

Providing a Model for the Development of Strategic Entrepreneurship in Sports Organizations

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Abstract

Purpose: The purpose of this research is to provide a strategic model of entrepreneurship in sports organizations.

Methods: based on the type of method, it is interpretive and with an inductive approach. Data collection is based on the systematic approach of Strauss-Korben (1997) and fundamental data theory. Therefore, three stages of coding were used to analyze the qualitative data collected from the interviews. The statistical population is university professors in the field of sports sciences, employees of the general administration and sports and youth departments of Khorasan Razavi province, activists in the field of sports start-ups, and entrepreneurs in the field of sports.

Results: The conceptual model extracted in this research describes the development of strategic entrepreneurship in sports organizations in the form of six dimensions of the paradigm model including causal conditions (systemic factors, strategic factors, institutional factors, entrepreneurial factors, and financial factors). main phenomenon (main causes); Strategy (education and research, development of communication and technology, political-legal actions and policy-making and incentives-incentives and actions); field conditions (teamwork, strategic branding, human resources); It shows the intervening conditions (restrictors: market barriers and needs assessment barriers. Facilitators: networking and opportunism) and consequences (economic consequences, social consequences, and sports and health consequences).

Conclusion: The development of strategic entrepreneurship in sports organizations can be used as a basic tool to increase competitiveness, develop an entrepreneurial culture, and attract financial and human resources.

Keywords: Entrepreneurship, Strategic, Strategic Entrepreneurship, Employment, Sport.

Introduction

In today's highly competitive environment, companies are constantly changing and engaging in entrepreneurial initiatives. Strictness, risk aversion, and lack of dynamism, exacerbated by mechanical organizations, hinder the development of entrepreneurial activities and are therefore not appropriate for the current competitive environment. As a result, entrepreneurial organizations that are change-oriented, risk-averse, and value continuous innovation are becoming more popular (Kantur, 2016). Entrepreneurship as the driving force of economic and social development has a fundamental role in the development process of societies; In such a way that entrepreneurship development is the core of countries' development programs. On the other hand, the category of strategic entrepreneurship (SE) is a combination of the basic principles of entrepreneurship and strategic management to understand how to create value by taking advantage of entrepreneurial opportunities in the external environment and developing competitive advantage in companies and organizations in recent years (Azadi & Mansouri, 2015). In this regard, one of the growing industries in our country that has a high potential for development is the sports industry, which will be the basis for many entrepreneurial activities, and from this perspective, the development of sports in the country will lead to economic prosperity and social prosperity (Yadolahi Farsi, Gholami, Hamidi & Kanaani, 2010). However, most researchers in the field of sports also consider this industry as an entrepreneurial thing in nature and have found that entrepreneurship in the field of sports is a vital and sensitive thing, as it provides the possibility of meeting the changing demands of consumers while increasing innovation (Ball, 2005). Strategic Entrepreneurship as a Joint Chapter of Entrepreneurship Research and Strategic Management Research (Advantage Search) is a new field of research that does not yet have much consensus on its definition,

dimensions, and constituent elements, and the few proposed models have limitations (Razavi, Ahmadpour Dariani & Shahriari, 2014). Strategic entrepreneurship, which plays important roles in highly changing and turbulent environments, integrates strategic activities with entrepreneurial activities (Azadi & Mansouri, 2015). Entrepreneurship and strategic management are associated with growth and wealth creation (Amit & Zott, 2001). The growth and creation of wealth are the defining goals of entrepreneurship. In addition, entrepreneurship is increasingly seen as a driver of wealth creation in emerging economies, both developed and developed as a result of individual corporate actions (Ireland, Hitt & Sirmon, 2003). Similarly, strategic management is concerned with understanding the reasons for the differences between corporate wealth creation in different economies (Farjoun, 2002). However, researchers believe that without a strategy for entrepreneurship, the goals of the entrepreneur will not be achieved, because the strategy determines how financial and human resources are arranged, processes and practices, products, services, and systems that the business needs to deal with distrust in the environment (Akman & Yilmaz, 2019). Wang (2021) also stated that strategic entrepreneurship has attracted research attention due to its dual focus on creating a competitive advantage and taking advantage of new opportunities, some backgrounds are as follows.

