

## Presenting a Paradigmatic Model of Factors Influencing the use of Social Media in the Development of Sports Businesses

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### Abstract

**Purpose:** This research aimed to design a model for the role of social media in developing sports businesses.

**Method:** This research has a qualitative approach, and the Grounded theory method of Strauss and Corbin has been used. The data collection method was in-depth interviews with 17 sports management professors and sports business owners after reaching theoretical saturation. The validity of this research was confirmed by the expert professors; and, to calculate the reliability, the intra-subject agreement method was used, which got 82%. To analyze the data, the coding method was used in three stages: open, Axial, and selective coding.

**Results:** In the analysis of qualitative findings, 324 Open coding and 37 Axial coding, and 19 selective codes were extracted, in which the causal conditions include (features of nature, management factors, facilities, financial), contextual conditions (structural, financial elements), legal protection, cultural factors), intervening conditions (legal obstacles, political factors, infrastructural factors, cultural obstacles), strategies (economic support, managerial policies, culture building, legal protection) and consequences (consequences economic, employment generation, income generation, business prosperity) were categorized.

**Conclusion:** Considering the importance of businesses in the current economy and job creation, it should pay special attention to removing obstacles in the development of businesses; therefore, sports business owners are advised to use the model identified in this research to develop their businesses.

**Keywords:** social media, sports business, sports industry

## Introduction

The success of businesses in any country has a significant effect on its economy. Most researchers agree on the economic development caused by business and they express its economic importance before anything else. The reason for the importance of this issue is their role in job creation and economic growth at all regional, national, and industrial levels (Sedláček & Sterk., 2017). As the business environment becomes more competitive, the chance of accidental success of people in this field decreases; therefore, it is necessary to examine the causes and factors of the success of existing businesses based on this information; it is a suitable path for success in sports business (Park et al., 2015). In this competitive environment where businesses are constantly seeking ways in which they can keep customers or grow their business in the long term, sports business owners are competing to develop and keep customers through increased satisfaction and loyalty. Customers are recognized as the main source of profit; therefore, to keep customers, companies must understand their behavior and know their wants and needs (Hassan, Jusoh & Hamid, 2014). In order to remain in this competitive market, there are ways to keep and maintain customer loyalty; one of these ways is the optimal and continuous use of social media (Minarti & Segoro, 2014). Social media is a group of Internet-based applications that, based on Web 2 technology, allow users to create and exchange content (Kaplan & Haenlein, 2010). With a remarkable growth rate, the number of social media users reached 4.62 billion around the world in January 2022, which represents 58.4% of the total global population. With 2.91 billion users, Facebook is the most popular social media platform. YouTube, WhatsApp, Instagram, and WeChat follow with more than a billion users. TikTok comes next, with over one billion monthly active users (Al-adaileh et al., 2022). These figures are remarkably growing daily. This will surely have huge

consequences on the business and is already creating a new business paradigm. The new emerging and drastically changing business environment that is led by communication technologies development is expected to shape and lead the scope and nature of business organizations of the future (Dwivedi et al., 2021). Business core concepts like marketing and sales, business visibility, competition, and customer relationship management are at the heart of confrontation and change (Sengar., 2021). Regardless of the huge debate regarding its positive and negative impact on societies in general, many benefits are expected due to the effective use of social media for business purposes. Brand building, more effective and efficient communication, cost reduction, and the never-ending flow of information are among the cited benefits of what is Social Media Business Models (Syaifullah et al., 2021). Organizations can also use social media to interact with scattered online customers and create brand credibility and reputation (Latiff & Safiee, 2015). Undoubtedly, one of the essential success factors in developing sports businesses is establishing a relationship with potential customers and advertising and introducing yourself at the lowest cost, all of which can be expanded into social media. In the following, some of the research conducted in connection with social media and its role in business has been discussed. Camacho et al. (2022) investigated strategic communication for startups using social networks in research. The results indicated the role of communication, relationship with customers, disclosure of information, speed, customers (users), interaction, coverage, cost, detection, the content of publications, and monitoring, among the contributions of social networks for startups. Bruce et al. (2022) investigated the impact of social media on the survival of startups in Ghana, which indicates the impact of social media on the efficiency and effectiveness of startups from the point of view of a developing country. Syaifullah et al. (2021)

