

Explaining the Factors Affecting the Implementation of Research and Development Strategies in Sports

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Abstract

Purpose: In the process of creating competitive advantages, formulation of research and development strategies plays a very important role. Therefore, the current research was conducted with the aim of explaining the effective factors on the implementation of research and development strategies in sports.

Method: According to its main purpose, this research is among applied researches, and qualitative method with exploratory approach and database method were used to collect its data. The validity of this research was examined and confirmed by the interviewees and then expert professors. Reliability was also obtained using the intra-subject agreement method of 0.91. SPSS software was used for inferential statistical tests and PLS software was used for confirmatory factor analysis and path analysis. By conducting in-depth and semi-structured interviews with 14 key strategic management experts who were selected using the snowball sampling method, 77 primary concepts were collected during the recoding process, and from them 10 major categories and 21 secondary concepts. extracted.

Results: In the central coding stage, the link between these categories under the headings of causal conditions including organizational readiness and organizational behavior; background conditions including organizational capital and recognition of changes; Intervening conditions including strategic thinking and structural factors; Strategies included technological research and support, and outcomes included financial function and organizational function.

Discussion: Based on the findings, it is concluded that the main task of research and development in sports is to provide the required knowledge with the least cost and the most benefit, and by improving the state of research and development, the level of service production increases and the costs decrease, therefore, to implement research and development strategies in Exercise should be fully focused on the identified factors.

Keyword: development, strategies, sports.

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Introduction

The existence of complex and rapid changes in the current era has led to the increasing efforts of organizations and companies to accept structural and functional changes. From the structural point of view, what plans and strategies should they take, and from the functional point of view, what factors and variables should they use to continue their existence in these changing conditions. Recent developments such as population pressures, momentary innovations, the complexity of decision-making, and the hardening of management processes have led to the importance of using competitive strategies becoming more apparent (Hosseini et al., 2019). Today, sports organizations are considered to be effective factors in the realization of economic, social, political and cultural development policies of the country, because the cornerstone of the development of these dimensions is the vitality of the society, the physical and mental health of human resources. Considering the importance of the health of different sections of the society in the all-round development of the country, it is necessary to be program-oriented, transparent and responsive of sports organizations. In the meantime, paying attention to strategic plans has a decisive and undeniable role in the realization of the goals and missions of sports organizations (Rezaei and Magargi, 2019). Therefore, it is necessary for sports organizations to implement their strategic plans through research and development in competitive environments and also to identify the strengths and weaknesses of the organization. Therefore, in order to achieve strategic business goals through research and development, sports organizations need a correct definition of research and development strategy. Appropriate selection of research and development projects according to the level of capability of the group organizations, determination of the execution method and expected results of the implementation of these

projects and the amount of expected costs for the implementation against the results of their implementation and also the achievement of the specified goals, all The tangible outputs are the research and development strategy (Nami Sighlan et al., 2019).

The environmental turbulence in recent years has forced organizations to make numerous and quick reactions, in this context, the formulation and design of fundamental and strategic controls depending on the environmental requirements, recognition of internal strengths and weaknesses in order to Flexibility and adaptability to environmental changes and appropriate response to competitors and increasing bargaining power against them seem to be necessary (Rezaei and Negairi, 2019). Based on the research results, the performance of organizations that deal with strategic management is better and higher than other organizations. Examining the performance of some sports organizations also indicates that organizations that used strong management based on strategic planning to fulfill their mission and achieve their goals have achieved success in various activities, including sports. Significant results were achieved (Moslem et al., 2018). Also, sports organizations are also affected by the current situation of the society, seeking to gain a competitive position in the national and international arena and increasing the contribution of the sports industry in the development of the economic, social, cultural and health indicators of the society; Therefore, in order to provide successful services and move towards professionalization, federations need to change their structures and apply a research and development strategy (Wynand and Anagnostopoulos, 2017). One of the most important strategies of research and development can be mentioned the implementation strategies of research and development. Implementation of research and development projects internally, joint collaborations or project outsourcing are solutions that have been discussed in different

sources. Examining the success of organizations in exploiting the overflow of research and development internally or buying it from foreign companies and the relationship between the two with the absorption capacity of organizations shows that organizations with the same absorption capacity in the conditions and environment More advanced economies are more successful in exploiting R&D spillovers (Al-Diri et al., 2018). Encouraging cooperation in internal research and development is used as an effective management strategy to promote innovation. The results of using this strategy include extensive cooperation among the organization's employees in various fields of research and development and the acquisition of collective knowledge to facilitate innovation in the organization (Zhang and Tang, 2017). One of the ways to improve research and development performance for organizations is cooperation with suppliers, replacement policies based on complementing shared capabilities with suppliers will be effective if technological capabilities are taken into account (Pihlajama et al., 2017). . Today, research and development strategies play an effective role in creating and developing knowledge and technology, improving processes and working methods, providing new opportunities for entrepreneurship, developing businesses and, as a result, improving the economic growth situation in organizations. (Village, 2012).

