



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

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ABSTRACT

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

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

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

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

Keywords

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1. Introduction

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

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

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

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

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

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

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

2.Methodology

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

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

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

3. Results

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

Table 1. Demographic information of the experts under review.

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

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

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

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

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

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

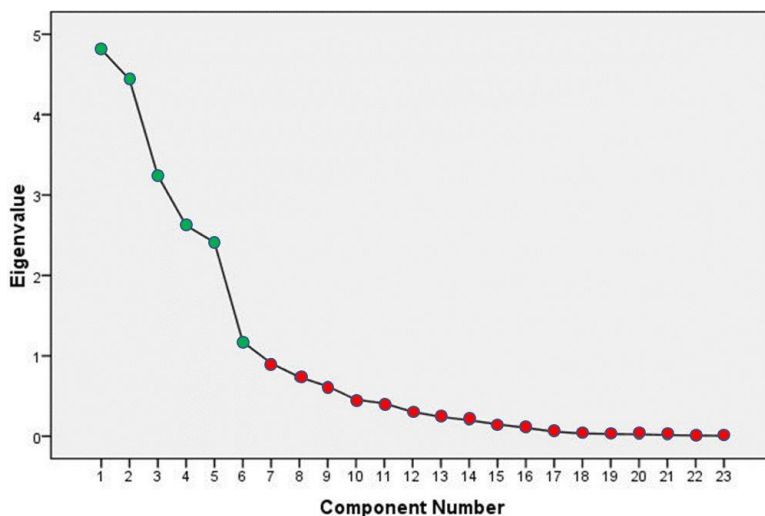


Figure 1. Scree plot (pebble) diagram of mental patterns.

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

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

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

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

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

Table 4. Prioritization of mental patterns of experts.

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

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

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

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

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

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

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

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

4. Discussion and conclusion

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

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

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

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

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

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

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

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

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

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

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

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

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کلیدواژه

برندسازی
تیم ورزشی
رسانه
رویداد

نوع مقاله

پژوهشی

چکیده

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

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

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

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

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

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