In a study by Heath and Sirmon and Heath (2003), they presented four key dimensions in the development of the strategic entrepreneurship model: (1) entrepreneurial mentality, culture, and leadership, (2) strategic management of organizational resources, (3) the use of creativity and (4) development Innovation. Gölgeci et al. (2017) wrote an article entitled "Dynamic Institutions and Capabilities: Theoretical Perspectives and Research Agenda for Strategic Entrepreneurship". In this study, by conducting a conceptual study, the strengths, and limitations

of both theoretical approaches were identified. In this regard, the results showed that both approaches are precisely combined and can provide a better understanding of the company's behavior in terms of benefiting from strategic entrepreneurship. Institutions also plan activities to create, manage, and utilize dynamic capabilities in the field of strategic entrepreneurship. Dynamic capabilities are therefore expected to play an important role in creating the preservation of institutions. As the analysis of institutional methods and dynamism leads to a better understanding of behavior and structure in the field of strategic entrepreneurship. Shifa et al. (2022) also state that strategic entrepreneurship is essential for superior performance to survive in an unstable environment. Hosseini et al. (2016) in a study entitled "Entrepreneurship approach, the dominant approach to strategy creation in successful Iranian companies" concluded that the entrepreneurial approach to strategy creation for these companies and compared to the formal approach or strategic planning, the exploratory action approach. And the strategic learning approach has been more effective and in some companies, a combination of two formal approaches or strategic planning and entrepreneurship that was the source of their strategies were used. Thus, it is clear that this is an entrepreneurial approach that can be relied upon to create successful strategies. Jamaat et al. (2017) Based on the results of the strategic entrepreneurship model of the Ministry of Energy, causal conditions including organizational entrepreneurial capabilities, entrepreneurial capabilities of human resources, existence and identification of entrepreneurial opportunities, contextual conditions including structure and processes, organizational culture, budget and resource management, And leadership, intervening conditions including external environmental conditions, a main category including entrepreneurial strategic planning, strategies including exploiting opportunities and action plan, and consequences

including executive and strategic outcomes. Azimi et al. (2014) in their research to identify the underlying factors affecting the establishment of strategic entrepreneurship in sports businesses, identified these factors in six components under the headings of government support policies and legal factors. And they extracted legal factors, educational system, cultural, business policies, and governance factors. Mardani and Solati (2015) in research aimed at developing a strategic entrepreneurship model focusing on overall competence in the organization, found that strategic entrepreneurship when it is considered and created as competence in the organization can lead to creating value for individuals, organizations, and society. And the repulsive or occasional use of creativity will not guarantee competitive advantage alone. Value creation creates wealth for owners and entrepreneurs and ultimately contributes to economic growth and prosperity such as job creation, technological advances, and public welfare. Nikouei et al. (1400) also identified the effective factors of sports entrepreneurship in Iran, which came to four concepts (deterrents, facilitators, developers, and consequences). The results of the codings showed that the sports entrepreneurship program in Iran is based on various factors. Therefore, when the mechanism of action of these factors is properly identified and diagnosed, we can see the growth and development of sports entrepreneurship in Iran. Considering these cases, a bright future can be imagined for the sports entrepreneurship program in Iran. Because from the experts' point of view, the lack of connection between universities and production and industrial centers is considered one of the important factors. It is suggested that the necessary measures be taken to establish a favorable relationship between the university and industry through the proper education of students by the needs of the industry.

Strategic entrepreneurship is the result of combining two approaches or the basic concept

of entrepreneurship and strategic management. Entrepreneurship is the creation and exploitation of profitable opportunities that exist in the external business environment. The art of an entrepreneur is to see many unseens, opportunities that not everyone can identify. But the key question is whether just identifying opportunities and starting a business is enough to make a sports business successful. According to previous research and what has been said in the field of strategic entrepreneurship, strategic entrepreneurship seems necessary to achieve a competitive advantage for the development of sports organizations. But these researches have not explained the aspect of strategic entrepreneurship in sports well, and a kind of gap is felt in the sports industry. The tool covering this gap is strategic management, an approach that shows sports business owners a path and a framework to achieve a permanent competitive advantage and a strong ability to achieve sustainable profitability, which is the ultimate goal of all sports businesses. The upcoming research is covering the gap between the past research and in-depth interviews of experts that have been conducted qualitatively. Achieving a favorable position in the sports industry, creating capabilities, unique valuable resources, and turning them into a sustainable competitive advantage is possible only through the use of strategic management for entrepreneurs and business owners; Therefore, strategic entrepreneurship as a guide, by providing a unified framework of strategy and entrepreneurship, has facilitated the path of progress and development for sports entrepreneurs. Therefore, sport is a growing industry that can be important from the perspective of job creation and economics of the industry. The present can significantly contribute to the development of the concept of strategic entrepreneurship in sports organizations as a new and independent concept. It should be noted that the current era is full of opportunities and a competitive environment that can benefit from this space by achieving a

strategic entrepreneurship model and achieving relative success, so what is the model of strategic entrepreneurship development in sports organizations?

