

Designing an e-Business Model in Iranian Sports Tourism with Emphasis on Organizational Factors

Received: 2023-05-24

Accepted: 2023-06-26

Vol. 4, No.3. Summer.2023, 77-97

Abolfazl Farahani^{1*}
Lachin Noorollahi²
Alimohammad Safani³
Reza Nikbakhsh⁴

¹ Professor, Department of Sport Management, Payam Noor University

² Ph. D. Candidate of Sport Management, Tehran North Branch, Islamic Azad University, Tehran, Iran

³ Department of Sports Management, Department of Physical Education, Science and Research Branch, Islamic Azad University, Tehran, Iran.

⁴ Associate Professor of Physical Education Department, South Tehran Branch, Islamic Azad University, Tehran, Iran

***Correspondence:**

Abolfazl Farahani, Professor, Department of Sport Management, Payam Noor University

Email: afarahani@pnu.ac.ir

Orcid: [0000-0002-0417-5858](https://orcid.org/0000-0002-0417-5858)

Abstract

Purpose: This study aimed to design an e-business model in Iranian sports tourism with an emphasis on organizational factors

Methods: The research method was derived from grounded theory for explaining and analyzing findings from exploratory interviews. The study population was the Professors, top startup managers in the field of tourism, and managers of the Iran sports tourism association, touring & Automobile Club of Iran, IFTGA (Iran Federation of Tourist Guide Associations), and electronic business expert ministry of Cultural heritage, handicrafts, and tourism. The sampling method was a combination of purposeful sampling and snowballing. The research tool included an open-source interview. In the data analysis phase, the content analysis and counts of the themes were employed in open, axial, and selective coding stages.

Results: The findings included 187 open codes and 38 selective codes. The causal conditions included 9 categories, the causal conditions included 9 categories, Intervention or mediation conditions including 9 categories, Background conditions or platforms include 9 categories, the categories included in the strategy dimension included 6 strategies

Conclusion: According to the study, e-business Sports tourism is a multi-sectoral structure that is affected by a set of underlying factors, intervening conditions, causal conditions, strategies, and consequences, and in the world at present, e-business tourism sports will not succeed if they are not equipped with these organizational skills. Therefore, the integration of organizational factors in the field of sports tourism can help in the development of e-business in sports tourism.

Keywords: Sports tourism, e-business, organizational factors, grounded theory.

Introduction

The expansion of the use of the Internet has caused a change in business methods. Meanwhile, the tourism industry is not excluded from this (UNWTO, 2019). Customer satisfaction with the provision of internet services has caused an increasing number of electronic business customers (Folorunso, 2010). The criteria for determining the effective business model have a wide range due to the complexity of this type of knowledge and the differences among entrepreneurs (Abdullah et al., 2018). A business model is a set of beliefs to create value from a proposed (Wirtz et al., 2012). one of the ways to recognize and explain the electronic business model in the organization is to know its constituent components (Aghajani, et al., 2020). on the other hand, the expansion of electronic businesses in the shadow of the digital economy has made choosing an electronic business model a strategic necessity. Therefore, knowing the set of effective factors that influence this choice is of great importance for managers and researchers (Karimi et al., 2023). In the literature on business models, it is repeatedly emphasized that successful companies need a model. Flexible businesses are effective, but the factors that are necessary for the success or flexibility and effectiveness of business models have not been described and are considered a challenge for business models (Aghajani, et al., 2020).

Businesses leave the market due to poor performance or do not reach the operational stage (Ibrahim et al., 2020). Business models (BM) are critical to business success (Wirtz et al., 2016). A business model is a comprehensive plan that outlines the method of achieving success for a company and simplifies and makes more effective the process that the company must identify to reach its target market, the value proposition to this market. It presents, specifies,

and offers a proposal that creates value for target customers, colleagues, and stakeholders (Choshin & Ghaffari., 2017). the business model is a description of the presentation of the organization's value to one or more segments of customers, the company's architecture and network of partners to create, market, and provide value, as well as the capital ratio to create profit and continuous flow of income (Yavarigohar et al., 2020). The business model is the core of any company's competitive response to the market, defining the value proposition, required activities, resources and partners, and knowledge of customers, cost, or profit related to the overall performance of the company (Leitao et al., 2013). Today, the tourism industry is facing more demands from customers, new laws, globalization, and the impact of technology. All these important factors have significantly changed their perspective and created new challenges and new requirements for them. Therefore, businesses in this field must be innovative, discover market opportunities and, like other service organizations, establish long-term relationships with their customers (Sandvik & Sandvik., 2003). This issue shows the importance and necessity of addressing the current research in the tourism industry and especially sports tourism.

In England, the number of those who have used online services to coordinate their accommodation has grown from 42% in 2007 to 52% in 2017 (UK Office for National Statistics. Travel trends. 2019). The value of online tourism is expected to reach 818 billion dollars from 471 billion dollars in 2020 (Lopez & Jose., 2020). Therefore, the development of the tourism industry, as the most important economic and income-generating sector, is one of the most important challenges of economic development in the world. In this regard, the countries that have benefited from the capabilities of this sector by using information and communication technology in this industry and finding new ways have been successful and

progressive. The countries of Spain, Australia, America, and France are successful countries in the field of sports tourism, which have made acceptable progress in this field and have carried out many activities to attract sports (Karimi., 2016). However, tourism businesses in Iran have not moved towards electronic commerce. A study conducted by Lotfi and Khorsand Golchin (2012) showed that the virtual space of Iranian tourism has not yet entered the stage of interaction with the user, and it mostly plays a role as a source of information, but it also performs well in this role. It doesn't because most of the information published on tourism websites is copied, clichéd, and incomplete (Lotfi & Khorsand Golchi.,2013). Zolqader et al. (2022) in research titled Presenting a Model of economic obstacles to the Development of sports tourism in Iran with a combined approach showed that the economic obstacles to the development of sports tourism in Iran include investment, macroeconomics, microeconomics, support, and incentives, and costs. Eghbali (2018). The research titled Model of Barriers to the Development of electronic tourism in Sports with Interpretive Structural Model Showed that The lack of support from the government and the senior managers of the custodian organizations in the field of tourism, as well as the lack of a suitable culture in the use of new technologies in e-tourism in sports, are among the basic obstacles that cause the formation of other obstacles in the development of e-tourism in sports. The role of tourism as a new source for creating employment, earning income, more tax receipts, attracting foreign currency, and strengthening social infrastructure, which leads to the growth and development of other industries, has been confirmed in numerous studies (Ebrahim pour., 2011).

