

Implementing the blue ocean strategy in Iran's gymnastics clubs and designing a model

Abstract

Purpose: Considering the competitive atmosphere in the country's sports industry, in the current research, an attempt has been made to design a model for the implementation of the Blue Ocean strategy in Iran's gymnastics clubs.

Methods: In this research, a qualitative approach has been used based on the Grounded theory. The data collection tool was interviews with 10 elites who were selected based on purposeful sampling and snowball method. To form the theory, three stages of open, axial and selective coding were used. Using blue ocean strategy implementation tools such as strategy canvas, four action framework, etc., an action was taken to present the blue ocean strategy implementation model in gymnastics clubs.

Results: 179 The final concept was designed in the form of the Grounded theory conceptual model. a 5-step model for implementing the blue ocean strategy in gymnastics clubs was presented, and this model was combined with the conceptual model of the data theory of the foundation and the final model was obtained.

Conclusion: Causal conditions are the basis of the process of implementing the blue ocean strategy in gymnastics clubs. The background conditions are effective in providing preparations for the implementation of the strategy and recognizing the real position of the club. Intervention conditions are important in identifying the optimal condition of the club. In order to identify the right path of moving towards the blue ocean, the strategies of creation, increase, decrease and elimination were used and finally the implementation of the strategy resulted in the results of the research.

Keywords: Blue Ocean Strategy , gymnastics , Grounded Theory , implementation

Introduction

Today, in the world of industry and commerce, two completely distinct spaces have been formed; Blue oceans and red oceans. The red ocean defines all the industries that currently have a specific market and in which they are trying to outdo others in traditional markets in order to gain a greater share of the demand. In this area, the scope of the industry is pre-defined. In such an atmosphere, every business tries to eliminate the competitors from the field in some way and get a share of their demand. When the market environment is

disturbed, the amount of predictability of profitability and growth is reduced. It is in this situation that the product is transformed into a commodity, and overtaking among companies creates a red ocean. (Blue Ocean Strategy,2020). Also, with the increase of competitors within the scope of an industry, the possibility of growth and profitability for all the actors of that industry will decrease significantly.(shahmari ,2010). The blue ocean strategy, by creating unknown markets, invites organizations to leave the bloody ocean of competition to a space where competition is meaningless. Instead of dividing the current demand or existing value which is usually decreasing, this approach emphasizes on the creation and growth of demand and avoiding competition and not following the example of competitors and turning to value creation.(askariyan,2014). The logic of the new strategy is based on a fundamental protest that seeks to create value both for the customers of the products and services and for the company itself. By using these principles, tools and designed frameworks, innovation becomes a continuous and systematic activity that requires the participation of all employees.(saeidi,2011). The Blue Ocean is a systematic approach to the emergence of businesses in which competition tends to become meaningless in traditional markets, and the creation of a value-creating innovation and entry into new fields is the focus of attention.(Faezi Rad,2013). Kim and Mauborgne (2005) believe that there is a high potential in blue oceans for the growth and development of products and services, for this reason, using this strategy will help company managers to achieve their goals, the ability to create a new market and dominate have it . Blue ocean strategy uses two tools: 1-Strategy canvas: which is a framework for diagnosis and operations, which is used to build blue ocean strategies. Its purpose is to show the current state of the industry in the known market space. This display allows one to know where the competition is now and what are the factors on which the industry is currently competing. 2- The framework of four actions: in order to reconstruct the valuable elements desired by the buyer or applicant and draw a new value curve, This framework is introduced, which helps the company to achieve higher value with lower cost by using the four actions of reducing, increasing, creating and eliminating.(kim & Mauborgne, 2005).In today's era, with the emergence of new and innovative economies and industries in the field of society's economy and the need to access more profit and income from these industries, the experts and pioneers of this field have been motivated to come up with new plans and strategies for Introduce these industries. The sports industry is also one of these industries, which itself has multiple sub-branches. One of these sub-branches is related to clubs and club management, which has been able to open a special place for itself in recent years. But the lack of a specific marketing strategy in sports, which is on par with the strategies of other industries, has opened the field for the localization of strategies of other industries in sports or the creation and development of new strategies.With the development of new economic markets through sports and especially club ownership, the field for investors to enter this field has been provided to the extent that in some cases this need is saturated and there is practically no space for the development of this type of business. But we should not forget that there are always new solutions to create new markets.It seems that sports organizations, like non-sports organizations, are exposed to environmental and global changes and are dealing with their own special issues. Therefore, in order to survive and last in the field of global competition, they need a high-performance organization, and today there will be high-performance organizations that can use strategic strategic management. Meanwhile, many sports organizations have prepared the required strategy according to their mission and