Materials and Methods

The present research is based on the type of method in terms of interpretation and its approach is inductive. In the inductive approach, the researcher moves apart from the interview to understand the nature of the problem or phenomena (Saunders, Lewis & Thornhill, 2009). Strauss-Corbin's (1997) systematic approach and foundation data theory were used to collect data. Therefore, to analyze the qualitative data collected from the interviews, three coding steps (open, axial, and selective) were used to finally present a logical paradigm of the generated theory. The statistical population studied includes; University professors in the field of sports sciences, staff and senior managers of the General Directorate of Sports and Youth of Khorasan Razavi Province, activists in the field of sports start-ups, and entrepreneurs in the field of sports. Research data were collected through the study of reputable domestic and foreign journals, library studies as well as in-depth and semi-structured interviews with 21 experts to reach theoretical saturation. The entry criteria for these wearable weres are to have enough expertise in the field of the present research and have at least 5 years of expertise. A purposeful sampling method was used to select the sample under study and due to the onset of corona peak at the time of data collection, some of the interviews were conducted online and some in person. After conducting the interviews, the text of the interviews was reviewed several times and then the sentences were categorized and the repetition between the final categories and the initial texts was done inductively to achieve an acceptable and common consistency about the data. In open coding, an attempt was made to reset the hidden concepts by reviewing the collected data; Also, in the axial coding, the relationship between the

variables created in the first stage (open coding) and the third stage (selective coding) was identified. Strategies, strategies (strategies adopted in response to the main phenomenon), contextual conditions (specific bedrock conditions affecting strategies), intervention conditions, and consequences (results of implementing strategies) theoretically through Paradigm models were interrelated. The codings were reviewed by 3 expert professors who were not members of the interview group and their suggestions were used in developing the model. Two experimental interviews were conducted to assess the reliability of the quality tool; After analyzing the results and comparing them with the research questions, some partial corrections were made in the prioritization and research questions to increase the accuracy of the research tool.

In the current research, the within-subject agreement method was used to calculate the results of the conducted interviews. To calculate the reliability of the interview with the method of intra-subject agreement, two coders (evaluators) in each of the interviews, the codes that are similar in their opinion are marked as "agreement" and the codes that are not similar are marked as "disagreement". Then the researcher coded the number of three interviews together with the research partner and calculated the percentage of agreement within the topic, which is used as the reliability index of the analysis, using the following formula:

$$\text{A subject within the agreement of the percentage} = \frac{2 \times \text{Number of agreements}}{\text{Total number of codes}} \times 100$$

According to the relationship, the percentage of intra-subject agreement is equal to 0.73, which is suitable.

Table 1. Percentage of intra-subject agreement

Reliability	Agreement number	Total number of codes	Interview number
0/80	2	5	2
0/66	2	6	9
0/75	3	8	17
0/73	7	19	Total

Results

The demographic characteristics of the experts present in the research are presented in Table (2).

Table 2. Demographic characteristics of the sample under study

Variable	Components	Abundance
1	gender	
	Female	8
	male	13
2	Age	
	20-30	5
	31-40	7
	41-50	9
3	Education	
	Bachelor	6
	Masters	4
	P.H. D	11
4	Proficiency	
	University professors in sports sciences	7
	Employees and senior managers of the general administration and sports and youth departments of Khorasan Razavi province	6
	Activists in the field of sports startups	3
	Sports entrepreneurs	5
5	Type of interview	
	In-person	10
	Online	11
Total		21

Open coding

The paragraphs of the interviews were listed in a

table and according to the open coding method, they became the concept code and the concepts. At this stage, the categories were registered

without any restrictions. Finally, 129 initial concept codes were extracted from the implemented interviews. Table (3) shows an

example of one of the interviews implemented in the coding process.