investigated social media marketing and business performance of small and medium enterprises during the COVID-19 pandemic in Malaysia. The results show that the use of social media for marketing has a positive effect on performing small and medium-sized companies, especially in increasing sales, customer relations, productivity, and creativity. Isozaki et al. (2021) found in their research that the popularity of social media has a positive effect on the mentality of business customers and is a tool with a high capability to communicate with customers at a minimum cost, creating extensive opportunities for businesses to prosper. Fajar and Gusfa (2020), in their research on the relationship between social media and starting a business in Indonesia, found that these media play a decisive role in business development. Shaheer and Li (2020), in a study they conducted on 127 reputable Apple dealerships around the world, found that all dealerships use social media as an accessible factor to introduce their products and communicate with customers, and receive their suggestions and Advertisements in its context develop their brand. The result of Maleki and Shahryari's research (2017) showed that the opportunities of virtual space include interaction and creating two-way communication with customers, the extent of social networks, word-of-mouth marketing, guerrilla marketing, branding, economics. Alalwan et al. (2017) also found that social roles in virtual space, media advertising, viral advertising, word-of-mouth advertising, customer relationship management, and brand improvement help.

As can be seen, in the research conducted in this field, the fundamental work that shows all the considered conditions as a model has not been done. And only the effectiveness measurement or identification of one or more factors and their impact on the business has been discussed. And there has been none complete research that shows the dimensions of the role of social media in sports businesses.

Which indicates the necessity of conducting such research with a grounded theory approach. On the other, a review of the research shows that social media has an influential role in businesses, however, our country's businesses could not take advantage of this potential. While, in the current situation of the global community, which is involved in the coronavirus, online shopping has expanded, and trust in social media has increased, which has provided an opportunity for sports businesses, which should be taken advantage of. Therefore, the main problem of the research is to identify the strategies for maximum use of sports businesses, from the platform of social media, in improving their businesses, inside and outside the country. Therefore, this research has been carried out to formulate a model for the development of sports businesses, emphasizing the role of social media based on the grounded theory model.

### **Materials and methods**

The research method was of a qualitative type, which was done with the grounded theory method. This research uses the systematic method attributed to Strauss and Corbin to analyze the data. The systematic method has three main stages: open coding, central coding, and selective coding. One of the main reasons for using this method is that the phenomenon in question is less studied or not investigated. Due to the lack of a comprehensive study, which has dealt with developing a model of the role of social media in the development of sports businesses, this method was recognized. The research's statistical population includes marketing management and sports media professors, managers, and specialists who are knowledgeable about research and sports business owners, and the interviews continued until theoretical saturation. Finally, 17 university professors, business owners, and sports activities were selected as a statistical sample. The interviews were conducted face-to-face and based on the Strauss and Corbin

model, which includes five areas: causal, contextual, intervening, strategies, and consequences. The interviewees were asked about the factors affecting the development of sports businesses through social media, the required platforms, interfering conditions, obstacles, providing solutions for the development and removing obstacles, and finally, the consequences of using social media in the development of businesses. In this

research, to check validity, the research findings were presented to the participants, they studied the theory text, and their points of view were applied. In the end, the professors studied and revised this research, and some things were stated to change or change the final theory. In addition, Holstie's intra-subject agreement method was used in the current research to calculate the reliability of the interviews, the results of which are shown in the table below.

**Table 1. Percentage of reliability through the recoding method**

| Row | Interview title | Total number of data | Number of agreements | Number of disagreements | The end of the re-examination |
|-----|-----------------|----------------------|----------------------|-------------------------|-------------------------------|
| 1   | Second          | 43                   | 35                   | 8                       | 0.81                          |
| 2   | Eighth          | 37                   | 31                   | 6                       | 0.84                          |
| 3   | Thirteenth      | 36                   | 29                   | 7                       | 0.80                          |
|     | Total           | 116                  | 95                   | 21                      | 0.82                          |

As shown in Table 1, the reliability between two coders using the mentioned formula is 82%, which is higher than 70%, so the coding reliability is confirmed. Also, Strauss and Corbin's (1998) comparative analysis technique, which includes three stages of open coding, axial coding, and selective coding, was used to analyze the data.

## Results

The table below shows the characteristics of the participants in the interview. As can be seen, most of the respondents are between 41 and 50 years old, most have a doctorate, and most are managers of start-ups and sports businesses with experience between 11 and 20 years.

