# Analyzes Influence Factors on Future of Customer Interaction with the Service Environment in Sports Clubs

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## Abstract

**Purpose:** The purpose of this study analyzes influence factors on the future of customer interaction with the service environment in sports clubs using structural analysis.

**Methods:** The present study is applied in terms of purpose and in nature based on new methods of future research, analytical and exploratory science which has been done by applying a combination of quantitative and qualitative models. The population of this study was executive and academic experts in quantitative and qualitative sections that were selected purposefully. The qualitative data were obtained through an open questionnaire through interviews and quantitative data used in this study numerically and by weighting Delphi's questionnaires. This study used environmental scanning method in qualitative sections and final analysis was performed on 12 recursive matrices. The collected data was analyzed using Micmac software.

**Results:** The findings showed 16 basic criteria on future of customer interaction that were inclusive environment aesthetics, satisfaction, offering integrated service, core service, excellent value, convenience, employees, social exchange, presence of other customer, value addition, trust, commitment, information exchange, marketing mix, customization and speed of service delivery. Furthermore, the findings showed that customization factors, added value and presence of other customers are the most important variables affecting the future of customer interaction with the service environment in sports clubs

**Conclusion:** Adapted from the Findings, the most important necessity and task of the managers of sports clubs is to provide the basis for expanding customer interaction with the service environment. This is made possible by designing different patterns of customer interaction with the service environment in the future.

**Keywords:** Customer Interaction, Service Environment, Sports Clubs, Structural Analysis Approach

## Introduction

The importance of the service sector has been increasing in current economies of the world. During classical period, services did not receive much attention because apart from primary and secondary sector, classical economists considered other activities as 'unproductive' (Deshamukhya & Bahan chakraBarty, 2020). But, nowadays Service quality is one management concept that has transformed the operational productivity and competitive standards of businesses across industries (Aiyesehinde & Aigbavboa, 2021). It is known that the service sector is a common activity, and developed countries are the most important source of income that forms the gross domestic product. And also, the more developed the service sector, the more likely it is that the health of users is such. This also means the level of profitability of the country's population (Jamalovna, Abidovna, Asatillayevich, & Akramjanovich, 2020). Research shows that in the last two decades there has also been an interest in the quality of service to the sports industry, so that today, service quality is one of the most important topics in service management and sports marketing (Robinson, 2006). Also, sports and physical activity services industry are accepted as an important sub-activity field of the service sector today (Günel & Duyan, 2020). The sports services industry in developed countries accounts for a significant portion of national income; sports services industry in Iran is also very diverse and has the potential to bring about high economic, cultural and social growth as well as developments in other fields for the country (Darabi & Shahri, 2020).

In the meantime, intensifying competition in the current situation is forcing sports service providers to examine the critical factors and their impact on customer behavior. Understanding customer expectations and levels of these expectations from sports organizations allow service marketers to determine whether the services provided have an acceptable level of quality (Douglas & Connor, 2003). Entering the service sector into the sports industry as a highly competitive service industry is an excellent prerequisite for the survival and success of any sports club. Therefore, understanding and meeting expectations, communicating effectively with customers and ultimately creating and delivering value to them are among the most important topics of interest to researchers and service center managers in the sports (Chang, Chen, & Hsu, 2002).

In recent years, service sector researchers have been increasingly interested in enhancing the relationship between production and delivery and service consumption that may occur at a service location. One of the main stimuli of this attention has been to increase the paradigm and relation marketing patterns. These models have provided marketing management with a theoretical foundation for going beyond customer-service relationships. Costumer with the service environment is one of those relationships (Brookes, Altinay, Gannon, & Nicholls, 2011). The service environment is regarded as the use of climatic and physical situations and conditions (Robert & John, 1982). Findings have shown that physical and atmospheric space are characteristics of real physical environments such as music (North, Shilcock, & Hargreaves, 2003), odors (Spangenberg, Crowley, & Henderson, 1996), light and the number of employees (Baker, Levy, & Grewal, 1992), value added, customization (Garg, Rahman, Qureshi, & Kumar, 2012), as well as service core

(Walter, Edvardsson, & Öström, 2010) can influence on the approach and avoidance behaviors of customers. Bitner (1992) introduces the concept of a service environment on how customer-perceived service environments influence the interactions between customers and service providers. Bittner suggests that perceived positive responses to the service environment may not only enhance the quality of customer interactions but also increase customer satisfaction and loyalty and positive verbal advertising among customers.

Harris, Davies, & Baron (1997) suggest that during designing a service environment the company should consider the degree and type of customer interactions with the service environment. Because One of the most important factors affecting the quality of sporting events and competitions are customers "spectators and team fans" (Khotbesara, Kohan, & Moharamzadeh, 2020); and Every time the customer and the organization interact with each other, the customer understands something about the organization, and depending on what they learn from each experience, the customer may change his behavior and affect his or her individual profitability. So, by managing these experiences, organizations can plan more productive relationships with their customers. On the one hand, a positive customer experience provides an opportunity for long-term competitive advantage for organizations and, on the other hand, provides results in the form of satisfied and loyal customers (including positive word-of-mouth advertising, maintaining and improving the situation and reducing complaints). Thus, organizations have realized that experience-based services are the foundation of their economy (Kim, Cha, Knutson, & Beck, 2011).