Table 3. An example of extracted concepts and concept codes in coding

concepts	Concept codes
For sports entrepreneurship and its development programs to be implemented, and on the other hand, innovative ideas and thoughts of people should be nurtured and promoted. In general, it is necessary to create a codified and strategic entrepreneurial plan in the organization so that people have the desire to develop.	<ul style="list-style-type: none"> - Implementing programs - Improving learning, promoting innovative thoughts - Entrepreneurial strategic plan
Idea generation is an important topic in sports entrepreneurship, which has been on the sidelines in sports organizations. Sometimes people have ideas, but they are duplicates of other organizations' ideas. There should be creative and different ideas compared to the competitors, and duplicate ideas and imitation of ideas should be avoided in the organization.	<ul style="list-style-type: none"> - Investigating creative ideas and using the most ideas compared as compared to competitors - Preventing repetitive ideas and imitating ideas
For the development of entrepreneurship, there is a need to standardize some things that are not paid attention to in the administration, for example, there should be standardization in the field of management of the set of operations, or the technology sector and the application of technology, it is necessary to behave according to the current standard, in this way, it is possible to grow qualitatively has achieved and paid attention to the small growth that is considered by today's managers.	<ul style="list-style-type: none"> - Using technologies according to the standard of the day - Standardization of the set of operations in the field of management - Attention to qualitative growth more than attention to quantitative growth
In the field of sports products, sports entrepreneurs should pay attention to the high quality of the products and services they provide and create diversity in the provision of these products and services, of course, this diversity does not mean extreme and they should try to perform activities in a specialized and specific manner and from Make the most of the resources available to them.	<ul style="list-style-type: none"> - Aiming to provide quality products and services - Creating diversity in product and service offerings - Try to fix the weaknesses - Specializing activities - Maximum use of available resources
The training section is very important in that the employees should not be forgotten after being recruited and should be empowered by the latest training Therefore, it is suggested that by establishing entrepreneurship development centers, the development of research and innovation, these necessary training should be given to the people, and the training can be practical and academic. It is specific to the sports industry and the branch of job creation and entrepreneurship. Similarly, in a professional way, legal and economic consultations in this field can be used to help further the development of entrepreneurship.	<ul style="list-style-type: none"> - Empowering human resources through up-to-date training - Establishing entrepreneurship development centers - Development of research and innovation in sports organizations - Academic and practical training is the field of job creation and entrepreneurship in the sports industry - Legal and economic consultations in the field of job creation and sports entrepreneurship

Axial coding

The process of linking categories to subcategories was performed at this stage and then the main categories were identified. Due to

the large number of codes and main categories, an example of the extracted concepts and concept codes in axial coding is shown in Table 4.

Table 4. An example of extracted concepts and concept codes in axial coding

Containing	Concepts	Categories
Updating data in new technologies	Systemic factors	Causal conditions
Activating and upgrading development systems in the sports industry		
Providing new services using up-to-date technology and the possibility of supporting them		
Accessing existing market needs with new technologies		
Supplying and introducing up-to-date systems		
Acceptance of changes, increasing innovations in the organization	Strategic factors	
More accurate planning, use of advanced communication systems		
People are the risk-taking, the existence of creative thinking in human resources		

Training and improvement of human resources skills	Institutional factors	
Behavioral and personality characteristics in people and promotion in the set of operations		
Entrepreneurial culture In the company or organization, developing creative thinking		
Increasing profits		
Creating employment continuously		
Legal conditions		
Factors related to the field of education, business infrastructure		
Effective intervention factors by the government and budgeting		
Development of financial markets		
Improvement of modern technology infrastructure		
Including hardware and software		
Agility		
The flexibility of the organizational structure		
Implementing programs		
Promoting and training customer relations		
Improving learning		
Promoting innovative ideas and thoughts		
Communication management		
Entrepreneurial strategic plan		
Using the power of sports organizations		
Using the knowledge management system		
Evaluating and exploiting existing opportunities and establishing Customer-oriented a system		
Benefiting from existing financial resources		
Implementing programs for financial partnerships		
improving the level of human resources		
exploiting new opportunities		
benefiting from the right financial opportunities	Financial factors	
benefiting from creative thinking by attracting investors		
attracting investors by presenting creative economic plans	Work team	
Collaboration with expert and active human resources		
benefiting from the expertise of human resources in the right position	Strategic branding	
creating a friendly and encouraging atmosphere in work teams		
examining creative ideas and using the most different ideas compared to competitors	Human resources	
preventing repetitive ideas and imitating ideas		
applying solutions in specific situations	Standardization	
connecting between your capabilities and value-creating capabilities with the needs of customers		
utilizing experienced and capable human resources	Limiters: market barriers	
employing creative and innovative human resources		
employing expert consultants in various fields	Limiters: Obstacles to needs	
using technologies according to the current standard,		
standardizing the set of operations in the field of management		
paying attention to qualitative growth rather than quantitative growth		
targeting the provision of high-quality products and services		
creating diversity in product and service offerings		
trying to solve points weakness		
specialization of activities		
maximum use of available resources		
not paying attention to the relationship between the factors and processes in the market		
not exponential potentials in the market		
not examining market deficiencies		
not examining market opportunities and threats		
not examining changes and developments in the market		
not examining and incorrectly analyzing one's position and competitors		
lack of examination of corner markets		
lack of proper balance between supply and demand		
not paying attention to internal organizational needs		
not paying attention to the needs of the market and customers		
not checking the problems in customers' lives		
not checking the lives of different strata and their needs		
not paying attention to the demographic pyramid of multiple needs		
not having a continuous survey of customers		
not Categorizing customers based on their needs		

