

Economic Progress of Iranian Cycling Clubs: Role of Sports Sponsorship and Competitive Advantage

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Abstract

Purpose: The purpose of this research was to investigate the economic progress of Iranian cycling clubs: role of sports sponsorship and competitive advantage.

Method: The present research was applied in terms of purpose and Descriptive-analytical in terms of type. The statistical population of this study included all managers and officials of Cycling Federation and cycling clubs as well as professors of sports management who were aware of the subject of research (N=354). In this investigation, available sampling method was used to select the sample. Content and face validity were confirmed by eight sports management professors. The reliability of the questionnaire was confirmed through Cronbach's alpha coefficient. SPSS 25 and PLS version 4 software were used to test research hypotheses, as well as path analysis and structural equation modelling.

Results: The results of path analysis showed that the effect of financial support variable on economic development ($t=2.005$) and competitive advantage ($t=41.485$) was significant. Moreover, the effect of competitive advantage on the economic development of cycling clubs was significant ($t=3.002$). Besides, the effect of financial support variable on the economic development of cycling clubs was significant through the mediating variable of competitive advantage ($t=2.936$).

Conclusion: As a guide, this study can create a new insight about the stability and economic prosperity of the cycling club. Also, through the dimensions designed in the research model, it is possible to contribute to the knowledge of sports management in cycling clubs in order to develop their financial and economic resources.

Keywords: Cycling Club, Supporters Imagination, Development of Club Resources, Financial Management, Sustainable Advantage.

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Introduction

Economic development is a strategy meant to improve financial conditions in the sports industry and especially sports clubs. Over the past 30 years, sponsorship has steadily grown in popularity as a marketing tool. The main advantage of sports sponsorship is that more consumers become aware of the goods and services a company offers and are attracted to them through image transmission, as a result of which purchases and the value of the company are increased (Schönberner et al., 2020). In addition, due to the connection between sports sponsorship with the economy, sports sponsorship is considered a strategic marketing decision that requires strategic planning (Cornwell & Kwon, 2020). Because sports sponsorship includes strategic decisions, there is a growing need for managers to evaluate and justify their sports sponsorship costs both internally and externally (Schönberner et al., 2020).

On the other hand, the effectiveness of sports sponsorship communication and the success of sports sponsorship management are significantly influenced by a multifaceted construct called congruence. A higher perception of the congruence of an event sponsor creates a more positive attitude towards the sponsor's brand (Beek & Derom, 2022). In this regard, Thomas et al. (2022) addressed the congruence between sponsors and sports clubs as a factor influencing reactions to sponsorships, which is capable of gauging attitudes and consumption intentions. The favorable reaction towards a sponsor is a function of congruence between event and sponsor, sincerity of the sponsor and the attitude towards financial sponsor (Mcdougall et al., 2014).

However, it should be kept in mind that factories or manufacturing companies pursue specific reasons and goals for sports sponsorship of the sports sector or any other

sector, and if sports managers prepare the ground for their entry, the sports sector will grow significantly with the sports sponsorship of these companies (Seyed Bagheri & Sharifian, 2017). In fact, sports sports sponsorship has direct and indirect goals. The direct goal is to increase sales, while indirect objectives focus on increasing product sales by augmenting awareness, creating relationships with customers, and competing with other companies (Rahbari, khodayari, Honari & Amirtash, 2020). Normally, the most important goals of financial sponsors are to raise awareness of the corporate brand, success in global competition (Ruth and Simonin, 2003), increase in sales, targeting customers by paying attention to their interests and lifestyles (Bennett and Lagos, 2007). Nevertheless, Apostolopoulos and Papadmitriou (2009) believe that the goal of most companies is to increase sales and improve the image of the company and that brand recognition along with social participation are important for only half of the companies. Stotlar (2014) considers awareness, positive image and employees the most important goals of sports sponsorship for sports.