**Table 2. Demographic characteristics of participants in the research**

| Character       | Category                         | Number |
|-----------------|----------------------------------|--------|
| Age             | 30 to 40 years old               | 6      |
|                 | 41 to 50 years                   | 7      |
|                 | 50 years and above               | 4      |
| Education       | Master of Education              | 5      |
|                 | PhD                              | 12     |
| Field of work   | Academic fields of work          | 5      |
|                 | Executive                        | 9      |
|                 | Academic and executive           | 3      |
| Work Experience | 5 to 10 years of work experience | 6      |
|                 | 11 to 20 years                   | 7      |
|                 | 21 to 30 years                   | 4      |

For data analysis, the coding method has been used in three stages: open, axial, and selective; 324 open codes, 37 axial codes, and 5 selective codes were extracted. As the results of Table 3 indicate, the categories identified in this research, each of which has its sub-variations. Which included causal conditions, central

conditions, context conditions, intervening conditions, strategies, and consequences. Table 3 and Figure 1 indicate the model of the role of media in business development, which results from the data got from coding using the Grounded Theory method.

**Table 3. Coding results for Casual Conditions**

| Selective coding  | Axial coding                        | Open coding   |
|-------------------|-------------------------------------|---|
| Casual Conditions | Access to a wide range of customers | Access to unlimited sports customers, networking between customers, the possibility of direct communication and interaction with sports customers, creating a database of sports customers, organization of customers, knowing sports customers and their motivations, attracting more sports customers for business, taking advantage of the capacities and Sports customer capabilities, establishing an online conversation between customers and employees and owners of sports businesses.   |
|                   | Management factors                  | The risk-taking of sports business managers, the use of intellectual and innovative forces, the holding of scientific and educational courses, the scientific and non-tasteful performance of sports business managers, the expertise and marketing knowledge of sports business managers, and the lack of political exploitation of the business brand by managers. sports activities, support of sports business managers and coaches for the company's active presence in social media, familiarization of sports business managers with social media  |
|                   | Financial resources                 | Sufficient financial resources to supply sports products and services in social media, sufficient financial resources to launch social media, maintain and maintain the page, design, and manage social media, and financial ability to recruit social media specialist human resources.  |
|                   | Structural factors                  | Internet infrastructure, e-government development, sports businesses as a competitive industry, the attractiveness of sports businesses in the electronic age, the high number of social media sports audiences, the ability of sports businesses to communicate effectively with many media, the organizational structure of businesses and the works, attractiveness, and quality of the sports business website, social media to advertise sports goods and services.  |
|                   | Nature of social media              | Having no cost in using social media, establishing continuous and two-way communication between sports customers and businesses in social media, replacing expensive advertisements in official media, reducing rumors and rumors, advertisements and promotions through social media, and compiling and implementing educational programs. In social media, preventing news abuses, creating an information channel, public access to sports social media, increasing sports purchases on social media, a tool for branding sports businesses.   |
|                   | Nature of businesses                | Activities in social media, the need to access a wide range of customers, the lack of restrictions on the customer community, increasing the speed of activities, the attractiveness of sports businesses for people, the need for social media to develop sports businesses, business as a business and Media work, employing marketing experts in sports businesses, providing diverse services, official presence of sports businesses in social media, the trendiness of dedicated pages in social media for businesses, efficient use of social media, alignment of social media goals with goals Marketing of sports businesses, use of software that can be installed on mobile phones, the nature and necessity of social media in business, outsourcing of social media activities of businesses, content production based on sports businesses. |
|                   | Efficient human resources           | Employing specialized human resources in social media, marketing experts in sports businesses, using IT specialized human resources, forming specialized working groups of media, marketing, and legal experts, and holding national and international training courses in marketing, media, and media. social for sports businesses, using sociological experts, workshop training in social media marketing, training employees and managers of sports businesses in content production   |

Table number 3 indicates the results of open and axial coding for causal conditions. In this model, causal conditions include encouraging or binding factors in social media marketing in sports businesses. With this approach, factors and phenomena were considered in this section

that has a causal effect on social media marketing in terms of time precedence and binding conditions. The role of social media marketing in developing sports businesses is influenced by various factors related to management, facilities, finances, and natural

elements because of its broad subject nature. Factors that involve different stakeholders and each of them must solve them to correct the existing situation. The vast and diverse range of

social media marketing sub-sectors requires activities in each of the mentioned sectors to improve the current state of social media marketing in developing sports businesses.

