sports Shoe Market. *International Journal of Management, Accounting and Economics*, 8(2), 103-113. <https://doi.org/10.5281/zenodo.4641113>
- Lin, H., Wu, Q., Chen, X., Yang, X., Guo, X., Lv, J., . . . McElroy, M. (2021). Economic and technological feasibility of using power-to-hydrogen technology under higher wind penetration in China. *Renewable Energy*, 173, 569-580. <https://doi.org/10.1016/j.renene.2021.04.015>

- Micic, P. (2010). Your green futures glasses: Which future opportunities do you have? In (pp. 127-159). https://doi.org/10.1057/9780230275317_6
- Mondalizadeh, Z., Zohrevandian, K., & Azimi, M. R. (2022). Identify barriers of the sports and health startups growth and provide solutions. *Strategic Studies On Youth and Sports*, -. <https://doi.org/10.22034/ssys.2022.1973.2402>
- Nicholas, A. I., & Chinedum, A. H. (2017). The role of feasibility studies on project and organizational performance. *International Journal of Research in Social Sciences*, 7(5), 155-170. <https://www.indianjournals.com/ijor.aspx?target=ijor:ijrss&volume=7&issue=5&article=011>
- Norouzi, H., Darvish, F., & Mesbahi, M. (2021). The Effect of Social Media Marketing Programs in the Online Retail Industry on Purchase of Sporting Goods. *Sports Business Journal*, 1(2), 75-94. <https://doi.org/10.22051/sbj.2022.38024.1017>
- Parvaz, M., & Eydi, H. (2022). Identify and analyze the challenges of startups in the field of sports businesses with a content analysis approach. *Sport Management Journal*, -. <https://doi.org/10.22059/jsm.2022.338091.2894>
- Rahimian, M. (2022). Investigating the Feasibility of Forming E-marketing Cooperatives in Lorestan Province. *New Marketing Research Journal*, 12(1), 151-176. <https://doi.org/10.22108/nmrj.2022.130561.2542>
- Ratten, V. (2020a). Creating Entrepreneurial Opportunities Through Sport Ecosystems. In V. Ratten (Ed.), *Sport Startups: New Advances in Entrepreneurship* (pp. 29-44). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-78973-081-420201003>
- Ratten, V. (2020). *Sport Startups: New Advances in Entrepreneurship*. Emerald Publishing Limited. <https://books.google.com/books?id=85sLEAAQBAJ>
- Ratten, V. (2020b). Sport Startups: What are They? In *Sport Startups: New Advances in Entrepreneurship* (pp. 1-15). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-78973-081-420201001>
- Ratten, V., & Ferreira, J. J. (2016). *Sport Entrepreneurship and Innovation*. Taylor & Francis. <https://books.google.com/books?id=58WVDQAAQBAJ>
- Ratten, V., & Jones, P. (2020). New challenges in sport entrepreneurship for value creation. *International Entrepreneurship and Management Journal*, 16(3), 961-980. <https://doi.org/10.1007/s11365-020-00664-z>
- Reinschmidt, C., & Nigg, B. M. (2000). Current issues in the design of running and court shoes. *Sportverletz Sportschaden*, 14(3), 71-81. <https://doi.org/10.1055/s-2000-7866>
- Ruswanti, E., Herlambang, B., & Januarko, M. (2016). The effect of brand, design, and price on intention to purchase mediated by quality perception at sport shoes X. *Journal of Economics, Business & Accountancy Ventura*, 19(2), 249-258. <https://doi.org/10.14414/jebav.v19i2.458>
- Saaty, T. L. (2004). Decision making — the Analytic Hierarchy and Network Processes (AHP/ANP). *Journal of Systems Science and Systems Engineering*, 13(1), 1-35. <https://doi.org/10.1007/s11518-006-0151-5>
- Sellitto, M. A., Pereira, G. M., Borchardt, M., da Silva, R. I., & Viegas, C. V. (2015). A SCOR-based model for supply chain performance measurement: application in the footwear industry. *International Journal of Production Research*, 53(16), 4917-4926. <https://doi.org/10.1080/00207543.2015.1005251>
- Shah, M. (2017). *Consumer Perception and Comparative Analysis of sport shoes brand*. Proceedings of International Academic Conferences. <https://ideas.repec.org/p/sek/iacpro/4607347.html>

