



Sustainable Revenue in Private Sports Clubs of Iran

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ABSTRACT

Purpose: This study aimed to investigate the sustainable revenue of private sports clubs in Iran.

Methodology: The research method was qualitative, and we used Strass and Corbin approach. The participants were specialists in sports management and activists in clubs' sports, marketing, and economics issues; then, by theoretical and snowball methods, 16 participants were considered. The research sampling method was theoretical and continued until the saturation. We used depth and exploratory interviews to collect the data, and the validity of the findings was determined by member matching, peer review, and pilot interviews. Open, axial, and selective coding was used to analyze the data.

Findings: The findings showed 15 components include organizational attitudes, technical aspects, budgeting, financial support, value issues, human aspects, scientific procedure, professional behaviors, customer orientation, Organizational structure, outsourcing, information aspects, interdepartmental cooperation, media activities, and equitable distribution have an influential role in sports club fundraising of Iran.

Originality: Since private sports clubs do not have governmental financial support, this study provides a sustainable fundraising concept.

Keywords

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1. Introduction

Rapid and continuous changes have made the world complex, unstable, and unpredictable (Nazari, 2021), where the successful response of organizations in a very dynamic and changing environment depends on their ability to provide the required information and find suitable solutions. Depending on their problems, Organizations must plan, organize, direct, and control in an increasingly compromised environment. Organizations also face rapid and comprehensive changes (Nazari & Abedi, 2013). In this context, theorists and organizational managers focus on the design of an organization's productivity. One of the problems the sports industry faces is its low productivity in developing countries (Yabalooie et al., 2022). Currently, sports is considered a money-making industry that directly and indirectly changes the economy of nations and leads to higher economic growth (Nazari & Hajiheydari, 2021). In the era of globalization, competitiveness is an important issue among the policy makers of various industries, among which one of the most controversial industries is the sports industry. In this regard, sports is one of the essential industries in the international arena, which has contributed a lot to the economy of different societies today (Moradi et al., 2019).

In the world's sports economy, there are more than 600 billion Euros in money circulation, and for example, in football alone, money circulation amounts to 33 to 35 billion Euros; some estimates show that the global sports market with a compound annual growth rate of more than it is growing at five percent and despite the worldwide crisis of the Covid-19 pandemic, it is estimated to reach a value of almost 600 billion dollars or 826 by 2025. Based on the analysis, the sports industry is considered the sixth income generating sector in developing countries (Ljumović et al., 2021). The role of human capabilities in the sustainable development of sports businesses with a qualitative method was investigated. This work aims to expand the existing knowledge about the role of human capabilities in development (Norouzi Seyed Hossini et al., 2022). Memari et al. (2019) identified the most independent, dependent, influential, and minor essential players' tax compliance factors and the relations between these factors. Recognizing each factor's role and level of importance can help governments and policymakers in tax legislation in sports (Memari et al., 2019).

Sports as a factor of economic growth and sports events compete in the development of the global industry by the end of 2017 about 91 billion dollars with other sectors. Today, it must be acknowledged that sport is a phenomenon that, if used optimally, can achieve significant societal growth in many economic, cultural, and social categories. The sports industry is vital in developing developed countries' economies (Moradi Chaleshtari & Nazari, 2019). It directly impacts the production of sports goods and services, employment, export and import, creation of facilities and facilities, household expenses, participation in the stock market, advertising, media coverage, work, and attracting tourism and sponsors. It indirectly improves the health of society, reduces treatment costs, and develops the national health program, also in social cases: reducing delinquency, reducing employee absenteeism, and increasing performance and productivity (Arab Nermi et al., 2018).

Sports in Iran have been considered one of the secondary issues in the economy, while in developed countries, it has been considered a fundamental pillar (Mokhtarian Pourzavareh et al., 2022). In developed countries, a significant part of their Gross Domestic Product (GDP) is obtained through the economic prosperity of sports. At the same time, Iran provides less than 1% of its GDP through the economy (Bonakdarchyan & Nazari, 2021). Therefore, the economic development of sports is significant (Brown & Arnold, 2019).