**Table 4. Coding results for Intervening Conditions**

| Selective coding       | Axial coding                       | Open coding  |
|------------------------|------------------------------------|--|
| Intervening Conditions | Cultural and social factors        | The rule of society's culture on the way of communication, understanding the different cultures of Iranian users, the need to understand the appropriate user culture in all types of social media, taking advantage of the familiar cultural contexts of social media users, creating an alternative culture for content monitoring, increasing the media literacy of social media users, the culture of social media users. Social, improving the intellectual and cultural level of society, increasing the awareness of social media users, promoting moral values among users, strengthening cultural activities, and media literacy of social media users. |
|                        | Financial resources                | Providing financial resources needed for social media management, the cost of advertising by famous sports figures, financial ability to provide products and services desired by sports customers.  |
|                        | Modernist organizational structure | Forming a professional team in the field of social media, forming a public relations team, flexible organizational structure   |
|                        | Technical infrastructure           | Experienced support team, high-speed internet, professional page design, skilled graphic designer  |
|                        | Communication platform             | Appropriate internet infrastructure, significant change, and transformation in Social Media are launching the national information network, the growing trend of the presence of users in social media, the penetration rate of the internet, the emergence of new media, the proliferation of media, the spread of social media, creating a new form of communication. , the growth of the networking system and social media, and the growing trend of using social media in businesses.   |
|                        | Market opportunities               | Social Media is a tool for co-branding of sports businesses, access to a wide range of sports customers on social media, increasing purchases from active sports stores on social media, the presence of the majority of people on sports pages, free advertising on social media, and more effective advertising on social media. Through celebrities and influencers at a much lower cost than mass media.   |
|                        | Legal factors                      | Copyright law, getting to know the laws related to businesses, social media usage laws, drafting a comprehensive media law, social media filtering, determining the framework of business activities in social media, the multiplicity of decision-making centers in the field of social media, the performance of regulatory bodies in Media, right to broadcast television, clear laws in the field of social media, laws to protect the business brand in social media, drafting a comprehensive media law.   |

Table number 5 shows the results of open and axial coding for Intervening Conditions. Intervening Conditions related to problems and obstacles in the implementation of sports business strategies they face; can affect the strategy's performance. In this research, legal

barriers, political factors, infrastructural factors, and cultural barriers were identified as intervening conditions. Sports businesses should improve their performance in using social media by solving them.

**Table 5. Coding results for Contextual Conditions**

| Selective coding | Axial coding                    | Open coding  |
|------------------|---------------------------------|--|
|                  | Filtering system in the country | The filtering of popular social networks, the lowering of the internet speed in the country due to filtering, the negative advertisements on domestic social media compared to alternative media and the justification of filtering. |

|                       |  |  |
|-----------------------|--|--|
| Contextual Conditions | Political barriers                                 | The monopoly of radio and television, the authorities' negative view of social media, considering some social media as unethical due to religious and political issues, political interference in social media, creating restrictions and obstacles for businesses.    |
|                       | Weakness of internet infrastructure in the country | Non-nativeness of famous social media, low internet speed, speed reduction due to use of filter breaker, lack of strong internet network in the country, weakness of domestic social media in competition with foreign competitors.                                    |
|                       | Inadequate knowledge of social media               | The emergence of online marketing, the difficulty of full monitoring and control of content, the possibility of misuse of social media, social media opportunity and threat together, time consumption, and fraud in social media.                                     |
|                       | Sanctions  | Restrictions on buying and selling goods from other countries due to sanctions, increasing the cost of goods due to sanctions, restrictions on some foreign social media for Iranian users, and lack of business exchange with foreign users due to banking sanctions. |
|                       | Legal barriers                                     | Obstacles to starting a business, obstacles to obtaining a license and setting up, the existence of a legal gap in supporting businesses, non-compliance with the copyright law, and lack of clarity in supporting institutions.                                       |
|                       | Cultural and social limitations and sensitivities  | Officials' negative view of foreign social media, some people's negative view of mistrust of online shopping, negative experiences from social media, the poor condition of some advertising pages, and lack of trust in online businesses.                            |

Table number 4 shows the results of open and axial coding for Contextual Conditions. The Contexts conditions are the internal and external characteristics and platforms for implementing social media marketing in the development of sports businesses; Conditions that should be considered for the success of this process. The Contexts conditions relate to the factors that can affect the implementation of the strategy, both positively and negatively. These factors can cause both development and threats

in the strategy's performance, which are called background factors. This research identified structural, financial, legal protection, and cultural factors as Contexts conditions. It should be noted that the social media marketing of sports businesses currently faces limitations, some of which are related to contextual issues; therefore, to achieve the desired status of social media marketing in the development of sports businesses, it is necessary to consider the background requirements.