Adapted from the above, Capitalist consumer society has gradually transformed sports into a highly profitable and economically dynamic sector over the 20th century. This transformation, guided by the great capital and orchestrated by an industry that promotes and produces entertainment,1 forged what we know today as the sports spectacle - a multifaceted phenomenon with high symbolic importance2 that mobilizes athletes, professional sports teams, workers from various areas, corporations and sports management business entities, as well as a great consuming public that follows (live) sports coverage through varied media channels. For that reason, the industry's establishment requires complex organization and planning, as well as an efficient business management and high operational control (Reis, Húngaro, Magalhâes, & Mascarenhas, 2020). Furthermore, the most important necessity and task of the managers of sports clubs is to provide the basis for expanding customer interaction with the service environment. This is made possible by designing different patterns of customer interaction with the service environment in the future. But the problem is that these patterns may be different in the future, so any changes to future images should be planned with long-term changes. so, it is necessary to identify and analyze the factors that influence the phenomenon in the future to determine how these factors relate to each other and which are most effective and which are most effective. One of the approaches that has received increasing attention in academic circles over the past decade about future research issues is the structural analysis approach. It is a tool that inspires managers, policymakers, and stakeholders to think about the problem with creating story and replace one future with another, thus overcoming problems (Roper, 2016) and

finally be able to respond appropriately to the various uncertainties and short-term and long-term futures ahead of them (Wright et al., 2014). The future importance of the study and the benefits derived from it has made it more relevant to academic studies over the last decade. But this is less evident in sports, and fewer researchers have been active in the future research of the service environment.

To understand the roles of customers in the production and service process, one must first look at customer interactions in the service in general, three types of interaction in the service delivery process can be conceived for customers, which are: 1- Customer Interaction with Service Provider 2- Customer Interaction with Service Environment 3- Customer Interaction with Other Customers (Moore, Moore, & Capella, 2005). The following is a brief description of each of these interactions:

The customer interacts with the service provider as a productive partner in the service encounter. In this confrontation, the roles of each actor are determined so that they know when to participate in the service interaction scene (Solomon, Surprenant, Czepiel, & Gutman, 1985; Surprenant & Solomon, 1987). In this role, the information provided by the customer, the quality of the services received, and subsequently, affect his or her satisfaction (Wind & Rangaswamy, 2001).

The service environment refers to the physical characteristics of the surroundings, such as music, fragrances, interior design, ambient lighting, and the number of employees who can influence customer behavior. In general, the idea that more pleasant space tend to stay in the environment and increase the amount of shopping has been supported by researchers (Yoo, Park, & MacInnis, 1998). How the service environment is understood has an impact on the interactions between customers and their interactions with employees. Also, receiving positive feedback from the environment can improve the quality of interactions between customers and increase overall customer satisfaction and create loyalty (Bitner, 1990).

Many services are performed in the presence of other customers. Therefore, the impact of other customers' behavior on the satisfaction / dissatisfaction with the services experienced is inevitable (Martin, 1996). The importance of customer-to-customer interactions is to the extent that some services, especially university conferences, are planned and complementary to the service experience (Martin, 1997).

Therefore, the compatibility and incompatibility of customers with each other is one of the important issues in service management. However, the focus of most studies in this area has been on verbal and verbal interactions between customers, whilst customers can impair the service experience through unusual behaviors (Hoffman & Bateson, 2001). Therefore, one of the most important components in the service delivery process is customer interaction with the intended service, which, despite its importance, has not received sufficient attention in the service literature. Also, understanding and recognizing the types of customer interaction occurring in a service organization is an important first step for practitioners wishing to manage these encounters, and thus influence the customer experience (Nicholls, 2020). For decades, researchers in customer management have demonstrated the business importance of firm-customer relationships, developed models for understanding customer behavior and response to marketing, established the link between customer behavior and firm

performance, and proposed policies to optimize customer management activities. But this paper Intends to examine developments in customer interaction.

## Materials and Methods

Due to that Futures studies is a new field of inquiry involving systematic and explicit thinking about alternative futures. It aims to demystify the future, make possibilities for the future more known to us, and increase human control over the future (Valciukas, 2017). The present study is applied in nature and in terms of nature, based on new methods of futuristic, analytical and exploratory science that have been done by applying a combination of quantitative and qualitative models. Also, the methods of gathering information are documents and libraries. The statistical population of this study consisted of the qualitative section of academic and executive experts in sports marketing, which were purposefully selected based on theoretical saturation of 15 people. In addition, in the quantitative part of the research, 5 experts who participated in the qualitative part and had sufficient expertise and experience in futures studies were used. The qualitative data and open questionnaire were obtained through interview and survey of documents and quantitative data used in this study is numerically and used by weighting Delphi questionnaires. Accordingly, in the first step the influential indicators and components in this domain were collected in different dimensions. After collecting the data and identifying the primary variables within the Delphi model, 5 questionnaires were distributed exclusively to the executive and academic elites who had sufficient expertise and experience on the subject of futurology. And they were asked to rate variables in the matrix within the range of 0 to 3 based on their effectiveness and effectiveness. In this score, "0" means no effect, "1" means weak effect, "2" means moderate effect, and "3" means high effect and "P" means direct and indirect impact potentially. The scores were then entered into the cross-over matrix to measure the impact (both direct and indirect) of each of the factors and their subset variables within the framework of the Micmac software by identifying key driving forces. Required diagrams as output citing the de-fuzzy results of expert aggregate values, the thresholds for "satisfaction", "superior value", "social exchange", and "information exchange" criteria are lower than 0.7. Therefore, these criteria are excluded from the set of criteria affecting the customer interaction with the service environment, because from the experts' point of view these criteria do not have a decisive role.