Therefore, one of the most important achievements of applying research and development strategy in organizations is improving business and realizing the organization's goals. Most researchers agree on the economic development caused by business and state their economic importance before anything else. Therefore, it is necessary to investigate the causes and factors of the success of existing businesses, and based on this information, choose a suitable path for business success (Azimzadeh et al., 2013). Today, one of the important priorities in economic planning in most advanced and developing countries is

establishing and supporting small and medium businesses; Because these businesses play a significant role in creating innovation, national production, creating employment and exporting (Hosseini et al., 2019). Sports as a social phenomenon has cultural importance in different societies. Most social science researchers believe that sports organizations can play an influential role in acquiring social capital and creating new businesses through various ethical, social and cultural dimensions (Bahrani and Alavipour, 2013). Today, organizations are on the path of fundamental transformation and the competition of the industrial age has turned into the competition of the information age. In this chaotic environment in which our organizations operate, one of the most important factors for their survival and progress is the use of appropriate strategies (Hamidi et al., 2017). In today's world, which is changing at a dizzying speed, organizations have to constantly monitor internal and external events so that they can adapt to the changes at the right time and as necessary, and with the help of programs In the long term, adjust their future strategies in a way that fits the future situations and conditions (Guderzi, 2013). One of the most important concerns of most organizations is the implementation of strategies that have been prepared according to the goals and prospects and with a lot of effort. Therefore, the most important strategy that organizations can use to achieve their goals is the research and development strategy. The proper use of this strategy can have a significant effect on increasing the productivity and effectiveness of organizations and put the organization on the path of growth and development.

Another important point is the relationship between the size and scope of organizations and the amount of investment in research and development. Sports organizations have the possibility of investing more in research and development by having different and diverse resources (Castlani et al., 2017). Internal efforts

have a positive effect on diversification in research and development collaborations, and the organization's efforts to create internal innovation have a positive effect on innovation performance (Gekipali et al., 2017). In order to compete and continue to survive in the conditions of global markets, organizations are forced to continuously innovate in products, processes and services. One of the most effective ways to achieve sustainable innovation is investment and implementation of research and development activities. Research and development activities in companies should be focused on the best opportunities, opportunities that create new business or transform the entire business of the company (Nomani Sighlan et al., 2019). Research and development activities play an effective role in creating and developing knowledge and technology, improving work processes and methods, providing new opportunities for entrepreneurship and business development, and consequently improving the state of economic growth in manufacturing enterprises (Garghi Esgoui et al., 2019). Therefore, the first step for business development in sports organizations is to know the factors affecting their success. Without success, the possibility of continuing these businesses will be minimized. On the other hand, the growth and development of small and medium businesses is inevitable in line with the activity of the economic cycle. Therefore, identifying effective indicators in the success of sports businesses is very important and influential for their growth and development in the context of society. At present, less research has been conducted on the success factors in small and medium businesses, especially in the field of sports. Meanwhile, sports has been introduced as one of the most suitable fields for creating employment and developing businesses related to sports and creating entrepreneurship in our country (Brarzadeh et al., 2018).

Therefore, due to the importance of sports organizations in the country and despite the

countless capacities of sports businesses in Iran, we should create the ground for the improvement and expansion of these businesses through appropriate strategies and extensive advertising. In general, all sports organizations, in the process of formation and moving towards the set goals, always face various obstacles, each of which has the potential to divert these organizations towards the paths Unpredicted and sometimes stopping it is active. Accepting this fact determines the necessity of a suitable strategy in order to achieve the goals of the organization. Therefore, this research tries to identify the effective factors on the implementation of research and development strategies in sports to provide the ground for the realization of development goals.

Advancement of organizational activities and measures in complex and completely competitive environmental conditions, moving towards becoming competitive and remaining competitive, ability to respond to environmental actions, adjusting the structure and trying to reform it collectively, among the salient features of the organization. are considered to be of the present age (Yasini et al., 2018). In recent years, there is discontinuity in many organizations and economic sectors of the world; In such a situation, it is very important to have a clear vision of the mission, the influencing external factors and the progress achieved on the way to the goals. In other words, in today's world, organizations should always monitor the environmental factors due to the high speed of changes, turbulent and unpredictable environments, and many competitive opportunities and threats, and by analyzing the surrounding environment, effective strategies, Identify and control the key and critical factors of success (Rezaei, 2017). On the other hand, sports organizations are not exempted from this rule and like other organizations, they operate in this dynamic, ambiguous and changing environment. Many thinkers of management science believe that one of the ways to link internal and external

organizational programs and systems in this turbulent environment today is to have appropriate strategies. Strategic management is a continuous and rotating process whose purpose is to maintain the appropriateness of the entire organization with its surrounding environment (Arabi and Chavoshi, 2010). Research and development is the most important factor of economic development and the key to the success of organizations, economic enterprises and countries in the arena of global competition in trade and economy. Economists believe that science and technology as an effective and powerful tool can play a key role in the development process. In today's world, countries that have a high level of science and technology are considered among developed countries; Therefore, many advanced products, methods, tools and technologies are due to the development and progress of these countries in the field of science and technology, and on the other hand, there are developing and backward countries, all of which are at a low level of science and technology. (et al., 2016). Organizations that have rapid transformations must continuously expand the designs and amount of services. Continuous changes in technology, the presence of competitors and the changing priorities of customers have made this expansion inevitable. In general, it has been determined that there is a positive and direct relationship between research and development and the organization's productivity in all sectors; But this positive relationship is much stronger in organizations with advanced technology than in organizations with low technology (Rikaval et al., 2011). Therefore, one of the important factors in the success of research and development in organizations is appropriate and timely investment in this category, and the role of this factor in shaping the strategies of this sector is very vital. Stability of results and investment in research and development is a topic of interest to researchers in research and development management. Although there are different

theories about the durability or flight of research and development results, investment results depend on various factors, including the intensity of research and development, the ratio of researchers to the total personnel, and the amount of sales (Kang et al., 2017). Considering the limitation of organizational resources, investment in research and development should be effective on the performance of organizations, investment in research and development has a double effect on increasing market share compared to investment in tangible assets and Also, there is a positive relationship between investment in research and development and income growth (Ryuki et al., 2017). In order to increase people's living standards, economic and social indicators must be improved, and this is only possible in the shadow of economic growth and development (Sharif Karimi et al., 2016).

