



Designing a Conceptual Framework for Innovation Capability Development in Iranian Football Premier League

Zeinab Mandalizadeh^{1*} , Mojtaba Amiri²

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

² Associate Professor, Department of Public Administration, Faculty of Management, Tehran University, Tehran, Iran.

ABSTRACT

Purpose: Innovation is a critical factor in the success of football clubs. The use of innovation in organizations leads to the development of competitive advantage and sustainability. Innovation is the source of competitive advantage in the public and non-profit sectors by improving efficiency and effectiveness. This article aimed to design a framework for developing innovation capability in Iranian Premier League Clubs.

Methodology: The participants were 16 management and sports management professors. The sampling strategy was purposeful. To analyze the interviews, we used content analysis based on the Grounded Theory.

Findings: We extracted seven elements base on the interviews. They included financial infrastructure resources, transformational leadership, strategic thinking, innovative marketing, human resources capacity, knowledge process, and institutional environment. The results showed that financial infrastructure resources as the tangible resources and institutional factors combined with a kind of transformational leadership and strategic thinking of board members in terms of innovation, innovative marketing, and effective use of knowledge could enable football clubs to innovate.

Originality: The new capabilities of the Premier Football League clubs have been less discussed. In this study, we introduced the financial independence groundes, competitive advantage, value creation through innovation and supportive approaches of clubs in Iran.

Keywords

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Concept Framework

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1. Introduction

Today, innovation is an essential source of competitive advantage in organizations (Kulins et al., 2016). The use of innovation in organizations leads to the development of competitive advantage and sustainability. Innovation is the source of competitive advantage in the public and non-profit sectors by improving efficiency and effectiveness (Damanpour & Aravind, 2012). Organizations need to adapt to the competitive environment. They need to be changed to meet customer expectations or create added value through innovation (Ratten & Ferreira, 2016).

Sports organizations are no exception to this rule and seek to innovate to meet customer expectations and competitive advantage. In this regard, sports clubs or sports federations have been encouraged to make changes to satisfy and meet the expectations of their new members. Because of the growing commercialization and professionalism of the sports industry, it is essential to empower these organizations to innovate as much as other organizations (Newell & Swan, 1995). Club management will not be possible without the involvement of factors such as marketing. Fans are one of the essential sources of clubs and their natural wealth. Increasing the number of fans without observing the relevant techniques, paying attention to their satisfaction, and increasing fan loyalty cannot be considered sustainable sources for clubs (Memari et al., 2021).

The purpose of organizations' empowerment is to provide a platform to create and develop innovation capability in sports organizations. Sports organizations are increasingly challenged by competitors and sports providers and by increasing competition from other sports organizations. In this regard, sports clubs may compete for members and scarce resources such as financial resources and facilities (Newell & Swan, 1995). As recognized by the managers, this type of competition causes innovation in sports organizations (Winand et al., 2013).

Innovation capability is one of the most important approaches to creating innovation outcomes. Innovation capability is the determinant of achieving a high level of competitiveness in national and international markets and can be developed by measuring the performance of companies (Saunila & Ukko, 2014). It has been described as promoting the success of businesses (Francis & Bessant, 2005). The literature on innovation and its potential in industry is general and extensive but does not explicitly address sports products and innovation (Lawson & Samson, 2001).

Socio-technical system theory divides the elements of innovation capability into two categories: 1) technological innovation capability (development of new services, technology and service operations) and 2) non-technological innovation capability (management, market and marketing) (Ngo & O'Cass, 2013). Technology innovation capability is the use of new products or services that affect the performance of organizations (Oh & Teo, 2010), and non-technology innovation capability can include the branding of a company. Innovation is a tool preventing corporate growth and branding risks and is the root of innovation to access the market (Gupta & Malhotra, 2013). In general, innovation capability is defined as a multidimensional concept that has different structures (Saunila & Ukko, 2014).

Organizations that commit to developing innovation capabilities have a better vision for future success. One of the hallmarks of entrepreneurship is competition, which largely depends on the production of innovation in the future. Organizational performance largely depends on the ability to innovate (Saunila et al., 2012). Innovation capability is defined as the ability of organizations to mobilize skills and human resources to create new knowledge to deliver new services, products, or processes (Cohen & Levinthal, 1990). According to Newell and Swan (1995) Newell & Swan (1995), the ability of sports governing organizations to innovate to access (new) resources, sustain and promote their sport, as well as the development of sport in general, the spread of innovations and new practices or practices is essential (Newell & Swan, 1995). Sports organizations have unique opportunities and constraints that affect their ability to innovate (Ratten & Ferreira, 2016).

