



Identification and Analysis the Process of Co-creation Experience in Sports Tourism of Iran

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ABSTRACT

Purpose: The present study investigates the experience co-creation process in Iran's sports tourism.

Methodology: This study is a type of mixed research. Ten experts and researchers in the field of co-creation in sports tourism participated in the qualitative stage, while 15 specifically chosen tourism professionals participated in the quantitative phase. A semi-structured interview was used to collect data for the qualitative section of the study, and a researcher-structured questionnaire was used to collect data for the quantitative section. These data were used to create the research model based on the DEMATEL technique's results.

Findings: Thematic analysis was used to analyze the qualitative data, and the results revealed six organizing themes such as market research, creation of dynamic organization, working team development, conversation, and interaction, as well as creation of shared commitment and participation. The quantitative analysis revealed that the most effective and impressionable components are the creation of shared responsibility and a dynamic organization, respectively. Market research is the minimum significant component, while the creation of active organization is the maximum.

Originality: The limited participation and interaction of visitors in many disciplines are obstacles to the growth of sports tourism in Iran. The purpose of the current study was to use the DEMATEL technique and the thematic analysis method to determine the significant and influential factors that contribute to the development of sports tourism.

Keywords

Co-Creation
DEMATEL Technique
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1. Introduction

The tourism sector has emerged as a significant force in the global economy in the twenty-first century as one of the most lucrative businesses and a critical factor in the growth of the worldwide economy. The World Tourism Organization's data show that tourism has grown to be the world's most significant source of revenue (Pourmohammadi et al., 2015). Sports tourism, a new category in Iran, like many other areas in this subject, is one of the most significant sectors of the global tourist industry and has recognized as an employment-generating, income-earning and influential industry with broad and complex consequences and effects in the context of human societies (Moradi Doliskani & Atghia, 2021). Sports tourism, a new category in Iran, like many other areas in this subject, is one of the most significant sectors of the global tourist industry. According to the currently available data, the advanced nations of the world earn more than 20 billion dollars annually from sports tourism. However, despite its distinctive tourism, natural attractions, and historical, civilizational, and cultural relics dating back many thousand years, Iran has not been able to secure a position deserving of attention.

Nevertheless, despite the significant costs incurred by the Ministry of Sports and Youth, the National and International Sports Committee, Federations, and other related institutions for organizing sports events, these organizations will not benefit financially because of the small participation of some interested organizations, visitors, and locals. Additionally, sports tourism has been ignored up until now due to a lack of expertise, administration, and clear and defined strategic planning. Many authorities are still unsure of this sector's place in the tourist business (Nateghi et al., 2017).

Accordingly, finding effective tactics to increase visitor engagement in developing the sports tourism business is crucial. One way to do this is to focus on the co-creation phenomena. For tourist services, the idea of co-creation, which entails both consumer participation and communication that links the client to the experience, is exceptionally vital. To uncover possible chances for co-creating value with the client, the structure of the companies participating in the tourism services industry should be such that it facilitates such interactions. The company needs to improve the experiences for its personnel to reduce the co-creation experiences with the customers. As a result, the company should work to foster settings that encourage co-creation and provide conditions that allow for effective employee-customer engagement, such as providing the required training, information infrastructure, and other resources (Terblanche, 2014). Co-creation also involves customer and organization value-creating activities that result in creating goods or services that ultimately provide consumers with more pleasurable consumer experiences (Xie et al., 2008). And prefers individuals as the starting point of knowledge rather than businesses (Binkhorst & Den Dekker, 2009). Experience co-creation can therefore be characterized as having a focused interaction with consumers and incorporating the personal resources of visitors with businesses (Prahalad & Ramaswamy, 2004). "Experience co-creation" refers to businesses and visitors collaborating to develop an experience that eventually adds value (Mathis et al., 2016).

Studies have revealed the many elements of experience co-creation. According to (Campos et al., 2018) co-creating, the visitor experience involves two fundamental dimensions: active participation and interpersonal interaction. Additionally, because the tourism sector is increasingly focused on customer experiences, interactions between visitors and the institution and their involvement in the background and attitudes toward sharing it with others are crucial to the co-creation process (Oyner & Korelina, 2016). Also, tourists can participate in the co-creation process by sharing their knowledge and experiences with networks of family, friends, and anonymous internet users and social networks (Buonincontri et al., 2017).