## Results

The following table presents the demographic information of the research participants.

**Table 1- Demographic information' experts**

| Expert | Gender | Degrees | line of work | Participation in | |
|---|---|---|---|---|---|
| | | | | Qualitative section | quantitative section |
| Expert 1 | Man | PhD | academic | ✓ | |
| Expert 2 | Man | PhD | Academic | ✓ | ✓ |
| Expert 3 | Man | PhD | Academic | ✓ | |
| Expert 4 | Man | Masters | Executive | ✓ | |
| Expert 5 | Female | PhD | Academic | ✓ | ✓ |
| Expert 6 | Man | PhD | Executive | ✓ | |
| Expert 7 | Female | PhD | Academic | ✓ | |
| Expert 8 | Man | Masters | Executive | ✓ | |
| Expert 9 | Man | PhD | Academic | ✓ | ✓ |
| Expert 10 | Man | Masters | Executive | ✓ | |
| Expert 11 | Man | PhD | Academic | ✓ | ✓ |
| Expert 12 | Man | Masters | Executive | ✓ | |
| Expert 13 | Man | PhD | Academic | ✓ | ✓ |
| Expert 14 | Female | PhD | Academic | ✓ | |
| Expert 15 | Man | Masters | Executive | ✓ | |

In this study, 16 basic criteria have been identified based on the literature. Using seven-point Likert scale, five experts' opinions are gathered to determine the importance of these criteria.

**Table 2- Gathering experts' opinions with seven-point Likert scale**

| | Expert 1 | Expert 2 | Expert 3 | Expert 4 | Expert 5 |
|---|---|---|---|---|---|
| Criterion 1 | Very Important | Very Important | Important | Very Important | Very Important |
| Criterion 2 | Moderately Important | Important | Unimportant | Unimportant | Important |
| Criterion 3 | Important | Very Important | Important | Very Important | Important |
| Criterion 4 | Important | Important | Very Important | Important | Very Important |
| Criterion 5 | Unimportant | Important | Important | Unimportant | Important |
| Criterion 6 | Important | Important | Very Important | Very Important | Very Important |
| Criterion 7 | Very Important | Important | Very Important | Important | Very Important |
| Criterion 8 | Important | Unimportant | Unimportant | Important | Unimportant |
| Criterion 9 | Very Important | Very Important | Very Important | Very Important | Very Important |
| Criterion 10 | Very Important | Important | Important | Very Important | Very Important |
| Criterion 11 | Important | Very Important | Very Important | Very Important | Important |
| Criterion 12 | Important | Very Important | Important | Important | Important |
| Criterion 13 | Very Unimportant | Important | Unimportant | Unimportant | Important |
| Criterion 14 | Very Important | Very Important | Very Important | Important | Important |
| Criterion 15 | Very Important | Important | Important | Important | Very Important |
| Criterion 16 | Important | Important | Very Important | Important | Very Important |

Using fuzzy spectrum (table 4), experts' opinions are fuzzified. In fuzzy Delphi technique algorithm for screening, first an appropriate fuzzy spectrum should be developed for the Fuzzification of respondents' linguistic expressions. For this purpose, fuzzy spectrum development methods or common fuzzy spectra can be used. For example, triangular fuzzy number for 5-, 7- and 9-point scale on the significance of criteria is as follows:

**Table 3- triangular fuzzy numbers for five-point scale**

| Linguistic expressions | Fuzzy number |
|---|---|
| Very Important | (0.75, 1, 1) |
| Important | (0.5, 0.75, 1) |
| Moderately Important | (0.25, 0.5, 0.75) |
| Unimportant | (0, 0.25, 0.5) |
| Very Unimportant | (0, 0, 0.25) |

In this research, a range of 5 values has been used.