Numerous innovations have been linked to sports and football. Innovation in the service sector can include service itself in service delivery or service conditions (Edvardsson & Olsson, 1996). Hoeber and Hoeber (2012), in a study of football clubs, explained how new electronic devices had been developed, which in turn is a technological innovation (Hoeber & Hoeber, 2012). In addition, in recent years, FIFA has implemented many innovative measures to promote football and the growth of entrepreneurial activities in football. Changes in technology in various sports fields, especially in football with its unique nature, have made spectators want to participate in some sports activities. Increasing changes and innovative technologies will continue in the future. Products that were imagined in the past are now a constant and effective phenomenon (Hamidi et al., 2013). The processes required for sports development in Iran include attraction, maintenance (the Process of maintaining community sport participation and retaining talent), and education (Askarian et al., 2021). What is important is developing the ability to innovate in football clubs, despite the development of technologies and innovations alongside football.

The development of innovation capability and performance innovation, training and performance has led to an increase in the competitive advantage of football. Promoting innovation as well as the capacity for innovation in football clubs improves the performance of football clubs.

The world's biggest football clubs are still profitable and have a high financial balance due to the proper management of club resources and creating a competitive advantage. Meanwhile, football clubs in Iran are still in dire financial straits and have not been able to take full advantage of their value-added capabilities and have moved away from the sports industry in the true sense of the word. At the same time, the maintenance costs of the clubs are increasing day by day, and the shareholders and even the government are finding it difficult to overcome these costs. Similarly, clubs have to go to different resources to cover their expenses by providing them and creating the capability to provide their financial needs (Seifpanahi Shabani & Hamidi, 2017). One of these competencies is developing innovation capability in Premier League Clubs, which can pave the way for the clubs' financial independence, competitive advantage development, value creation through innovation, and more supportive approaches. As a result, sports organizations do not value innovation, which is debatable in the discussion

of football clubs. Football clubs in Iran are entirely state-owned and under the supervision of the Ministry of Sports and Youth, which is a reason for the reluctance to innovate. The research aims to develop a framework for developing innovation capability in Iranian Premier League clubs.

As a result, the researcher seeks to answer the following questions:

- 1- What are the components of the innovation capability development framework in Iranian Premier League clubs?
- 2- What are the relationships between the components of developing innovation capability in Iranian Premier League clubs?

2. Theoretical background

A review of research has shown that no study was conducted on the innovation capability in sport. On the other hand, the first research in this field dates back to 1995. The recent research in the field of innovation is [Ratten \(2017\)](#); [Ratten and Ferreira \(2016\)](#), who has pointed out the importance of managing innovation in sports and the growth of the sports industry as a result of increasing leisure and sports recreation and has introduced innovation as the heart of sports. Without innovation, sports will not be recognized as an industry and have a competitive advantage. Indeed, most research has cited the consequences of innovation, but few studies have considered the capability to innovate and develop in sports clubs. [Table 1](#) shows the summary of research conducted in innovation capability in organizations, including sports organizations.

Table 1. A summary of research conducted in the field of innovation capability in organizations.

Researchers	Purposes	Results
Bachari Salehi et al. (2014)	A framework for evaluating and developing innovation capability through a system dynamics approach	The excellence model was used to explain the capability of innovation in organizations. Accordingly, the constituent elements of innovation capability are leadership, strategy, partnerships, resources, people, processes, and policies.
Haghighi Kaffash et al. (2015)	Modelling organizational innovation capability	Three dimensions of operational capability, human capability and structural capability play the most crucial role in shaping innovation capability in the organization and components such as individual knowledge capacity, managerial capacity, communication capacity, technological capacity, and support capacity have a direct and significant dependence on innovation capability. They had organizations (fifty-five large companies active in various industries).
Naeiji et al. (2017)	The effect of mediating the culture of innovation and knowledge capability on the entrepreneurial orientation of sports clubs	Culture of innovation and knowledge management ability affect entrepreneurial orientation.
Mohammadi et al. (2016)	The Impact of Strategic Innovation on Customer Purchasing Tendency: The Role of Adjusting Innovation Capabilities	Strategic innovation and its indicators (value innovation, creating a new market, market entry innovation, breaking the competition) significantly affected the customer's willingness.
Soltani et al. (2018)	Factors Affecting Competitive Advantage in Professional Football Clubs	Efficiency, innovation, and customer response are the most important factors of competitive advantage in football clubs. This research emphasizes resource-based theory.
Newell and Swan (1995)	Innovation process in sports organizations	Factors affecting the innovation process in sports organizations are structure and strategy (input) of education, media, sponsors, other sports organizations, internal networks and the type of sports organization (process), and finally, organizational change (Result).