The sports industry is known as one of the largest and fastest-growing industries in the world (Rezaei, 2018). The sports industry has the characteristics of increasing domestic demand, increasing employment, and creating new points of economic and business growth (Xu & Yang, 2019). With the continuous expansion of the sports industry, the effect of the promotion of the sports industry on economic development has gradually emerged. The interaction between the performance of sports competitions, the national production of sports equipment, and the production of other sports industries related to the regional economy has attracted the attention of scientists (Yang et al., 2020). Governments, individuals, and international organizations fully know the political, social, and economic dimensions and exploit them to achieve their goals (Memari et al., 2019). By having a stimulating factor such as major sports competitions, the sports industry has provided the possibility of benefiting from advertising opportunities in the media, which has created the necessary platform for interaction between industry, business, and sports (Nazari & Shahvali, 2022). Excessive emphasis on the commercial components of the sports industry takes it away from the existential philosophy of the ancient Olympics (Nathan et al., 2018).

Organizations should provide signals that are used to better identify and respond to changes in the environment and inter-organizational relationships. This enables agile organizations to understand how others interpret the social movements they send and shape these signals in ways that improve their inter-organizational relationships (Posthuma et al., 2018). In this regard, examining environmental factors can also enhance sports. Therefore, the economic development of sports is critical (Brown & Arnold, 2019). Sports play an essential role in the development of the economy in developed countries and have a direct economic impact on the production of sports goods and services, employment, export and import, creating places and facilities, household expenses, participation in the stock market, advertising, media coverage, starting job, attraction of tourism and financial sponsors; and it has indirect effects on improving community health, reducing treatment costs and developing the national health program; It also plays a significant role in social matters such as reducing delinquency, reducing employee absenteeism, increasing performance and productivity (Bonakdarchyan & Nazari, 2021). The role of the sports industry in the growing economy is expressed as encouraging scientific research to criticize the broad views of marketing and business operations can help the economy of the sports industry (Zhang et al., 2018). Examining the effects of investment and long-term planning in sports can lead to the economic growth of sports (Howard & Crompton, 2004). Sports, meaning sports to earn money, have become a central part of the sports industry, and if people

are interested in a particular sport, athletes of that sport receive high salaries. These rights are usually provided through ticket sales, television broadcast rights, and corporate support. Sports are a type of business that has a professional nature, and in many developed countries, it has non-governmental organizations and organizations. The pillars of sports are athletes, coaches, and clubs, and the financial resources of sports in Iran include ticket sales and tournament advertisements, public donations, player transfers, television broadcast rights, membership fees, government grants, and financial sponsors (Arab Nermi et al., 2018). Sports are a part of society and are becoming more critical daily. For this reason, officials and managers of sports organizations must pay much attention (Sadeghi et al., 2009).

The infrastructure of the sports industry is formed by clubs that act as factories and economic enterprises (Bonakdarchyan et al., 2020). Creativity and innovation in the sports industry and long-term planning and investments can cause the economic growth of sports (Nazari & Tahami, 2014). The remarkable work of a sports club is success and honor in sports fields. According to the features of the world today, there are many differences from the past decades, and it is mixed with economic cost-benefit calculations. In recent years, due to the growth of professional investment in various sectors, sports clubs have become one of the most important companies for attracting capital to the point where, according to some experts, investment and income generation in the sports industry is on par with initiatives such as cinema. And tourism has grown. The economic empowerment of the clubs will pave the way for the sports success of Iranian clubs and then national sports. In this regard, sports clubs choose ways to make money for their survival and development. Making money is essential in developed countries' economic, political, and social pillars. It seems that the clubs have performed very poorly in this dimension and have not been able to sufficiently and acceptably benefit from income generation for their business (Bennike et al., 2020).