by implementing it, they have achieved the set goal with minimal energy and resources. Therefore, considering that the future environment is a strategic environment and such an environment is volatile, uncertain, complex and ambiguous. It is necessary to use strategic thinking as a basic principle in order to adapt and respond in general. One of the basic and influential sports in the sports performance of athletes as well as the development of sustainable sports in advanced societies is gymnastics, which plays a unique role in the development of championship sports in countries. Based on this, it is necessary to have a strategic vision and attitude to create and develop the necessary platforms for doing this sport, to the extent that famous countries in the field of sports have made large investments in the development of spaces and sports halls for gymnastics. And In specific ways such as hosting competitions, producing gymnastic equipment and tools, producing educational and practical content, holding various seminars and conferences and camps, attracting athletes and students, etc., they strive to generate income and make material and spiritual investments. Now, considering the progress, development and public interest in gymnastics, as well as the existence of appropriate capacities, it is necessary to have a detailed understanding of the current situation and provide a scientific strategy to determine the strategy of gymnastics clubs. Due to the competition of the market, the customer gains more value. Challenges such as the intensification of competition, the continuous increase in customer expectations and subsequently their demand to improve the quality of products and services have caused clubs to no longer be able to meet their demands. And it will lead to the risk of losing dissatisfied customers to competitors, as well as the final reduction of profits and bankruptcy of clubs. As mentioned, there is a fierce competition between sports clubs. This competition between clubs that provide common services and have common customers is extremely serious and high. Meanwhile, the challenge of gymnastics clubs is both internal competition (among gymnastics clubs) and external competition (competition with the size of sports clubs). As a result, competition in this field needs new methods and strategies that can respond to the competitive environment inside and outside the club while distinguishing from other competitors. Applying the blue ocean strategy can be a new method for the survival, development and successful promotion of gymnastics clubs. Of course, the main challenge facing the managers of these sports clubs is how to implement and localize this strategy in the existing clubs. This article tries to provide a model for implementing the blue ocean strategy in gymnastics clubs.

Materials and methods

According to the types of qualitative researches, the present research is divided into basic researches. In view of the fact that there are few sources and background information about the subject of this research in the country, the Grounded theory method, which is based on interviews, is used. **The community of participants** of this research consists of experts in the field of gymnastics who are the founders or managers of sports clubs as much as possible. In this research, 10 interviews were arranged out of a total of 15 interviewees who were selected and prioritized by snowball method, and the interviews continued until the saturation of research data for pattern design, so that new data, They did not produce new added value. In the present research, by taking the opinion of the participants about the value of the findings and interpretations and judging the results, interpretations and findings of the research in a group consisting of the participants in the research and also by using an external reviewer, it caused validation for the research. The

validation of the external reviewer was based on the correspondence of the resulting codes with the interviews conducted with the interviewees, which showed that all opinions were based on the writing, research method and modification of some codings. Also, for further validation, the within-subject agreement method was used by two coders in the continuation of the work. For this purpose, one of the doctoral students of sports management was asked to participate as a research partner. The necessary training and methods for coding were transferred to the research associate. In each of the interviews, the codes that were similar in the opinion of two people were marked as "agreement" and the codes that were not similar were marked as "disagreement". The percentage of agreement within the subject, which is used as the reliability index of the analysis, is calculated using the following relationship.

$$\text{A subject within the agreement of the percentage} = \frac{2 \times \text{Number of agreements}}{\text{Total number of codes}} * 100$$

If this index is more than 0.6, coding has sufficient reliability. For this purpose, three interviews were selected and the results of coding were reported in the table (Holsti, 1969).