**Table 4- Fuzzification of linguistic expressions for the importance of criteria**

| | Expert 1 | Expert 2 | Expert 3 | Expert 4 | Expert 5 |
|---|---|---|---|---|---|
| Criterion 1 | (0.75, 1, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.75, 1, 1) |
| Criterion 2 | (0.25, 0.5, 0.75) | (0.5, 0.75, 1) | (0, 0.25, 0.5) | (0, 0.25, 0.5) | (0.5, 0.75, 1) |
| Criterion 3 | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) |
| Criterion 4 | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) |
| Criterion 5 | (0, 0.25, 0.5) | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0, 0.25, 0.5) | (0.5, 0.75, 1) |
| Criterion 6 | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.75, 1, 1) | (0.75, 1, 1) |
| Criterion 7 | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) |
| Criterion 8 | (0.5, 0.75, 1) | (0, 0.25, 0.5) | (0, 0.25, 0.5) | (0.5, 0.75, 1) | (0, 0.25, 0.5) |
| Criterion 9 | (0.75, 1, 1) | (0.75, 1, 1) | (0.75, 1, 1) | (0.75, 1, 1) | (0.75, 1, 1) |
| Criterion 10 | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.75, 1, 1) |
| Criterion 11 | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.75, 1, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) |
| Criterion 12 | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.5, 0.75, 1) |
| Criterion 13 | (0, 0, 0.25) | (0.5, 0.75, 1) | (0, 0.25, 0.5) | (0, 0.25, 0.5) | (0.5, 0.75, 1) |
| Criterion 14 | (0.75, 1, 1) | (0.75, 1, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.5, 0.75, 1) |
| Criterion 15 | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) |
| Criterion 16 | (0.5, 0.75, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) | (0.5, 0.75, 1) | (0.75, 1, 1) |

Fuzzy average method is used for the aggregation of experts' opinions. The simple equation $\frac{l+m+u}{3}$ is also utilized for the Fuzzification of opinions' means. The threshold is also 0.7 the results of the above steps are summarized as follows.

**Table 5- De Fuzzification results of aggregated experts' values**

| Criterions | | Opinion's mean | Crisp value | Result |
|---|---|---|---|---|
| C1 | environment aesthetics | (0.7, 0.95, 1) | 0.883 | Accepted |
| C2 | satisfaction | (0.25, 0.5, 0.75) | 0.500 | Rejected |
| C3 | offering integrated service | (0.6, 0.85, 1) | 0.816 | Accepted |
| C4 | core service | (0.6, 0.85, 1) | 0.816 | Accepted |
| C5 | Excellent value | (0.3, 0.55, 0.8) | 0.550 | Rejected |
| C6 | convenience | (0.65, 0.9, 1) | 0.850 | Accepted |
| C7 | employees | (0.65, 0.9, 1) | 0.850 | Accepted |
| C8 | social exchange | (0.2, 0.45, 0.7) | 0.450 | Rejected |
| C9 | presence of other customer | (0.75, 1, 1) | 0.916 | Accepted |
| C10 | value addition | (0.65, 0.9, 1) | 0.850 | Accepted |
| C11 | trust | (0.65, 0.9, 1) | 0.850 | Accepted |
| C12 | commitment | (0.55, 0.8, 0.78) | 0.783 | Accepted |
| C13 | information exchange | (0.2, 0.4, 0.65) | 0.416 | Rejected |
| C14 | marketing mix | (0.65, 0.9, 1) | 0.850 | Accepted |

| | | | | |
|---|---|---|---|---|
| C15 | customization | (0.6, 0.85, 1) | 0.816 | Accepted |
| C16 | speed of service delivery | (0.6, 0.85, 1) | 0.816 | Accepted |

According to the library studies and expert interviews mentioned above, 12 variables were identified as influencing factors on customer interaction with service environments in sports clubs and by using Micmac software's interaction / structural analysis method to extract the main factors affecting the future status of the studied system were analyzed. Based on the number of variables, the matrix dimensions were 12×12. The number of duplicates is considered twice and the degree of matrix filling is 54/861% which indicates the average coefficient which seems natural due to the scattering of variables affecting the future status of customer interaction with the service environment. Of the 144 e valuable relationships in this matrix, 65 were zero, 36 were one, 25 were two, 18 were three.

**Table 6- Initial Analysis of Interaction Matrix Data**

| Indicators | value |
|---|---|
| Matrix size | 12 |
| Number of iterations | 2 |
| Number of zeros | 65 |
| Number of ones | 36 |
| Number of twos | 25 |
| Number of threes | 18 |
| Number of P | 0 |
| Total | 79 |
| Fill rate | 54.86111% |

The matrix based on statistical indices, with double data rotation, has 100% utility and optimization, indicating high validity of the questionnaire and its answers. Then were paid for an overall analysis of the system environment and finally to identify the propellants and key factors affecting the evaluation of the variables effective and influence plan and also to evaluate the ratings and displacement variables.

**Table 7 - Degree of utility and matrix optimization**

| Iteration | Influence | Dependence |
|---|---|---|
| 1 | 96 % | 92 % |
| 2 | 100 % | 102 % |

The method of dispensation and distribution of variables on the scattering plate indicates the degree of stability or instability of the system. In the field of Micmac Interaction / Structural Analysis, two types of dispersions are defined, known as stable systems and unstable systems. In stable systems, the distribution of variables is shown by L, it means that some of the variables have high impact and some have high effective. In stable systems a total of three variables are visible:

A: Highly influential variables on the system (key factors).

B: Independent variables.

C: System output variables (result variables).