Researchers	Purposes	Results
Hull and Lio (2006)	Factors affecting the innovation capability of non-profit sports organizations	The financial dimension (sponsors, financial balance), the human resources dimension (volunteers and staff), the user dimension (expectations and customers), and the strategic dimension (stakeholders, sports services, and sports network) affect the ability to innovate.
Saunila et al. (2012)	Conceptual model of measuring innovation capability and its effects	The elements of innovation capability as an innovation performance, including innovation potential, processes, and innovative results using the system process, were concluded. The effects of the innovation performance process on performance management, including employees, operations, and customer and financial resources, were reported.
Omar et al. (2016)	Assessing the factors affecting service innovation and performance	Organizational structure, organizational learning, transformational leadership, and customer orientation.
Saunila (2016)	Measuring the performance of innovation capability in small and medium-sized businesses	The development of the innovation capability framework was achieved through performance management. Among the constituent elements of the innovation capacity measurement framework were leadership culture, work climate, and structural organization, ideation, and organization, exploitation of external knowledge, knowledge development, and individual activity.
Foroudi et al. (2016)	The effect of innovation capability and customer experiences on loyalty and reputation	Customer experiences due to innovation had a positive and significant effect on business loyalty and reputation.

3. Methodology

The qualitative approach and grounded theory research method have been used. Participants included 16 management and sports management professors. Grounded theory (GT) is a widely cited qualitative approach in social science. Purposeful sampling is considered those in which the relationships under study are of particular clarity, such as experts' opinions or those of particular importance to the performance of the program being evaluated (Khanifar and Moslemi (2018)). Sampling continued until theoretical adequacy was reached. In other words, the criterion for judging the time to stop selection was theoretical adequacy. According to Glasser and Strauss (1967), when theoretical adequacy is achieved, no additional data can be found by which the researcher can formulate properties or characteristics (categories). As it collects similar data, it empirically ensures that a category is sufficient (Danaei Fard et al.). The interviews were performed from August to September 2020, varying from 30 minutes to 1.5 hours.

The emerging theory approach requires an extended stay in the research environment to allow the researcher to identify the participants' main concerns to allow the main category or process that depicts the answer to the problem to emerge. The fundamental theory begins with codes, concepts, dimensions, and finally, theory. The resulting theory does not need to be validated and tested separately because the theory is derived from data. Three types of coding in the research process are open coding, axial coding and selective coding (Khanifar & Moslemi, 2018). To analyze the interviews from an editorial approach is one of the data analysis approaches used in interviews (Danaei Fard et al.).

Open and axial coding can help identify the concepts. Selective coding used to elaborate the dimensions of the properties of those concepts. In open coding, the data obtained from the interview and the necessary concepts were extracted as a result of the editorial approach. Axial coding examines the relationship between the classes

produced in the open coding phase; in selective coding, the extracted pivot codes are grouped and compared with each other to obtain the main groups and the necessary dimensions. The Conformability (through the researcher's 6-month presence in the research approach and interview), transferability (through maximum extraction and analysis), verifiability (clarity of research steps for other researchers) and reliability (through the reliability formula for qualitative approaches) are confirmed.

The percentage agreement method was performed for coding reliability. For this purpose, three interviews were considered, and each of them was coded twice at intervals of 14 days. The following formula was used for the percentage of reliability. $100\% (\text{number agreements} \times 2) / (\text{total number codes}) = \text{formula reliability percentage}$

Table 2. Calculation of reliability among encoders (stability index).