Therefore, investing in research and development is one of the most essential elements in advancing knowledge, increasing productivity, and improving economic growth (Shahabadi and Heydari, 2019). The increase in competition and the motivation for survival has led many organizations to focus their activities on providing basic services and core capabilities, which requires investing in research and creating innovations. . In organizations, researches are conducted with the aim of supporting innovation, and research and development activities should create new business opportunities or transform the current business of the organization. Also, the intensification of competition has increased the support of organizations for research and development activities. Today, research and development has a direct impact on innovation, productivity, quality, standard of living, improving business conditions and other factors that are effective in increasing the competitiveness of organizations (Afshari et al., 2018). Therefore, sports organizations can influence the effectiveness and efficiency of the organization by using appropriate research and

development strategies. This can lead to business improvement in different parts of the organization. Today, the success of small and medium businesses has significant effects on the social, economic and cultural dimensions of each country (Rusta, 2014).

In today's active and complex business environment, unexpected events occur more often and cause disruptions on a large scale. These disturbances spread throughout the business and supply chain (Sadeghi et al., 2018). Therefore, competitive business environments make the owners and managers of this field face many challenges. Managers of these businesses must have the ability to compete and develop on the one hand, and on the other hand, avoid creating additional costs (Yu et al., 2018). Therefore, in Iran, with the increasing importance of business strategies in the last decade, organizations need frameworks and models to coordinate their business strategies with knowledge development (Jaafari, 2014). In this regard, one of the growing industries in our country, which has a high potential for development and can provide the basis for creating employment and developing businesses, is the sports industry and its related organizations.

In recent decades; With the globalization of sports, investors have shown great interest in the sports sector and sports entrepreneurship as a sports business. In addition, organizations and companies need to recognize new opportunities in the field of sports and take advantage of them for long-term profitability (Gholami, 2016). Therefore, the presence of sports businesses can both cause the development of sports and economy in the country and pave their way to enter the profitable global market (Sadighi, 2019). According to the mentioned contents, sports organizations have many employment opportunities in their hearts, which can be realized by using appropriate strategies.

Therefore, according to the mentioned materials and the review of previous studies,

sports organizations have been noticed as one of the influencing factors on the social, economic and even international fields in many countries of the world, and therefore they can create employment and expand sports businesses. to promote and encourage more people towards sports activities. Considering the rapid growth of changes in sports organizations, the competitiveness of sports, as well as having political, social and cultural dimensions, as well as its importance in society, the role of research and development strategies to improve the status of organizations and increase productivity They are very important in order to create suitable businesses. On the other hand, the country's sports is facing many challenges and problems to fulfill its responsibilities and achieve its goals, and to solve these problems and achieve these results, a suitable strategy should be prepared and formulated by senior managers. By making maximum use of the strengths and opportunities and solving the leading challenges and problems, it leads to more effective and efficient performance of responsibilities, further development of the principles and ideals of sports, and also to gain a better position in the international arena. that this can be effective in achieving sports development goals. Therefore, on the one hand, due to the lack of research in this field and on the other hand, due to the importance and role of research and development in society, it is very important and important to identify the obstacles and leading challenges and provide a suitable model for the expansion of sports businesses. Therefore, the main question of the research is raised as follows: What are the factors influencing the implementation of research and development strategies in sports?

Materials and Methods

According to its main purpose, this research is among applied researches, in order to collect its data, a qualitative method of a systematic and systematic exploratory study (data base coding)

was used in the field. In this research, the variables are first described through the data obtained from the interviews, and then their correlation and cause-effect relationship were investigated by measuring the relationships between these variables. Validity, by providing feedback to the interviewees and placing them in the research path so that it does not affect the way they answer, was done in order to increase the internal validity. In addition, after each interview, the pattern obtained up to that stage was presented and if the interviewee had any points regarding the pattern, it was discussed. Regarding the reliability of the research, considering that based on the data-foundation approach, the coding process is done after each interview, in order to ensure the correctness of the work, the coding results were presented to the interviewees. Also, after each interview, the model obtained up to that stage was presented to the people so that if they have any changes

or corrections in mind, they can submit them for review and implementation. The statistical population was made up of all experts, managers and specialists who had more than ten years of experience in research and development in sports. Sampling in the qualitative part was done by a theoretical and judgmental method. The estimation of the number of samples was based on the theoretical saturation of the extractive components of the research, which included 14 people. In data analysis based on basic conceptualization and quantitative part, descriptive and inferential statistics methods, confirmatory factor analysis, and path analysis were used using SPSS software, and PLS software was used for confirmatory factor analysis and path analysis.

Results

Table 1 shows the characteristics of the samples of the qualitative section.

Table 1: Qualitative Section Samples

| Sample | Gender | Education | Executive Factors | Academic Factors |
|--------|--------|-----------|-------------------|------------------|
| 1 | Male | Master's | * | |
| 2 | Male | PhD | | * |
| 3 | Male | PhD | | * |
| 4 | Male | PhD | | * |
| 5 | Female | PhD | | * |
| 6 | Male | Master's | * | |
| 7 | Male | PhD | * | |
| 8 | Male | PhD | | * |
| 9 | Male | PhD | | * |
| 10 | Male | Master's | * | |
| 11 | Male | PhD | | * |
| 12 | Male | PhD | * | |
| 13 | Male | PhD | * | |
| 14 | Female | PhD | * | |

In this research, 14 interviewees were selected as a research sample, 12 of whom were male

and 2 were female. There were also 3 master's degrees and 11 doctoral degrees. Also, 7 of them were executive officers of the Ministry of Sports and Youth and 7 were university faculty members.