In this system, the position of each of the factors is clearly defined and its role can be clearly presented. On the contrary, in unstable systems, the situation is more complex than in stable systems. In this system, the variables are scattered around the diagonal axis of the plate, and the variables most often show an intermediate state of influence which makes it difficult to evaluate and identify key factors. However, there are ways in this system that can guide the selection and identification of key factors (Goodt et al., 2003). What can be understood from the distribution of variables affecting the future status of customer interaction with service environments in sports clubs is the system instability situation. Most variables are scattered around the diagonal axis of the plate. Except for a few limiting factors that indicate they have a high impact on the system. The other variables have a similar situation to each other.

In this section, to analyze the effects of variables, each of the variables' relationships is measured by Micmac software and according to Table 8, the degree and degree of direct and indirect effects of the variables on each other are obtained

**Table 8- The direct and indirect effects of variables on each other**

| N | Variable | Direct effects | | Indirect effects | |
|---|---|---|---|---|---|
| | | Influential | Dependence | Influential | Dependence |
| 1 | environment aesthetics | 8 | 4 | 1083 | 506 |
| 2 | speed of service delivery | 12 | 13 | 1757 | 1584 |
| 3 | offering integrated service | 16 | 6 | 2319 | 768 |
| 4 | core service | 7 | 11 | 1067 | 1398 |
| 5 | customization | 15 | 15 | 2093 | 2114 |
| 6 | convenience | 14 | 7 | 1941 | 1042 |
| 7 | employees | 16 | 6 | 1970 | 745 |
| 8 | marketing mix | 14 | 12 | 2039 | 1566 |
| 9 | presence of other customer | 14 | 23 | 1687 | 2671 |
| 10 | value addition | 13 | 17 | 1782 | 2554 |
| 11 | trust | 4 | 12 | 493 | 1722 |
| 12 | commitment | 7 | 14 | 654 | 2215 |

Because of the distribution and distribution of variables affecting the future status of customer interaction with service environments in sports clubs in the scatter plate indicates system instability. The four categories (affecting factors, bi-directional factors, influential factors and independent factors) are identified in Table 9.

**Table 9- How the variables are distributed according to their classification**

| Classification | Variable |
|---|---|
| affecting factors | OIS, EM, CON, MM, SOSD |
| two-dimensional factors | CUS, VA, POOC |
| Dependence factors | CO |
| Independent factors | EA, CS, TR |

Following is the distribution of variables in the Plan of Influential and Effectiveness in the form of Chart 1 which covers 4 regions.