Failure to pay attention to financing methods in sports clubs can cause severe damage in creating financial resources and bring economic problems (Ljumović et al., 2021). In addition, new financing methods have been made in today's economic fields, bringing economic resources in this regard. Generating more wealth and income is a direct result of creating a strong brand and its proper management. A strong brand attracts the emotions and feelings of the organization's customers and keeps them with the organization in economic and technical difficulties (Pedauga et al., 2022). Considering the position of the brand in sports clubs and its importance among fans and spectators, it can be used as one of the crucial sources of income generation, which has always been considered as one of the side topics in the economy in Iran. Developed countries view it as an essential economic, political, and social pillar. The clubs have performed poorly in this aspect and have been unable to use their brand adequately and acceptably for business and income generation. They are finally considering sports' economic role and impact on countries' economic growth and development. It can be acknowledged that there is no sustainable revenue generation paradigm model for private sports clubs so that sports managers and investors can achieve their economic goals and generate stable income in the respective private sports clubs even though there are no specific rules and regulations for sustainable income generation of clubs. We aimed to suggest the platform and grounds for the clubs

to achieve stable income generation by providing suitable solutions. Therefore, the current research seeks to answer the question, what are the most important sources of income for private sports clubs in Iran?

2. Methodology

The research method in this study was qualitative, and by using the data theory strategy of the Strauss and Corbin Foundation, the opinions of the interviewees were analyzed about the factors affecting the promotion of private sports clubs. The statistical population in the scope of the current research was specialists and experts in sports management and economics, marketing, and sports activists, among whom 15 people were considered. The sampling method of the study was theoretical, in such a way that the data was developed during the research, and each data was formed from the analysis of the previous data. Sampling continued until the categories reached theoretical saturation. The search tool was in-depth and exploratory interviews. The questions of the interviews were open-ended and based on the dimensions of the foundation's data theory, causal factors, environmental conditions, background characteristics, strategies, and consequences of brand leveraging were examined to clarify the issue from the interviewees' language. The time taken for each interview was 30 minutes on average. The researcher conducted all the interviews and then implemented them.

Table 1. Demographic characteristics of the interviewees.

Code	Gender	Position	Experience	Experience Field	Age
1	Female	Private Sports Club CEO	5	Sport for all	32
2	Female	PhD	25	Sport Management	63
3	Male	Private Sports Club CEO	10	Fitness & Health	47
4	Male	Private Sports Club CEO	10	Sport for all	44
5	Female	PhD	20	Sport Management	58
6	Male	PhD	10	Sport Management	39
7	Female	Private Sports Club CEO	20	Recreation & Leisure	65
8	Male	Private Sports Club CEO	15	Sport for all	47
9	Male	PhD	5	Sport Management	31
10	Female	Private Sports Club CEO	5	Fitness & Health	29
11	Male	PhD	25	Sport Management	59
12	Male	Private Sports Club CEO	10	Sport for all	45
13	Male	Private Sports Club CEO	25	Fitness & Health	54
14	Male	Director of Sport for all	25	Sport for all	51
15	Male	PhD	15	Sport Management	42

The micro-analysis method was used to analyze the data in such a way that the data were analyzed through open, central, and optional coding and based on the data theory plan of the Strauss and Corbin Foundation. First, considering the role of concepts in explaining the components of promoting private sports clubs, these concepts are in the form of causal factors (causes of the central phenomenon), strategies (strategies that are accepted as the prominent phenomenon in response), background characteristics (specific background conditions affecting strategies), environmental conditions (general conditions affecting strategies), and consequences (results of applying strategies) were theoretically presented through a paradigm model. In the end, to measure the validity of this research, the final report of the data analysis process and the categories obtained above, along with the interview text, was sent to three of the interviewees, and their comments were used in the coding and design of the model. A semi-structured interview was used to collect information and to collect information, in addition to the upstream documents, to know the theoretical foundations, literature, and background of the research related to the research topic.