The first step in building a grounded theory is

open coding, in this part, instead of presenting all the written pages of the interviews and focus groups, only the key points of the interviews are determined based on annotations on the interview texts. , Provided. Each of these key points is given a primary code, the primary coding method is as described in Table 2.

Table 2. Open coding

| | | |
|---|--|---|
| Creating a Platform for Organizational Change | Occurrence of a Crisis in the Existing Business Model | Introduction of New Technologies or Services to the Market |
| Change in Audience Needs, Wants, and Demands | Rapid and Increasing Changes in Technology and Knowledge | Diverse Actions of Similar Organizations and Competitors |
| Balancing Research, Stability, and Innovation | Equilibrium in Applying Research Findings | Fair Employment of Knowledge Workers in the Organization |
| Group Participation in the Organization | Creating Commitment and a Sense of Ownership | Commitment to Research for Organizational Success |
| Using Information Management Systems | Exploring the Behaviors of Other Organizations | Searching for Information in Virtual Networks |
| Access to Specialized Human Resources | Existence of Entrepreneurial Human Capital | Existence of Technical and Professional Skills |
| Access to Market Information | Organizational Knowledge Absorption Capacity | Level of Awareness of the Business Environment |
| Access to Equipment and Facilities | Access to Financial Resources | Access to Databases |
| Rapid Response to Unpredictable Changes | Ability to Survive and Thrive in a Changing Environment | Empowering Employees to Handle Organizational Crises |
| Ability to Identify Upcoming Opportunities in the Organization | Ability to Analyze Organizational Weaknesses and Threats | Knowledge of the Market and Mastery of Strategic Analysis Methods |
| Lack of Strong Expert Body in the Research Unit | Insufficient Familiarity of Researchers with Other Parts of the Organization | Delayed Return on Research Projects |
| Managers' Hastiness in Using Research Results | Lack of Sufficient Financial Incentives in Public Organizations | Interest in Teaching among Highly Educated Personnel |
| Having Multiple Jobs or Second Jobs | Inadequate Information on Research Activities | Insufficient Familiarity of Executive Units with Customer Needs |
| Managers' Lack of Need for Research and Investigation | insufficient Familiarity of the Expert Body with Research Matters | Difficulty in Evaluating the Effectiveness or Ineffectiveness of Research Results |
| Problem in Accessing Accurate Information within the Organization | Lack of Research Background on the Proposed Topics | Lack of Continuous Educational Programs for the Audience |
| Lack of Online Access to Research Information | Establishing Logical and Regular Connections between the Organization and Research Centers | Utilizing the Potential of Internal Forces in Research |

| | | |
|--|--|--|
| Enhancing Financial Motivation of Research and Development Staff | Involving New Forces in Outsourced Projects | Accurate Analysis of the Efficiency of Current Programs and Existing Personnel |
| Instilling a Research and Development Culture at All Organizational Levels | Promoting Team and Collective Spirit in the Research Unit | Focusing on Practical Training of New Forces |
| Facilitating Visits to Similar Organizations | Managers Relying on Participatory Management Style | Strengthening Long-Term Planning Perspective |
| Continuous Scientific Activity of Managers | Preventing Bureaucratic Influence on Researchers' Work | Increasing Individual Efficiency through Teamwork |
| Participation in Business Goal Setting through Research | Proper Allocation of Research Projects | Resolving Conflicts and Managing Communications |
| Providing Necessary Resources to Support Creative Efforts | Increasing the Knowledge and Research Culture of the Society | Improving Service Quality in the Organization |
| Producing New Knowledge to Optimize Processes | Quick Profitability, Rapid Performance Improvement | Meeting Human Needs and Creating Comfort and Welfare |
| Responding to Consumer Needs and Wants | Creating Comfort and Welfare for Employees and Audience | Improving the Efficiency of Human Resources in the Organization |
| Increasing Organizational Effectiveness Based on Research and Development Approach | Enhancing Self-Reliance of Organization's Employees | Strong Participation in Knowledge and Learning Flows |
| Increasing Competitive Force in Domestic and International Arenas | Improving the Culture of Facilitating and Accelerating Tasks | |

The results of the analysis of the conducted interviews showed that 77 codes were extracted, and the extracted codes are listed in the table above. In this process, categories are divided into subcategories and linking categories at the level of features and dimensions is on the agenda. This coding is

called axial because coding is based on a research category. In this stage, the researcher selects a category of the open coding stage and places it in the center of the process that is being investigated, and then relates other categories to it.

Table 3: Axial Coding

| | |
|------------------------|--|
| Environmental Changes | <ol style="list-style-type: none"> 1. Creating a platform for organizational change 2. Occurrence of a crisis in the existing business model 3. Introduction of new technologies or services to the market 4. Change in audience needs, wants, and demands 5. Rapid and increasing changes in technology and knowledge 6. Diverse actions of similar organizations and competitors |
| Organizational Balance | <ol style="list-style-type: none"> 7. Balancing research, stability, and innovation 8. Equilibrium in applying research findings |