Therefore, to improve its position in the set of policy-making and decision-making institutions, the Cycling Federation needs financial resources to achieve its organizational goals. At this point in time, on the one hand, the federation is facing an increase in demand for service supply, the rise in international competition, and a decrease in government support, and on the other hand, it is encountering the requirement for foresight and strategic thinking to achieve long-term goals in the organization. At the same time, despite its growth in recent years, the cycling sport still does not have a favorable position at the global level and demands planning and attention, especially in the direction of growth and development and attracting stable financial sponsors throughout the country.

Review of research literature showed that different studies have been conducted with diverse results. In various investigations, the factors affecting the attraction of financial sponsors (Greenhalgh, Martin & Smith, 2021; Bagheri, Morsal & Fahiminejad, 2019), competitive advantage through sports sponsorship (Fahy et al., 2004), evaluation of sports sponsorship through competitive advantage (Jensen et al., 2016), transition in sports sponsorship for competitive advantage (Wang et al., 2022), the economic model of professional football club (Scelles & Andreff, 2017), designing the economic development model for the premier soccer league clubs (Zolfaghari et al., 2023) and "economic sustainability: a solution to the club's financial problems of football players" (Atghia and Nazarian, 2023) have been studied. Review and summary of theoretical and experimental studies shows that researchers' attention has focused on several axes of sports sponsorship related to sports clubs, examining economic sustainability issues in competitive sports as well as the function of sports sponsorship in competitive advantage. According to the review of previous studies, the existing research gap can be analyzed from several perspectives. First, the economic development research area and its dimensions have not yet been investigated and adapted in sports through sports sponsorship and competitive advantage. Second, the majority of scientific results are related to the study of developed and leading countries in sports, and significant experiences from developing countries (such as Iran) have not yet been documented by researchers. Considering the major function and existing study gap, the current research has focused on filling a part of this knowledge gap.

However, in general, the study of the presented foundations and background literature shows that the necessity of paying attention to sports for everyone has been emphasized at both national and international levels. In Iran, due to the status of the economy, the increase in

economic sanctions and the decrease of oil prices in world markets, the sports budget does not meet the needs of sports federations given the inflation in the society, and sports officials demand economic self-sufficiency of their sports federations. In such a situation, sports managers are expected to be able to attract necessary funds from potential sources and gradually reduce their dependence on the government. On the other hand, the sports in Iran has a complex structure. The environment governing Iran's sports, including the political, social, economic and legal setting, is highly complex and unpredictable with many gaps. Therefore, to solve the economic problems of sports, sportive organizations should stop relying solely on government resources and look for other sources of income and financing. Therefore, awareness of the effective strategies in the direction of economic development and the resources that provide financing in sports can be discussed and studied, especially in our country where there have been few systematic and sufficient investigations in this regard. On the other hand, the economic development of cycling clubs can lead to significant progress in the technical field in terms of championship and national sports. On the other hand, transactions of several tens of millions of dollars for the transfer of players, the presence of financial sponsors with large capitals, buying and selling of sports and non-sports equipment and goods with the logo of professional clubs, transactions of several hundred million dollars for advertising around the world, earning large amounts of money from televising rights, the inclusion of clubs in the stock market and many other things have played an important role in the development of income generation for cycling in many countries. Nevertheless, the dependence of Iranian cycling clubs on government's budget has turned them into expensive sets that cannot provide a positive financial balance sheet at the end of a sports year even with government aid. In addition, according to what was mentioned, it seems that

a platform has to be developed for continuous economic development of cycling clubs. Unlike the rest of the world, which consider sports, especially football, as an industry and take advantage of it to advance their economic goals, sports in Iran is still viewed as a hobby. In line with Iran's 20-year vision plan for achieving the top economic, scientific and technological position by emphasizing the software movement and science production, it appears that Iran's club ownership system can achieve the economic development of cycling clubs through the creation of scientific and industrial abilities and capabilities as well as creative thinking. Alternatively, no comprehensive and practical studies have been conducted in the field of economic development of Iranian cycling clubs, and it seems necessary to carry out regular scientific research in this field. According to the topics raised, it is inevitable for cycling clubs to seek economic development and use all their resources and potentials. Therefore, the purpose of this research is to answer the following question:

What is the effect of sports sponsorship and competitive advantage on the economic development of Iranian cycling clubs?