Regarding the role of organizational factors in electronic businesses, no research has been done so far, but these concepts have been researched alone and in connection with other variables, some of them are mentioned here. Shariati et al. (2020) in research titled Factors Affecting the e-

business Model in the tourism industry, showed that key partners, key activities, key resources, value proposition, customer relationships, communication channels, cost structure, revenue flow, e-business culture, chain Supply has an impact on e-businesses in the tourism industry. Ghasemi et al. (2019)) in research titled factors affecting the Sustainability of sports businesses with an Islamic Approach showed that government policies, legal protections, cultural enrichment, personal aspects, religious issues, expert manpower, efficient training, and management procedures affect the sustainability of sports businesses. Rahimzadeh et al. (2018) in research titled Presenting a three-dimensional model of the challenges of e-commerce development in the country's sports industry showed that technical challenges and cultural and social challenges do not prevent the implementation of e-commerce in the country's sports industry, but Management challenges prevent the implementation of e-commerce in the country's sports industry. Naderi et al. (2015) in research titled identifying solutions to Overcome the Obstacles of Starting up agricultural businesses with a phenomenological approach showed that introducing agricultural businesses to the relevant government institutions through the Science and technology park, supporting related organizations such as agricultural jihad, food , and drug deputy for providing equipment Primary, adjustment in policies and macro decisions in the field of agriculture, accurate recognition of the benefits of the idea to solve a problem in the agricultural sector before starting the activity, financial support from governmental and non-governmental institutions to provide capital in the sector of agricultural businesses. Noroozi et al. (2022) showed in a research entitled Designing of electronic business model in Iran's information technology industry the electronic business model of Iran's information technology industry, which includes 9 different blocks with dimensions of customers, communication with customers, channels, proposed values, key

activities, key resources, key partners, revenue streams and cost structure. Aghajani et al (2020) conducted research entitled Explaining the evolutionary process and components affecting the e-business Model in Iranian Startups. In this study, the impact of key partners, key activities, key resources, value proposition, customer relationships, communication channels, cost structure, revenue flow, e-business culture, and supply chain on e-businesses was proven. Colabi (2021) conducted research entitled Designing a business model in E-tourism. The results show that the creation of shared value, prevailing laws and regulations, organizational culture, and agility are the dimensions of the business model design in the e-tourism industry. Keivani et al (2021) conducted research titled Designing of the interpretive structural model of Sport Tourism Development in Iran. According to the results, 7 factors were identified as the most important factors. The factors of Infrastructure and utility are one of the most important factors. In the interpretive structural model, the relationships between factors were determined first, and the effect of factors and effectiveness on factors were determined using Mic-Mac analysis. The government and legal factors with the power of influence have 6 highest effects on other factors. Menavarian et al. (2014) in research titled Investigating the influencing factors on the development of electronic commerce of small and medium-sized enterprises showed that the influencing factors of the macro environment including general access to information technology, general acceptance of electronic commerce among the people, the existence of binding laws of electronic commerce and support Government benefits of e-commerce in small and medium enterprises. Factors of the industry environment include the Acceptance of customers, suppliers, competitors, and colleagues of the company. The effective internal factors are the existence of skilled manpower, the skills of managers, strategic support of e-commerce, and the required financial resources. Strategic support of

the electronic business. Factors related to effective technology are the compatibility of e-commerce with existing information technologies in terms of usefulness and security. E-commerce security is the most important issue related to technology features. Amiri et al. (2019) in research titled Identification and Prioritization of factors affecting the Implementation of electronic business in Small and Medium-sized companies using Fuzzy MADM showed that the existence of internet address, high level of communication systems in the organization, management of physical and financial resources, preparation For production, the size and level of product production, consumer protection, the existence of customs tariffs, transportation system, development of credit cards and organizational culture are the most important factors affecting the implementation of electronic business in small and medium-sized companies. Zhua et al. (2020) in research titled the impact of E-commerce Processes on Chain Operations showed that emphasized the impact of the supply chain on the e-business model. Gaganis et al. (2019) in a research titled Factors Affecting Electronic Businesses showed that The dimensions of national culture play an important role in electronic business. The results of their research show that individualism, masculinity, and long-term orientation have a positive effect on profitability; Meanwhile, power distance and uncertainty avoidance hurt business profitability. They also found that the degree of influence of national culture on profitability depends on political stability and institutional quality. Ibáñez and George (2017) in research titled Branding a Place in Tourism showed that improving brand value creates a unique competitive advantage and stated that: brand value is considered as one of the value propositions in tourism businesses. Oha et al. (2018) in research titled Factors affecting e-business showed that Key partners have a significant impact on e-business.

In examining Iran's business environment,

especially electronic businesses in the field of sports, things like sanctions, the imposition of heavy bilateral tariffs with some countries or goods, banking and money transfer problems, as well as the delay in the country's joining the World Trade Organization, Some of the effective factors in the inappropriateness of the business environment from the external perspective and the most important internal factor in the lack of business prosperity is the widespread stagnation in the country's economy (Eghbali, 2018). In such a situation, one of the most efficient methods is to use creativity and innovation in business. In the world of sports, creativity, innovation, and change are important and inevitable factors. To solve problems in the field of sports, we cannot use the usual rules and instructions, and we need comprehensive thinking (Karimi et al, 2023). Holistic and comprehensive thinking makes the analysis and understanding of the situation better, and the application of this type of thinking develops planning measures to achieve the maximum positive impact on the goal. on the other hand, youth employment is important not only from an economic point of view but also in other fields, including social fields. The negative effects of the unemployment phenomenon are increasing alarmingly. Poverty and deprivation and family problems, which itself is one of the factors of delinquency and being infected with addiction, lead to the fading of cultural and social values; Reduction of motivation, despondency, and despair among the youth and backwardness of the country in terms of economy are some of the consequences of unemployment. One of the ways to solve the problem of unemployment among young people is to spread the culture of electronic businesses. So far, no serious and planned move towards e-sports tourism has been made, and due to the lack of necessary legal and supporting infrastructures, the acceptance of e-sports has not been done correctly, and due to that, the institutionalization of the business in e-tourism It has not been done. Therefore, it is necessary

to pay sufficient attention to the e-tourism sector related to government and private organizations and make the necessary efforts to create extra-organizational e-preparation and then accept e-tourism and implement and institutionalize it. (Dehdashti and Jamal Abad, 2013) The statistics of 66 percent of Internet users' tendency towards e-tourism is a documented reason for dealing with an issue that is an undeniable necessity of the third millennium and requires fundamental behavioral changes to progress and provide better services (Hashemi2014).

On the other hand, sports tourism in our country, Iran, has a lot of potential to attract tourists, especially in the field of sports tourism, due to its unique historical, cultural, and geographical conditions. Compared to Arab and European countries whose weather conditions are reported to be excruciating in some seasons, Iran is a four-season country that can host sports tourists in this field from European countries and even countries in the region. There is a long distance between the Persian Gulf (UAE, Qatar, and recently Saudi Arabia) and Turkey. The virtual space of Iran's sports tourism has not yet entered the stage of interaction with the user, and it mostly acts as a source of information, but it does not perform well in this role either, because most of the information published on tourism websites is copied and clichéd. Despite the growing importance of e-commerce and the increasing share of new technologies in the development and distribution of sports tourism products, there are still deficiencies and deficiencies in the use of various methods of e-commerce in the country's sports tourism businesses. Also, the capabilities and capabilities of the electronic business market in the country's sports tourism industry remain unknown. Therefore, the question that the researcher is trying to answer is as follows: What is the electronic business model in the country's sports tourism industry?

Materials and Methods

The research method in this study was

qualitative, using the Strauss and Corbin Foundation's data theory strategy, the opinions of the interviewees about the components of e-businesses in Iran's sports tourism were analyzed with an emphasis on organizational factors. The research community includes members of the academic staff of sports management or marketing and sports tourism expertise and with a scientific rank of at least associate professor, managers, and owners of top startups in the field of tourism. All over the country, there were experts and experts in the field of e-business of the Cultural Heritage and Tourism Organization, among whom 25 people were selected using the Purposive sampling method and the Snowball sampling technique.