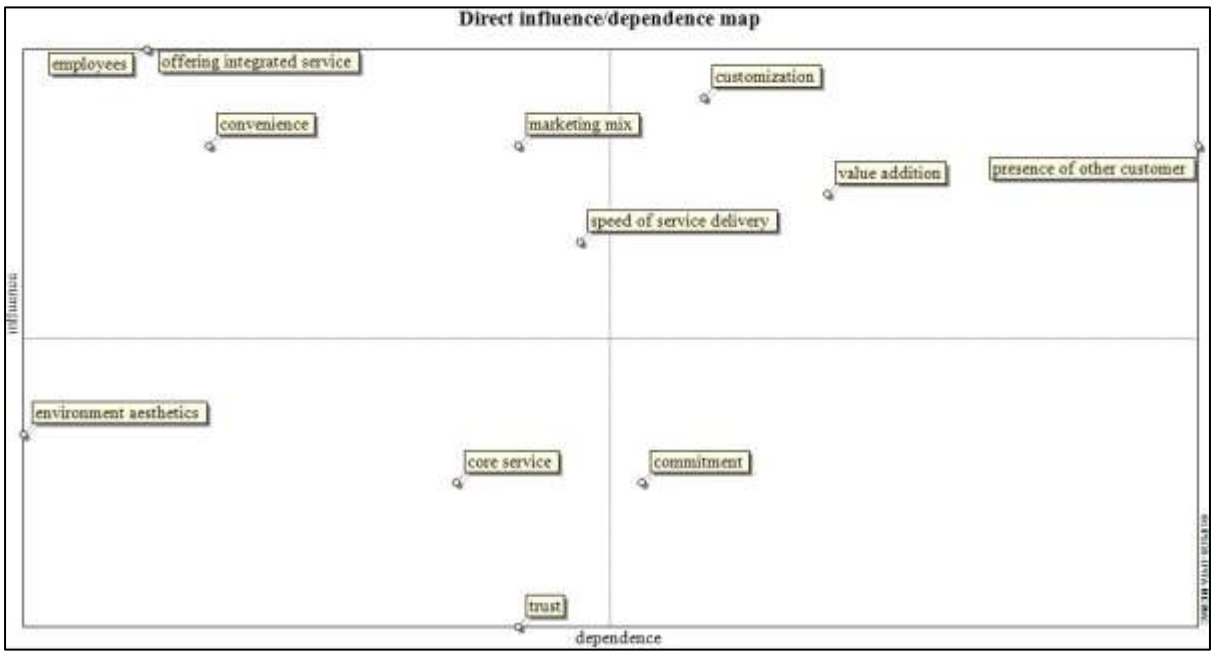


**Chart 1- Distribution of Variables in the Influential and effectiveness Plan**

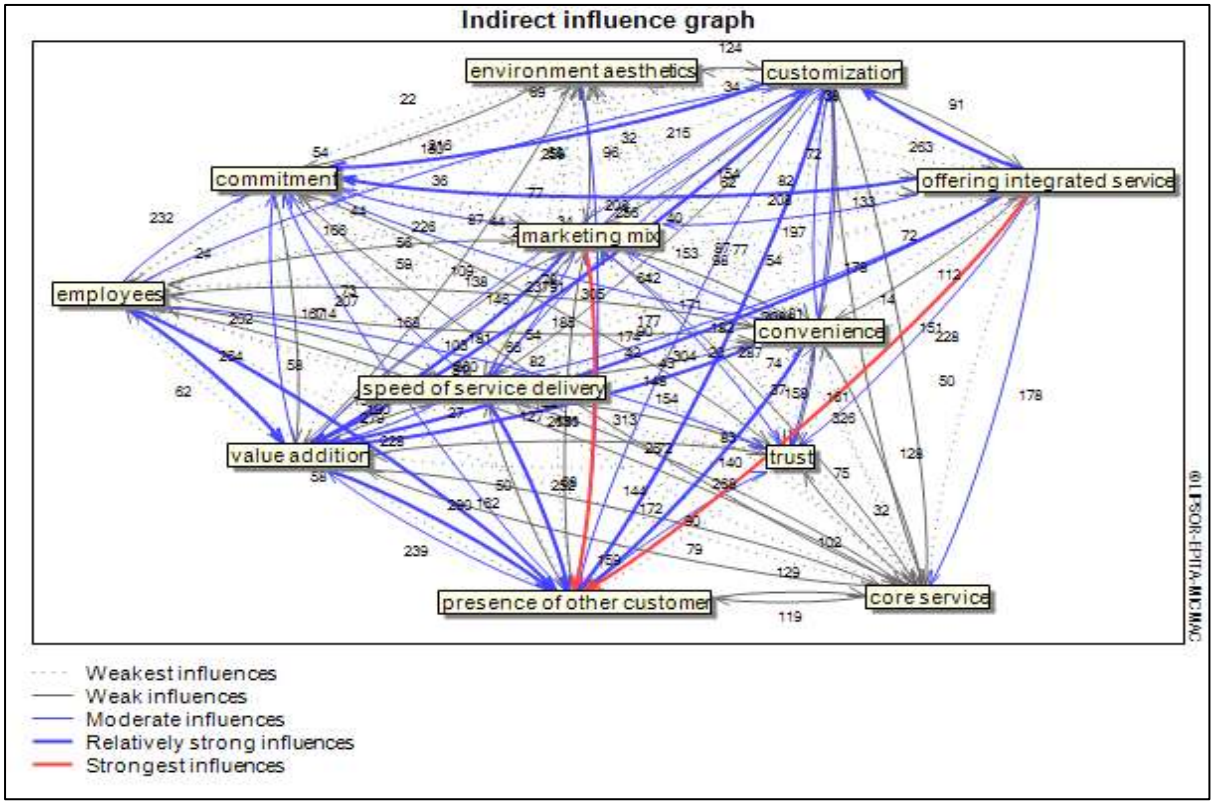


**Chart 2- Direct relationships between variables**

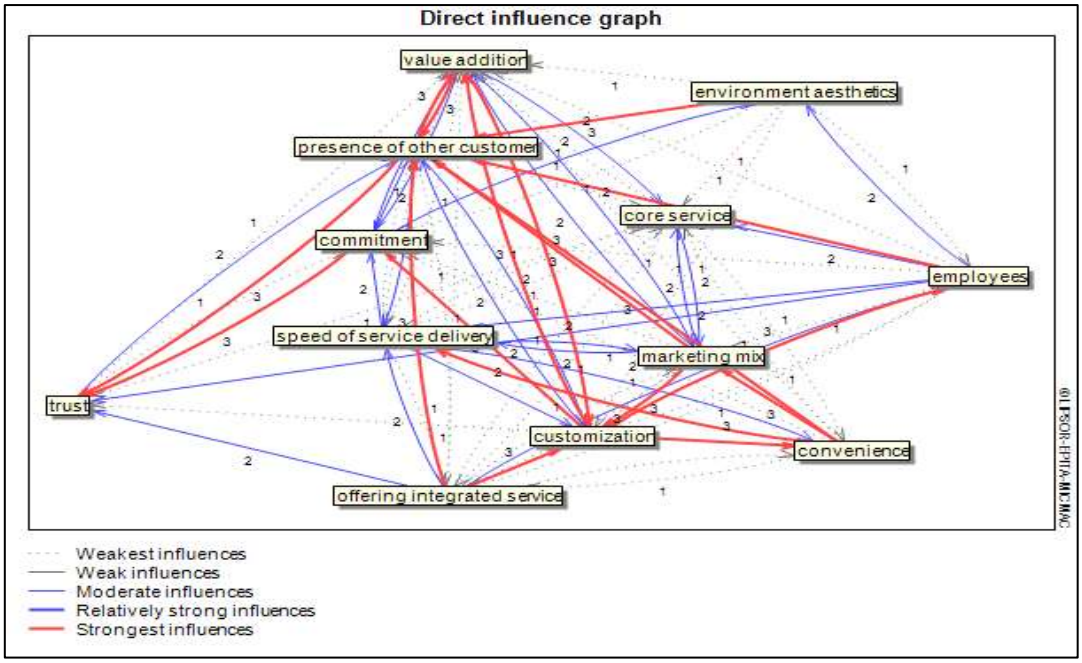


**Chart 3- Indirect relationships between variables**

According to figures 1 to 3, employees, offering integrated service, convenience, marketing mix, and speed of service delivery play an influential variable role. Also, commitment plays an impressionable variable role. Customization, value addition and presence of other customers play a two-tiered variable role. And finally, environmental aesthetics, core service and trust play an independent variable role.

According to the results, 12 factors were identified in the first stage and then how these factors affect each other and on the future status of customer interaction with the service environment in sports clubs were investigated using direct and indirect methods. Finally, among the 12 factors investigated, three important factors were extracted, namely customization, value added and other customer presence. Because they were more effective than other variables, we can say that in the future, customer interaction will play the most important role.

**Table 10- Key factors affecting the future status of customer interaction with the service environment**

| Rank | Label | Direct influence | Label | Direct dependence | Label | Indirect influence | Label | Indirect dependence |
|---|---|---|---|---|---|---|---|---|