Materials and Methods

This descriptive-correlational research is applied in terms of purpose, in which a quantitative research method was used to test the research model. The statistical population of this research included all managers and officials of Cycling Federation, as well as clubs active in the field of cycling and expert professors with experience and scientific records. To determine the minimum statistical sample size in PLS-SEM, the 10-fold rule was used (Hair et al., 2014). According to this law (the sample size should be 10 times the number of hidden variables), due to the improved reliability of research because of the increase in sample size through available sampling, 354

people answered the questionnaire as the research sample. To collect research data, available sampling was used using an electronic questionnaire. Therefore, the research questionnaire was sent electronically to cycling club experts, members of the cycling federation, sports management and marketing professors.

To collect research data, Koronios et al.'s (2021) sports sponsorship questionnaire, Salimi and Nazarian's (2022) competitive advantage questionnaire, and Zulfaghari et al.'s (2023) economic development questionnaire were used, which include two main sections. The first part of the questionnaire involves questions related to demographic and psychological variables, including gender, age, level of education, and marital status. The second part of the questionnaire included the main research variables. Financial support questionnaire includes 5 dimensions of awareness of financial support (questions 1-2), beliefs about support (questions 3-4), attitude towards the sponsor (questions 5-7), image of the sponsor (questions 8-13), purity or honesty He was a supporter (questions 14-16). Also, the competitive advantage questionnaire includes 5 dimensions: obvious advantage (questions 17-20), stable advantage (questions 21-23), dynamic advantage (questions 24-26), homogeneous advantage (questions 27-29) and compound advantage (questions 30-33). Finally, the economic development questionnaire included 3 dimensions of transfer market development (questions 34-36), development of financial management (questions 37-40) and development of club resources (questions 41-44). All these questionnaires were in the form of a Likert scale and scoring scale from 1 to 7. To confirm face and content validity, the research questionnaire was sent to the professors of sports management and marketing, and eight experts in this field responded to the research team and provided their opinions on necessary

changes in the questionnaire.

Besides, the reliability of research construct was confirmed through Cronbach's alpha and composite reliability (Table 1). Descriptive statistics was employed to analyze demographic status using SPSS software (version 25). Due to the non-normal distribution of data, PLS-SEM and Smart PLS version 4 software were used to analyze and test the proposed hypotheses. The structural model test including path coefficients, significance of path coefficients

and explained variance of endogenous constructs (R^2), was employed. In addition, the path coefficient was estimated using bootstrapping in PLS software. Finally, T-Statistics test was used to test mediation hypotheses.

Results

The research findings are reported in two parts: descriptive and inferential. The demographic description of respondents is given in Table 1.

Table 1. Demographic characteristics of the sample

Variable	Type	N	Frequency percentage
Gender	Male	235	66.4
	Female	119	33.6
Total		354	100
Education	Associate of Science	40	11.3
	Bachelor's degree	176	49.7
	Master's Degree	115	32.5
	Doctor of Philosophy	23	6.5
Organizational position	Club manager	20	5.6
	Club advisor	175	49.4
	University professor	36	10.2
	Federation expert or cycling board	123	34.7
	SD		Mean
Age		7.11	39.33
Sports record		2.26	13.11

The results of confirmatory factor analysis showed that all the questions of research instrument have a suitable factor loading, so at

this stage, no question was removed from the questionnaire (Table 2).

Table 2. Evaluation of reliability, convergent validity and factor loading of the research instrument

Variables	Items	Factor loading	Composite reliability	Cronbach's alpha	AVE
Awareness of support	1	0.943	0.942	0.877	0.891
	2	0.945			
Belief in support	3	0.922	0.921	0.828	0.853
	4	0.926			
Attitude towards the sponsor	5	0.807	0.905	0.841	0.761
	6	0.925			
	7	0.881			
Sponsor image	8	0.876	0.944	0.929	0.738
	9	0.881			
	10	0.854			
	11	0.883			