not checking the deficiencies in the provision of services and goods	Facilitators: networking	Actions and strategies
not matching the work with the existing needs		
misdiagnosing the needs of customers		
use of multiple networks		
communication and cooperation with supporting and complementary businesses		
use of strong communication		
communication with effective teams in economic fields and cooperation with them		
strong communication with academic environments		
institutions and universities		
establishing multiple branches in different		
Using cultural regional capacities	Facilitators: Opportunism	
seeing keenly to find new opportunities		
taking advantage of all opportunities such as social media		
virtual networks		
seeking opportunities from the domestic and international business market		
increasing focus on opportunities with a longer lifespan		
creating creative opportunities in critical situations and the lack of new opportunities		
using new technologies		
searching for opportunities	Education and research	
having creative and meticulous thinking		
empowerment of human resources through up-to-date training		
establishment of entrepreneurship development centers		
legal and economic consultations in the field of employment creation and sports entrepreneurship		
academic and practical training in the field of employment creation and entrepreneurship in the sports industry		
establishment and growth of research centers for sports entrepreneurship		
benefiting from research projects		
economic and practical support for research	Development of communication and technology	
development of research and innovation in sports organizations		
science and technology parks, etc.		
upgrading technology		
improving existing technologies in the communication of the country's sports industry		
providing infrastructure in the sports industry	Political-legal measures and policy-making	
establishing a network of supporters of sports entrepreneurs		
establishing a network of sports entrepreneurs		
clustering entrepreneurs		
networking between sports organizations with the outside environment		
privatizing sports in the country		
controlling the implementation of laws in a principled and correct manner		
simplifying laws and regulations for entrepreneurs		
preventing corruption within the organization		
preventing chaos and corruption		
reassuring investors		
Preventing the excessive entry of foreign products and the government's attention to the sports industry.		
securing property rights		
managing international relations		
government policies in Benefiting from small and start-up companies		
selecting managers based on the necessary competencies		
developing a strategic plan for entrepreneurship in sports		
creating infrastructure policies to support entrepreneurs in the sports industry in a special way		
facilitating administrative processes		
creating an entrepreneurial culture		
supporting domestic sports productions,	benefiting from the experiences of domestic and foreign entrepreneurs in the sports industry	
benefiting from the experiences of athletes		
benefiting from the experiences of domestic and foreign entrepreneurs in the sports industry		
profitability	Economic consequences	C on se qu
willingness to cooperate with the private sector.		

more competitiveness in the sports industry market		
increasing the volume of national production, not focusing on large and exclusive companies		
increasing organizational production capacity		
creating diversity in the provision of services and products		
empowering human resources		
creating added value		
Increasing financial turnover		
development and empowerment of managers		
customer orientation		
optimal use of existing opportunities		
continuous improvement in the business process		
continuity in success		
expansion of entrepreneurship and innovation		
culture of entrepreneurship		
development and improvement of basic conditions and infrastructure		
creating employment in the long term	Social consequences	
more reliability		
creation of reasonable economic conditions		
reduction of damage caused in society		
reduction of the distance between different social classes		
positive effect on the quality of life		
improvement of individual personality		
improvement of team morale		
willingness and interest in the sports industry		
allocating less budget to treatment		
sports being a part of families lives		
people's desire to attend sports fields		
increasing the level of popular and champion sports		
improving people's mental and physical health conditions		

Selective coding

In the selective coding of the present study, the researcher identified the main and sub-categories of the story trajectory writing technique by integrating the categories discovered from all interviews, and formulated theories. The conceptual model extracted in this

research, the development of strategic entrepreneurship in sports organizations in the model presented in Figure (1), in the form of six dimensions of the paradigm model including causal conditions; Main phenomenon (central causes); Strategy; Background conditions; Indicates the interventionist conditions and consequences.