| | |
|------------------------------|--|
| | 9. Fair employment of knowledge workers in the organization |
| Organizational Commitment | 10. Group participation in the organization 11. Creating commitment and a sense of ownership 12. Commitment to research for organizational success |
| Information Seeking Behavior | 13. Using information management systems 14. Exploring the behaviors of other organizations 15. Searching for information in virtual networks |
| Human Capital | 16. Access to specialized human resources 17. Existence of entrepreneurial human capital 18. Existence of technical and professional skills |
| Knowledge Capital | 19. Access to market information 20. Organizational knowledge absorption capacity 21. Level of awareness of the business environment |
| Hard capital | 22. Access to equipment and facilities 23. Access to financial resources 24. Access to databases |
| Organizational Agility | 25. Rapid response to unpredictable changes 26. Ability to survive and thrive in a changing environment 27. Empowering employees to handle organizational crises |
| Business Intelligence | 28. Ability to identify upcoming opportunities in the organization 29. Ability to analyze organizational weaknesses and threats 30. Knowledge of the market and mastery of strategic analysis methods |
| Research Acceptability | 31. Lack of strong expert body in the research unit 32. Insufficient familiarity of researchers with other parts of the organization 33. Delayed return on research projects 34. Managers' hastiness in using research results |
| Attraction and Retention | 35. Lack of sufficient financial incentives in public organizations 36. Interest in teaching among highly educated personnel 37. Having multiple jobs or second jobs |
| Organizational Structure | 38. Inadequate information on research activities 39. Insufficient familiarity of executive units with customer needs 40. Managers' lack of need for research and investigation 41. Insufficient familiarity of the expert body with research matters |

| | |
|---------------------------------|---|
| | 42. Difficulty in evaluating the effectiveness or ineffectiveness of research results |
| Information Dissemination | 43. Problem in accessing accurate information within the organization 44. Lack of research background on the proposed topics 45. Lack of continuous educational programs for the audience 46. Lack of online access to research information |
| R&D Strategy | 47. Establishing logical and regular connections between the organization and research centers 48. Utilizing the potential of internal forces in research 49. Enhancing financial motivation of research and development staff 50. Involving new forces in outsourced projects 51. Accurate analysis of the efficiency of current programs and existing personnel |
| Research Culture | 52. Instilling a research and development culture at all organizational levels 53. Promoting team and collective spirit in the research unit 54. Focusing on practical training of new forces 55. Facilitating visits to similar organizations |
| Managerial Support | 56. Managers relying on participatory management style 57. Strengthening long-term planning perspective 58. Continuous scientific activity of managers 59. Preventing bureaucratic influence on researchers' work |
| Employee Support | 60. Increasing individual efficiency through teamwork 61. Participation in business goal setting through research 62. Proper allocation of research projects 63. Resolving conflicts and managing communications 64. Providing necessary resources to support creative efforts |
| Production and Service Delivery | 65. Increasing the knowledge and research culture of the society 66. Improving service quality in the organization 67. Producing new knowledge to optimize processes 68. Quick profitability, rapid performance improvement |
| Needs Fulfillment | 69. Meeting human needs and creating comfort and welfare 70. Responding to consumer needs and wants 71. Creating comfort and welfare for employees and audience |
| Productivity Improvement | 72. Improving the efficiency of human resources in the organization 73. Increasing organizational effectiveness based on research and development approach |

| | |
|------------------|---|
| | 74. Enhancing self-reliance of organization's employees |
| Culture Building | 75. Strong participation in knowledge and learning flows 76. Increasing competitive force in domestic and international arenas 77. Improving the culture of facilitating and accelerating tasks |

The results obtained from the analysis of indicators consist of 21 subcategories and 77 qualitative interviews showed that the effective codes extracted from the interviews.

Table 4: Selective Coding

| | | |
|--------------------------|------------------------------|--|
| Organizational Readiness | Environmental Changes | 1. Creating a platform for organizational change 2. Occurrence of a crisis in the existing business model 3. Introduction of new technologies or services to the market 4. Change in audience needs, wants, and demands 5. Rapid and increasing changes in technology and knowledge 6. Diverse actions of similar organizations and competitors |
| | Organizational Balance | 7. Balancing research, stability, and innovation 8. Equilibrium in applying research findings 9. Fair employment of knowledge workers in the organization |
| Organizational Behavior | Organizational Commitment | 10. Group participation in the organization 11. Creating commitment and a sense of ownership 12. Commitment to research for organizational success |
| | Information Seeking Behavior | 13. Using information management systems 14. Exploring the behaviors of other organizations 15. Searching for information in virtual networks |
| Organizational Capital | Human Capital | 16. Access to specialized human resources 17. Existence of entrepreneurial human capital 18. Existence of technical and professional skills |
| | Knowledge Capital | 19. Access to market information 20. Organizational knowledge absorption capacity 21. Level of awareness of the business environment |
| | Hard Capital | 22. Access to equipment and facilities 23. Access to financial resources 24. Access to databases |
| Change Recognition | Organizational Agility | 25. Rapid response to unpredictable changes 26. Ability to survive and thrive in a changing environment |

| | | |
|------------------------|---------------------------|---|
| | | 27. Empowering employees to handle organizational crises |
| | Business Intelligence | 28. Ability to identify upcoming opportunities in the organization 29. Ability to analyze organizational weaknesses and threats 30. Knowledge of the market and mastery of strategic analysis methods |
| Strategic Thinking | Research Acceptability | 31. Lack of strong expert body in the research unit 32. Insufficient familiarity of researchers with other parts of the organization 33. Delayed return on research projects 34. Managers' hastiness in using research results |
| | Attraction and Retention | 35. Lack of sufficient financial incentives in public organizations 36. Interest in teaching among highly educated personnel 37. Having multiple jobs or second jobs |
| Structural | Organizational Structure | 38. Inadequate information on research activities 39. Insufficient familiarity of executive units with customer needs 40. Managers' lack of need for research and investigation 41. Insufficient familiarity of the expert body with research matters 42. Difficulty in evaluating the effectiveness or ineffectiveness of research results |
| | Information Dissemination | 43. Problem in accessing accurate information within the organization 44. Lack of research background on the proposed topics 45. Lack of continuous educational programs for the audience 46. Lack of online access to research information |
| Technological Research | R&D Strategy | 47. Establishing logical and regular connections between the organization and research centers 48. Utilizing the potential of internal forces in research 49. Enhancing financial motivation of research and development staff 50. Involving new forces in outsourced projects 51. Accurate analysis of the efficiency of current programs and existing personnel |
| Research Culture | | 52. Instilling a research and development culture at all organizational levels 53. Promoting team and collective spirit in the research unit 54. Focusing on practical training of new forces 55. Facilitating visits to similar organizations |
| Support | Managerial Support | 56. Managers relying on participatory management style 57. Strengthening long-term planning perspective 58. Continuous scientific activity of managers 59. Preventing bureaucratic influence on researchers' work |