There were 25 research participants. Sampling continued until the categories reached theoretical saturation. The tool of this research was in-depth and exploratory interviews. The questions of the interviews were open-ended and based on the dimensions of the data theory of the foundation, causal factors, environmental conditions, background characteristics, strategies, and consequences of e-businesses in Iran's sports tourism were investigated with an emphasis on organizational factors. To clarify the issue from the language of the interviewees. The time taken for all interviews was 1000 minutes. All the interviews were conducted by the researcher and were further implemented to analyze the data. The micro-analysis method was used in such a way that the data were collected through the process of open, central, and selective coding based on the data theory plan of the Strauss Foundation and Carbin's were analyzed.

First, by doing open coding, the parts that could be considered as the initial concept code according to the goals and questions of the research were determined. Then, in the central coding stage, according to the role of concepts in explaining e-business in Iran's sports tourism, emphasizing organizational factors, these concepts are in the form of reasons (causes of the

main phenomenon), strategies, strategies that respond to the phenomenon are adopted), contextual features (specific background conditions affecting strategies), environmental conditions, general conditions affecting strategies), and consequences (results of applying strategies) were theoretically linked through the paradigm model. In the end, by doing selective coding, the theory of the research about the model of e-businesses in sports tourism in Iran has been narrated with an emphasis on organizational factors. To measure the validity of this research, the final report of the data analysis process and the obtained categories, together with the interview text, was sent to four of the interviewees, and their opinions were used in the coding and design of the model, which took about four months ended. Also, the coding process was reviewed by 3 expert professors who were not members of the interview group and their suggestions were used in developing the model. To measure the reliability of the qualitative tool, the researcher arranged two test interviews and after analyzing the results and then comparing them with the goals and questions of the research, corrections were made in the questions to increase the accuracy of the research tool.

Results

Demographic characteristics and frequency distribution of experts and experts present in the research showed that their total number was 25. Among them, 16 were university professors with associate degrees, 6 were managers of sports startups, and three were members of the board of sports tourism, the board of directors of the tourism center, and the board of directors of tourism guides. Among them, 5 people from the statistical sample were women and 20 people were men, who were in the age range of 39 to 57 years.

about a large number of open codes, Two to three open codes are summarized in the following tables:

An example of an interview:

"In his interview, interviewee number 18 stated that one of the factors affecting the success of electronic businesses in the field of sports

tourism is "the existence of belief and a positive attitude towards electronic business". Also, large and small domestic institutions should be aware of the benefits of e-commerce"

Table 2. Causal conditions of e-businesses in Iran's sports tourism with an emphasis on organizational factors

Selective code	the core code	open codes
Causal conditions	Social and environmental pressures	changing the nature of the workforce, removing some government regulations, changing government computers,
	The core strategy	being exclusive, paying attention to the society of high complexity of the market, having a promotion system, being the market leader, having the ability to attract capital, the ability to attract strong key partners,
	The central structure	having a distribution system, strong communication channels, a supply system, designing an optimal income model,
	Behavioral factors	trust and risk, lack of resistance to changing current processes, and the need to complete training courses.
	Cultural factors	include the belief and appropriate attitude towards electronic commerce, sufficient information of large and small domestic institutions about the advantages of electronic commerce, and the culture of decision-making based on information.
	Human factors	keeping skilled employees up to date, not disclosing personal information and secrets, changing work habits and behaviors, and reducing the number of human resources.
	Managerial factors	independence and freedom of action, understanding and feeling the need for EC systems, managers' awareness of current technological issues, managers' necessary knowledge and experience about computers, managers' awareness of the advantages of information technology,
	Technical and communication factors	suitable bandwidth for the Internet, lack of network and telecommunication problems, the existence of extensive and strong software facilities, the existence of conditions for using electronic banking and electronic government
	Legal factors	the existence of laws related to electronic commerce, the existence of special legal laws for receiving and paying money electronically within the framework of the banking system, and the absence of identity recognition problems in cyberspace.

Causal conditions: The results of the content analysis of the interviews show nine categories that explain the causal conditions of developing an e-business model in sports tourism as a phenomenon under study. These conditions

include social and environmental pressures, central strategy, central structure, Behavioral factors, cultural factors, human factors, management factors, technical and communication factors, and legal factors.

Table 3. Intervening conditions of e-businesses in sports tourism in Iran with emphasis on organizational factors

Selective code	the core code	open codes
Mediator	E-business culture,	enacting comprehensive and facilitating rules and regulations in this field, providing secure platforms, holding conferences and transparent information, and training the conditions for building trust and encouraging people to use information technology in work and daily affairs,
	Legal bases	business development, access not being defined, electronic documents not being citation able, and implementing laws in the field of data protection.
	Financial factors	the cost of purchasing and installing the necessary software and hardware, the cost of training employees, the cost of Internet subscription,
	Technical and support factors	low internet speed, difficulty in continuously updating software and e-business systems, difficulty in synchronizing databases and information systems with e-business, lack of a suitable system to identify the identity of the other party in Internet space,
	Creativity and innovation	intellectual fluency, role modeling instead of copying, long-term solutions, innovation in providing service/product, and innovation in using available resources.
	The growth and learning	employees' enthusiasm for learning, personnel training programs, the ability of personnel to do Internet marketing, the effectiveness of teamwork
	International strategic orientation	the level of commitment of the company in serving international customers, the commitment of the company in terms of finances and human resource
	Economic Barriers to Starting an E-business	economic sanctions, high level of cost to create infrastructure, including satellites, etc., the inability of the private sector to invest in this sector, insufficient support for private organizations to invest in the e-commerce sector,
	Political factors hindering the implementation of e-business	the lack of a suitable security system and supporting laws for the Internet, the sanctions imposed on the country, the inappropriateness of the policy and strategy plan, and the absence of comprehensive regulations.

Mediating conditions: In this research, mediating conditions are categorized as mediating conditions including e-business culture, legal platforms for e-business development, financial factors, technical and support factors, creativity and innovation, growth and learning, strategic orientation

between Internationally, economic obstacles to starting an electronic business, political factors prevent the implementation of electronic business.

Table 4. Background factors of e-businesses in Iran's sports tourism with emphasis on organizational factors

Selective code	the core code	open codes
----------------	---------------	------------

Background factors	Cultural/social infrastructures,	the community's familiarity with online shopping, high customer trust, and a large number of online buyers compared to traditional buyers, creating a desire in employees to players of transformational roles
	Legal and legal infrastructure,	the existence of tax laws, work, insurance, quick and easy license acquisition, drafting and standardizing rules and regulations related to electronic business, and creating work and moral security in the use of networks. computer
	The management infrastructures	the platform and the laws to support the failure by the general management of sports, the implementation and approval of the comprehensive trade law by the parliament, the strengthening and development of the infrastructure needed by the innovation centers and specialized technical centers
	Environmental infrastructure	strategic and operational needs and demands, environmental dynamics and uncertainties, technological changes and developments, competitive environment, protective laws, and regulations
	Organizational infrastructure	organizational values, organizational structure, power and executive ability, vision and strategy, market-oriented orientation, knowledge resources, and technical information
	Information	providing accurate information, providing reliable information, providing timely information, providing relevant information, providing information at the best and most appropriate level of detail
	Online sharing marketing	video marketing, creating high-quality, engaging, and useful content, converting visitors into customers by ensuring that your site visitors can quickly and easily find what they are looking for and then buy it. From the route finder for ease of movement and movement
	Individual factors	personality traits (effort and perseverance, interest in work, work commitment, risk-taking, and optimism), family (family support, family support in conducting electronic business affairs, family history), growth motivation,
	type of organization	organizational culture, support of senior managers, organizational structure, organization size

Background conditions: The background conditions identified in this research include nine components including; The legal and legal infrastructures cultural/social, managerial, environmental, organizational, information, marketing, individual factors, and type of organization.