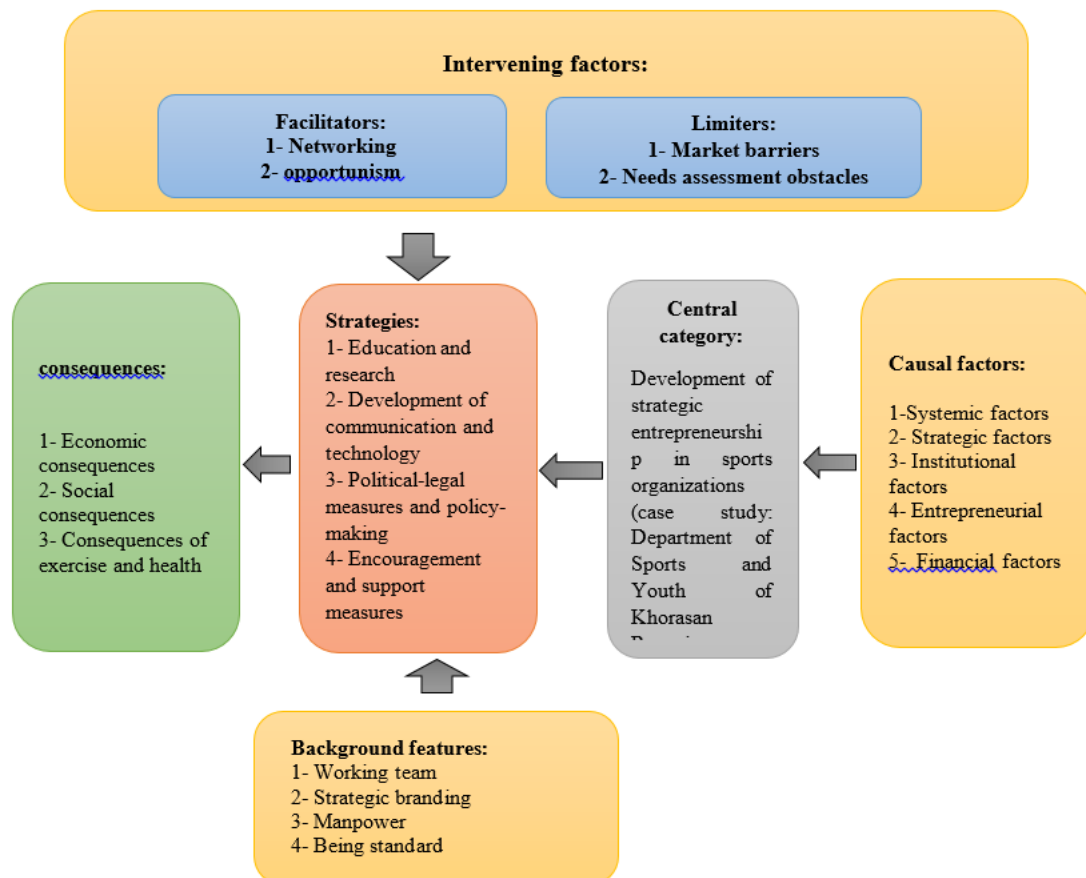


Figure 1. Conceptual model of strategic entrepreneurship development in sports organizations (case study: Department of Sports and Youth of Khorasan Razavi Province)

Discussion

The purpose of this study is to present a model of strategic entrepreneurship development in sports organizations that used Strauss Corbin's (1997) systematic approach and data theory to collect data and analyze the qualitative data collected from interviews through three coding steps (open, Axial and selective) was used to finally create a logical paradigm of theory. Causal conditions are the main conditions in the formation of entrepreneurial activities in sports organizations. According to the results of the research, causal conditions include systemic factors (updating data in new technologies, activating and upgrading development systems in the sports industry, providing new services using technology Updates and the possibility of supporting them, access to the existing needs of the market with new technologies and supply and introduction of up-to-date systems);

Strategic factors (acceptance of changes, increase of innovations in the organization, more precise planning, use of advanced communication systems, risk-taking, the existence of creative human resource thinking, training, and improvement of human resource skills, behavioral and personality traits in individuals and promotion in operations, entrepreneurial culture) In a company or organization, developing creative thinking, increasing profits and creating employment continuously); Institutional factors (legal conditions, factors related to education, business infrastructure, effective interfering factors by government and budgeting, development of financial markets, improvement of new technology infrastructures including hardware and software, agility and flexibility of organizational structure); Entrepreneurial factors (implementation of programs, promotion and training of customer relations, improving

learning, promotion of innovative ideas and thoughts, communication management, strategic entrepreneurial plan, using the power of sports organizations, using knowledge management system, evaluating and utilizing existing opportunities and establishing Customer orientation system, taking advantage of existing financial capacity, implementing programs for financial partnerships, upgrading the level of human resources, taking advantage of new opportunities) and financial factors (taking advantage of the right financial opportunities, taking advantage of creative thinking by attracting investors and attracting investors by presenting projects Creative economy). Luke et al. (2011) consider the strategic context, training, and promotion of human resource skills as the main components of strategic entrepreneurship which is consistent with the results in the section on strategic factors. Economic and commercial government, government, and legal laws and regulations affect the development of entrepreneurship, which is in line with the institutional factors derived from the research, and Heidari et al. financial factors are in line with causal conditions. It is obvious that entrepreneurial activities originate from entrepreneurial factors such as ideas and thoughts, new opportunities, etc., and in this regard, these entrepreneurial factors in other main conditions such as creative thinking, and business infrastructure can revive new opportunities, all of which in Institutional, strategic, systemic and financial factors are defined, grow and lead to the development of entrepreneurial activities.