Row	Interviewee number	Number of codes	Number of agreements	Number of disagreements	Re-test reliability
1	MO1	28	13	2	92.8%
2	MO3	21	10	4	95.2%
3	MO7	19	7	3	73.6%
	Sum	68	30	9	88.2%

4. Results

Demographic findings showed that 25% were management professors among the interviewees, 75% were sports management professors, 12.5% were women, and 87.5% were men. The average service years were 10.18 ± 5.12 . 68.75% of the participants were assistant professors, and 31.25% were associate professors.

Twenty-five concepts were identified for the framework, which is given in [Table 3](#) of open, axial and selective (optional) coding.

Table 3. Open, axial and selective coding.

Concepts	Axial coding	Selective coding
Efforts to finance football clubs (obtain sponsors) support public and private institutions	Financial resources - infrastructure	Input
Infrastructures such as private lawn, club building, standard stadium, application of sports-related technology, physical facilities		
Inspirational motivation Individual considerations in the football club	Transformational leadership	
Encouragement and mental encouragement of people and stakeholders in the club		
Ideal influence on related stakeholders in the football club Systematic thinking to achieve the vision of the club by considering the feasibility of the strategic plans of the club	Strategic thinking	process
Clever opportunism in the light of developments and changes in the club environment		
Present creative thoughts and ideas using approaches such as brainstorming, brainstorming and considering the arguments of sports fans by forming a think tank. ...		
Thoughts related to talent identification, branding Determining and prioritizing the goals of the club		
Strategic analysis Customer orientation and attention to customers of sports clubs, fan segmentation,	Innovational marketing	
Networking with fans and stakeholders of sports clubs,		

Concepts	Axial coding	Selective coding
media and international clubs		
Creative advertising, promotion of services and production of sports products by the club, prediction of results and legal betting		
Selection of qualified managers	Human resources capacity	
Employing expert trainers		
Discover the world day knowledge in the field of football	Knowledge processes	
Utilizing the knowledge and science of the day in football		
Access to and retrieval of knowledge through relevant training courses		
Transfer knowledge to coaches, players and managers		
Removing barriers related to legal rules, trying to recognize the right to broadcast media		
Importance and value of football	Institutional factors	Institutional environment
Cooperation and coordination of various institutions involved in football		

Figure 1 shows a framework of innovation capability in football clubs.

The conceptual framework of innovation capability and relationships between components based on the system approach is shown in Figure 1:

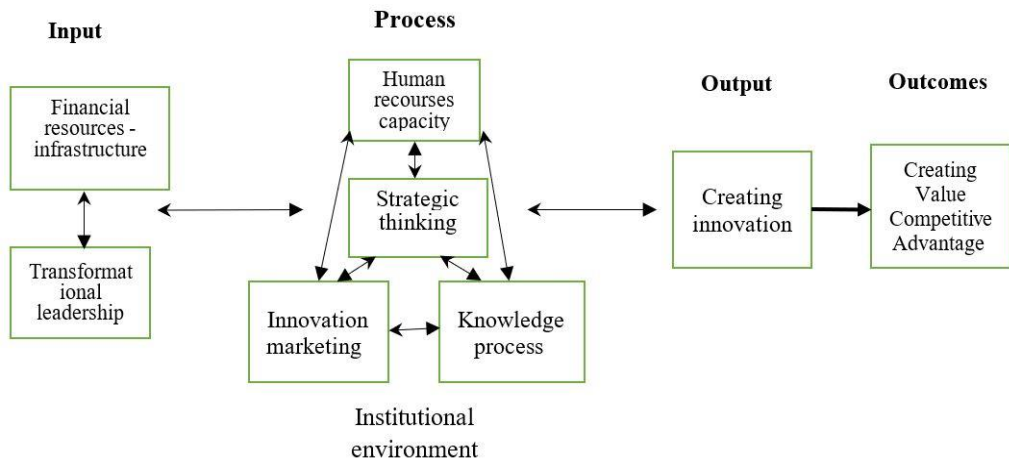


Figure 1. Conceptual framework for innovation capability development in football premier league.