Four strategies to audit the current research were used: a) credibility means whether the research findings are believable for the researcher -the equivalent of internal validity. b) the researcher re-coded one of the interviews after a month, and the results were compared with Scott's coefficient for credibility checking; c) whether there is a transfer of inference from one platform to another (external validity equivalent) for checking the transferability; and d) finally, the research members' analysis method was used for reliability and transferability. This method evaluated the researcher's report in accuracy and completeness. It was studied because reading the information makes the participants remember new facts or gain a new understanding of the situation. In this regard, reliability means whether the same findings would be reached if someone else coded. Are the same results obtained (reliability equivalent)? Finally, the verifiability of the research findings. The question is whether the findings are derived from the data. Then, the coding process was reviewed by three experts who were not members of the interview group, and their suggestions were used in developing the model. To measure the reliability of the qualitative tool, the researcher arranged two test interviews in [Table 2](#), and after analyzing the results and comparing them with the goals and questions of the research, corrections were made in the questions and prioritization of the questions to increase the accuracy of the research tool.

Table 2. The results of checking the coefficient of agreement.

Agreement	Number Total	Codes Total Percentage
8	17	94%
4	10	80%
5	12	83%
17	39	78%

The reliability of the test was confirmed. The concept analysis method was used to analyze the data. In this research, three stages were used. The first step includes the open coding method. One of the methods is to use open coding so that the data can be classified

into specific categories to conceptualize the data and analyze the information. During the open coding, the concepts from the depth of the data are brought to the surface. Also, the analyst deals with forming types and their characteristics. In the next step, the axial coding process was done. Axial coding is the process of converting concepts into components. For this purpose, the theoretician selects a concept from the set of concepts of the open coding stage as a category. During the process, he associates the meaning with other concepts. This coding is considered central because it takes place around the axis of a research category. By the final stage, selective coding is used.

4. Results

Descriptive findings related to the participant's education level showed that 81.8% of the participants had a doctorate level of education, which was the highest number. We used a qualitative concept analysis method to determine the model of sustainable income generation in private sports clubs in Iran. After coding, the features extracted from the interviews were identified and summarized. Axial coding in Table 3 shows the results of open coding.

Table 3. Axial coding.

Open Coding	Concepts
Having a positive attitude towards sustainable income generation in private sport clubs	Organizational attitudes
The act of wanting from private sports clubs	
Unanimity in the direction of sustainable income generation in private sport clubs	
Collaboration in efforts to generate sustainable income in private sport clubs	
The existence of citizenship behavior in private sports clubs	
Facilitating intra-organizational relationships	Technical aspects
Identification of existing economic opportunities	
Compliance with the requirements of sustainable income generation by private sport clubs	
Creating specific financial goals in private sport clubs	
Estimating the fixed costs of private sport clubs	
Attention to financial levers in private sport clubs	budgeting
Optimizing auction and tender procedures and minimizing procedures	
Redefining the budgeting system of private sports clubs and optimizing the budget according to the existing conditions	
Formation of financial reserve funds in private sport clubs	
Leaping from the budget-oriented life cycle to the economically productive process in sports clubs	
Designing financial support portfolio, active sponsors in private sport clubs	Financial support
Using new marketing techniques and methods in private sport clubs	
Development of individual branding of athletes in the way of using advertisements and endorsements	
Using the capacities of banks and financial institutions	
Using the capacities of economic enterprises and reliable factories of the country in the provinces	
Surveying the economic environment and creating financial capacities in private sport clubs	Value issues
Improving the financial value of private sport clubs	
Improving the spiritual value of private sport clubs	
Formation of the value chain in private sport clubs	
The formation of organizational norms in the path of sustainable income generation in sports clubs	