Table 1. Percentage of intra-subject agreement

The title of the interview	Encoder 1	Encoder 2	Disagreement	Agreement number	Reliability
First interview	32	28	9	23	0.76
Second interview	37	42	11	31	0.78
The third interview	39	35	14	25	0.67
Total	213		34	79	0.74

Results

In this research, the data obtained from in-depth interviews with experts and elites, in three stages of open coding, axial coding and selective coding, the analysis and implementation model of the blue ocean strategy in the gymnastics club are presented. Based on the paradigmatic approach, 179 final concepts were extracted from a total of 313 open codes.

These findings are designed in the form of a conceptual model of Grounded theory consisting of the core category, causal conditions, , background conditions, intervening conditions, strategies and consequences. Also, a 5-step model for implementing the blue ocean strategy in gymnastics clubs has been presented, and for each step, the necessary tools to achieve the goals of each step have been specified and explained. Finally, this 5-step model was combined with the conceptual model of the foundation data theory and the final model was obtained.

Table 2. axial coding

category (axial coding)	concept (open coding)
Gymnastics	Basic sport , Rules of gymnastics , Gymnastics culture , Lack of knowledge , Sports alphabet , Basic age , Olympic sport , Interested in gymnastics
The effects of gymnastics	Development of movement patterns , Development of spiritual education , physical fitness , Sports champion , flexibility
Club management	Knowing the real status of the club , Competition , Consciousness
Club capital	Material capital , human resources , Social capital
Competition	Holding competitions
Management skills	Management , setting a goal , Organizing , planning , decision
Strategy	Aligning thoughts with goals , Recognizing goals , Strategic thinking , strategic Management , Fulfillment of goals and visions , Effective leadership
Human resources	Specialization , Long term training , talent search
Interactions and communications	Communication with other clubs , Communication with sports-related institutions , Communication with others , Communication between coach and athlete
Financial plan	investment
Sports venue	Specialty club , Suitable educational environment , Availability , V.I.P Parking , city Place
Equipment	The presence of equipment , New equipment , safety , Standard , Technology , Suited to the needs of the athlete
Register	Recruitment and registration , Audience attraction ,
Education	Training programs for athletes , New training , Teaching gymnastics , Coaches training , Training update , Education of families
human resources	Employee , Manager, founder , Expert trainer , Experienced coach , referee , Sports expert
Individual characteristics and skills of managers and trainers	Feedback , Supervision , selection , Education and training , risk taking , Knowledge , public relations , decision maker , Authority , Experience , responsibility , Validity , incentive , effective
Limitations	The effect of spatial constraints , The impact of the lack of specialized sports clubs , Monopoly effect , The impact of standard equipment and facilities , Fund
Related institutions and organizations	The impact of sports institutions and organizations , The impact of organizations' support , The influence of sports boards
Environmental management	The influence of competitors , The influence of families , The influence of officials , The effect of advertising , The influence of the sponsor , Media influence
environmental changes	The impact of economic changes , The impact of social change , The impact of cultural changes , Impact of health changes
Laws and regulations	Impact of legal problems , The effect of protective laws , The effect of executive letters
Emphasis on human resources	Individual ethics , Camp for coaches , The influence of teachers' creativity
performance evaluation	The effect of fair performance evaluation
The culture of doing work	The impact of people's participation