Background conditions also refer to a set of factors that are related to the formation of entrepreneurial activities in sports organizations and based on the present study, these factors include: work team (cooperation with specialized and active manpower, benefiting from the expertise of manpower in the right place and creating a friendly atmosphere And incentives in work teams); Strategic branding (examining creative ideas and using the most

different ideas from competitors, avoiding duplicate ideas and imitating ideas, applying solutions in specific situations and the relationship between their capabilities and value-creating capabilities with customer needs); Manpower (benefiting from experienced and capable human resources, employing creative and innovative human resources and employing expert consultants in various fields) and standardization (using technologies according to the standard of the day, standardization of operations in the field of management, attention to more qualitative growth Due to quantitative growth, targeting the provision of quality products and services, creating diversity in the provision of products and services, trying to eliminate weaknesses, specialization of activities and maximum use of available resources). Heidari et al. (2016) in their research mention the importance of human resources and fostering creativity and innovation in human resources for the development of entrepreneurial activities, in another study Negahdari et al (2018) achieved this importance. Abdolnabi and Teymouri (2016) consider the maximum use of resources and, in other words, the coordination of resources and the use of opportunities as an important part of strategic entrepreneurship and is consistent with being standard in this research. On the other hand, Alivand Mehrizi et al (2022) stated that strategic entrepreneurship in the form of five components of leadership, attitude, resources, opportunism, and innovative learning and ten sub-components of individual characteristics, the managerial, organizational, cultural, social, financial, non-financial, path of discovery and creation, exploitation, training, and creativity and innovation. and 49 concepts. Also, the rank and importance of experts' opinions about the components of strategic entrepreneurship are in order of leadership characteristics, opportunism, innovative learning, attitude, and resources. Teamwork is one of the basic conditions that can increase the flexibility of the workforce, facilitate and integrate strategies, strengthen and

empower the workforce, and provide opportunities for participation and intellectual and mental assistance to the workforce. Go ahead and offer appropriate solutions in the current economic and social conditions. Along with this team, by using physical technologies and sufficient knowledge, and by benefiting from expert force and consultants in various fields such as legal, financial, etc., the ground conditions for entrepreneurship development will be determined.

Interfering factors are factors that directly and indirectly include limiting and facilitating factors that affect entrepreneurial activities in sports organizations and in this study include: limiting factors such as market barriers (not paying attention to the relationship between factors and processes in the market, not examining the potential Existing in the market, not examining market shortcomings, not examining market opportunities and threats, not examining market changes and developments, not examining and analyzing incorrectly the position of oneself and competitors, not examining corner markets and the imbalance between supply and demand) and needs assessment barriers (Not paying attention to internal needs, not paying attention to the needs of the market and customers, not examining the problems in customers' lives, not examining the lives of different groups and their needs, not paying attention to the population pyramid of multiple needs, not having continuous customer surveys, not categorizing customers The basis of their needs is not examining the shortcomings in the provision of services and goods, not matching the work with existing needs and incorrect diagnosis of customer needs). On the other hand, in line with the current research, Heydari et al. (2022) stated that their results show the positive and significant impact of transformational leadership on strategic entrepreneurship, as well as the positive and significant impact of transformational leadership with the mediating role of organizational voice on strategic entrepreneurship. Facilitators such

as networking (using multiple networks, connecting and collaborating with supporting and complementary businesses, using strong connections, connecting with and working with effective teams in the field of economics, strong connection with academic environments, institutions, and universities, setting up branches) Diversification, use of cultural and regional capacities) and opportunism (a keen eye for finding new opportunities, taking advantage of all opportunities such as social media, and virtual networks, seeking opportunities in the domestic and international business market, increasing focus on longer life opportunities, creating creative opportunities In critical situations and the absence of new opportunities, use of new technologies, search for opportunities, having creative and meticulous thinking). Negahdari et al. (2017) talk about the importance of the local and global market in sports entrepreneurship and point to the importance of communication networking, which in the present study is one of the facilitators in the field of entrepreneurship development. Poor Ezzat et al. (2010) in their research consider the lack of information about needs as an obstacle to entrepreneurship. Meysamy (2019) states market knowledge and analysis and resource equipping. Supporting roles such as networking and interactions, event monitoring, and collaboration with other professionals in entrepreneurship are of great importance, which is also consistent with the present study. Information and communication are two important powers. These two are both valuable and valuable. A person who is aware of different markets and commodity prices in those markets, or is aware of the past and future of the market, can make better decisions and take advantage of existing opportunities to facilitate the process of entrepreneurship development, but in contrast to facilitators such as needs assessment. The customer can face many problems in entrepreneurship development. Examining and obtaining information in the field of community and market needs prepares a