- Sohrabi, Z., Moharramzadeh, M., Naghizadeh Baghi, A., & Azizian Kohn, N. (2023). Strategic Business Development Model of Iran's Professional Sports. *Sports Business Journal*, 3(2), 71-92. <https://doi.org/10.22051/sbj.2023.42901.1072>
- Stewart, B. (2017). *Sport Funding and Finance: Second edition*. Taylor & Francis. <https://books.google.com/books?id=WHI9BAAAQBAJ>
- Stokes, K. (2015). *The economic feasibility of an equine sports therapy facility*. [Master Thesis, Texas Tech University]. <https://ttu-ir.tdl.org/bitstream/handle/2346/66145/STOKES-THESIS-2015.pdf?sequence=1>
- Tarigan, U. P. P., Mardhatillah, A., Budiman, I., Sembiring, A. C., & Ramadhan, M. S. (2018). Feasibility Study Analysis of Establishing Archery Sports Special Place. *Journal of Physics: Conference Series*, 1007(1), 012027. <https://doi.org/10.1088/1742-6596/1007/1/012027>
- Viorica, I. (2010). Financing Investment Projects the Relationship between Feasibility Study and Business Plan. *Annals of Dunărea de Jos University. Fascicle I : Economics and Applied Informatics*, 125-130. <https://core.ac.uk/download/pdf/6372447.pdf>
- Weiermair, K., Peters, M., & Schuckert, M. (2007). Destination Development and the Tourist Life-cycle: Implications for Entrepreneurship in Alpine Tourism. *Tourism Recreation Research*, 32(1), 83-93. <https://doi.org/10.1080/02508281.2007.11081526>
- Widyastutir, S., & Said, M. (2017). Consumer consideration in purchase decision of SPECS sports shoes product through brand image, product design and price perception. *International Journal of Supply Chain Management*, 6(4), 199-207. <https://doi.org/10.59160/ijscm.v6i4.1809>

امکان‌سنجی راه‌اندازی استارت‌آپ‌های ورزشی: مورد مطالعه صنعت کفش ورزشی

زینب مندعلی‌زاده^۱، الهه کاویانی^۲

^۱ استادیار، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه اراک، اراک، ایران.
^۲ کارشناسی ارشد، گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه اراک، اراک، ایران.

کلیدواژه

استارت‌آپ
استراتژی بازار
طرح کسب‌وکار
نوآوری ورزشی

نوع مقاله

پژوهشی

چکیده

هدف: تحقیق حاضر به شناسایی عناصر کلیدی در موفقیت راه‌اندازی کسب‌وکار جدید در صنعت کفش ورزشی پرداخته است.

روش: روش تحقیق مورد استفاده کیفی و با استفاده از منابع کتابخانه‌ای بود که طی مصاحبه با ۱۵ شرکت‌کننده شامل صاحبان استارت‌آپ‌های ورزشی و متخصصان پارک علم و فناوری انجام شد. از متد تحلیل مضمون و راهبرد نمونه‌گیری هدفمند استفاده شد. همچنین، پرسشنامه‌ای بین ۱۰ شرکت‌کننده توزیع و از نرم‌افزار Expert Choice استفاده شد.