Club financial system	The impact of the cost of purchasing equipment , The impact of tuition pricing , The impact of the cost of renting a place , The impact of energy costs , Salary impact , The impact of equipment repair and maintenance costs
Learning environment	Cleanliness and hygiene of the environment , coloring , Refreshing the environment of the club , Standard bathroom , Mirrors , lighting , Coaches and athletes locker room
Individual characteristics	Gender , Age , Level of Education , Physical abilities , height , Weight
prioritize	The effect of prioritizing coaches and athletes
Honouring	The effect of valuation , The effect of meritocracy
creation	New educational methods , Sports products related to gymnastics , Content production , New thinking , Special training classes , Volunteer groups , Criticism and suggestion system , Room for families , Special buffet , Talent center , New branch , New products , Creating a separate dressing room for coaches and athletes
Increase	Overtime hours , Attention to the needs of the audience and athletes , Tuition , Educational quality , Holding competitions , Motivation and sense of competition , Advertising , Coaches meetings , Efficiency , Sports camps , connections
Decrease	Cost , Human resource costs , Inefficient activities , Sports available in the club
Elimination	Non-profit activities , Traditional management , Gymnastics branches that have lower priority , Low productivity times , Inefficient human resources , Used equipment , Competitors , Part of the athletes
Improve performance	Development of gymnastics , Improve management performance , Development of championship sports , Hero breeding
Effective improvement of activity	Profitability , income generation
Realizing the goals of implementing the blue ocean strategy in the club	Identifying the needs of athletes , branding , becoming unique

Selective coding:

The purpose of selective coding was to analyze the placement of identified categories in the paradigm model, so that it helped the researcher in the direction of how to place the categories. Based on this, the categories are divided into six sets, the core category, causal conditions, background conditions, intervention conditions, strategies and consequences. Based on the paradigm model of foundation data theory, a conceptual model is presented.

Conceptual Model:

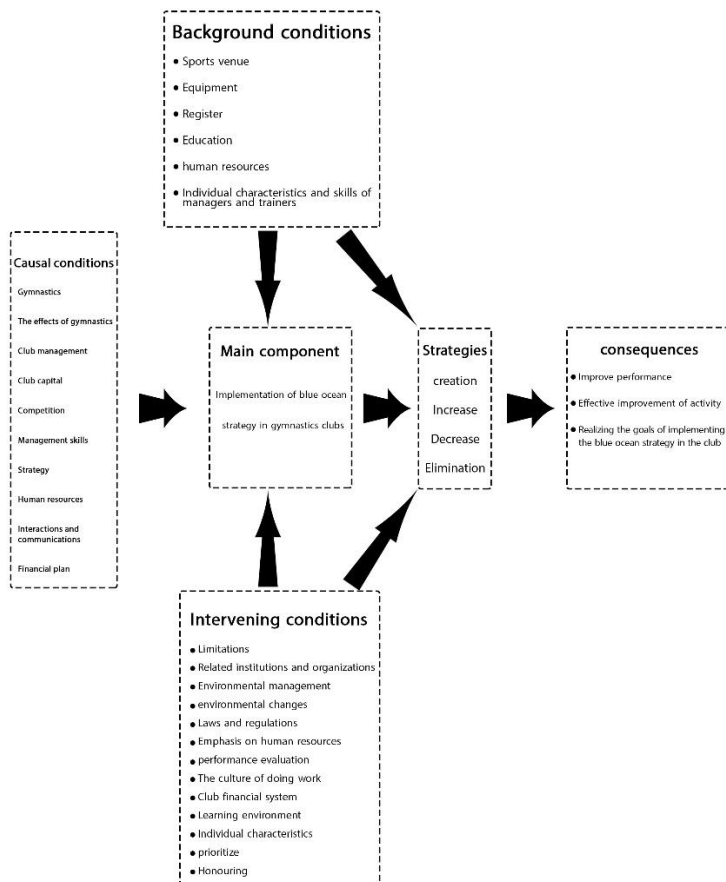


Figure 1. Conceptual Model of Implementation of blue ocean strategy in gymnastics clubs

Implementation of the blue ocean strategy:

The implementation of the blue ocean strategy is based on the principle of using value innovation for its strategy instead of modeling the competition. Value innovation involves the creation of a new value curve for the club, based on fundamental changes in service characteristics, which are anticipated to open up a new and uncompetitive market space(Drucker , 1985).