**Table 6. Coding results for Interaction Strategies**

| Selective coding       | Axial coding                                 | Open coding   |
|------------------------|--|---|
| Interactive Strategies | Management actions                           | Creating a Marketing Department in Sports Businesses, Recruiting Elite social media Talent, investing in social media, Budgeting social media<br>Cultivating internet shopping, raising awareness of the use of social networks, and supporting new sports businesses on social media.  |
|                        | Cultural and social actions<br>Legal actions | Copyright law enforcement, simplifying cumbersome laws, punishing social media violators, and social media business protection law.   |
|                        | Economic actions                             | Using and strengthening the knowledge-based economy, investing in sports businesses in different fields, using other methods of income generation, virtual distribution channels, reducing tax restrictions, and supporting foreign exports.  |
|                        | Customer-related actions                     | Strengthening communication with sports customers, identifying the demands of sports customers, interacting and communicating directly with sports customers with social media, improving the management of communication with sports customers, and recruiting in the public relations department concerning sports audiences on social media. |
|                        | Structural actions                           | Reforming the structure of businesses, supporting businesses, supporting social media, strengthening social media in internal social networks, and forming a flexible and changeable structure.   |

|                        |   |
|------------------------|---|
| Manpower training      | Training media day topics for employees, holding training workshops, strengthening human resources, interaction with scientific institutions outside the organization, and continuous in-service training.  |
| Using online marketing | Taking advantage of viral marketing, segmenting the market and selecting the target market, types of operational planning according to the target market, identifying the nature of social media marketing with a scientific approach, content marketing in social media, sports marketing through social media, designing advertising campaigns by and sports work, using all the capacities of social media in marketing, taking advantage of digital marketing companies, determining the market share in different social media, promoting and strengthening the brand of businesses. |

Table number 6 shows the results of open and axial coding for Interaction Strategies. Attention was paid to the dimension of the main strategies, actions, and activities that can lead the way in implementing social media marketing. According to the model derived from this research, Iranian society has its conditions and requirements. Activities in sports and social media, part of this more extensive system, cannot proceed outside of it. In this way, achieving a favorable situation that

can be drawn for social media marketing in the development of sports businesses requires particular strategies and mechanisms of this unique system. These mechanisms or measures are economic support, management policies, culture building, and legal support. Here, the strategies and solutions for business development through social media have been discussed to remove obstacles and improve things.

**Table 7. Coding results for Consequences**

| Selective coding | Axial coding           | Open coding  |
|------------------|------------------------|--|
| Consequences     | Income generation      | Attracting capital, generating income for the company, reducing advertising costs, increasing product sales, and more customers.   |
|                  | Business development   | The prosperity of sports businesses, increasing competition with powerful competitors, increasing willingness to invest in the field of sports businesses, increasing the number of sports businesses due to the high income in this area, and business prosperity of sports businesses.                           |
|                  | Employment development | Recruiting new employees, increasing job creation in the sports sector, reducing unemployment, promoting sports businesses, and hiring active employees in the field of social media.  |
|                  | Attract customers      | Attract more customers, access unlimited customers, give value and a sense of identity to customers, increase interaction and get feedback from customers, improve the customer relationship management process (CRM), feel more satisfied with customers, and identify the demands and needs of sports customers. |
|                  | Economic implications  | Helping to increase the share of sports in the country's economy, preventing the outflow of foreign currency, earning foreign money, developing exports, developing sports products, and developing sports businesses.   |

Table number 7 indicates the results of open and axial coding for Consequences. In the dimension of consequences, the expected results and outcomes of social media marketing in the development of sports businesses were considered; The products that can happen due to implementing processes, actions, and strategies necessary for social media marketing in sports businesses; If these measures are performed correctly, it will bring economic

consequences, employment generation, income generation, and business prosperity. Most of these results and outcomes are positive, which can indicate the desirability of using social media marketing by sports businesses.