	12	0.830			
	13	0.828			
The purity or sincerity of the sponsor	14	0.904	0.910	0.851	0.771
	15	0.875			
	16	0.853			
	17	0.824			
Obvious advantage	18	0.926	0.949	0.928	0.823
	19	0.950			
	20	0.924			
	21	0.931			
Dynamic advantage	22	0.930	0.934	0.895	0.826
	23	0.904			
	24	0.911			
Sustainable advantage	25	0.926	0.944	0.911	0.850
	26	0.890			
	27	0.895			
Congruent advantage	28	0.743	0.881	0.799	0.714
	29	0.888			
	30	0.899			
Compound advantage	31	0.894	0.932	0.903	0.774
	32	0.901			
	33	0.824			
	34	0.774			
Development of the transfer market	35	0.910	0.886	0.807	0.723
	36	0.861			
	37	0.864			
Development of financial management	38	0.867	0.922	0.887	0.747
	39	0.896			
	40	0.830			
	41	0.883			
Development of club resources	42	0.931	0.940	0.915	0.797
	43	0.917			
	44	0.837			

The acceptable value in the interpretation of results related to composite reliability index and Cronbach's alpha is considered to be >0.7 . As can be seen in Table 2, the reliability of the research tool is suitable. In the section related

to convergent validity of research variables, the extracted average variance index was also used. In the divergent validity evaluation section, divergent or differential validity was employed based on Fornell and Larcker matrix (Table 3).

Table 3. Divergent validity of research dimensions by Fornell and Larcker matrix method

Variables	Attitude towards the sponsor	Awareness of support	Belief in support	Compound advantage	Congruent advantage	Development of club resources	Development of financial	Development of the transfer market	Dynamic advantage	Obvious advantage	Sponsor image	Sustainable advantage	The purity or sincerity of the
1	0.872												
2	0.780	0.944											
3	0.827	0.806	0.924										
4	0.366	0.484	0.407	0.880									
5	0.663	0.637	0.642	0.284	0.845								
6	0.332	0.331	0.305	0.688	0.314	0.893							
7	0.405	0.385	0.360	0.761	0.325	0.826	0.865						
8	0.479	0.380	0.333	0.821	0.298	0.705	0.828	0.850					
9	0.603	0.605	0.588	0.283	0.823	0.315	0.299	0.265	0.909				
10	0.671	0.674	0.641	0.316	0.768	0.351	0.352	0.300	0.798	0.907			
11	0.853	0.772	0.787	0.336	0.738	0.402	0.453	0.363	0.707	0.807	0.859		
12	0.595	0.642	0.576	0.318	0.739	0.328	0.321	0.290	0.826	0.905	0.708	0.922	
13	0.732	0.728	0.674	0.346	0.779	0.459	0.422	0.361	0.755	0.855	0.864	0.793	0.878

The values in the main diagonal of each column must be greater than those below them and, if the desired variable is not in the first column, it must be greater than the values on the right. Therefore, in such a case, according to Table 3, we can claim that the fit of the model is ensured in terms of differential validity index. The structural model of the research has been evaluated using the criteria of determination coefficient (R^2), and significance coefficient (T-values) (Table 4). In this research, the R^2 of all research variables was >0.50 (Table 4). In this research, the PLSpredict method was used for out-of-sample prediction. Following Shmueli et al. (2019), PLS-SEM is considered as a causal-predictive

application. Basically, PLS aims to estimate the model parameters and evaluate the predictive power of the model, working on the concepts of separation of training and retention samples. With the symmetric nature of the prediction error of the available data, root mean square error (RMSE) and mean absolute error (MAE) were used. Table 6 shows that PLS-SEM for most indicators in PLS analysis. This is shown in the low RMSE and simple MAE values. In addition, the Q^2 values for the PLS model indicators performed better compared to the values generated for the LM model ($Q^2 > 0$). Therefore, the results indicate that the current research model has moderate predictive power to represent reality (Table 4).