Table 5. E-business strategies in Iran's sports tourism with an emphasis on organizational factors

Selective code	the core code	open codes
Strategy	The integration of processes	identifying and drawing the desired work processes and their degree of conflict and dependence, avoiding disruption and lack of coordination that causes a decrease in performance, establishing the necessary integration and coordination between various organizational and extra-organizational activities
	Strategies related to communication infrastructure and technology	development of secure network infrastructure, increasing bandwidth, accelerating the development and application of the national information network, developing Internet access in deprived areas
	Strategies related to the government sector	easy access to government services for citizens, documenting and informing the processes of government departments to provide services to citizens, integrating online government service delivery systems
	Strategies for citizens	receive the necessary training in the digital age adhere to the laws governing the digital space, support online businesses with government licenses, participate in and provide opinions to businesses and the government to provide better services
	Strategies related to the economic enterprise	using the data of the organization (as the main asset of the organization) to provide better services to customers, coordination and integration of economic enterprises with electronic government (bank, tax, stock exchange, etc.), system development Effective ways of innovation in the organization, providing suitable content to citizens
	Strategies related to cultural development	expanding the culture of using electronic business in the field of sports tourism through cultural preparation and foundation, putting the private sector at the center of the implementation of national plans related to electronic business, and informing the public Regarding the subject of electronic business

Strategies: According to the findings and data from the research, research strategies including 6 strategies were identified for the development of an e-business model in sports tourism. These

strategies include; Integration of processes, communication infrastructure, and technology, government, citizens, economic enterprise, culture.

Table 6. Consequences of e-businesses in Iran's sports tourism with an emphasis on organizational Factors

Selective code	the core code	open codes
Consequences		increasing the quality of information, flexibility of information, quick and instant access to information
	Benefits of information	the competitive advantage strategy (flexibility and quick response), permanent and continuous and strong relationships with customers, the easier attraction of new customers
	The economic benefits	reducing the cost of construction, reducing the cost of errors and rework, low cost of real estate and investment, low cost of providing customer

		service, reducing the costs of distribution channels, better access to information
	Intangible benefits	improving the company's image, faster marketing communications, improving service to remote customers, learning for the future, estimating customer expectations, identifying serious business partners, managing information,
Advantages for customers		ease of comparison, ease of encountering other people's opinions, more power of choice, after-sales service, convenience, customer loyalty, electronic customer relationship management,

Consequences: In this research, the consequences of e-business development included five consequences and benefits, which are: informational benefits, strategic benefits, economic benefits, intangible benefits, and benefits for customers.

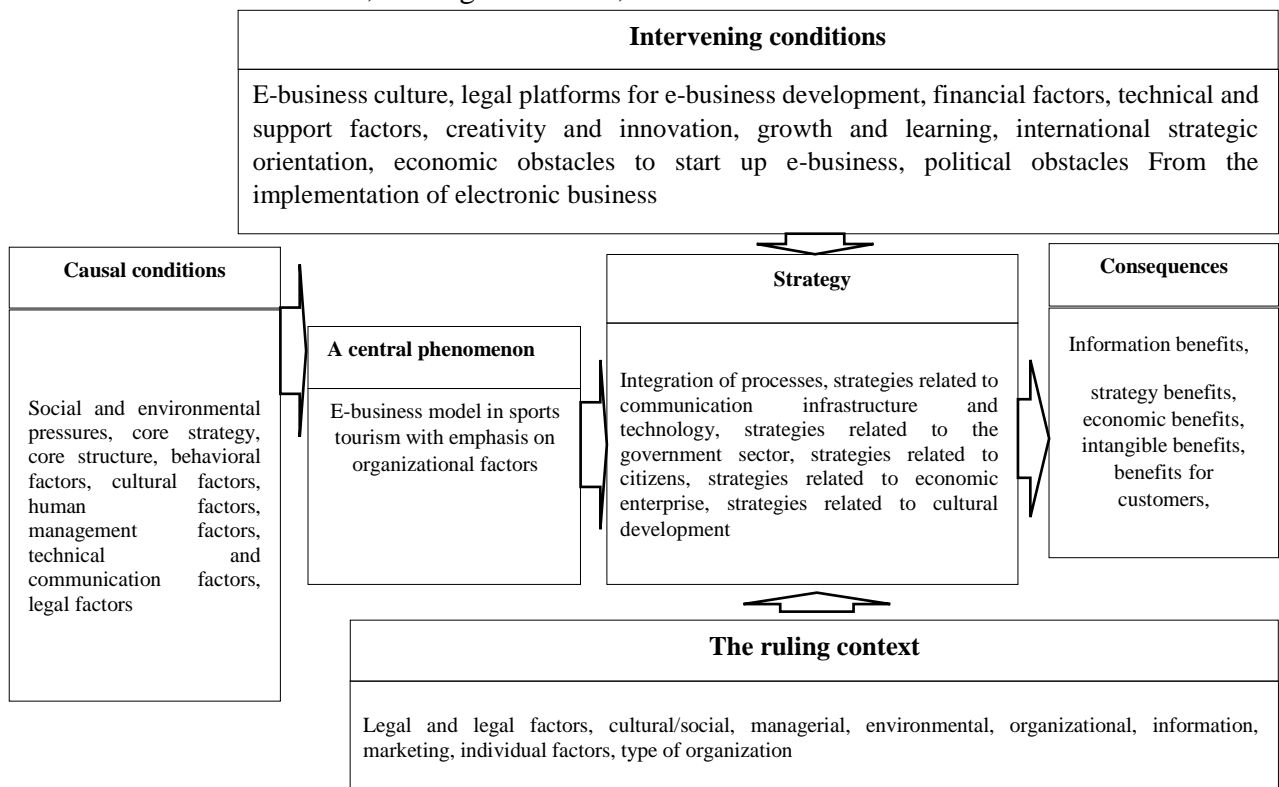


Figure 1. The model derived from qualitative data based on foundational data theory

Discussion

With the advent of the era of mass tourism and the rapid development of information technologies such as cloud computing, the Internet of Things, and 5G mobile communications, the development of smart tourism, the improvement of scenic spot management, meeting the individual needs of tourists and improving the management

efficiency of tourism management departments have become a major revolution in tourism (Yenişehirli et al., 2018). This causes him to pay attention to the role of organizational factors in the search for an electronic business model in the field of sports tourism. Based on this, the e-business model of sports tourism based on organizational factors in Iran, which was the main goal of the upcoming research, was presented before. This model was obtained

according to the findings of the current research. In this model, the cries of each of the elements are classified based on the level of importance that experts have assigned to it.