Open Coding	Concepts
The presence of expert staff in the field of income generation	
The existence of a human resources training system in private sports clubs	
Using expert forces outside the environment of private sports clubs	
Creating human wealth in private sport clubs	Human aspects
The existence of audience attraction systems in private sports clubs	
Empowering expert human resources in private sport clubs	
Regular and documented recruitment system with a sustainable income generation approach	
The existence of scientific content in the field of sustainable income generation in sports	
Elite educational systems in the field of sustainable income generation in private sport clubs	Scientific procedures
Using expert lecturers in the field of strengthening technical knowledge for sustainable income generation	
Land of financial potential	
The existence of sports successes among private sport clubs	Private behaviors
Acquiring valid ISOs from private sport clubs	
Creation of codified standards by private sport clubs	
The existence of an organizational accountability system in private sports clubs	
The existence of a voice call system for customers of private sport clubs	Customer Orientation
The existence of a system of offers in private sport clubs	
Quick response to criticism in private sport clubs	
The existence of a support system for clients and customers according to the presence of discount systems	
Desirable audience in private sport clubs	Organizational Structure
Designing a new organizational structure in private sport clubs	
Designing job descriptions compatible with sustainable income generation	
Establishing committees in charge of income generation in private sport clubs	
Creation of cooperative companies	
Assignment of financial projects in private sports clubs	Outsourcing
Identifying leading private companies in economic fields	
Strengthening the outsourcing process in private sport clubs	
Prioritizing the outsourcing of Private Sport Club programs	
Improving the guarantee of success of outsourcing in the field of income generation	
Identification of a comprehensive database regarding financial potential	Information aspects
Strengthening the information infrastructure of private sport clubs	
Environmental scanning to discover objective information	
Knowledge of existing environmental threats of private sport clubs	
Interaction with sports-supporting organizations	Intersect oral cooperation
Creating interpersonal relationships with donors	
Identifying organizational potentials in the field of income generation	
The existence of a flexible system for communicating with public and private organizations	
The existence of accountability to the armed forces from a therapeutic point of view	
Existence of interaction with municipalities	
The existence of interaction between clubs and university systems	
The existence of interaction between clubs and education systems	
Improving the media consumption regime in private sport clubs	Media activities
The formation of critical thinking in specialized round tables of private sports clubs with the presence of all tastes	
Interaction with the media to discover the hidden layers and events of financial existence in private sport clubs	
Directing and stream persuasiveness among the audience of private sports clubs	
Improving media production for private sport clubs	
The existence of advertising and media campaigns	
Making promotional and educational teasers	
The existence of exceptional animators for sports clubs	
Formation and management of fixed television programs in private sports clubs	
Media coordination for live broadcasts of domestic and foreign events	
Interaction with international media	

Open Coding	Concepts
Application implementation and integrated media structure and information dissemination	
Redefining the budgeting systems of private sport clubs	
Formation of financial reserve funds	Fair distribution of resources
Creating jihadi groups active in the field of sports	
Classification of private sports clubs according to income and financial forecasts	

After the investigations, the number of 15 components under the title of organizational attitudes, technical aspects, budgeting, financial support, value issues, human aspects, scientific procedures, professional behaviors, customer orientation, organizational structure, outsourcing, aspect information, inter-sectorial cooperation, media activities, and fair distribution were identified. Figure 1 shows these 15 components.