Table 4. Structural model evaluation and its prediction

Dimension	R Square	Q^2 predict	RMSE	MAE
Attitude towards the sponsor	0.842	0.842	0.400	0.300
Awareness of support	0.761	0.760	0.493	0.363
Belief in support	0.766	0.765	0.488	0.380
Competitive Advantage	0.703	0.701	0.549	0.412
Compound advantage	0.222	0.159	0.923	0.751
Congruent advantage	0.758	0.587	0.647	0.506

Development of club resources	0.858	0.162	0.919	0.734
Development of financial management	0.920	0.200	0.899	0.720
Development of the transfer market	0.789	0.167	0.917	0.743
Dynamic advantage	0.824	0.524	0.693	0.537
Economic Development	0.241	0.205	0.895	0.691
Obvious advantage	0.884	0.665	0.581	0.455
Sponsor image	0.935	0.935	0.257	0.188
Sustainable advantage	0.872	0.539	0.683	0.530
The purity or sincerity of the sponsor	0.799	0.797	0.452	0.326

According to Hair et al. (2017), the Goodness of Fit (GOF) criterion is a good criterion for fitting the overall model (both parts of the measurement and structural model). Therefore, in this study, GOF criteria were used. In the GOF criterion, the values obtained by the GOF formula can be divided into three levels of the strong, medium, and weak, with three values of 0.1, 0.36, and 0.25. In the GOF equation, the index (communalities) is the common average

of each structure used to examine the fit of the model measurement section. R^2 is the mean value of R Squares of the endogenous structures of the model. Given that the GOF criterion is 0.809, the overall model fit is confirmed as "very strong" (Formula 1).

$$GOF = \sqrt{\text{communalities} \times R^2}$$

$$GOF = \sqrt{0.759 \times 0.745} = 0.809$$

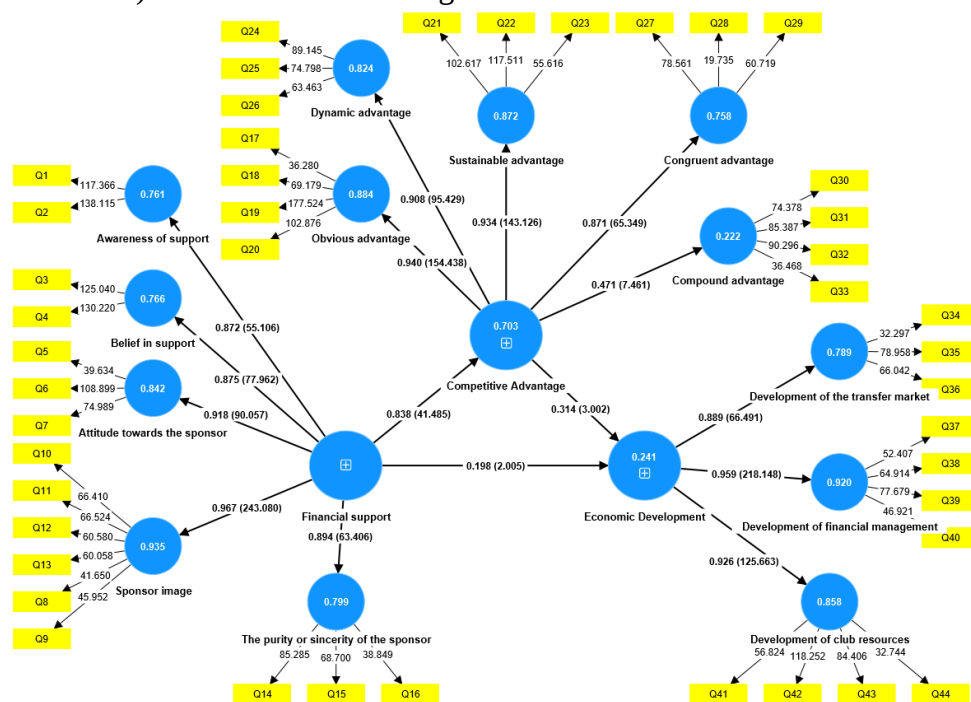


Figure 2. Structural model of research

Table 5. Examining the direct hypotheses of the research

Direct Hypotheses	Path coefficient	T Statistics	P Values	Discuss
Financial support-> Economic development	0.198	2.005	0.001	supported
Financial support-> Competitive advantage	0.838	41.485	0.001	supported
Competitive advantage -> Economic development	0.314	3.002	0.001	supported

According to the results of Table 5, it was found that the financial support variable directly has a positive and significant effect on economic development and competitive advantage, explaining 19 and 83% of their

changes, respectively. The results subsequently showed that the dimension of competitive advantage has a direct positive and significant effect on the economic development of cycling clubs and explains 31% of these variables.