The results of this research showed that to develop the e-business model in sports tourism, one should pay attention to the causal conditions first. In this model, causal conditions as factors that directly affect the main phenomenon, including nine categories (social and environmental pressures, core strategy, core structure, behavioral factors, cultural factors, human factors, Management was technical and communication factors, and legal factors). These findings are in line with the findings of Nobakht et al (2014), Rahim-Zadeh et al (2017), Zhua et al (2020), Colabi (2021), and Keivani et al (2021)

In explaining these findings, it can be said that organizations are competing in a turbulent, unpredictable, complex, and rapidly changing environment to earn more profit and to achieve these goals, they must have the ability to react quickly against threats and have the opportunities available in such a dynamic environment. Market pressures are caused by the global economy, intense competition, natural changes in the workforce, and the power of customers. Remote and advanced communication networks such as the Internet have facilitated the move towards a global economy. Regional agreements have a significant contribution to increasing the level of world trade. Labor cost is another pressure on companies operating in the global market. This cost varies greatly in different countries. In developed countries, because they provide many benefits such as health care to employees and industrial workers, labor is more expensive than in developing countries. As a result, labor-dependent industries prefer to transfer their production activities to countries with lower labor costs. With the diversification of the workforce, especially in developed countries, the coalition of the workforce has become more

difficult. Information technology has facilitated the combination of a diverse workforce in the form of a traditional workforce and has allowed people to work remotely and from home.

Another causal factor in developing e-business in sports tourism was the central strategy and central structure. Zott et al. (2011) and Gerard & Bock (2010) point to the role of architecture and organization structure in an effective business model. Distribution channels, suppliers, and raw materials are important in the three economic, social, and biological layers of the hybrid business model (Joyce & Paquin., 2015). Joyce & Paquin (2015) point to the role of employees and communication in the structure of the organization. Soli et al (2014) refers to the role of effective human resources, training, and effective communication in the Wal-Mart chain retail company. Wirtz (2016) and Partanen et al (2011) refer to the network model in the structure of a business model. Designing the appropriate infrastructure mechanism for ineffective business models along with the available income stream and profitability and profitability as a part of the effective business model is important (Teece.,2010).

Wirtz et al. (2016) to competition, innovation in changing conditions, market and customer components, and value creation, and Joyce and Paquivin (2015) to social value, partners, performance values, end-of-product life, customer segmentation, and profit and it refers to social effects, customer culture, and outsourcing. Creating a value network for customers, less risk for partners, having a competitive advantage, offering better products and services, innovative products, development limits for business models and the role of the market in introducing an effective business model are important (Nikbeen et al.,2018). The strategy-oriented approaches of the business model can be found in the theories expressed by Hamel (2000) by stating the sources of strategy and main strategies, Afuah & Tucci (2003) by introducing the position and resources of the

organization, Mahadevan (2000) by stating the creation value proposition and target customers, Hedman & Kalling (2002) referring to process components, resources, customers and competitors (Afuah & Tucci., 2003), Chesbrough & Rosenbloom (2002) stating innovation strategy, Morris et al. (2005) stating the introduction of organization strategies, Casadesus et al. (2011) by introducing leadership in the business model of Wal-Mart chain stores, business model implementation strategy, arrangement of elements, promotions, idea generation, and innovation found in the literature of business models (Teece.,2010).

Another factor affecting the need to develop an electronic business model in sports tourism was behavioral factors. In line with this result, Wang & Ahmed (2009) believe that the perception of advantages causes the creation of leadership views and the acceptance of e-commerce. Soroa-Koury & Yang (2010) stated that there is a positive and significant relationship between the attitude and the use of e-commerce. Soleimani and Zarafshani (2010) showed that there is a relationship between the perception of the perceived usefulness of e-commerce and the behavioral intention (intention to use e-commerce). is positive; the probability of using it increases. In general, behavioral factors mean attitudinal factors and personality factors. Attitude is influenced by two factors: perception of usefulness and perception of ease of use, which is the effect of perception of ease of use than perception of usefulness. more than.

The perception of usefulness is also affected by the perception of ease of use. According to the results of Davis's technology acceptance model, to improve people's attitudes towards electronic business in sports tourism, people's knowledge about it should be improved. Although this should be organized more in the national sphere and electronic commerce should be introduced to people as a useful, desirable, and effective technology, but also at the level of organizations and small and medium businesses, if the factors

affecting the attitude towards Davis's technology acceptance model means that the perception of ease of use and the perception of usefulness should be improved, as a result, the attitude will improve. Access to capital and information is another factor influencing the need to develop an electronic business model in sports tourism. The meaning of access to capital in this research is the estimation of the resources and budget necessary to carry out business intelligence projects, the allocation of resources, and the necessary budget for intelligence projects. It was business. Sufficient resources have emphasized the requirement of several researchers and the allocation of sufficient resources and budgets to business intelligence projects (Olszak Celina & Ziemba.,2012).

Today, information technology and information systems are widely used in various sectors of industry and commerce to increase profit and competitiveness and also reduce costs. Businesses should try to identify the needs and desires of their users and create products to meet and satisfy those needs and desires that lead to a positive user experience. Another part of the results of this part of the article shows that the main organizational factors affecting the development of electronic business models in the field of sports tourism are cultural factors, human factors, managerial factors, technical and communication factors, and legal factors. They are categorized and each of them contains multiple components.

In line with this result; Gaganis et al. (2019) found in their research that: dimensions of national culture play an important role in e-business. Baloch Zardeh Nalouisi (2017) considers environmental and organizational factors to be effective in choosing an electronic business model. Mohadi (2015) stated that technical and social infrastructure, expert human resources, and legal frameworks are effective factors in the development of Internet businesses. Safdari et al. (2010) showed that human factors (perception and decision-making)

are among the most important factors in the use of information technology, that senior managers of organizations and experts should pay attention to the important aspects of human factors and influencing factors. In general, it can be said that placing goods and services in the electronic space causes the distance between the origin and destination of the goods and services to disappear and brings about fundamental changes in the target markets. Success in this process depends on efficient and professional management.

Professional management adapts the methods of electronic business according to international considerations with an understanding of the international communication environment. The use of electronic business leads to reaching a multitude of customers with different tastes and interests. Therefore, companies active in the electronic business are trying to attract more customers by expanding their production capacity and diversifying their products and services. One of the other important conditions in electronic business is the existence of a strong communication network with high reliability. Access to higher bandwidth is not available to any of the companies. Broadband is a part of the infrastructure institutionalized by the government. Therefore, considering the important role that this factor can have in the situation of high-power network services, privatization and deregulation of communication services are emphasized to increase the efficiency of the telecommunication system in advanced and developed countries. Behavioral variables such as the level of skill of companies' human resources, the amount of investment in research and development, and wage rates are important factors that are effective in the acceptance of e-business by companies. The more the economic enterprises at the international level have expert and capable human resources and allocate more resources to human investment, the better conditions they have in attracting and accepting electronic business.