Considering what was mentioned above, how to enhance the tourism experience and draw in more tourists through co-creation is one of the most crucial concerns in sports tourism. In this regard, the foundation for improving the caliber of sports tourism and drawing more visitors to Iran would be the adequate performance of sports managers and authorities associated with the tourism business. However, the overall experience co-creation process has received less attention than the components of active participation and interaction with tourists. In addition, it is possible to correctly prepare to utilize all of the potentials by recognizing the elements that influence the co-creation process and lowering the risk and implementation costs of tourist initiatives. It is important to note that there is a significant study gap in experience co-creation and that existing studies solely focus on identifying antecedent and consequence components. Therefore, it is imperative to carry out this research, and the subsequent study seeks to make a minor advancement in the growth of sports tourism by defining the constituent parts of the co-creation process. In the sphere of experience co-creation, there are primarily two sorts of theoretical and practical gaps—theoretically, few studies on experience co-creation in sports tourism, particularly in Iran. The global statistics demonstrate that compared to regional rivals like Turkey, Qatar, the United Arab Emirates, and Saudi Arabia, Iran does not rank exceptionally high in terms of tourist competitiveness (Schwab et al., 2015). All these statistics, along with the findings from studies done in the field of tourism, show that until now, Iran has not placed much emphasis on using the potential already present in the tourists' co-creation experience. This shortcoming will be explored as a practical gap in this research. Therefore, the primary study question is what the experience co-creation process is and how it operates regarding effectiveness and impressionability. While reviewing the co-creation literature, an attempt was made to create a model of the components' influence and impressionability to provide an answer to this question. Discovering this process and portraying it as a model may significantly add to the scientific depth of the fields of sports tourism and sports management and can serve as a starting point for more research in this area.

2. Theoretical background

A literature review survey reveals that most studies have only analyzed a few of the co-creation phenomenon's features, ignoring its processes. Some of these research, like (Buonincontri et al., 2017). They examined the antecedents, while others, like Lončarić et al. (2019) examined the consequences. Co-creation with a unilateral focus on the

consumer or the organization has also been the subject of several studies (Chen et al., 2015; Prahalad & Ramaswamy, 2004; Trischler et al., 2017).

Some studies have been performed related to the current research (Bentzen, 2020) demonstrated that high-level, ongoing participation improves co-creation results in terms of invention, better solutions, and participant trust. The findings achieved by Bhardwaj and Sharma (2020) also support the idea that interactions between visitors and suppliers of tourism services and tourists' active participation impact co-creation. Hassanzadeh et al. (2021) focused on the participation, knowledge sharing, skill, creativity, and trust of visitors in co-creating customer value to foster citizenship behavior and tourist loyalty. Rahmati (2020) research indicated that co-creation development in the tourism sector depends on strengthening organizations, infrastructures, market dynamics, and consumer behavior. According to (Lončarić et al., 2019) market experts frequently share their tourism experiences and participate in the co-creation of tourism experiences. The passive nature of the local community's participation was demonstrated by (Giriwati et al., 2019). As a result, information is provided to people at the planning stage, and people participate in developing and planning the tourist accommodations and the research team's evaluation of the community throughout the development stage. According to Chen et al. (2019) customer participation affects value co-creation and promotes customer satisfaction and loyalty. In a study titled introducing the co-creation participation model in the tourism market, Irani et al. (2018) indicated that two forms of overt and covert participation exist that encourage consumer involvement in co-creation activities with the goal of sharing information and experience generation. According to Berrada (2017) Moroccan tourists who use the Internet believe that they can provide value by participating in the co-creation process, which results in satisfaction. Today's travellers seek experiences that are meaningful, supportive, interactive, engaging, authentic, personalized, and unique. Buonincontri and Micera (2016) reported how adopting an intelligent strategy increases the tourist experience co-creation by promoting engagement with tourists, raising their level of active participation throughout the background, and encouraging the sharing of experiences among tourists. According to Lee (2012) the degree of involvement of tourists influences both their satisfaction and desire to participate, as well as the result of the co-creation process.

The lack of a thorough description of the elements of the experience co-creation in sports tourism can be found in the available literature. The importance of undertaking such research can thus be demonstrated by identifying such aspects and the degree and manner of their influence and impressionability. This study's purpose is to answer the question of how tourists co-create their experiences.