Presentation of the Blue Ocean strategy implementation model in gymnastics clubs:

According to the results obtained from the present research, the 5-step process of implementing the blue ocean strategy in gymnastics clubs is suggested:

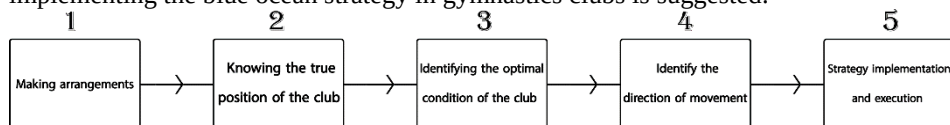


Figure 2. Blue ocean strategy implementation model in gymnastics clubs

Presenting the implementation model of blue ocean strategy in gymnastics clubs using Grounded theory:

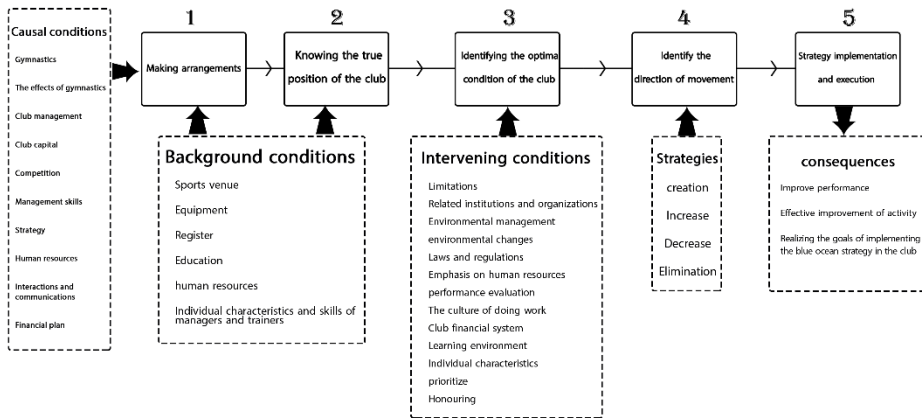


Figure 3. Blue ocean strategy implementation model in gymnastics clubs using Grounded theory
Discussion

In the present research, an attempt has been made to provide a correct model of how to implement the blue ocean strategy in gymnastics sports clubs, to provide a strategic tool to the managers and founders of these clubs. Accordingly, using Strauss and Corbin's Grounded theory, data was collected through interviews and coded in three stages. and finally led to the creation of a conceptual model. The central category is to achieve a model for the implementation of the blue ocean strategy in gymnastics clubs, which is affected by the identification of causes, background conditions, and intervention conditions, and by using 4 strategies of creation, increase, decrease and elimination, it can lead to consequences such as improving the effectiveness of activities and also realizing the goals of implementing the blue ocean strategy in the club. The causal conditions affecting the central category in this research are: gymnastics, the effects of gymnastics, club management, club funds, competition, management skills, strategy, human resources, interactions and communications, and financial plan. Knowing the sport of gymnastics, the role and effects of this sport in the physical and mental education of athletes is one of the conditions affecting the central category. Management skills that include goal setting, planning, organization and decision-making are also affected by causal conditions. Akbari Emami (2014) listed the factor of management skills as an effective factor in the implementation of strategies. Regina(2018) show that the employees' competences, facilities, core services and complementary services are the key factors in the strategy of fitness clubs. The background conditions in this research are: sports venue, equipment, recruitment, training, human resources and personal characteristics and skills of managers and coaches. The suitability of the physical and equipment conditions of gymnastics clubs has a direct impact on the implementation of the Blue Ocean strategy and can be effective in obtaining the necessary strategies. Pir Ali (2017) have stated management skills and organizational culture and technology as background factors in strategy implementation. In this research, intervention conditions are divided into two main categories outside the club (restrictions, institutions and related institutions,