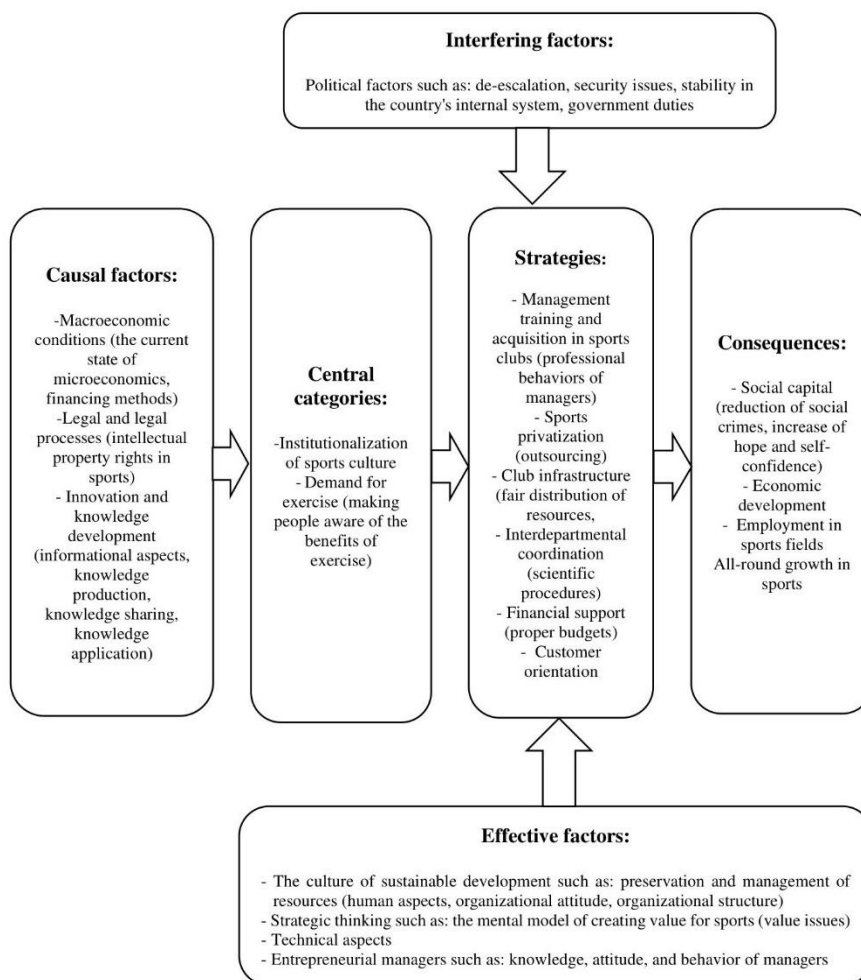


Figure 1. The components of the model for the promotion of private sports clubs in Iran.

4. Discussion and conclusion

The developments and complexities of the present era have raised the need for governments to apply logical measures, especially proper planning, scientific decision-making and management, and creating coordination in matters related to the needs of societies. Using new tax methods, in addition to preventing the slowness of work of government institutions and the wastage of public property, is also very effective in promoting social and economic goals, and governments can allocate financial resources fairly and favorably. Distribute among the desirable destinations of the society and collect taxes accordingly. Monetary policies are the most critical lever for regulating various economic activities to achieve economic development, balance, and social justice. Therefore, it is necessary to look carefully at the exact ways of generating income, which is the most important tool of financial policies. In today's era, tax expenditures (exemptions, preferences, forgiveness, and financial incentives) are one of the main foundations of financial instruments.

The role of clubs in the sports industry is vital, so Private sports clubs are considered its central core. The primary root and core of sports development are formed within the clubs, and the main infrastructure of the sports industry is the clubs that are the production factories and economic enterprises of this. They operate in the industry. We showed that many codes had been identified concerning the ways of sustainable income generation in private sports clubs in Iran, which are in line with the achievements of [Bennike et al. \(2020\)](#), who said that the existence of a general formal and bureaucratic, non-profit and relatively autonomous structure could be one of the ways of income for sports clubs ([Bennike et al., 2020](#)). [Rodriguez-Pomeda et al. \(2017\)](#) concluded that the formation of financial reserve funds, interaction with international media, the existence of notable animators for sports clubs, making promotional and educational teasers, and directing and channeling persuasiveness among the audience of private sports clubs can be effective in the business model of Real Madrid football club ([Rodriguez-Pomeda et al., 2017](#)), and is consistent with the findings of this research. It seems that proper behavior in private sports clubs, having specific financial goals in private sports clubs, budgeting of private sports clubs, and budget optimization can affect the sustainable income of clubs.