3. Methodology

The present study is a practical one in terms of the purpose and a mixed exploratory one in terms of the data collection method, which has been carried out in two stages (qualitative-quantitative). In this approach, weaknesses and limitations of each quantitative and qualitative section were compensated for helping the researcher in answering questions that may not be responded to using the quantitative or qualitative

approaches alone (Niazi, 2011). For this purpose, first, the process of experience co-creation in sports tourism was qualitatively identified via thematic analysis. The data was collected using the online library method, searching databases, and reviewing the research background corresponding to the research topic. Next, in-depth and semi-structured interviews were conducted with experts to identify the process of experience co-creation. Participants in the present in-depth and semi-structured interviews were scientific and academic experts (with a history executive and research activities in tourism), co-creation specialists, travel agency managers, and tour guides. The purposeful sampling method was used in interviews and data collection, and thus, the interviews continued until the codes reached theoretical saturation. Based on theoretical saturation, ten people were interviewed for 35 to 70 minutes. The interview analysis method was such that the critical phrases or concepts were first classified as primary codes through an in-depth study of the transcripts of the interviews. Then, different codes were classified as recurring themes, and the initial codes relative to each primary theme were identified and collected. To improve the validity and reliability of the data, two review methods were employed by the participants and non-participant experts. Two interviewees were asked to review the final analysis report and the topics obtained in the review method and to express their opinions. According to these people, the research findings essentially highlighted the process of experience co-creation in Iranian sports tourism. However, in the review by non-participant experts with the cooperation of 3 faculty members, achievements were reviewed, and after receiving corrective comments, the editing was concluded. The codes were manually examined in this study for classification and coding purposes.

In the quantitative part of the research, the DEMATEL technique was used to analyze the causal relationships between the identified factors. This decision-making method is based on pairwise comparisons that take advantage of experts' judgments about the extracted components. The DEMATEL technique is used among the various multi-criteria decision-making methods because this technique uses relational feedback; each element can affect and be influenced by other aspects at equal, higher, and lower levels. The importance and weight of each model component are determined not only by upstream and downstream factors but also by all existing factors or the whole model. Also, this technique examines the effect of criteria on each other and determines their relationships. This methodology confirms the relationship between variables and helps to show the relationship between variables by creating a directional graph (Azar et al., 2019). The advantage of this method over other multi-criteria decision-making methods is its transparency in reflecting the interrelationships between a wide range of components so that experts can better express their views on the direction and intensity of effects between factors. In addition, one of the most important reasons for its widespread use in problem-solving processes is that this method structures complex factors in the form of cause-and-effect groups. By dividing a wide range of complex factors into cause-and-effect groups, the decision-maker is better positioned to understand relationships. This issue leads to a better understanding of elements' position and role in the process of mutual influence (Ghaobadi et al., 2019).

To implement DEMATEL, the following steps are performed:

Identifying the constituent elements, performing pairwise comparisons, calculating the average of opinions, normalizing the direct relation matrix, calculating the complete relation matrix, creating the causal diagram, calculating the threshold value, obtaining the IRM diagram, and final analysis.

A pairwise comparison questionnaire (between identified factors) was used to collect quantitative data. To answer this questionnaire, 15 experts were selected using purposive sampling. Using the opinion of a small number of experts in the field guarantees the validity of the research (Azar et al., 2019). These individuals included academic experts in sports management and tourism, skilled and practical experts in the field of tourism and co-creation, and researchers who carried out the pairwise comparison of the examined components using a 5-value scale (0 to 4). The DEMATEL software was also employed for the DEMATEL technique (behin-tasmim.ir).

4. Results

4.1. Part one (qualitative section of the research): results obtained via thematic analysis

The demographic characteristics in the qualitative section indicated that 6 participants were male, and the mean age of participants was 38.2 (years). Moreover, the education level of 5 participants was doctorate, 3 were master's graduates, and 2 had bachelor's degrees. Three participants majored in sports management: seven studied strategic management, educational management, business management, and geography and tourism planning. Furthermore, four of the research samples were researchers in the field of co-creation, two were academics with a background in tourism activities, and four were managers in travel agencies or sports tourism tour guides.

In the present research, theme coding was done in three stages: primary, organizing, and global. Ultimately, 34 essential and six organizing themes were obtained, which were associated with the worldwide theme of the experience co-creation process in Iranian sports tourism, as presented in Table 1. It should be noted that P in this study indicates the interviewed individuals.

Table 1. The basic and organizing themes of experience co-creation process in sports tourism.