Conceptual framework of innovation capability in football clubs developed based on the system theory. A system as a set of elements that interact with the self and the environment. A system was defined as an interconnected set of elements that make up a whole unit or complex. The system consists of input, process, and output components that the input causes activity in the system and converts the input power or process into results (Clavio et al., 2012). A system can include a comprehensive approach that somehow all its elements and components to achieve are purposefully interrelated. Financial and infrastructure resources, as well as the existence of transformational leadership, are considered as inputs of the system. Because organizations with vital infrastructure can create favourable conditions for the use of human capital, and these conditions and

benefiting from it require transformational leadership, these two elements were considered as input systems. The existence of financial capital infrastructure is a prerequisite for the better implementation of organizational processes. Managing creativity and innovation and gaining financial support and infrastructure development in sports clubs requires capable sports leadership (García-Morales et al., 2012).

5. Managerial implications

The study indicates a conceptual framework for policymakers and sport managers to ensure football clubs' innovation capabilities. The study's outcomes also provide helpful direction on the decision-making process of the owner or manager considering the sports industry's institutional, human, and marketing aspects.

Managers can take advantage of the development of innovation capacity in football clubs, can develop innovation creatively with a variety of approaches, and as a result, take the lead over other clubs and create a competitive advantage and profitability—the consequence of the process exploited in developing privatization and differentiation in Premier League clubs.

Due to the impact of infrastructure financial resources on the innovation capability of football clubs, providing standard and up-to-date facilities and equipment and using new and advanced technologies in football clubs and private sector activity can be recommended. Considering the positive effect of using the capacity of human resources and knowledge management on the innovation capability of football clubs, encouraging the participation of coaches in knowledge-based approaches related to innovation, participating in the exhibition should be considered. Innovation festivals in the sports industry and holding such exhibitions in the region, and holding seminars can be conducted.

The management committee's role in football clubs can be enhanced by improving managers' technical and special abilities and mastering sports knowledge and technology through participating in training courses. Collaborative approaches, stakeholder communication, continuous stakeholder consultation can create innovative changes in the management process of football clubs.

One of the results was the effect of communication capabilities on the innovation capability of football clubs. As a result, the practical suggestions of the present study can be expressed as follows:

- Development of informal relations and participatory groups and providing suitable conditions, facilities, and environment for them;
- Increasing personal skills, knowledge and awareness of employees by participating in sports workshops.

For improving the innovative marketing to the innovation capability of football clubs, supporting the ideas and creativity of staff innovations to improve products and provide better sports services can be suggested.

6. Discussion and conclusion

Financial resources and physical infrastructure are considered as indicators of input for the present framework. Tangible club resources are considered as system inputs. In this regard, the ability to innovate based on resource-based theory can be explained (Breznik & D. Hisrich, 2014). The resource-based theory states that organizations compete against others based on their resources and capabilities (Miles, 2012). The source is defined as anything that can be thought of as a strength to the organization. Resources include any tangible or intangible asset that has a semi-permanent link to the organization. Examples of sources include brand names, employee knowledge, skills and abilities, technology, capital, contract, efficient procedures and processes (Miles, 2012). Infrastructures, including technical, technological and information infrastructures, are defined as sources of support for sports clubs. Based on this, indicators such as the level of tax support, access to sports services, access to economic information, information and communication infrastructure and the extent to which technical standards are applied in the club sector are among the infrastructures required for clubs. Accordingly, essential infrastructures such as information and communication (clubs, internet.), technology and access to financial resources (banks) seem important in supporting sports clubs.

Another influential part of innovation in football clubs was intangible resources, one dimension of transformational leadership. The resource theory does not explain how to achieve a competitive advantage. Accordingly, one of the approaches in the field of the management function is the discussion of leadership. The context of innovative sports organizations is based on innovative leaders who influence organizational performance (Ratten, 2016). Innovative and transformational leadership in the organization is one of the factors that can lead to innovation. Many researchers have examined the relationship between innovation and transformational leadership (García-Morales et al., 2012). Transformational leadership influences innovation activities by mentally encouraging and motivating employees (Vaccaro et al., 2012). Transformational leaders strive to significantly increase performance beyond what is necessary to achieve organizational goals. Transformational leadership is associated with a higher level of efficacy in public and private organizations (Bryman et al., 2011). That is why they can try to obtain resources in different ways. This is because leadership in sports (due to the unique nature of sport) or sports clubs is not just leadership over staff, players, coaches, but a large community of stakeholders, including sports fans and supporters. It includes finance, etc. In this regard, leadership must be able to communicate and manage this relationship to achieve success goals. In other words, transformational leadership is emphasized in sports because of the greater focus on the need for self-fulfilment and the position of ambition (Ratten & Ferreira, 2016).