The realization of the development and formulation of the e-business model in the field of sports tourism will occur in a context; This platform shows the special conditions in which the phenomenon of electronic sports tourism is located. The background conditions identified in this research include 9 components (legal and legal infrastructures, cultural/social, managerial, environmental, and organizational). These platforms have been mentioned in many types of research, for example, Gaganis et al(2019), national culture; Zhua et al(20020), supply chain; communication with the customer; Burinskienė & Burinskas (2010), HR activities and interaction; Klimas (2018) existence of customers; Rashid & Al-Qirim (2010), organizational factors, technological factors, individual factors, and environmental factors; Hales (2006), benefits and costs, organizational factors and environmental factors; Akkeren & Cavaye (2000) divided the characteristics of the manager and the characteristics of the organization.

As mentioned, to develop an electronic business model in the field of sports tourism, a platform, and fields are necessary. They are necessary for each other. Therefore, to develop and compile a business model in electronic business, the legal and legal, cultural/social, managerial, environmental, organizational, information, marketing, individual factors, and type of organization infrastructures must be provided so that a model can be created. Business in e-business was achieved in sports tourism.

In addition, in the aforementioned model, there are 9 intervening factors (e-business culture, legal bases for e-business development, financial factors, technical and support factors, creativity and innovation, growth and learning, strategic orientation international, economic barriers to starting e-business, political factors hindering the implementation of e-business) has a direct effect on the development of sports tourism e-business and also on the relationship between the causal factors and the main

phenomenon It affects this effect can certainly be both facilitating and limiting. In line with this result, the results of research such as marketing (Riliang., 2007; Kristiansen., 2004), technology (Swierczek & Ha.,2003), social networks (De & Kroon., 2008), government support (Swierczek & Ha.,2003), and entrepreneurial readiness (Macpherson., 2009). It has a direct and meaningful relationship with success in electronic sports businesses. Nir Kshetr (2007) has examined the barriers to e-commerce from three perspectives including economic barriers, socio-political barriers, and cognitive barriers.

Chaffey (2002) divides the obstacles to the use of electronic commerce into two categories: technical limitations and non-technical limitations. Elahi et al. (2005) in a study titled Identifying obstacles and solutions to the use of e-commerce, these obstacles include a lack of financial resources, technical problems, cultural behavioral obstacles, lack of necessary preparation in business partners, and lack of sufficient satisfaction in the industry. Khodro and the lack of readiness and willingness of customers of Iran Khodro Company (Elahi et al.,2005). Kazemi et al. (2005) in a study entitled Obstacles to the Use of information technology in the tourism industry of Iran, the obstacles to the use of information technology in tourism are human factors, managerial factors, sociocultural factors, structural organizational factors, and technical-technological factors and environmental factors have stated.

Lawrence (2010) indicated that to understand the adoption and diffusion of e-commerce in developing countries, cultural issues must be considered. Khanh Vu (2013) considers the lack of codified and approved laws and the lack of physical contact as an obstacle to the development of the e-business process. Rezaian et al. Shamisa (2013) considers the lack of management experience as one of the obstacles to electronic businesses. Akbari (2006) considers the economic and cultural poverty of society and the low level of awareness of users

of information technology as obstacles to electronic business. It has been for decades; However, the lack of proper infrastructure such as communication equipment, lack of skilled manpower and lack of supportive environment, and other obstacles have slowed down the speed of using e-business in developing countries such as Iran.

An e-entrepreneur in Iran does not know what steps to take to start his internet business from the idea stage to the start of the business and what serious obstacles and problems he faces in this process the development of this type of business requires Knowing the obstacles and challenges of the e-entrepreneurship process so that they can be solved by choosing the right solution. Today, rapid changes have forced company managers to use efficient technologies, and new marketing methods, identifying the path of transformation using a business plan and entrepreneurial preparation as the latest management method. It is obvious that due to the diversity of demands and the limited ability of companies to meet the needs, it is necessary to take advantage of networking. Also, the support of the government in the macro dimension such as political, economic, social, and cultural approaches, and the micro dimension such as taxes, corporate subsidies, cheap facilities, and business strengthening policies is significant in the success of businesses. In the meantime, due to the general weakness of the sports industry in our country, sports companies need serious attention and support from the government. Therefore, it is expected that sports businesses, while developing a business plan, should provide training in the field. Access to capital and information, marketing, new technologies, entrepreneurial skills, and business network development are comprehensive and do not neglect government and legal support. The application of these findings considers the type of business. And its environment can help people to achieve success.

As can be seen in the final model of the

research, the realization of the phenomenon of e-business development in sports tourism, despite the intervention conditions of the necessary platforms and contexts and effective causal factors, can lead to a certain result, based on this, in case of business development And electronic work in sports tourism provides information benefits such as increasing the quality of information, information flexibility, quick and instant access to information for customers and the sports business itself, it also causes the acquisition of competitive advantages, high flexibility, Creating a faster response to changes, permanent and continuous and strong relationships with customers, attracting new customers more easily, maintaining stronger relationships with old customers based on their needs, removing obstacles and limitations. The market will use information and communication technology in business and economy, also in the case of electronic business in the field of sports tourism, the cost of construction, error and rework, investment, cost of providing customer service, and channel costs. distribution costs will decrease, it will also cause better access to information, development of incomes from sports tourism, increase in the competitive environment ruling the market and economic activities, and increase in the level of employment.

Also, for customers, benefits and positive effects such as the ease of comparing goods and services, facing other people's opinions, greater choice, excellent after-sales service, convenience, customer loyalty, after-sales service, and convenience of product support are sought. In addition to these benefits, intangible benefits such as improved company image, brand enhancement, faster marketing communications, faster product life cycle, improved service to remote customers, learning for the future, estimating customer expectations, better information management, receiving customer feedback, improving the aspect of sports tourism in the country is to improve the image of the country at the international level.

Therefore, to achieve the development of electronic business, the following strategies in the field of development of communication infrastructure and technology, integration of processes, strategies related to infrastructure development by the government, strategies related to citizens, strategies related to economic enterprise Strategies related to cultural factors seem to be mandatory:

Development of communication infrastructure and technology included; such as the development of secure network infrastructure, increasing bandwidth, developing Internet access in deprived areas, standardization of telecommunication infrastructure and network, direct access of people to urban services through various platforms, service standardization, and quality level of web service provider companies, use of standards international security, development of infrastructures and facilitating access to information, development of domestic service sites, design, and implementation of comprehensive systems based on information technology and relevant institutions.

Strategies related to infrastructure development by the government, such as; Creating a mechanism for skill and practical training for all levels of society, and providing easy access to government services. For the citizens, in this field, the drafting of policies in the field of online education and the identification of the organization Organizing this training, establishing laws to facilitate the export and import of software and electronic products, regulation of the rules of connection with international websites for buying and selling goods is by the laws of Iran, compilation and updating. The law of electronic commerce and business in the country, the establishment of laws regarding the protection of the privacy of computer crimes. and informing it, establishing internal laws compatible with international unified laws, tax collection systems, and electronic banking, drafting laws on intellectual and moral property rights and copyright issues

of electronic works, drafting laws and Policies related to payment networks and international card networks, establishing laws and policies Security and obligation of companies to use these policies and align with the electronic government. Establishing protective laws with organizations and companies with green electronic strategies and products and focusing on putting the private sector in the implementation of National plans related to electronic business.