Organizing theme	Basic theme	Source
Market research	Identifying the tourists' needs	P1, P6 Javashi Jadid et al. (2020)
	Analyzing and interpreting tourism market data	P1
	Studying the experience quality	P8, P10
	Implementing customer relationship management	P1, P4 Javashi Jadid et al. (2020)
	Studying the competitors' status	Rahmati (2020)
	Studying the target community to divide the market	P5, P6, P7, P8
Creation of dynamic organization	Determining the interaction policies with others	P1, P3, P6, P7
	Using flat organizational structures with less hierarchy	P1, P3
	Developing a staff development unit	P1, P7

Organizing theme	Basic theme	Source
	Striving for organizational excellence through learning and improving the service delivery quality	P6, P8
	Collaborative decision-making as a critical organizational principle	P7, P8
Working team development	Using tourists based on their skills and expertise in performing tours	P8
	Determining roles and purposefully work division between members	P5, P8
	Members recruitment based on pre-defined goals	P5
	Determining the interaction and knowledge exchange procedures (explicit and implicit)	Stacey (2007)
	Determining dispute resolution and decision-making procedures	P7
	Attracting the employees' collaboration	Hamel and Breen (2007)
Conversation and interaction	Multilateral communication	P1, P2, P3, P5, P7, P10 Bhardwaj and Sharma (2020) / Buoincontri and Micera (2016) / Buoincontri et al. (2017) / Campos et al. (2018) / Pashaei et al. (2019)
	Social networks-based communications	P1, P5, P7 Irani et al. (2018) / Buoincontri et al. (2017)
	Accurate and targeted Conversations between the tourism institute representatives and tourists	P2, P5, P9
	Brainstorming conferences and sessions	P7
	Holding amicable gatherings with tourists	P7
	Using collective idea generation in programs	Hamel and Breen (2007)
	Getting verbal and written feedback from tourists	P7, P9
	Collaborative goal-setting to increase the members' commitment	P1, P10
Creation of shared commitment	Delegating authority and assigning tasks to members based on their ability and expertise	P1, P8
	Building mutual trust among members	P3
	Identity formation to members using group performance-related feedback	P7
	Determining the acceptable dos and don'ts of teamwork to express responsible behavior	P1
	Tourists' cooperation and participation	P1, P2, P4, P5, P6, P7, P8 (Bhardwaj & Sharma, 2020) / (Giriwati et al., 2019) / (Lončarić et al., 2019) / (Buoincontri & Micera, 2016) / (Campos et al., 2018) / (Lee, 2012) / (Irani et al., 2018)
Participation	Sharing tourists' travel experiences	P3 Buoincontri et al. (2017) / (Buoincontri & Micera, 2016)
	Sharing tourism experiences of market experts	Lončarić et al. (2019)
	Sharing tourists' knowledge and ideas	P1, P3
	Launching tourists' virtual communities	P1, P7

Table 2. A sample of the interview text and the basic and organizing themes of participation.

No	An example of the interview text	Basic themes	Organization themes
1	...Tourism businesses can leverage the skills of tourists to suit their demands and comprehend what the actual needs of visitors are if tourists use their talents to create sports tourism in collaboration with tourism companies.	Tourists' cooperation and participation	Participation
2	...Sharing experiences from various journeys and experiences is one of the outcomes of interactions between visitors with one another or with locals, which is one of the reasons for them to re-visit and suggest to others.	Sharing tourists' travel experiences	
3	...There are several processes at work in interactions, including a system for information transfer. For instance, a sports team's fan club-related forums, where everyone interested in the team is present, are one of the perfect areas to run polls and ask questions that encourage people to share their ideas.	Tourists' knowledge and ideas sharing	
4	...Processes that encourage sharing various experiences via social media are particularly beneficial. In other words, nowadays, social media concerning co-creation aid in receiving input independent of the business' information technology infrastructure or customer relationship management software. Information technology serves as a facilitator in businesses.	Launching tourists' virtual communities	

4.2. Part two (quantitative section of the research): results obtained from the DEMATEL technique

In this section, the opinions of 15 experts in the field were used. The descriptive findings related to this group of experts are presented in Table 3.

Table 3. Distribution of the research experts in the quantitative section.

Features	Options	Frequency	Frequency percentage
Gender	Male	9	60
	Female	6	40
Age	20-30	4	26.66
	31-40	6	40
	41-50	5	33.33
Education	Bachelor's degree	2	13.33
	Master's degree	3	20
	PhD	10	66.66
Occupation	University faculty members	7	46.66
	Members of the board of federations	1	6.66
	Cultural heritage experts	2	13.33
	Tour guides	3	20
Work experience	Managers of tourism companies	2	13.33
	1 to 5 years	3	20
	6 to 10 years	2	13.33
	11 to 15 years	6	40
	16 to 20 years	4	26.66

Similar to the qualitative section, cause-and-effect relationships of the components identified using the DEMATEL technique have been calculated and implemented.