Finally, the central phenomenon is the main conceptual label created for the research and is the basis of the significant coding. Since this research, the development of businesses through social media marketing has been

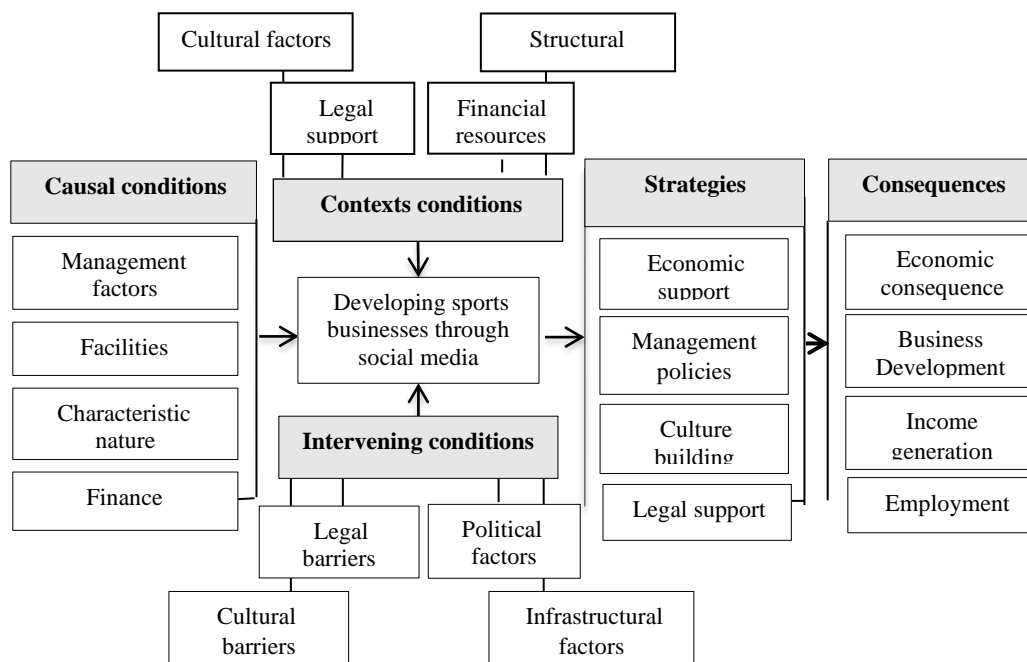


studied; after collecting data and analyzing them in the open coding phase, it was selected as the central layer and became the basis of significant coding. The model derived from the

current research findings can be seen in diagram 1.

**Table 8. Summary of the most critical axes of axial and selective coding**

| Dimensions             | Select the code  | Axial coding  |
|------------------------|--|---|
| Causal conditions      | Management factors, Characteristic nature, facilities, finance                       | The nature of social media, the nature of sports businesses, efficient human resources, access to customers, structural factors, organizational factors, and financial resources. |
| Intervening conditions | Structural, financial, legal support, and cultural factors                           | Organizational structure, technical infrastructure, market opportunities, financial resources, cultural factors, legal factors, communication platform                            |
| Contexts conditions    | Legal barriers, political factors, infrastructural factors, and cultural barriers    | Filtering, political barriers, infrastructural weakness, insufficient knowledge, sanctions, legal barriers, cultural restrictions   |
| Strategies             | Economic support, management policies, culture building, legal support               | Economic measures, customer measures, structural measures, human resources training, online marketing, management measures, cultural measures, legal measures                     |
| Consequences           | Economic consequence, Business Development, employment generation, income generation | Employment development, customer attraction, economic consequences, income generation, sports business development  |