Integration of processes; Identifying and drawing all desired work processes and the degree of their conflict and dependence, avoiding disruption and lack of coordination that reduces performance, establishing the necessary integration and coordination between various organizational and extra-organizational activities, creating a synergy Until the goals are achieved, it is also necessary for the managers to identify and map all the desired work processes and the degree of their conflict and dependence before choosing the model to prevent any disruption and lack of coordination that causes a decrease in performance.

strategies related to citizens; Getting the necessary training in the digital age, citizens' adherence to the laws governing the digital space, supporting online businesses with government licenses, participating and providing opinions to businesses and the government to provide better services, public education, and knowledge development.

Strategies related to business; these strategies are mostly related to the electronic business itself in sports tourism. Electronic businesses must provide better and transparent services to their customers, interactivity with other businesses, and make the space and environment of their sites and applications attractive and easily accessible for customers. and update, do the necessary cultural building, and interact with global markets. In this case, we can expect the development of the electronic business model in sports tourism.

strategies related to cultural factors in this research; Expanding the culture of using e-business in the field of sports tourism through preparation and cultural foundation, preparing and approving a strategic document of e-business in the field of sports tourism with an executive guarantee.

Conclusion

According to the results of the present research, it can be said that there are many factors involved in the development and formulation of the e-business model in the field of sports tourism, which should be taken into consideration by the managers of the country. cultural, human, managerial, technical and communicational, legal, and behavioral factors have influenced the development of electronic businesses in sports tourism in the country, which should be considered in the design of electronic business models in the field of sports tourism. Also, electronic business culture, legal platforms for business development, financial factors, technical and support factors, creativity and innovation, growth, and learning should be developed. Economic and political obstacles that prevent the implementation of electronic business must be removed. realizing the development and formulation of the e-business model in the field of sports tourism in a field and context (such as legal and legal infrastructure, cultural/social, managerial, environmental, organizational, information, marketing, individual factors, type of organization) it will happen that these issues must be resolved by the country's macro-level managers. therefore, as it can be seen, all these factors (hardware and software, macro and micro factors) are connected in the form of a chain that causes the development and design of the e-business model in the field of sports tourism, which should be in the form of a collection. to be continuously considered, studied, and reviewed.

References

1. Abdullah A., Thomas B., Murphy L., & Plant E. (2018). An investigation of the benefits and barriers of e-business adoption activities in Yemeni SMEs. *Strategic Change*, 27(3), 195-208.
2. Afuah A, Tucci C.L. (2003). *Internet business models and strategies*. McGraw-Hill/Irwin, New York.
3. Aghajani, H., Shariati, Z., Hosseini, A. (2020). Explaining the Evolutionary Process and Components Affecting the E-Business Model in Iranian Startups. *Journal of Improvement Management*, 14(1): 127-147. [Persian]
4. Aghajani H, Shariati Z, Hosseini A. (2020). Explaining the evolutionary process and the components affecting the e-business model in Iranian startups. *Journal of Improvement Management*, 14(1):127-147
5. Akkeren J.K.V, Cavaye A.L.M. (2000). Model of Factors influence on entry-level electronic commerce adoption in the automobile Industry in Australia, Working paper.
6. Almeyda-Ibáñez M, & George B. P. (2017). The evolution of destination branding: A review of branding literature in tourism. Published in: *Journal of Tourism, Heritage & Services Marketing*, 3(1, 27);9-17.
7. Amiri Y, Salarzahi H, Parish R. (2011). A fuzzy MADM approach for identifying & prioritizing the factors affecting the implementation of e-business in SMEs. *Transformation Management Research Journal (Management Research Journal)*, 3(2), 54-75. [Persian]
8. Baluch M, M, Zardeh Nalusi, L. (2018). Identifying and explaining the factors affecting the creation, development, and expansion of e-businesses. *The First National Conference on New Attitudes in Management, Accounting, and Economics*, Rudsar. [Persian]
9. Burinskienė A, Burinskas A. (2010). Investments into e-business technologies. *Ekonomika ir vaidya. Economics and management*, (15): 886-892.
10. Chaffey, D. (2002). *E-Business and E-Commerce Management*, London: Pearson.
11. Choshin M, Ghaffari A. (2017). An investigation of the impact of effective factors on the success of e-commerce in small and medium-sized companies. *Computers in Human Behavior*, 66: 67-74.
12. Colabi,A.M (2021). Designing business model in e-tourism. *Tourism Management Studies*,16(53): 331-357. [Persian]
13. De Klerk S, Kroon J. (2008). Business networking relationships for business success. *South African Journal of Business Management*, 39 (2), 25-35.
14. Ebrahim pour H, seyed naghavi M.A, Yaghubi N.M. (2011). A Survey of factors influencing the Tourist's Satisfaction and Loyalty in Ardabil Province (The Case of Sarein Tourism City), *Tourism Management Studies*, 5(14), 67-92.
15. Eghbali,K (2018). Model of Barriers to the Development of electronic tourism in Sport with Interpretive Structural Model. *Sport Management and Development*, 7(3), - Serial Number 15: 170-184. [Persian]
16. Elahi S, Khodadad Hosseini S. H, Azizi S. (2005). Identifying barriers and strategies for using E-commerce: A case study of Iran Khodro company. *Iranian Journal of Trade Studies*, 10(37), 63-90. [Persian]
17. Folorunso O. (2010). An exploratory study of the critical factors affecting the acceptability of automated teller machines (ATM) in Nigeria. *Anale Seria Informatica* 14(8),151
18. Gaganis C, Pasiouras F, Voulgari F. (2019). Culture, business environment, and SMEs' profitability: Evidence from European Countries. *Economic Modelling Journal*, 78, 275-292.
19. Gerard G, Bock A. (2010). The business model in practice and its implications for entrepreneurship research". *Entrepreneurship Theory and Practice*, 35(1), 83-111.
20. Ghasemi M.R., Turk Far A, Afrozeh M.S, Mohammadzadeh Y. (2020). Investigating the factors affecting the sustainability of sports businesses with an Islamic approach. *Journal of Management and Organizational Behavior in Sport*,10(2):49-60. [Persian]