After identifying the components and constructing the survey matrix, the experts (15 people) were asked to perform pairwise comparisons of the components. In the next step, the initial decision matrix (A) has been formed using the arithmetic mean of experts' opinions as

$$(1) \quad z = \frac{x^1 + x^2 + x^3 + \dots + x^p}{p}$$

Where p is the number of experts, x^1 , x^2 , and x^p are the pairwise comparison matrices associated with experts 1, 2, and p, respectively? Table 4 presents the initial decision matrix (mean of the experts' opinions).

Table 4. The initial decision matrix.

Components	Market research	Creation of dynamic organization	Working team development	Conversation and interaction	Creation of shared commitment	Participation	Total
Market research	0	2/93	2/86	2/6	2/66	2/53	13/58
Creation of dynamic organization	2/8	0	3/06	2/86	2/66	2/86	14/24
Working team development	2/86	3/6	0	3/33	2/73	2/86	15/38
Conversation and interaction	2/73	3/4	3/33	0	2/53	2/93	14/92
Creation of Shared commitment	2/53	3/4	3/26	2/8	0	3/26	15/25
Participation	2/93	3/53	3/06	3/33	3/13	0	15/98

The next step is to normalize the direct correlation matrix (N). To normalize the data, at this stage, all the rows of the average matrix of experts' opinions are divided by the sum of the most significant row value. This matrix is known as the relative intensity or direct effect matrix (Table 5).

Table 5. The normalized matrix.

Components	Market research	Creation of dynamic organization	working team development	Conversation and interaction	Creation of shared commitment	Participation
Market research	0	0/1834	0/179	0/1627	0/1665	0/1583
Creation of dynamic organization	0/1752	0	0/1915	0/179	0/1665	0/179
Working team development	0/179	0/2253	0	0/2084	0/1708	0/179
Conversation and interaction	0/1708	0/2128	0/2084	0	0/1583	0/1834
Creation of Shared commitment	0/1583	0/2128	0/204	0/1752	0	0/204
Participation	0/1834	0/2209	0/1915	0/2084	0/1959	0

Another step in the DEMATEL technique is extracting direct and indirect effect total matrix (T).

Table 6. Total relation matrix.

Components	Market research	Creation of dynamic organization	working team development	Conversation and interaction	Creation of Shared commitment	Participation	Row (R)
Market research	1/8615	2/3509	2/2045	2/1232	1/9844	2/0625	12/5869
Creation of dynamic organization	2/09	2/2898	2/301	2/2198	2/063	2/1594	13/1231
Working team development	2/2198	2/624	2/2806	2/3759	2/1916	2/2909	13/9829
Conversation and interaction	2/1645	2/5569	2/3983	2/1507	2/1337	2/2425	13/6465
Creation of Shared commitment	2/1976	2/607	2/4419	2/3451	2/039	2/3015	13/9323
Participation	2/2929	2/7037	2/5188	2/4505	2/2791	2/212	14/457
Colom (j)	12/8264	15/1322	14/1451	13/6652	12/6909	13/2688	

In the next step, the causal diagram is created. Then, the threshold value is calculated to determine the network relations map. This way, partial relations can be ignored, and a network of reliable relations can be established. In the diagram, only the connections whose values in the total relation matrix are more significant than the threshold value will be displayed. After the threshold intensity is determined, all matters of the natural relation matrix smaller than the threshold are considered zero, indicating that the corresponding causal relation is disregarded. The value calculated for the point in this section was 2/2702. Thus, all matters less than this amount are insignificant and will not be displayed in the diagram. The pattern for the significant relations in the present research is as follows:

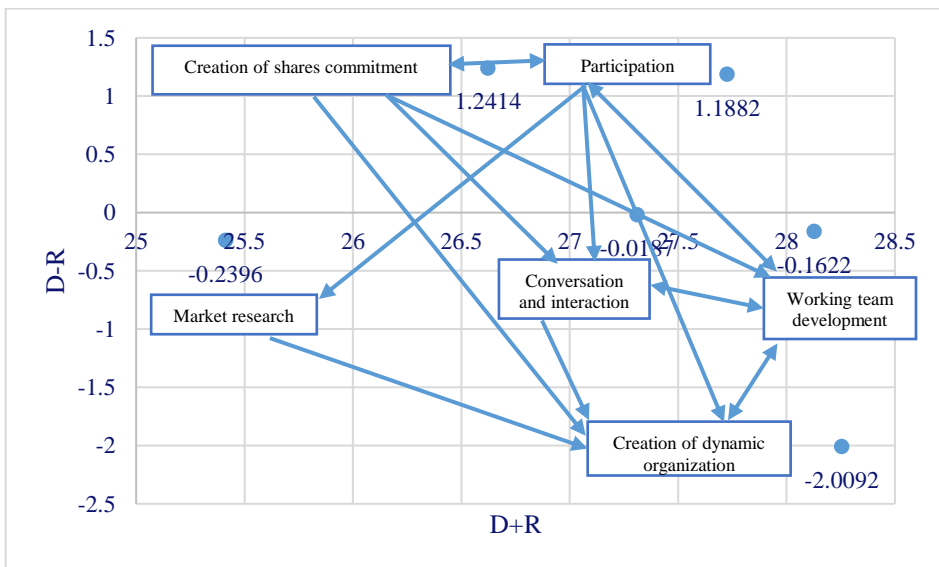


Figure 1. Causal relationships between co-creation experience process in sports tourism.

Figure 1 shows the significance, effectiveness, and impressionability of the experience co-creation process in sports tourism. In this figure, the horizontal axis shows the component's value, and the vertical axis indicates effectiveness or impressionability.

The values of D+R and D-R must be obtained to plot the cause-and-effect diagram. D+R (known as superiority) indicates the significance and the sum of the intensity of an element in terms of both effectiveness and impressionability. Similarly, D-R represents the vertical position of a component. If this value is positive, it will be effective, and if it is negative, it will be impressionable. Therefore, according to the cause-and-effect diagram in the process pattern of experience co-creation in sports tourism, it is evident that shared commitment and participation are the most influential factors. On the other hand, the most impressionable factors are creating a dynamic organization, Market research, working team development, Conversation, and interaction.

Based on the DEMATEL hypothesis (i.e., $D-R < 0$ and $D+R=M$, where M is a large number), the Creation of dynamic organization and working team development components are the main issue that must be resolved. In addition, the DEMATEL formula for participation and shared commitment is $D-R > 0$ and $D+R = M$. Therefore, it is considered the main component of solving the dynamic organization Creation and working team development, which should be prioritized. The effectiveness and impressionability of other components are the priorities that follow these two.

Table 7. The extent of effectiveness and impressionability of the experience co-creation process in sports tourism.

Result	R	D	D+R	D-R
Participation	14/457	13/2688	27/7258	1/1882
working team development	13/9829	14/1451	28/1279	-0/1622
Creation of Shared commitment	13/9323	12/6909	26/6231	1/2414
Conversation and interaction	13/6465	13/6652	27/3117	-0/0187
Creation of dynamic organization	13/1231	15/1322	28/2553	-2/0092
Market research	12/5869	12/8264	25/4133	-0/2396

The results showed that a dynamic organization interacts more with other factors (because it has a larger R+D) and thus is more important than other factors. Market research interacts less with other factors (because it has a smaller R+D).

5. Discussion and conclusion

The tourism industry is one of the most important industries of the new century, which is very dynamic and profitable. Sports tourism is an essential part of this industry (Dastgerdi et al., 2022). In recent years, tourism, especially sports tourism, has become a rich source of income in many countries (Fallah Kazemi & Atghia, 2021).

Since the factors in the real world have internal and internal connections, the DEMATEL technique was utilized to study the causal relationships between the components following thematic analysis to identify the elements of the experience co-creation process in sports tourism. It should be emphasized that relatively few studies have

studied the causal relationships between the co-creation process's constituent parts; this study will add to the body of knowledge in this area. Additionally, sports tourism can be developed and promoted by focusing on the above elements.

The findings of the qualitative research section indicated that market research, dynamic organization creation, working team development, Conversation and interaction, and Creation of shared commitment and participation are essential elements of the experience co-creation process in sports tourism. Experience co-creation can be generated through interactions, Conversations, ongoing communication, knowledge sharing, and experiences about tourists' travels. Additionally, the constant engagement between a company's employees and customers lays the groundwork for more user participation and accelerates the organization's response to changes in the competitive environment. In this context, writers like [Payne et al. \(2008\)](#) and [Prahalad and Ramaswamy \(2004\)](#) highlighted that co-creation encourages meaningful and participatory interaction between businesses and customers. This conversation makes it possible to identify issues quickly and collaborate to find solutions, ultimately creating more incredible value.