**Diagram 1. Paradigmatic model of the role of social media on the development of sports businesses**

**Discussion**

This research has been conducted to design a model of the role of social media in the development of sports businesses based on the grounded theory model. This research interviewed with 17 experts in this field, in which 324 open coding, 37 core code, and 19

selective codes were extracted. According to the research model, the causal conditions directly affect the central phenomenon of the research, which includes five factors affecting the development of sports businesses through the role of social media, which had the characteristics of nature, management factors, facilities, and financial conditions. This finding

agrees with the results of Alalwan et al. (2017) on the managerial factor and with the research of Maleki and Shahryari (2016), Isozaki et al. (2021). In this field, the title of influential factors is consistent. The structural elements in this research are a group of facilities and infrastructure factors related to the business structure that positively affect the social media marketing process. The organizational structure of businesses, the infrastructure of the Internet in the country, and the ability of sports businesses to establish effective communication with many social media are among the factors identified in this field, which, if the conditions of these factors in the organization are improved, will lead to the development of businesses from It will be through social media. Traditional organizations' organizational structure differs from companies' structural nature, and their structure is project-based (Cotei & Farhat, 2017). Also, the structural nature of businesses is based on the Internet, which indicates social media's effectiveness in developing sports businesses. Although the managers of business companies are people with creative ideas and have been involved in all stages of building a business, the success of various businesses is owed to these managers. However, many pieces of evidence indicate the failure of businesses because of weak management. (Oliva & Kotabe, 2019). Support of managers and trainers of sports businesses from the active presence of the company in social media, familiarization of managers of sports businesses with social media, employment of intellectual and innovative forces, expertise and marketing knowledge of sports managers of businesses are among the factors identified on the role of managers in employment. The virtual space is in the development of sports businesses in this research. Therefore, while having creative ideas for business development through social media, business managers should make the most of it.

In this research, sufficient financial resources to start and maintain a business page on social

media, employing social media expert human resources, and ensuring the supply of sports products and services in social media, are among the factors identified in the discussion of financial resources as factors affecting development The sports business is through virtual space. This finding agrees so of Khan (2020) on the financial factor and with the research. Financial resources are the vital artery of businesses. Many business founders need significant funds to develop their business implement their ideas in the right direction without financial worries, and manage their business well. Although the costs of business activity on social media are much lower than those of face-to-face activities, financial resources are still essential for starting and managing a business on social media.

The nature of sports businesses has been identified as an influencing factor in the development of businesses in social media. The nature of social media because of the lack of cost in using social media, establishing continuous and two-way communication between sports customers and businesses in social media, replacing expensive advertisements in official media, the public's access to social media is one advantage of cyberspace in business, and It is sports activities. Also, the possibility of business activities in social media, the need to access wide customers, the lack of customer community restrictions, increasing the speed of activities, the attractiveness of sports businesses for people, and the need for social media for the development of sports businesses. This shows the necessity of using virtual space in sports business development, considering both areas' nature. An organization's human resources are one of its most important assets. Sports businesses require professional human resources familiar with social media and up-to-date online marketing. One need of sports businesses is to hire social media specialists and marketing experts and train employees and managers in social media marketing, eventually

leading to their development. The most important achievement of social media for businesses is access to unlimited customers because it has removed any spatial and location restrictions and made it possible to communicate with every customer, which has reduced the current staggering advertising costs.

The Contexts condition identified in this research, which are related to the current state of business and social media, included four factors: structural, financial, legal support, and cultural. Maleki and Shahryari (2016) and Alalwan et al. (2017) also mentioned the cultural factor. Cultural and social factors are one of the identified platforms needed to influence the role of social media on the development of businesses in this research. The culture of social media users, improving the intellectual and cultural level of society, increasing the awareness of social media users, and media literacy are among the cultural and social factors identified in this issue. For businesses to access customers on the platform of social media, the culture of using social media correctly should be smooth in that society, and trust in online shopping should be widespread. The requirement of such a factor is the existence of a legal and legal platform for internet businesses that makes security smooth for customers. Also, business property rights laws are another essential law in this field supporting businesses. The legal and legal factors identified in this research include copyright law, familiarity with the laws related to businesses, transparent laws in social media, and laws to protect the brand of businesses. Which facilitates security for business owners and customers. Social media communication platforms should be available in the country, including social media applications, internet speed, proper internet infrastructure, significant change and transformation in social media, increasing the number of users of social media, and the growing trend of using social media for business.