Strategic thinking is another intangible resource needed for football clubs. One of the essential assets of sports organizations is strategic thinking, innovative opportunity seeking, a systemic perspective, purposefulness and timely thinking (Nazemi et al., 2010). Strategic thinking requires creative and divergent thinking, so strategic thinking should be at the heart of any organization that takes advantage of opportunities around the environment. Corporate social responsibility is considered a creative strategy for

sports teams, which as a responsibility to the community goes beyond financial returns for the team. Social responsibility has been increasingly discussed in the political, socio-economic and business sectors (Ratten, 2011). Social responsibility includes social, cultural and environmental factors. In general, in a situation where cultural conditions are receptive to sports, it can be considered a positive step to continue innovation in sports and improve the status of the football club. The attitudes and thoughts of the football club stakeholders towards social responsibility and moral commitment to the community and the sports community can be an indicator of sports goals and values. Sports brands are significant in creating wealth and importance. The most successful sports teams in Europe are those that have been successful in brandings, such as Manchester United (\$ 259 million), Real Madrid (\$ 155 million) and Bayern Munich (\$ 150 million). Other sports teams are also trying to brand their team to create value.

As a result, the ability to use the brand capacity of a team and strengthen it can be a factor in developing the ability to innovate in the sports team (Ratten, 2011) because the support of sports teams is increasingly due to the reputation and brand of different sports teams. Brand strategy and the area of strategic brands can also change in the field of innovation. Innovation can occur in the context of brand goals and strategies. As a result, branding can be a potential for brand innovation in sports. Vaux Halliday and Trott (2010) examined the development of service innovation by building branding competencies and introduced branding as an optimal capability for innovation in companies (Vaux Halliday & Trott, 2010).

Human resource capacity includes empowering human resources to develop creativity and strategic thinking in the organization. Utilizing human resources, including capable and creative coaches and players, help to increase the capacity for innovation in organizations. Accordingly, human resources empowerment in various researches on organizational performance (Men, 2011; Mustafa & Bon, 2012) or employees' organizational commitment (McDermott et al., 1996; Rawat, 2011) has been impressive. The approach of human capacity development is one of the approaches of empowerment, process and consequence of efforts and influencing decisions that affect organizational performance and quality of social life (Zimmerman, 2000).

Another factor was innovative marketing. Many strategies can be used in conjunction with transformational leadership in sports marketing. Among the creative marketing strategies in sports, various strategies such as viral marketing, transactional, and ambush marketing can effectively develop the ability to innovate. The principles and tools of sports marketing reflect the basic knowledge that sports marketers need. Sports clubs should develop strategies for events, competitions and activities focused on customer fans (Da Silva & Las Casas, 2017). Communication capacity and communication capabilities, and coordination between different areas were other components. Innovation diffusion theory examines how individuals or organizations are notified over time, which can lead to the use of an innovation. Dissemination is when innovation is transmitted and shared with individuals in a social system through communication channels. Communication requires people to exchange and create information that leads to a collective understanding of innovation. Innovation communication focuses on two-way communication between people (not one-way

communication from one source to one audience) (Miles, 2012). Communication capacity to communicate with other intangible or tangible resources can help in further coordination in sports organizations.

Knowledge and its processes are the approaches of absorbing and acquiring knowledge by specialists, experts, and professionals in the organization, the results of which make this group enjoy power, credibility, and independence in front of the management of the organization and provide their knowledge in return for a reasonable price. In the traditional model, organizations and individuals are often reluctant to transfer and exchange their knowledge. Instead of looking at knowledge as an organizational resource, they view knowledge as a source of power for personal gain and promotion. An organization that supports information sharing and knowledge creation can better define effective and efficient processes and improve its organizational capacity (Miles, 2012). Knowledge processes and cycles and their importance for the leaders of a sports organization, especially in sports clubs, can absorb the knowledge and technology used in other clubs to create practical value. The importance of knowledge management from this is because innovative technologies are affecting sports day by day. As a result, sports clubs should seek and monitor knowledge opportunities from other clubs globally and contribute by cooperating with various institutions. Have knowledge and creativity in the gym. Finally, the institutional environment was another factor in the framework of innovation capability of Premier League clubs, which included the rules, norms, and values of society. Indeed, one of the most critical factors in innovation and value creation for sports clubs is the institutional environment. Therefore, studying the environment is important in the process of activities of any organization because the factors that make up the environment, including legal factors and corresponding values and norms, identify limitations and opportunities and organizational matters. By considering environmental changes, new patterns of customers are discovered (Ehsani & Mondalizadeh, 2019); therefore, the environment can be adequate support for innovative activities and cause the growth of the essential factor of production, namely people and their spiritual capital. Institutional quality and its components include coordination of institutions, the commitment of sports institutions and organizations to implement laws and programs. Furthermore, support of government institutions to football clubs and its development and tailoring the goals of such programs to the needs of Cultural-geographical of each region, proper management of resources and justice in the development of infrastructure and adequate division of tasks of each sports institution can play a role in developing the ability to innovate.