environmental management, environmental changes, laws and regulations) and factors inside the club (emphasis on human power, performance evaluation, work culture, club financial system, educational environment, individual characteristics, prioritization and appreciation). Pir Ali (2017) considers demographic changes, technological changes, market changes, and also the laws of Dulat as influential and interfering factors in the activities of organizations. In this research, four strategies of creation, increase, decrease and elimination have been used based on the blue ocean strategy. Creation strategies include: new educational methods, sports goods related to gymnastics, content production, new thinking, special training classes, volunteer groups, criticism and suggestion system, special room for families, special buffet, talent search center, new branch, New products, creating a separate dressing room for coaches and athletes. Alizadeh (2013) concluded the strategy of different products in her research. Strategies to increase are: extra hours, attention to the needs of the audience and athletes, tuition, educational quality, holding competitions, motivation and sense of competition, advertising, coaches' meetings, productivity, sports camps, communication. Setayesh and Amin (2014) have mentioned two strategies to increase communication with the outside environment and work interaction. Cost reduction strategies include: inefficient activities, human resources costs, costs and sports disciplines in the club. In this regard, Alizadeh (2013) has mentioned two strategies to reduce labor costs and inefficient activities. Also, Setayesh and Amin (2014) concluded the strategy of reducing side costs. The strategies for eliminating waste are: unprofitable activities, traditional management, gymnastics branches that have a lower priority, low productivity times, inefficient manpower, used equipment, competitors, part of the athletes. The results of the research in three main categories: improving performance (developing gymnastics, improving management performance, developing championship sports, breeding champions), improving the effectiveness of activities (profitability and income generation) and realizing the goals of implementing the Blue Ocean strategy in the club (identifying needs Athletes, branding, becoming unique, modeling, talent cultivation, sustainable sports, creating value and credibility for the club) are divided. In the implementation of the blue ocean strategy, there are tools related to the formulation and creation of the blue ocean strategy, which have been used in each stage of the presented model, according to the process. In the first step, which is to prepare the preparations for the implementation of the blue ocean strategy in gymnastics clubs, a map of the current and future status of the club is drawn using the "pioneer-migrator-settler map" tool. settler in the current research include ordinary clubs with limited facilities and equipment. migrator refers to clubs that provide above-average services. Pioneers are clubs that offer unprecedented value. An example for pioneering clubs is the gymnastics houses of every city, which are managed by the opinion of sports boards.