| | | |
|----------------------------|---------------------------------|--|
| | Employee Support | 60. Increasing individual efficiency through teamwork 61. Participation in business goal setting through research 62. Proper allocation of research projects 63. Resolving conflicts and managing communications 64. Providing necessary resources to support creative efforts |
| Financial Performance | Production and Service Delivery | 65. Increasing the knowledge and research culture of the society 66. Improving service quality in the organization 67. Producing new knowledge to optimize processes 68. Quick profitability, rapid performance improvement |
| | Needs Fulfillment | 69. Meeting human needs and creating comfort and welfare 70. Responding to consumer needs and wants 70. Responding to consumer needs and wants 71. Creating comfort and welfare for employees and audience |
| Organizational Performance | Productivity Improvement | 72. Improving the efficiency of human resources in the organization 73. Increasing organizational effectiveness based on research and development approach 74. Enhancing self-reliance of organization’s employees |
| | Culture Building | 75. Strong participation in knowledge and learning flows 76. Increasing competitive force in domestic and international arenas 77. Improving the culture of facilitating and accelerating tasks |

The results obtained from the analysis of the qualitative interviews showed that the effective indicators consist of 10 major categories, 21 secondary concepts, and 77 codes extracted from the interviews. In the following, each of

the factors is presented in its own subset.

What are the causal conditions for the implementation of research and development strategies in sports?

Table 5: Causal Conditions for Implementing Research and Development Strategies in Sports

| | | |
|--------------------------|-----------------------|--|
| Organizational Readiness | Environmental Changes | 1. Creating a platform for organizational change 2. Occurrence of a crisis in the existing business model 3. Introduction of new technologies or services to the market 4. Change in audience needs, wants, and demands 5. Rapid and increasing changes in technology and knowledge 6. Diverse actions of similar organizations and competitors |
| Organizational Balance | | 7. Balancing research, stability, and innovation 8. Equilibrium in applying research findings |

| | | |
|-------------------------|------------------------------|--|
| | | 9. Fair employment of knowledge workers in the organization |
| Organizational Behavior | Organizational Commitment | 10. Group participation in the organization 11. Creating commitment and a sense of ownership 12. Commitment to research for organizational success |
| | Information Seeking Behavior | 13. Using information management systems 14. Exploring the behaviors of other organizations 15. Searching for information in virtual networks |

What are the background conditions for the strategies in sports? implementation of research and development

Table 6: Contextual Conditions for Implementing Research and Development Strategies in Sports

| | | |
|------------------------|------------------------|--|
| Organizational Capital | Human Capital | 1. Access to specialized human resources 2. Presence of entrepreneurial human capital 3. Presence of technical and professional skills |
| | Knowledge Capital | 4. Access to market information 5. Organization's capacity to absorb knowledge 6. Awareness of the business environment |
| | Physical Capital | 7. Access to equipment and facilities 8. Access to financial resources 9. Access to information banks |
| Recognizing Changes | Organizational Agility | 10. Quick response to unpredictable changes 11. Ability to survive and progress in a changing environment 12. Empowering employees to handle organizational crises |
| | Business Intelligence | 13. Ability to identify upcoming opportunities within the organization 14. Ability to analyze organizational weaknesses and threats 15. Market knowledge and mastery of strategic analysis methods |

Discussion

Based on research findings, causal conditions include organizational readiness and organizational behavior. Organizational readiness means environmental changes and organizational balance. This finding is with the results of Brarzadeh et al. (2018), Raquel et al., (2011). is aligned The environmental turbulence in recent years has forced organizations to react quickly and numerously, in this context, the formulation and design of

fundamental and strategic controls depending on the environmental requirements, recognition of internal strengths and weaknesses The purpose of flexibility and adaptability to environmental changes and appropriate response to competitors and increasing bargaining power against them seems to be necessary (Rezaei and Negairi, 2019). to a set of activities such as creating a platform for organizational change, the occurrence of a crisis in the existing business model, the entry

of new technologies or services into the market, changes in the needs, desires and demands of the audience, the creation of rapid and ever-increasing changes and transformations in technology and knowledge and the variety of actions of organizations. Similar to competitors, we can say organizational readiness that gives importance to research and development processes. Today, organizations are on the path of fundamental transformation and the competition of the industrial age has turned into the competition of the information age. In this chaotic environment in which our organizations operate, one of the most important factors for their survival and progress is the use of appropriate strategies (Hamidi et al., 2017). In today's world, which is changing at a dizzying speed, organizations have to constantly monitor internal and external events so that they can adapt to the changes at the right time and as necessary, and with the help of programs. In the long term, adjust their future strategies in a way that fits the future situations and conditions. (Guderzi, 2013).