| 1 | OIS | 1142 | POOC | 1642 | OIS | 1227 | POOC | 1414 |
| 2 | EM | 1142 | VA | 1214 | CUS | 1108 | VA | 1352 |
| 3 | CUS | 1071 | CUS | 1071 | MM | 1079 | CO | 1172 |
| 4 | CON | 1000 | CO | 1000 | EM | 1043 | CUS | 1119 |
| 5 | MM | 1000 | SOSD | 928 | CON | 1027 | TR | 911 |
| 6 | POOC | 1000 | MM | 857 | VA | 943 | SOSD | 838 |
| 7 | VA | 928 | TR | 857 | SOSD | 930 | MM | 829 |
| 8 | SOSD | 857 | CS | 785 | POOC | 893 | CS | 740 |
| 9 | EA | 571 | CON | 500 | EA | 573 | CON | 551 |
| 10 | CS | 500 | OIS | 428 | CS | 564 | OIS | 406 |
| 11 | CO | 500 | EM | 428 | CO | 346 | EM | 394 |
| 12 | TR | 285 | EA | 285 | TR | 261 | EA | 267 |

Following is the displacement of variables in direct and indirect affectivity in the form of figure 2:

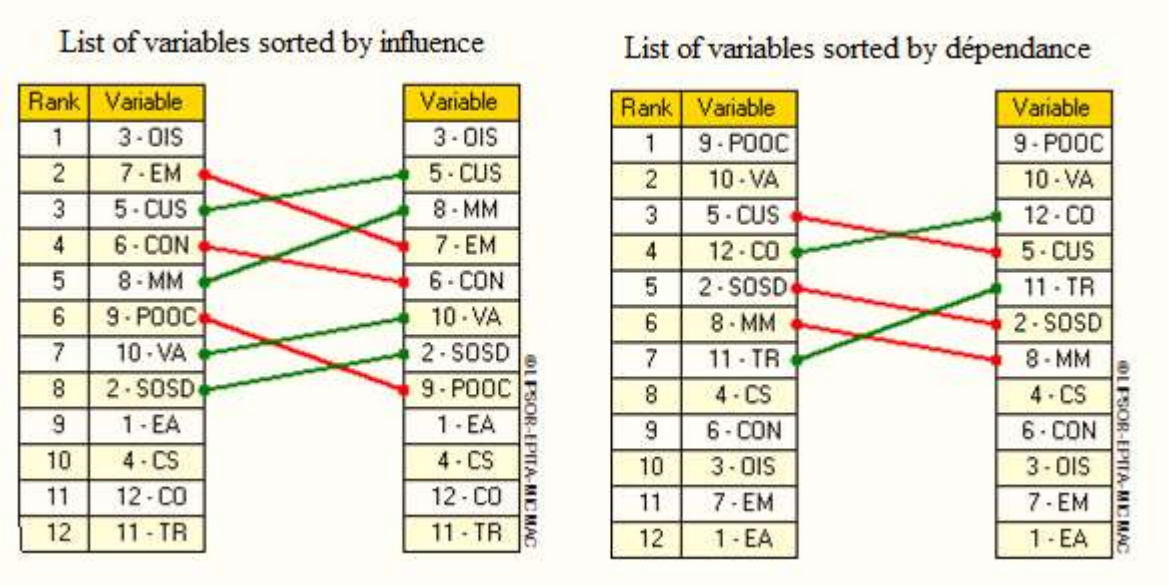


**Figure 2- Displacement of the direct and indirect impact variables**

## Discussion

The purpose of this research is to identify and analyze the factors affecting the future of customer interaction with the service environment in the future status of sports clubs, based on a forward-thinking theoretical framework with a theoretical paradigm (futuristic) framework. This study used environmental scanning method through expert group to identify the primary variables affecting the future status of customer interaction with the service environment. And the interaction / structural analysis method has been used to evaluate the extent and how factors are influenced and ultimately identify key factors affecting the future status of customer interaction with the service environment.