یافته‌ها: در این مطالعه عوامل اقتصادی، مالی، محیطی، فناوری، تیمی و بازار به عنوان مولفه‌های ضروری برای راه‌اندازی یک استارت‌آپ ورزشی در صنعت کفش شناسایی شدند. بر اساس رویکرد فرآیند تحلیل سلسله مراتبی، اولویت‌بندی این عناصر به صورت امکان‌سنجی اقتصادی، امکان‌سنجی منابع انسانی، امکان‌سنجی مالی، امکان‌سنجی بازار، امکان‌سنجی تکنولوژیکی و امکان‌سنجی محیطی تعیین شد. علاوه بر این اولویت‌بندی زیرعناصر هر یک از امکان‌سنجی‌ها نیز ارائه شد. برای صاحبان مشاغل ورزشی بسیار مهم است که با توجه به شرایط فعلی بازار، برنامه‌ریزی مناسب و ارزیابی امکان‌سنجی را هنگام راه‌اندازی استارت‌آپ‌های ورزشی انجام دهند. عناصر کلیدی شناسایی شده در این مطالعه را می‌توان برای پروژه‌های تجاری در اقتصاد ورزش ایران مورد استفاده قرار داد.

اصالت و ابتکار مقاله: این تحقیق دارای دیدگاهی استراتژیک در بررسی احتمال موفقیت استارت‌آپ‌های ورزشی است، حوزه‌ای که کمتر مورد توجه قرار گرفته است. این مطالعه همچنین رویکرد جدیدی را برای پیش‌بینی در صنعت کفش ورزشی فراهم می‌نماید.

تاریخ دریافت: ۱۴۰۱/۱۲/۱۱

تاریخ پذیرش: ۱۴۰۲/۰۳/۰۴

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^(س) 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.

فهرست عناوین

- ۲۶ چگونه نقل و انتقال بازیکنان فوتبال می‌تواند کسب‌وکاری موفق‌تر باشد؟ مدلی مبتنی بر رویکرد نظریه بازی‌ها
ژاله معماری؛ مریم اسماعیلی؛ مژگان جعفری
- ۴۷ مستندسازی هم‌آفرینی ارزش‌برند مشتری مبتنی بر ریسک‌زمانی جوامع‌برند آنلاین در صنعت پوشاک ورزشی
محمد هادی عسگری
- ۶۹ پیش‌ران‌های کلیدی ارزش طول‌عمر مشتریان باشگاه‌های ورزشی ایران
ماهرخ رجبی اصلی؛ مژگان خدامرادپور؛ مظفر یکتا‌بار؛ رشاد حسینی
- ۹۲ مدل توسعه کسب‌وکار ورزش حرفه‌ای ایران
زهرا سهرابی؛ مهرداد محرم‌زاده؛ عباس نقی‌زاده باقی؛ نسرین عزیزیان کهن
- ۱۱۴ استراتژی‌های توسعه ورزش برای همه مبتنی بر رویکرد بازاریابی اجتماعی
علی صابری؛ محمد رضا فتحی؛ سید محمد سبحانی؛ ساناز کارگران؛ ابراهیم رجب‌پور
- ۱۳۳ امکان‌سنجی راه‌اندازی استارت‌آپ‌های ورزشی: مورد مطالعه صنعت کفش ورزشی
زینب مندعلی‌زاده؛ الهه کاویانی

نشریه

نشریه فصلنامه علمی

دانشگاه الزهراء (س)

کسب و کار

دوره سه - شماره دو، شماره پیاپی ۶

بهار ۱۴۰۲

در ورزش



طراح جلد:

حمیدرضا عطالاهی

صاحب امتیاز: دانشگاه الزهراء (س)