One of the most important concerns of most organizations is the implementation of strategies that have been prepared according to the goals and prospects and with a lot of effort. Therefore, the most important strategy that organizations can use to achieve their goals is the research and development strategy. The proper use of this strategy can have a significant effect on increasing the productivity and effectiveness of organizations and put the organization on the path of growth and development. Another factor affecting organizational readiness is organizational balance, which refers to indicators such as creating a balance between research, stability and innovation, balance in applying the results of conducted research, and fair employment of knowledge workers in the organization. Therefore, it is possible to turn to strategic management to have a suitable organizational preparation. In general, strategic management helps organizations to achieve goals such as the

formation of strategic thinking in the organization, identifying the future direction of the organization and paying attention to its opportunities and situations, obtaining the necessary preparations for facing It helps organizations with a very variable and turbulent environment (Gudarzi, 2014). Also, organizational behavior can be one of the causal conditions affecting the research and development process, and this includes things such as organizational commitment and information-seeking behavior. This finding is in line with the results of Watanparast and Maleki (2018), Gholam Hosseinian Najjar (2018). The meaning of organizational commitment is group participation in the organization, creating commitment and a sense of ownership and commitment to research for organizational success. The evaluation of innovation strategies and research and development costs on the performance of information technology companies shows that innovation in these companies often depends on the introduction of new products to the market. Mechanisms for choosing appropriate innovation strategies and appropriate estimation of research and development projects have a positive effect on the performance of organizations (Babkin et al., 2017). The government's support policies for research and development are other effective factors in formulating the strategies of this sector. A comparative study of programs and support policies for research and development cooperation in Japan shows that the companies that participated in the project of the Ministry of Economy and Trade of Japan had a greater commitment to research and development cooperation. Our research shows that when commercialization is important for the government, this commitment should be seen in the design of company strategies (Okamaru, 2018). While information seeking behavior refers to processes such as using information management systems, exploring the behavior of other organizations, searching for information in virtual networks. New technologies

strengthen the movement of production factors and create more diversity in production. In addition, technology changes the relative cost of production and increases the relative advantage of companies and finally countries. The cost of research and development and innovation and new technologies allow economic enterprises to improve their production capacity, which also leads to capacity growth, cost reduction, quality improvement, and increased speed in product delivery. The outstanding feature of ideas and innovations is that they are not competitive. For example, with the acquisition of a new method, others can easily adopt it without the problem of prohibiting the early adopters. Therefore, such items are produced only once and can be reproduced easily (Rabiei, 2017). Organizations that have rapid transformations must continuously expand the designs and amount of services. Continuous changes in technology, the presence of competitors and the changing priorities of customers have made this expansion inevitable. In general, it has been determined that there is a positive and direct relationship between research and development and the organization's productivity in all sectors; But this positive relationship is much stronger in organizations with advanced technology than in organizations with low technology (Raquel et al., 2011).

Organizational capital and recognition of changes are two important categories as background conditions for research and development. This finding is consistent with the electrical results of Osgoi et al. (2019). Organizational capital includes the components of human capital, knowledge capital and hardware capital. Most social science researchers believe that sports organizations can play an influencing role in acquiring social capital and creating new businesses through various ethical, social and cultural dimensions (Bahrani and Alavipour, 2012). Considering the limitation of organizational resources, investment in research and development should

have an effect on the performance of organizations, investment in research and development has a double effect on increasing market share compared to investment in assets. It is evident and there is also a positive relationship between investment in research and development and income growth (Ryuki et al., 2017). In order to increase people's living standards, economic and social indicators must be improved, and this is only possible in the shadow of economic growth and development (Sharif Karimi et al., 2016). Another background condition was the recognition of changes. According to the findings, it means to recognize the changes, the agility of the organization and the intelligence of the business. This finding is consistent with the results of Afshari et al. (2018). Organizational agility means quick response to unpredictable changes, the ability to survive and progress in a changing environment, and empowering employees to deal with organizational crises. In today's world, which is changing at a dizzying speed, organizations have to constantly monitor internal and external events so that they can adapt to the changes at the right time and as necessary, and with the help of programs In the long term, adjust their future strategies in a way that fits the future situations and conditions (Guderzi, 2013). One of the most important concerns of most organizations is the implementation of strategies that have been prepared according to the goals and prospects and with a lot of effort. Therefore, the most important strategy that organizations can use to achieve their goals is the research and development strategy. The proper use of this strategy can have a significant effect on increasing the productivity and effectiveness of organizations and put the organization on the path of growth and development. Business intelligence also refers to the ability to identify upcoming opportunities in the organization, the ability to analyze organizational weaknesses and threats, market knowledge and mastery of strategic analysis methods. In recent decades;

With the globalization of sports, investors have shown great interest in the sports sector and sports entrepreneurship as a sports business. In addition, organizations and companies need to recognize new opportunities in the field of sports and take advantage of them for long-term profitability (Gholami, 2016). Therefore, the presence of sports businesses can cause the development of sports and economy in the country and pave their way to enter the profitable global market (Sadighi, 2019). According to the mentioned contents, sports organizations have many employment opportunities in their hearts, which can be realized by using appropriate strategies.

According to the findings, strategic thinking and structural factors are intervention factors that are effective on research and development. The meaning of strategic thinking is the acceptability of research and the attraction and retention of staff. In this way, when there is no strong body of expertise in the research unit and factors such as insufficient familiarity of researchers with other departments of the organization, late yield of research projects and managers' urgency to use the results of research happen, the research and development strategy will also face problems. Another problem is related to the lack of sufficient financial incentives in government organizations, interest in teaching in forces with a high level of education and having multiple jobs or having a second job. These factors are related to recruitment and retention. Also, the findings showed that structural factors can cause problems in the research and development strategy, which can be attributed to things like insufficient information about research activities, insufficient familiarity of executive units with the needs of customers, and lack of feeling the need for research and research by managers who are dependent on the structure. It is a related organization. Some of the problems are related to the lack of research history in the topics raised, the lack of providing continuous educational programs to the audience, and the

lack of online access to research information. According to the theoretical foundations, in order to provide successful services and move towards professionalization, federations need to change their structures and use research and development strategy (Vainand and Anagnostopoulos, 2017). One of the most important strategies of research and development can be mentioned the implementation strategies of research and development. Implementation of research and development projects internally, joint collaborations or project outsourcing are solutions that have been discussed in different sources. Examining the success of organizations in exploiting the overflow of research and development internally or buying it from foreign companies and the relationship between the two with the absorption capacity of organizations shows that organizations with the same absorption capacity in more advanced economic conditions and environment are more successful in exploiting research and development spillovers (Aldiri, 2018).