21. Hales C. (2006). An investigation of electronic commerce. *Journal of Management Studies*, 36(3):17-28.
22. Hashemi S. S, Mahboob Far M. R, Khaki N, Mokhtari F. (2014). Analysis of effective factors in e-tourism development planning using SWOT strategic model. case study of Iran. *Tourism*, 2(2), 84-73. [Persian]
23. Ibrahim I, Feisal A, Feisal Ismail M, Amer A, Baharuddin F. N. (2020). e-business development and the factors affecting its application in hospitality operations sustainability. *Talent Development & Excellence*, 12, (3s), 3073–3086.
24. Joyce A, Paquin R. (2015). The triple layered business model canvas: A tool to design more sustainable business models". *Journal of Cleaner Production*, 135,1474-1486.
25. Karimi, M., majedi, N., Safari, I., Kalhor, H. (2023). Designing a virtual business development model in the field of sports services. *Strategic Studies on Youth and Sports*, 21(58): 313-330. [Persian]
26. Karimi H. (2016). Review of Sport Tourism in Iran. *Management Quarterly*, 7(21), 15-1. [Persian]
27. Kazemi M, Fayazi M, Mirzadeh M. (2005). Barriers to the use of information technology in the Iranian tourism industry. *Journal of New Economy and Commerce*, 1(2), 49-66. [Persian]
28. keivani, K., Safaniya, A. M., pourkiyani, M., baqerian, M. (2021). Designing of Interpretive Structural Model of Sport Tourism Development in Iran, *Sport Sciences Quarterly*, 12(40), Serial Number 40: 101-117. [Persian]
29. Khanh Vu, M. P. (2013). Developing a business plan for a startup e-business. *Vantaa: Laurea University of Applied Sciences*.
30. Klimas P. (2018). Key Resources in game developers' business models. *Journal of Management and Financial Sciences*, 31: 135-149.
31. Kristiansen S. (2004). Social networks and business success. *American Journal of Economics and Sociology*, 63, 1149–1171.
32. Lawrence J. E, Tar U. A. (2010). Barriers to e-commerce in developing countries. *Information". Society and Justice Journal*, 3(1):23-35.
33. Leitao A, Cunha P, Valente F, Marques P. (2013). Roadmap for business models definition in manufacturing companies. *Procedia Forty-Sixth CIRP Conference on Manufacturing Systems*, 7, 383-388
34. Lopez C., Jose E. (2020). Digital platforms and the demand for international tourism services (English). *Policy Research working paper; no. WPS 9147*. Washington, D.C. World Bank Group.
35. Lotfi H, Khorsand Golchin Sh. (2013). The Impact of Tourism on sustainable rural livelihood (Case Study: radkan village, kordi county). *The first national conference on tourism management, nature tourism, and geography, Hamedan*. [Persian]
36. Macpherson M. (2009). entrepreneurial learning: secret ingredients for business success. *T and D*, 63(7), 46-51-47.
37. Monavvarian A, Manian A, Movahedi M, Akbari M. (2014). Evaluation of influential factors on the development of e-commerce: the case of Tehran SMEs. *Journal of Information Technology Management*, 6, (1 - Serial Number 1), 145-160. [Persian]
38. Naderi N, yusefi Z, Rezaei B. (2016). Identify reduction and overcome strategies to barriers to the creation and launch of agricultural startups with a phenomenological approach. *Journal of Technology Development Management*, 4(3):127-150. [Persian]
39. Nikbeen H, Badizadeh A, Davari A, hosseininia GH. (2018). An effective business model in the field of electronics business using the repertory grid technique. *Journal of Technology Development Management*, 6(2): 137-159. [Persian]
40. Nir K. (2007). Barriers to e-commerce and competitive business models in developing countries: A case study. *Electronic Commerce Research and Applications*, 6, 443–452
41. Norouzi, H., Khomehchi, H., Narimani, F. (2022) Designing of electronic business model in Iran's information technology

- industry. *Sciences and Techniques of Information Management*. Articles in Press, Accepted Manuscript, Available Online from 21 September 2022. [Persian]
42. Oha Y, Jongkuk L, Namwoon K. (2018). The contingency value of the partner firm's customer assets in a business-to-business relationship. *Industrial Marketing Management*, 73,47-58.
 43. Olszak Celina M, Ziemba E. (2012). Critical success factors for implementing business intelligence systems in small and medium enterprises on the example of Upper Silesia, Poland. *Interdisciplinary Journal of Information*,7(2),129-150
 44. Partanen J, Chetty S, ajala A. (2011). Innovation types and network relationships. *Entrepreneurship Theory and Practice*, 38(5), 1042-2587.
 45. Rahimizadeh M, Sajadi S N, Goodarzi M, Jalali Farahani M. (2018). A 3-dimensional model of e-commerce Development Challenges in the Sport Industry in Iran, 6 (20),9-20. [Persian]
 46. Rashid M.A, Al-Qirim N.A. (2010). E-commerce technology adoption framework by New Zealand small to Medium Size Enterprises. *Res. Letts. Inf. Math*.
 47. Rezaeian A, Mikaeili F, Tajik M, Ahmadizad A. (2011). The relationship between generic strategies and e-business adoption levels in software producer SMEs. *Journal of Strategic Management Studies*,1(4- Serial Number 4),107-120. [Persian]
 48. Riliang Q. (2007). The role of market orientation in the business success of MNCs UK subsidiaries". *Management Decision*, 45(7), 1181
 49. Safdari R, Dargahi H, Eshraghian M, Barzekar H. (2011). Human factors affecting the application of information technology by TUMS middle managers in 2010. *Payavard*, 5 (1):24-31. [Persian]
 50. Sandvik I.L, Sandvik K. (2003). The impact of market orientation on product innovativeness and business performance, *International Journal of Research in Marketing*, 20, 355-376
 51. Soleimani A, zarafshani K. (2011). Factors Determining Adoption of Information Technology by Vocational Agricultural Teachers Using Technology Acceptance Model (TAM) in Kermanshah Province, 26 (4),885-902. [Persian]
 52. Solis H.B, Masanell R.C, Grifell E.T. (2014). Business model evaluation: quantifying wall marts sources of advantage". *Strategic Entrepreneurship Journal*, 9(1), 12-33
 53. Soroa-Koury S, Yang K. C. (2010). Factors affecting consumers' responses to mobile advertising from a social norm theoretical perspective. *Journal of Telematics and Informatics*, 27, 103-113.
 54. Swierczek F. W, Ha T. T. (2003). Entrepreneurial orientation, uncertainty avoidance, and firm performance: an analysis of Thai and Vietnamese SMEs. *International Journal of Entrepreneurship and Innovation*, 4(1), 46-58
 55. Teece D. (2010). Business model, business strategy, and innovation. *Long Range Planning*, 43 (2-3): 172-194.
 56. UK Office for National Statics. *Travel trends*. 2019 edition. Retrieved from <https://www.ons.gov.uk/peoplepopulationandcommunity/leisureandtourism/articles/traveltrends/2018>
 57. UNWTO (2019). *International Tourism Highlights*.
 58. Wirtz B, Pistoia A, Ullrich S, Gottel V. (2016). Business models: origin, development, and future research perspectives". *Long Range Planning*, 49(1), 36-54.
 59. Wirtz B, Pistoia A, Ullrich S, Gottel V. (2012). Business models: origin, development, and future research perspectives. *Long Range Planning*, 49(1), PP 36-54.
 60. Yavarigohar F, Hanafizadeh ,PHajiahmadi Farmahini, T. (2020). E-tourism business model. *Biannual Journal of Social Studies in Tourism* 8(15): 221-248. [Persian]
 61. Zhua Z, Jing Z, Zhao B, & Ashley A. (2020). The effects of e-business processes in supply chain operations: Process component and value creation mechanisms.

- International Journal of Information Management,50, 273-285.
62. Zinat Shariati Z, Aghajani H, Hosseini A. (2020).Factors affecting the e-business model in the tourism industry. Journal of Tourism Planning and Development,9(34), 27-41. [Persian]
 63. Zolghadr, M., Safaniya,.M, Farahani, A., Hemati,J. (2022). Presenting the model of economic barriers to the development of sports tourism in Iran with a combined approach. Journal of Tourism and Development,11(4), Serial Number 33: 99-109. [Persian]
 64. Zott C, Amit R, Massa L. (2011) The Business model: recent developments and future research". Journal of Management, 37 (4),1019–1042.