Table 6. Indirect hypotheses

Indirect hypotheses	T Statistics	Path coefficient	Discuss	P Values
Financial support -> competitive advantage -> economic development	0.263	2.936	supported	0.001

The findings of mediating hypothesis table of research showed that the effect of financial support variable on the economic development of cycling clubs is positive and significant with the mediation of competitive advantage, and 26% of the overall effect of financial support variable on economic development of the cycling clubs is explained indirectly through the mediating variable of competitive advantage.

Discussion

The results of path analysis showed that the financial support variable directly has a positive and significant effect on economic development and explains 19% of its changes. This finding indicates that if the cycling clubs use a consistent financial support approach, they can witness the prosperity and economic development of their club, which was consistent with the research results of Radicchi (2014) and Fotiadis, Nuryyev, Achyldurdyeva & Spyridou (2019). In this context, it can be said that considering the fact that financial sponsors and sports organizations are developing new combinations of transactions to be introduced as different types of inter-company contracts. Regarding the nature of the relationship, empirical evidence suggests that joint partnerships are the dominant model compared to the more complex configuration of cooperative agreements. Sponsors and sports clubs work together to achieve common goals in the field of sports by sharing skills,

capabilities and resources. However, each partner receives specific feedback in terms of return on investment, brand image and visibility (Radicchi, 2014). On the other hand, cycling clubs need to interact with competition to gain strategic advantage and improve economic conditions and cooperation. Alternatively, the economic recession in Iran may cause challenges for these sports clubs, so these issues make them maintain the existing cooperation in order to achieve some kind of financial stability through financial support. According to the current findings, the development of support programs can diversify the economic structure of cycling clubs (Fotiadis et al., 2019), making them less vulnerable to changes in market conditions. As our study shows, financial support positively affects the economic development of cycling clubs. Therefore, it is recommended to the managers of cycling clubs to take advantage of robust financial sponsors who have a strong brand reputation for the economic development of their clubs, so that through a win-win relationship, the economic development of the club and return capital for the sponsor is guaranteed.

The results of path analysis revealed that the financial support variable directly has a positive and significant effect on competitive advantage and explains 83% of its changes. This finding indicates that financial support can be effective in creating a competitive advantage for cycling clubs. The present result was consistent with

the studies conducted by Jensen et al. (2016), Wang et al. (2022) and Jansen, Staffell, Kitzing, Quoilin, Wiggelinkhuizen, Bulder & Müsgens (2020). Based on this finding, it can be said that major financial sponsors of main sportive events such as Olympics as well as sports clubs differed in their intention to support their sponsorship contracts by using resources and capabilities. This difference can create various benefits and competitive power in cycling clubs. In this context, it can be argued that financial support is a resource that, if properly managed and leveraged, turns into a source of competitive advantage for cycling clubs and differentiates that club from its competitors (Fahy et al., 2004). Therefore, to maintain their competitive advantage, the officials of cycling clubs have adapted different sources of maintaining this advantage to the goals and perspectives of financial sponsors in order to preserve the competitive advantage of cycling clubs through theories based on resources.

The results showed that the dimension of competitive advantage has a direct positive and significant effect on the economic development of cycling clubs and explains 31% of these variables. This finding indicates that competitive advantage could be effective in the economic development of cycling clubs. The present finding was consistent with the studies conducted by Blakely and Ritchey (2001) and Andersson, Kusetogullari and Wernberg (2023). According to this result, it can be stated that if the competitive advantage of a sports club increases, it means that either the creation of its economic value has augmented, or the development of the economic value of its competitor (other sports clubs) has decreased. These changes, in turn, reflect relative variations in the cost structure or relative alterations in the fans' willingness to support financially and thereby lead to the economic development of the club. Therefore, according to the mentioned cases, it is suggested to the managers of cycling clubs that they should

make changes in financial structure of the club to ensure the economic development of cycling clubs by creating value for the club, so that they can practice better financial management in the club, which will ultimately lead to the economic development of cycling clubs.