سردبیر: دکتر محمد احسانی

مدیرمسئول: دکتر ژاله معماری

مدیر اجرایی و صفحه‌آرا: مهری پوینده‌کیا

اعضای هیئت تحریریه

دکتر محمد احسانی	استاد مدیریت ورزشی، گروه تربیت بدنی و علوم ورزشی، دانشکده علوم انسانی، دانشگاه تربیت مدرس، تهران، ایران.
دکتر محمد خبیبی	دانشیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه تهران، تهران، ایران.
دکتر حسین رفیعی	استاد گروه اقتصاد دانشگاه الزهراء (س)، تهران، ایران.
دکتر سعید صادقی بروجردی	استاد گروه تربیت بدنی و علوم ورزشی، دانشکده علوم انسانی و اجتماعی، دانشگاه کردستان، کردستان، ایران.
دکتر ناهید اتقیا	دانشیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء (س)، تهران، ایران
دکتر مهدی طلب‌پور	استاد مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه فردوسی، مشهد، ایران.
دکتر اصغر افشار جهانشاهی	دانشیار گروه کسب و کار در دانشگاه PUCP، پرو.
دکتر ریچارد هلسیو	استاد برنامه مدیریت ورزشی در دانشگاه ایندیانا پنسیلوانیا، آمریکا.
دکتر ژاله معماری	دانشیار گروه مدیریت ورزشی، دانشکده علوم ورزشی، دانشگاه الزهراء (س)، تهران، ایران.
دکتر رضا اندام	دانشیار مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه صنعتی شاهرود، سمنان، ایران.
دکتر ندا عبدالوند	دانشیار مدیریت فناوری اطلاعات دانشگاه الزهراء (س)، تهران، ایران.
دکتر مهرداد محرم‌زاده	استاد مدیریت و ورزشی، دانشگاه محقق اردبیلی، اردبیل، ایران.

لیست داوران

-	دانشیار مدیریت ورزشی دانشگاه الزهرا (س)	دکتر ناهید تقیا
-	دانشیار مدیریت ورزشی دانشگاه خوارزمی	دکتر علیرضا الهی
-	دانشیار مدیریت ورزشی دانشگاه صنعتی شاهرود	دکتر رضا انام
-	استاد مدیریت ورزشی دانشگاه کردستان	دکتر سعید صلقی بروجردی
-	استاد یار مدیریت ورزشی دانشگاه سبزوار	دکتر علی بنسبری
-	استاد یار مدیریت ورزشی دانشگاه خوارزمی	دکتر محمد حسن پیمان فر
-	استاد یار مدیریت ورزشی دانشگاه تبریز	دکتر وحیده جوئی
-	دانشیار مدیریت ورزشی دانشگاه تهران	دکتر محمد خبیری
-	دکترای مدیریت ورزشی	دکتر رحیم خسرومش
-	استاد یار مدیریت ورزشی دانشگاه ارومیه	دکتر رفیقه سرلاب
-	استاد یار مدیریت ورزشی دانشگاه تربیت مدرس	دکتر مرجان صفای
-	دانشیار مدیریت فناوری اطلاعات دانشگاه الزهرا (س)	دکتر نانا عبدالوحد
-	دانشیار مدیریت ورزشی دانشگاه تهران	دکتر ایراهیم علیدوست قهفرخی
-	استاد یار مدیریت ورزشی دانشگاه فردوسی مشهد	دکتر سید مرتضی عظیم زاده
-	دکترای مدیریت ورزشی	دکتر مهیم فلاح کاظمی
-	استاد یار دانشگاه زنجان، زنجان	دکتر حسن قره خانی
-	دانشیار مدیریت ورزشی دانشگاه الزهرا (س)	دکتر ژاله معمار
-	دانشیار مدیریت ورزشی دانشگاه الزهرا (س)	دکتر مریم مختار دینانی
-		دکتر زینب مندعلی زاده
-	دانشیار مدیریت ورزشی دانشگاه تربیت مدرس	دکتر رسول نوری سید حسینی
-	دکترای مدیریت ورزشی	دکتر علی ناظمی
-	دکترای مدیریت ورزشی	دکتر مریم نیازی تبار
-	دکترای مدیریت ورزشی	دکتر مریم زهیر

نشریه

کسب و کار

در ورزش

نشریه فصلنامه علمی دانشگاه الزهرا (س)

دوره سه - شماره دو، شماره پیاپی ۶

بهار ۱۴۰۲

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

• تلفن: + ۹۸۲۱۸۸۰۴۱۴۶۸

• فاکس: + ۹۸۲۱۸۸۰۳۰۶۶۱

• کدپستی: ۱۹۹۳۸۹۳۹۷۳

• آدرس سایت دانشگاه: www.alzahra.ac.ir

ایمیل نشریه: Sportbj@alzahra.ac.ir

ایمیل پشتیبانی: Supportsbj@alzahra.ac.ir

وب سایت نشریه: <https://sbj.alzahra.ac.ir/>