suitable solution for each of them. This is the basis for creating a competitive advantage over competitors. However, there are several needs that companies do not know about, and in such a situation, if the needs assessment is not done properly, it can be an obstacle to the development of sports entrepreneurship in organizations.

Adopting strategic methods and having clear strategies will enable managers to coordinate various activities to achieve entrepreneurial development in sports organizations and will protect the organization from gradual deviations in the facilities and capabilities. Therefore, to take advantage of the opportunities created in various conditions that can lead to job creation in this industry and economic growth, strategies in this area are needed, which according to the results of research on these strategies include: Behrooz, the establishment of entrepreneurship development centers, science and technology parks, etc., development of research and innovation in sports organizations, economic and practical support of research, the benefit of research projects, establishment and growth of research centers in the field of sports entrepreneurship, academic and applied training in the field Job creation and entrepreneurship in the sports industry, legal and economic consultations in the field of job creation and sports entrepreneurship); Development of communications and technology (upgrading technology, upgrading existing technologies in communications of the country's sports industry, providing infrastructure in the sports industry, establishing a network of sports entrepreneurs, establishing a network of sports entrepreneurs, clustering entrepreneurs and networking between sports organizations and the outside environment); Political-legal measures and policy-making (privatization of sports in the country, creating entrepreneurial culture, facilitating administrative processes, creating infrastructure policies to support entrepreneurs in the sports industry in particular, developing a strategic plan for entrepreneurship in sports,

selecting managers based on competencies, government policies in Benefiting small and start-up companies, managing international relations, securing property rights, preventing chaos and corruption, preventing corruption within the organization, simplifying the rules and regulations for entrepreneurs, controlling the implementation of laws in a principled and correct manner, reassuring investors, Preventing the excessive import of foreign products and the government's attention to the sports industry) and incentive-encouraging and supportive measures (supporting domestic sports products, benefiting from the experiences of athletes and benefiting from the experiences of domestic and foreign entrepreneurs in the sports industry) is the benefit and use of these strategies It will have consequences that include: economic consequences (profitability, long-term employment creation, development and upgrading of infrastructure and infrastructure, entrepreneurial culture, entrepreneurship expansion and innovation, Continuity in success, continuous improvement in business process, optimal use of existing opportunities, customer orientation, development and empowerment of managers, increase turnover, value creation, human resource empowerment, diversification of services and products, increase organizational production capacity, Increase in national production volume, lack of focus on large and monopoly companies, greater competitiveness in the sports industry market, willingness to cooperate with the private sector); Social consequences (greater reliability, interest in the sports industry, improvement of team spirit, improvement of individual personality, positive impact on quality of life, reduction of distance between different social classes, reduction of harms in society, creation of reasonable economic conditions) and The consequences of exercise and health (less funding for treatment, exercise is part of family life, people's desire to participate in sports fields, increase the level of public and champion sports and improve the mental and physical health of

individuals).

conclusion

The development of strategic entrepreneurship in sports organizations can be used as a basic tool to increase competitiveness, develop an entrepreneurial culture, and attract financial and human resources. Finally, the development of strategic entrepreneurship in the sports organization requires cooperation and coordination among the members of the organization, efforts to create an entrepreneurial culture and exploitation of existing opportunities. This model can be used as a practical guide for the development of strategic entrepreneurship in sports organizations. The industrial sports industry is full of different professions, including large sports clubs, product manufacturing companies, service providers, etc., the number of which has also been able to provide a large competitive field. Therefore, it seems that it can be done for private organizations in this industry. They operate and may have different conditions from government organizations. Examine their strategic entrepreneurial model. Among the limitations of the current research, we can mention the unavailability of the interviewees, the difficulty of access to the research sample, as well as the pandemic conditions and their limitations. Among the limitations of the current research, we can mention the unavailability of the interviewees, the difficulty of access to the research sample, as well as the pandemic conditions and their limitations.

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