The results showed that the effect of the financial support variable on the economic development of cycling clubs is positive and significant through the mediation of competitive advantage and that 26% of the overall effect of financial support variable on the economic development of cycling clubs is indirectly explained through the mediating variable of competitive advantage. This finding indicates that if cycling clubs can preserve their competitive advantage, we may observe the effect of their financial support and economic development. This result was consistent with the research results of Terrien, Dufau, Carin and Andreff (2023). In this context, it can be stated that competitive advantage plays a mediator role in the relationship between financial support and economic development of cycling clubs. Therefore, the mediating role of competitive advantage on economic development can highlight the interactions between financial sponsors and increase the competitive advantage of sports clubs. Therefore, it is suggested to the managers of cycling clubs that for economic development, they should consider matching between their financial sponsors and their club in order to create value and competitive power of the club, so that they can achieve economic development in this way.

This study suggests that recent progress in sport marketing, namely a resource-based perspective, is useful for increasing our understanding of sponsorship, competitive advantage and economic development of cycling clubs. This study provides a theoretical framework to explain the mediation of competitive advantage in the interaction between sponsorship and economic

development of sports clubs. It also contributes to the literature of financial support, competitive advantage and economic development by providing a conceptual extension. Moreover, this study adds a new insight into the economic growth and prosperity of cycling clubs to the sports marketing literature.

Conclusion

In the vital processes of contemporary global economy, financial support in sports demands an amazing variety of agreements and partnerships. Hence, it can be stated that the support process confirms the value of sport, which is a key element all over the world. This is not the only "resource" that must be leveraged by sports sponsors to achieve other non-sport-related goals (return on investment, brand reputation, increased brand equity, etc.). Today, sports clubs can be sold as brands and goods, which are also used by foreign economies.

In this study, the effect of financial support and competitive advantage on economic development of Iranian cycling clubs was investigated. A look at club management system of developed countries shows that these countries have a private club management system and that the share of public sector in their club management system is small. However, club management in Iran is a function of the public sector. Iran's state clubs have expanded so much that they are considered a problem for country's sports, and the issues related to current affairs of the team, the transfer market, brokerage activities without a legal framework, intrusion of non-sports political managers and the instability of management have distanced the clubs from their main goals. On the other hand, according to the theories of economics, investors or financial sponsors generally tend to invest in sectors where they are certain of the return of their investment and experience less risk than

the available options. As a result, the reluctance of the private sector to enter the field of sports due to structural problems of the clubs, their faulty system and economic hardships of the country (economic sanctions) have made it difficult to financially support cycling clubs. In this case, the monitoring and support aspects become more prominent, the clubs consider themselves separate from the government sector and regard their survival in maintaining and improving standards in the shadow of competition. In this way, the clubs become globalized and enter the international arena along with competitiveness and create a competitive advantage, which they recognize as an important feature of their professional survival.

Finally, it must be stated that the club ownership has a complicated system. The presented models help gain a better understanding of the whole system by simplifying the entire club system. According to the findings of the present research, it can be said that the financial and economic system of sports clubs can be analyzed, explained and interpreted in the form of the presented model. This model may not be able to fully explain the relationships between internal and external components of the club economy system, but it makes it easier to understand its basic mechanisms in terms of financial support. In general, according to the presented model, we can say that the economy of club ownership is a systemic approach and that it is necessary to examine the relationship between dimensions of this system (financial support and creating a competitive advantage) in clubs in order to accumulate the available strengths and capabilities and resolve weaknesses and challenges. The offered model shows that the economic development of cycling clubs is grounded and developed through the revision and modification of the executive policies of championship sports, especially the way of attracting financial sponsors, creating value and competitive advantage. Through

implementation of this system, the economic issues of the club are improved and become more complementary. Afterward, this wave of change will improve the economic-sports performance of cycling clubs, and the increase of financial capital and the effectiveness of club's financial management can lead to the economic development of cycling clubs.

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