The sports industry cannot survive without income generation. Unfortunately, sports rely on government revenues, and this has caused severe damage to the development of sports in Iran. Also, sustainable income and sports are related. The development of the sports sector, not only in producing sports goods but also in the economy by providing more labor, has a positive effect on the economy, considering that involvement in sports increases the quality of life. Of course, these ways are usually pre-determined, and there are rules to follow within the framework of these rules. Financial resources are the driving force of sports organizations, clubs, and leagues. Generating income is essential for developing, effectively planning, and maintaining the independence of these sports clubs. In this regard, after the investigations carried out, components such as organizational attitudes, technical aspects, budgeting, financial support, value issues, human aspects, scientific procedures, professional behaviors, customer orientation, organizational

structure, outsourcing, informational aspects, inter-sectorial cooperation, media activities, and fair distribution were identified.

McCarthy et al. (2022) concluded that social media had been fully adopted as a critical strategic marketing channel. Also, the importance of trust in clubs that can control a group of passionate fans on social media platforms can be considered an essential factor. Also, it is necessary to notice how clubs use social media to increase their global reach and invest in different sectors (McCarthy et al., 2022). Therefore, we don't have proper planning for using social networks in developing the sports industry. This issue has caused the sports industry development in Iran to fail. In other words, Iran's economy has not been able to benefit from the capacities of the sports industry in the path of the country's economic prosperity.

Financial crowdsourcing platforms are a place to finance activities that act as online financial intermediaries between entrepreneurs with ideas and people with money and skills. In other words, the financial crowdsourcing platform is a user interface between investors. However, using the interface instead of face-to-face communication increases the complexity of relationships. This platform adopts measures that affect investor-investee relations and cause economic development (ERKOÇAK & Mustafa, 2020), which is consistent with the findings of this research. Therefore, financial crowdsourcing and promises significantly affect investors' motivation to invest. Outsourcing of medium-sized economic enterprises plays a substantial role in creating employment, competition, innovation, and economic development, the driver and engine of economic growth, and is considered one of the most important priorities of economic development programs. It is consistent with the findings of this research. So, we propose our suggestions to make decisions and achieve sustainable income in private sports clubs. The use of specific recipes when making a particular decision and the list of influential factors when deciding on sustainable income can make decision-making more accessible and the power of decision-making more effective. Therefore, based on the criteria and the degree of importance identified in this research, it is suggested that guidelines and a list be prepared and given to the officials of the league organization. According to the research results of the main categories related to sustainable income generation in private sports clubs, it was determined that the main categories were identified in 3 sections: approaches, processes, and results. The fact that the clubs are state-owned includes the lack of transparency of the financial statements, the refusal of the TV rights and advertisement payments, the lack of knowledge of the club managers about the proper financing methods, and the limited use of creative managers with commercial expertise. Furthermore, finance at different levels is an essential obstacle to funding Iran's sports clubs.

Sports is one of the most important attractions of any country to attract tourists (Aghili et al., 2023). Sports events include 3.1% of Iran's gross product, and the importance of this sector can cause economic development (Azadi et al., 2023). The development of financial stability causes domestic tourism to grow, causes inflation and the unemployment rate to decrease, and increases investors (Su et al., 2020). Also, short-term and long-term planning will develop economic stability. Some organizations with a good past make spectators buy tickets for sports events and cause economic prosperity (Alonso

Dos Santos & Calabuig Moreno, 2020). Commercial activities outside the sports environment can have a low risk due to the attractiveness of sports. In interpreting this issue, it is necessary to mention that the use of business activities outside of sports, as an essential and critical issue, can play an important role in creating new financial flows in sports clubs. In other words, using commercial activities outside of sports makes new resources for sports clubs essential in forming sustainable financial resources in sports.