All these things are the basis for business development through social media marketing. The organizational structure was also identified as another variable. The structural nature of businesses is based on the Internet; therefore, they should make the most of social media, in which the whole society is involved. Also, the review of previous studies shows that financing is an essential concern for businesses in today's economies. Governments open the way for financing such entrepreneurial actions by creating mechanisms and adopting policies. Various financing methods for businesses, including financing through risky investors, growth centers, bank loans, and government aid, are considered among the traditional methods of financing for businesses, and accelerators are also included in the category of new financing methods for businesses. Has been considered (Khan et al., 2020). The market opportunities that exist both for businesses and in the social media platform have provided numerous opportunities for businesses to market. There are a variety of opportunities identified in this research, including the ability to reach a wide range of sports customers on social media, the ability to increase purchases from active sports stores on social media, most people on sports pages, and more efficient advertising on social media.

Intervening conditions, like context conditions, are related to the current state of business and social media, which include four factors: legal barriers, political factors, infrastructural factors, and cultural barriers. Maleki and Shahryari (2016) also mentioned the political factor as a limitation in this field. The business space is a growing space, and it seems natural that this space faces problems and challenges, but it is essential to solve these problems as soon as possible. One of the most critical challenges faced by Iranian sports businesses is the lack of knowledge and awareness of the private sector investors regarding the internet business space, which causes uncertainty and confidence in investors in this field. The next problem is the

filtering system in the country, which has faced many problems for business owners. According to the statistics, over 50 million Iranian users are active on social media, which is a suitable platform for businesses. However, because of the lack of alternative applications that can accommodate this number of audiences, there are no famous filtering apps and businesses. It has created many problems in reaching customers. This can be attributed to the political conditions in the country, which aim to support domestic achievements and control the news and information available on social media. Lack of access to technical infrastructure, the cost of access to information and communication technology infrastructure, insufficient knowledge about social media, sanctions, and cultural-social sensitivities of the society about social media are among the other challenges in the way of sports businesses.

In the dimension of research strategies, the main actions and activities that can lead the way in implementing the marketing process in social media, which are presented based on two parts of contextual and intervening conditions, were considered. According to the results of the research, achieving the desired state of business development through marketing in social media requires the use of strategies identified in four categories, which include economic support, management policies, culture building, and legal support; Performing these actions correctly will bring economic consequences, employment generation, income generation, and business prosperity. The economic consequences of the development of sports businesses will lead to an increase in the share of sports in the country's economy, preventing foreign currency outflows and developing sports products. Attracting more customers, access to unlimited customers, and feeling more satisfied with customers, along with increasing sales of more products and reducing advertising costs, will lead to higher revenue generation for businesses. The prosperity of sports businesses will increase the desire to invest in sports

businesses, which will lead to an increase in the number of sports businesses because of the high income in this area and their prosperity. Also, with the development of businesses, there will be a need to hire specialized personnel in this field. High employment generation can make a big difference in reducing the unemployment of the country's sports community.

## Conclusion

The research results indicate that sports businesses can be developed using the pattern identified in this study. By understanding causal factors, Contexts conditions, intervening conditions, and strategies for using social media, sports businesses can develop business plans, generate income, create employment, and attract more customers. Also, if sports businesses adopt this model, it can be hoped that a better attitude toward using social media will be created. Concerning how businesses use social media, previous research has presented models; but each of those models has focused on some aspects of the subject. By using experts' opinions, this research examined all dimensions of the subject while focusing on the dimensions introduced in previous models to provide a model that can guide businesses in the proper use of social media in the age of ever-increasing changes.

Finally, it should be mentioned that because of the importance of businesses in the current economy and job creation, as well as because of the resistance to economic policies in Iran, special attention should be paid to removing obstacles in the development of businesses. Sports business owners are advised to use the factors influencing the development of sports businesses through social media identified in this study to develop their businesses based on the results of Corona, which have involved the entire world. Therefore, it is suggested to managers and officials active in media in the country, while suppress the negative view of social media and comply with the copyright law, simplify the laws, punish the violators of

social media, implement the law to support businesses in social media and reduce restrictions pay taxes to support this sector of the country's industry; Because based on the findings of the current research, it will not only lead to economic dynamism and job creation in the society, but the growth of such businesses can neutralize the effect of foreign sanctions.

Also, sports business owners are advised to make the investment in social media by reforming the structure and supporting the activity in social media, attracting expert and elite people and providing them with continuous and up-to-date training. From social networks to create a culture of online shopping in the community. In addition, social media should be used for direct interaction and communication with customers while identifying customer demands, strengthening communication with customers, and increasing brand loyalty through new sales methods in the media. Socially lead to the growth of your business.

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