Moreover, by utilizing customer relationship management (CRM) tools, administrators and accountable tourism businesses can get essential input from tourists and implement remedial steps. As a result, it is advised that tourism businesses inform tourists and clients that providing feedback is in both their own and the business's best interests and that by doing so, they can influence how services are provided. A more profound comprehension of the needs and expectations of tourists can help managers design a more suitable program. This is made possible through interactions, conversations, participation, and the formation working team. Managers should also take into account that tourists have different needs and expectations.

According to the analysis of the co-creation process's constituent parts, the Creation of shared commitment has been the most effective component. This demonstrates the significance of these elements since any unfavourable alteration in them has a harmful and destructive impact on other aspects because of their influencing function. Accordingly, tourist loyalty may be attained through the Creation of shared commitment among tourists and those working for organizations involved in the tourism industry. This can accelerate the execution of the co-creation process. According to the research, delegating responsibilities to team members, given their skills and experience, and cultivating trust among them will create value for tourists and provide the basis for encouraging dedicated and responsible behavior.

Moreover, the results indicated that the Creation of dynamic organization was the most impressionable component. Thus, co-creation activities can create dynamicity in tourism-related organizations and tourists. In contrast, the absence of tourists and local people in decision-making processes stimulates resistance to any scheme that intends to change their values. The component can contribute to an organization's competitive advantage by taking concrete steps in challenging competitions, always moving one step ahead of environmental changes, guaranteeing their survival and advancement, and moving toward globalization by relying on such advantages.

The findings in the quantitative part demonstrated the need to pay more attention to the elements needed to creation of dynamic organization and working team development.

The growth and profitability of sports tourism may be facilitated and supported by taking the formation of an active organization for granted, deciding on the policies of engagement with tourists, collaborative decision-making, and the desire to be a learning organization. Also, working teams are one of the cooperative management techniques that organizations utilize to enhance productivity and increase employee satisfaction. In other words, participation improvement is crucial to experience co-creation. Members of a high-authority organization known as a team emphasize synergy and work to achieve success. Effectiveness in this area may be performed by the presence of the right kind of people and the deliberate division of labor among them, such as volunteers for the project or tourists who enter the job based on their unique interests and skills.

In the analysis of the components of the experience co-creation process, results showed that the creation of joint commitment and participation are the critical elements for resolving the issues of dynamic organization creation and a working team need to be emphasized. Even the most motivated people will not take any responsibility if no commitment is made to programs. Commitment and active participation not only prompt people to express their opinions and adhere to agreed-upon decisions but also increase the yield of groups. The same commitment makes people loyal to the group and prompts them to return and recommend the organization to others to gain travel experiences.

The development of experience co-creation in sports tourism is based on the findings and the analysis of the theoretical foundations. Organizations involved in the tourism industry should always consider this principle when making decisions to observe the respectful behavior of tourists towards the business. In this regard, the findings are in line with those of (Bentzen, 2020; Bhardwaj & Sharma, 2020; Buonincontri & Micera, 2016; Irani et al., 2018; Javashi Jadid et al., 2020; Lee, 2012) in which each study identified the presence of tourists as one of the factors influencing co-creation. People, tourists, and tourism businesses may collaborate and participate productively if the participants value their contributions and see themselves as essential to the organization. This will enable them to provide ideas that will advance sports tourism. Besides, the construction of a proposal system that efficiently reacts to suggestions is another action that managers can take to improve co-creation and contribute to the growth of sports tourism. One benefit of having tourists participate is being able to offer unique services, reduce development time, and build lasting relationships with tourists.

The results showed that the Creation of a dynamic organization more significantly interacted with other factors and, consequently, was more critical. As co-creation in the sports tourism industry is an extensive phenomenon and interacts with diverse fields, planning to establish it should systematically investigate the topic from several perspectives. Thus, communications, conversations, and interactions are not sufficient for the success of co-creation in the sports tourism industry, and other discussions like dynamic organization Creation should also be considered. That is because the component plays a remarkable role in the field due to its significance. The results of the present study were in line with the findings of (Rahmati, 2020) where it was shown that the dynamicity of industry was a factor in the formation and expansion of co-creation.