Innovation capability in sports clubs is necessary to create value creation innovation and differentiate between sports clubs. The innovation capability approaches organizations by creating environmental changes and reacting to them to develop and maintain a competitive advantage (Miles, 2012). In this regard, the proper management of tangible and intangible resources through the strategies adopted by the leaders of sports clubs and improving the institutional environment can play a crucial role in creating a competitive advantage. To be innovative, an organization must develop its ability to innovate.

This framework, supported by strategic thinking (as the heart of innovation capability development) and transformational leadership, the club process and the institutional environment combined with a holistic view and taking into account all the stakeholders of a football club can lead to innovation and create value.

One of the research limitations was the lack of access and the willingness of club managers to participate in the research. In addition, quantitative studies on the ability to innovate in sports football clubs and research in this area were limited. The future quantitative analysis could assess the ability to innovate (the building blocks of innovation) in sports clubs based on the positivist paradigm.

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طراحی چارچوب مفهومی برای توسعه قابلیت نوآوری لیگ برتر فوتبال ایران

زینب مندلی‌زاده^{۱*}، مجتبی امیری^۲ 

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

^۲ دانشیار، گروه مدیریت دولتی، دانشکده مدیریت، دانشگاه تهران، تهران، ایران.

کلیدواژه

باشگاه فوتبال
ظرفیت نوآوری
مدل مفهومی
مزیت رقابتی

نوع مقاله

پژوهشی

چکیده

هدف: نوآوری عامل اصلی موفقیت باشگاه‌های فوتبال است. استفاده از نوآوری در سازمان‌ها منجر به توسعه مزیت رقابتی و پایداری می‌شود. نوآوری با بهبود کارایی و اثربخشی منبع مزیت رقابتی در بخش‌های عمومی و غیرانتفاعی همراه است. هدف این مقاله طراحی چارچوبی برای توسعه قابلیت نوآوری در باشگاه‌های لیگ برتر ایران بود.

روش: شرکت‌کنندگان ۱۶ نفر شامل اساتید رشته مدیریت و مدیریت ورزشی بودند. از استراتژی نمونه‌گیری هدفمند استفاده شد. برای تجزیه و تحلیل داده‌ها از روش تحلیل محتوای مصاحبه استفاده شد.

یافته‌ها: برای ارائه یک مدل مفهومی بر اساس نظریه داده بنیاد، هفت عنصر شامل منابع و زیرساخت‌های مالی، رهبری تحول‌آفرین، تفکر استراتژیک، بازاریابی نوآورانه، ظرفیت منابع انسانی، فرایند دانش و محیط نهادی شناسایی شدند. نتایج نشان داد عوامل محرک نوآوری باشگاه‌ها شامل منابع زیرساخت‌های مالی به‌عنوان منابع ملموس و عوامل نهادی همراه با نوعی رهبری تحول‌آفرین و تفکر استراتژیک اعضای هیئت مدیره از نظر نوآوری، بازاریابی نوآورانه و استفاده مؤثر از دانش هستند که می‌توانند باشگاه‌های ورزشی را به‌سوی نوآوری هدایت کنند.

اصالت و ابتکار مقاله: قابلیت‌های جدید باشگاه‌های لیگ برتر فوتبال کمتر مورد بحث قرار گرفته است. در این مطالعه، ما زمینه‌های استقلال مالی، مزیت رقابتی، ارزش‌آفرینی از طریق نوآوری و رویکردهای حمایتی باشگاه‌ها را در ایران معرفی کردیم.

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