Technological research is one of the most important strategies for the development of the research and development system. Through the research and development strategy, it is possible to use the potential of the organization's internal forces in research matters by establishing logical and regular communication between the organization and the research centers, strengthening the financial motivation of the employees of the research and development units, and making new forces participate in the outsourced projects. , carried out a detailed analysis of the effectiveness of current programs and existing personnel in order to achieve the goals of technological research. The results of research conducted in the field of research and development strategies indicate the importance of these strategies in obtaining better technological performance of the organization and state that organizations that continuously focus on research and development strategies invest and pay more

attention to these strategies, they have better performance than organizations that pay attention to these strategies intermittently (Johansson and Loff, 2008) Capital for research and development projects has also been considered in many articles. The studies conducted to investigate the effect of government investment in research and development as a financial source on the performance of research and development at the level of organizations recommend that it is better for innovative managers of companies, especially knowledge-based companies, to attract These types of funds should try (Plank, 2018). Also, the results showed that culturalization of research is one of the effective strategies. Therefore, by spreading the culture of research and development at all organizational levels, governing the spirit of teamwork and collective work on the research unit, paying attention to the practical training of new forces and providing the opportunity to visit similar organizations, this can be achieved. One of the ways to improve research and development performance for organizations is cooperation with suppliers, replacement policies based on complementing shared capabilities with suppliers will be effective if technological capabilities are paid attention to (Pilagama et al. , 2017). Today, research and development strategies play an effective role in creating and developing knowledge and technology, improving processes and working methods, providing new opportunities for entrepreneurship, developing businesses and, as a result, improving the economic growth situation in organizations. (Right, 2015). Since research and development has become a major industrial and governmental activity throughout the advanced world and has become organizations that, in addition to responding to industrial and technological issues, also deal with the political, security and cultural issues of the society. It is communication. In fact, it is considered one of the tools of power, which means having control over industrial

development and then the economic development of the society. It can even be said that today the results of research and development are reported not only to the managers of factories and institutions, but also to state and security officials (Kim Viang, 2008). In the acquisition and use of knowledge for research and development, there are two main strategies, one is to limit the range of knowledge and the other is to diversify it. The results obtained from the researches show that generally controlling the scope of the flow of knowledge in specific fields. , has a greater effect on the sale of new products. Internal and external outsourcing of research and development will have different effects on the performance of innovation, and the number of these contracts is effective on the method of assignment and the results obtained (Khalilnejad and Daneshvar, 2017).

Another strategy is support. This finding is consistent with the results of Nomani Sighlan et al. (2019). In this section, it should be mentioned that the managers' reliance on the cooperative management style, strengthening the long-term planning attitude and the scientific activity of the managers can be a supportive role on the part of the manager. In addition to this, participation in business targeting through research, appropriate allocation of research projects, conflict resolution and communication management, and provision of necessary resources to support creative efforts can be effective in the role of supporting employees. Therefore, the goals of an industrial research and development system are defined at the national level, which are determined after examining technological needs and considering strategic goals, which can include defense, support, and expansion of existing business, or directing towards be a new business. Also, expansion and research of technological capabilities is one of the other goals of research and development.

One of the most important consequences is

related to financial performance. Increasing the knowledge and culture of research and development of the society, improving the quality of services in the organization, producing new knowledge in order to optimize processes and quickly yield profit from financial functions that lead to the production and provision of services. It is also formed according to the use of research and development strategy to meet the needs. In this way, through which it becomes possible to satisfy human needs and create well-being and comfort, respond to the needs and demands of consumers and create well-being and comfort for employees and audiences. Its other function is organizational function. In this way, research and development can create productivity. This is achieved through improving the efficiency of human resources, increasing organizational effectiveness, and improving the level of self-reliance. Another consequence is culture-building, which causes strong participation in knowledge and learning flows, increasing competitive power in domestic and foreign fields, and improving the culture of facilitating and speeding up work. The increase in the cost of research and development projects and the increase in the dependence of companies on technology in order to gain a competitive advantage are other reasons for the increasing attention of managers and researchers to a method to evaluate the effectiveness and efficiency of research and development projects as well as the performance of the research team. and development, on the other hand, the activities that lead to innovation for the company are among the most important and vital tasks of the organization to be in the circle of competition and profitability (Whitsunti and Rakela, 2016). Therefore, one of the most important achievements of using research and development strategy in organizations is improving business and realizing the organization's goals. Most of the researchers agree on the economic development caused by business and state its economic importance

before anything else. Therefore, it is necessary to investigate the causes and factors of the success of existing businesses, and based on this information, choose the right path for business success (Azimzadeh and Ehsani, 2015).

Conclusion

Finally, based on the findings, it is concluded that the main task of research and development in sports is to provide the required knowledge with the least cost and the most benefit, and by improving the state of research and development, the level of service production increases and the costs decrease, therefore, for the implementation of research and development strategies In sports, the identified factors should be fully focused.

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