The findings showed that "marketing mix", "employees", "offering integrated service", "convenience", and "speed of service delivery", are factors influencing the future status of customer interaction with the service environment in sports clubs. These variables are more influential and less influential. So, the system depends more on these variables. These variables are displayed in the northwest part of the chart-1. Influential variables are the most critical components, because system changes depend on them and the degree of control over these variables is essential. On the other hand, these variables are the system input variables. In an integrated marketing strategy organization, all Ps are tailored to meet the needs of their customers. It is a prominent tool that partly influences customer buying behavior and decision-making. Another influencing factor is "convenience and ease". Konatson et al. (2007) believe that this factor is one of the main components of customer experience. Because customers need to have easy access to their organization anywhere. It was also found that the “speed of service” factor has an impact on the future of customer-service interactions. Garg et al. (2012) consider the speed at which each organization responds to customer requirements. This facilitates customer interaction with service delivery. In addition, the findings showed that the factor

"employees" had a variable role. Garg et al. (2012) believe that in any organization, employees are a key source of service to customers. Then they should be friendly, helpful, punctual, competent and able to maintain a respectful relationship. According to Lovelace and Wright, personal interaction between customers and employees greatly influences customer perceptions of service quality. Most of the customers' judgments about the quality of service they receive are based on their evaluation of the people who provide such services. Finally, it was found that the factor of "integrated services" was one of the influencing variables. Integration means adapting across systems to one another, while facilitating service, resulting in increased productivity for sports clubs. Influential variables have the most impact on any system and are considered as the most critical components and input variables in any system because these components can be changed. Among these variables are generally environmental variables that are not generally controlled by the system. These variables, known as system inputs, can affect dependent variables that are highly influential.

The findings also showed that the findings of the study showed that the factor of "customization" is the two-tiered forces and goals of the system. These variables act very effectively and very influentially at the same time. These variables are located in the northeastern part of the chart-1. The nature of these variables is associated with instability, because every action and change on them leads to a reaction and change on other variables. Gark et al. (2012) see customization as a service defined for specific customers. In this case, the club tailors its products and services to the specific needs of the customers. Another two-way variable is the “value added” factor. According to Lovelock and Wright, value-added provides the added benefit of the core of the product and service and makes it different from competitors' products. These services are complementary, complementary and complementary to the core services and create a unique and unforgettable feeling in the minds of customers (Garg et al., 2012). Finally, it was found that the "other customer presence" factor was a two-way variable Understanding the presence of other customers varies from industry to industry. n some types of services such as sporting events, movie theaters and amusement parks, the presence of others creates a social environment for each person, while in some services such as booking lines in banks, turnaround, the presence of other customers is thought to be the most congested.

In addition, the research findings indicate that the “commitment” factor is one of the influential variables in the discussion of customer interaction with the service environment that should be taken into consideration. These variables are located in the southeastern part of the chart-1. They have low impact and very high impact. Therefore, they are very sensitive to the evolution of influential and two-dimensional variables. They are output variables. Important to note is that these factors emerge through the manipulation of 'marketing mix', 'speed of service', 'convenience', 'integrated service' and 'staff'. It should be noted that the strategic level of these variables is lower than the influential, binary, and regulatory variables.

Finally, the findings of the study showed that the variables of "trust", "service core" and "beauty of the environment" were independent and excluded variables. The main characteristics of these variables are

that they are not affected by the system and system variables and do not affect them. Therefore, they have tiny relevance to the system, neither stopping a major variable nor evolving a variable in the system. So, getting them out of the system has little impact on system evolution and system output because they have both a meager strategic level and are neutral in the system.

The main limitation of this study is the specificity of the findings, so that the results of this study can only be generalized to clients of sports clubs. The generalization channel is another possible limitation of this study because it uses an expert panel and their opinions cannot be generalized to all experts.

In addition, the present study shows several directions for future research. First, researchers can test hypothesized relationships by focusing on different distribution areas and channels other than sports clubs. Second, future research can provide scenarios for the future status of customer-service interaction in sports clubs.

Marketing executives can effectively use the results of this study. Since behavioral intentions are a critical consequence of marketing strategies for sports clubs, this study shows that integrated service delivery, staffing, and convenience, marketing mix and service delivery speed have a positive impact on customer commitment. Therefore, sports club managers can increase their customers by improving the above areas. Sports clubs, on the other hand, can enhance the quality of interaction between customer insights and the service provided to them. To achieve this, it is necessary to facilitate customization of services, value added and presence of other customers.

**Conclusion**

The findings showed that customization factors, added value and presence of other customers are the most important variables affecting the future of customer interaction with the service environment in sports clubs. The knowledge output from this information helps managers to design and implement a smarter operational plan for each alternative.

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