The results showed that social media is accepted as a critical strategic marketing channel. Also, the importance of trust in clubs that can control a group of passionate fans on social media platforms can be considered an essential factor. Also, how clubs use social media to increase their global reach and invest in different sectors is necessary. Therefore, it can be said that proper planning for using social networks in developing the sports industry is not done today. This problem has caused sports in Iran not to be very successful today. In other words, the economy of Iran has not been able to benefit from the capacities of the sports industry in the path of its economic prosperity. It seems that managerial factors, including the managers' long-term view of the economy, preventing international debts, interacting with international federations to create financial support, organizing the club system, creating non-sports business activities, and hosting sports events international can provide a severe basis for developing solutions regarding income in the field of sports. Managerial factors can provide a robust foundation for strengthening the marketing infrastructure of sports clubs.

Generally, governments cannot take charge of all affairs as in the past. Considering the development of sustainable income methods for sports clubs, the growth of institutions and the development of sponsors have a significant impact on other criteria for the development of financing methods of sports clubs. So, sports managers must pay more attention to the factors we introduced. The most crucial management consequence for Iranian private sports clubs includes improving the commercialization of private sports clubs. The desired criteria should be used as development policies. Paying attention to cultural, organizational, social, legal, and structural factors can sustainably cause private sports clubs' commercialization. It is necessary to teach sports managers effective fundraising methods and spend money, create hardware infrastructure and software design to develop commercialization models for private sports clubs. In this regard, the use of specialized and educated human resources can help to create sustainable income generation by using new technologies and pave the way for the development of commercialization of private sports clubs. Governments should reduce the restrictive laws and facilitate the conditions by increasing the protective laws that have the positive consequences of commercializing private sports clubs.

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تامین مالی پایدار در باشگاه‌های خصوصی ایران

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بوجه‌بندی
مالی
جلب سرمایه
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حق پخش تلویزیونی و رسانه‌ای
پژوهشی اصیل

هدف این پژوهش ارائه راه‌های تامین مالی پایدار در باشگاه‌های خصوصی ایران بود. روش انجام این پژوهش کیفی بود که با رویکرد استراس و کوربین انجام شد. شرکت کنندگان در پژوهش حاضر، متخصصان حوزه مدیریت ورزشی، فعالان حوزه ورزش، بازاریابی و اقتصاد بودند که از بین آنها ۱۶ نفر در این پژوهش مشارکت نمودند. نمونه‌گیری پژوهش، به روش نظری بود؛ نمونه‌گیری تا رسیدن پژوهشگر به اشباع نظری ادامه یافت. ابزار پژوهش حاضر، مصاحبه‌های عمیق و اکتشافی بود. اعتبار یافته‌ها با روش‌های تطبیق توسط اعضا، بررسی همکار و مصاحبه‌های آزمایشی تعیین شد. جهت تجزیه و تحلیل داده‌ها از کدگذاری باز، محوری و گزینشی استفاده گردید.

یافته‌ها نشان داد ۱۵ عوامل شامل نگرش‌های سازمانی، جنبه‌های فنی، بودجه‌ریزی، حمایت مالی، مسائل ارزشی، جنبه‌های انسانی، رویه‌های علمی، رفتارهای حرفه‌ای، مشتری مداری، ساختار سازمانی، برون سپاری، جنبه‌های اطلاعاتی، همکاری‌های بین‌بخشی، فعالیت‌های رسانه‌ای و توزیع عادلانه مناسب در مدیریت درآمد باشگاه‌های ورزشی خصوصی ایران نقش دارند.

از آنجایی که باشگاه‌های ورزشی خصوصی از درآمدهای دولتی استفاده نمی‌کنند، در این تحقیق برای اولین بار تلاش شد الگوی درآمدزایی پایدار برای باشگاه‌های ورزشی خصوصی ایران با رویکرد تامین منابع مالی، جهت ارائه راهبردهای تامین منابع مالی پایدار ارائه شود.

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