Moreover, it was shown that studies on market research had less interaction with other factors, and the study participants considered them less significant. Perhaps one of the

reasons for the underdevelopment of the country in terms of sports tourism is the less significance given to the component. Co-creation, as a recent and expanding phenomenon, generally aids marketers in better understanding the requirements of tourists. They may also keep up their activities by providing items more appropriate to their interests and according to their age, gender, and preferred activities. To meet tourists' expectations and eventually satisfy them, service providers in the tourism sector are working on properly setting up their resources and facilities, which market research would be highly beneficial in this respect. Planners, marketers, and staff members of tourism organizations can utilize the research's findings to attract tourists, keep them coming back, foster customer loyalty, and promote sports tourism. Decision-makers can also use data that have been tailored for Iranian tourists.

Additionally, it is advised to leverage tourist involvement with higher degrees of loyalty as they play a crucial part in the experience co-creation in sports tourism. To accomplish the ultimate aim of co-creation in sports tourism, it is also required for the decision-making organizations to first concentrate on the specified components, and analyze the gap in the optimum condition in the field of co-creation, accordingly. Responsible organizations and tourism industry managers may use the results of the current study. They pursue the business to take action to create interactions, share knowledge and personal experiences with tourists, and promote the growth of sports tourism in the country. The managers of the relevant organizations are also advised to upgrade tourist attractions online or through participation in international exhibitions. They create videos and brochures to draw in new sports tourists, promote culture, and work to resolve cultural conflicts between tourists and locals to create the conditions necessary for interaction and cooperation, which are essential for the process of co-creation experiences. As the DEMATEL technique cannot rank influential components, future researchers should investigate detected variables using multi-criteria decision-making methods on larger populations. Moreover, as the study was not conducted as an experimental one, future studies are recommended to run the components and investigate their validity in terms of their performance. Given the significance of sports tourism and that Iran has numerous natural resources for developing this industry, the country's tourism and sports sector managers should work to advance this sector so that, shortly, this sector will experience growth and benefit from various advantages in the nation.

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شناسایی و تحلیل فرآیند هم‌آفرینی تجربه در گردشگری ورزشی ایران

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کلیدواژه

تحلیل مضمون
تکنیک دیمتل
گردشگری ورزشی
مشارکت و تعامل
هم‌آفرینی

نوع مقاله

پژوهشی اصیل

چکیده

هدف: هدف پژوهش حاضر شناسایی و تحلیل فرآیند هم‌آفرینی تجربه در گردشگری ورزشی ایران بود.

روش: پژوهش انجام شده از نوع آمیخته است. مشارکت‌کنندگان در مرحله کیفی، شامل ۱۰ نفر از خبرگان گردشگری ورزشی و پژوهشگران حوزه هم‌آفرینی و در مرحله کمی، شامل ۱۵ نفر از متخصصان گردشگری بودند که به روش هدفمند انتخاب شدند. ابزار گردآوری داده‌ها در بخش کیفی مصاحبه نیمه‌ساختارمند و در بخش کمی پرسشنامه محقق‌ساخته‌ای بود که عوامل آن از طریق مطالعه بخش کیفی استخراج شد و مدل پژوهش، از طریق خروجی‌های نرم‌افزار دیمتل ترسیم گردید.

یافته‌ها: یافته‌ها در بخش کیفی با استفاده از روش تحلیل مضمون بیانگر ۶ مضمون سازمان‌دهنده تحقیقات بازار، ایجاد سازمان پویا، توسعه تیم کاری، گفتگو و تعامل، ایجاد تعهد مشترک و مشارکت بود. در بخش کمی نتایج نشان داد که مؤلفه‌های ایجاد تعهد مشترک و ایجاد سازمان پویا به ترتیب، اثرگذارترین و اثرپذیرترین مؤلفه‌ها هستند. همچنین ایجاد سازمان پویا و تحقیقات بازار به ترتیب با اهمیت‌ترین و کم‌اهمیت‌ترین مؤلفه‌ها هستند.

اصالت و ابتکار مقاله: یکی از چالش‌های توسعه گردشگری ورزشی در ایران مشارکت و تعامل کم‌رنگ گردشگران در زمینه‌های مختلف است. پژوهش حاضر تلاش کرده است با استفاده از روش تحلیل مضمون و تکنیک دیمتل مؤلفه‌های اثرگذار و بااهمیت در راستای پیشبرد گردشگری ورزشی را شناسایی کند.

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