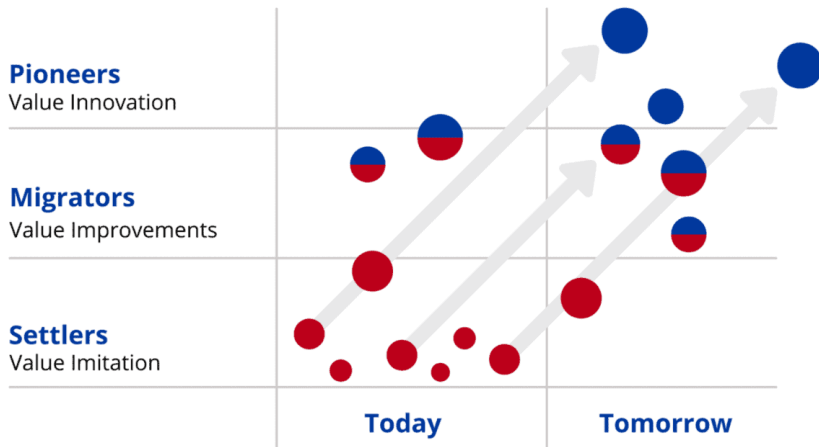


Figure 4. pioneer-migrator-settler map

According to the pattern in Figure 4, the services and features of gymnastics clubs are marked with circles. The amount of influence of each of these features is directly related to the size of the drawn circles. That is, if, for example, the circle for facilities and equipment in clubs that are in the status of residents is smaller than the circle that is considered for pioneer clubs. The red color in this pattern indicates that this service is located in the blue ocean, and gradually as we move towards the pioneer club, these circles change color to blue. In the current research, these characteristics are listed in 4 categories with the titles: location conditions, financial and equipment conditions, human resources conditions and management conditions, which are known as background conditions in the conceptual model of the foundation's data theory. The second stage of the process of implementing the blue ocean strategy in gymnastics clubs is to know the status of the existing clubs and also to know the real position of our own gymnastics club. The "strategy canvas" is a tool to understand the current situation of the club. The horizontal axis on the strategy canvas considers the range of factors in which a sports club competes, and the vertical axis shows the level of offer that athletes and audiences receive across all of these key competitive factors. According to the current research, the factors that a sports club can compete in are given in 6 main categories in the background conditions of the foundation's theory: 1- Recruitment and registration 2- Human resources (coach, referee, etc.) 3 - Management 4 - Training 5 - Equipment and facilities 6 - Space and location of the club.

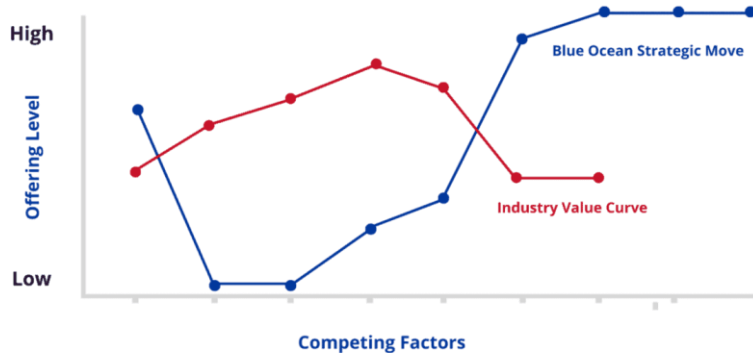


Figure 5. Strategy Canvas

The third step is to identify the favorable condition of the club, which is achieved by using the "Buyer Utility Map" tool. At this stage, by using the data obtained from the intervention conditions of the data theory of the foundation, one should seek to overcome the limitations. By placing a new offer in one of the spaces of the buyer's barrier map, club managers can clearly see if the new idea is a different functional offer or not. The localized example of this map for the gymnastics club is given in Table 3. The products of a sports club can be a variety of sports services that it provides to the athletes under its coverage. With the same principle, the sub-branches of gymnastics can be mentioned as the products of this sport in the club. In table number 3, a sample of the buyer's benefit map for the artistic gymnastics branch is drawn. According to the table, it is clear that planning based on tuition fees, holding competitions and preventing sports injuries are in line with the Red Ocean strategy. The proper location of a club, providing extracurricular programs and using new tools and training in gymnastics training are new spaces for gymnastics clubs. As said, this map can be drawn for all the services and products that a gymnastics club can provide. The next step in this stage is a detailed understanding of who are the non-customers of gymnastics clubs and why these people avoid registering and participating in the club's activities. Based on the blue ocean strategy, 3 non-customer groups are defined for gymnastics clubs. The first group of non-customers in gymnastics clubs are people who register in gymnastics clubs, but due to the conditions, they are unable to continue and work in this field, and they withdraw from continuing to work in the field of gymnastics at the first opportunity. According to the findings of the current research and according to the intervening conditions, the influence of factors inside the club on the behavior of this group of non-customers is greater. Issues such as the impact of the space and educational environment, the impact of the financial system of the club, the impact of the club's human resources, the culture of doing work, the individual characteristics of people, the priorities of the club, the evaluation of people's performance and respect can be the factors that influence the non-continuation of the activities of athletes in Gymnastic sports clubs.

The Six Stages of Buyer Experience Cycle

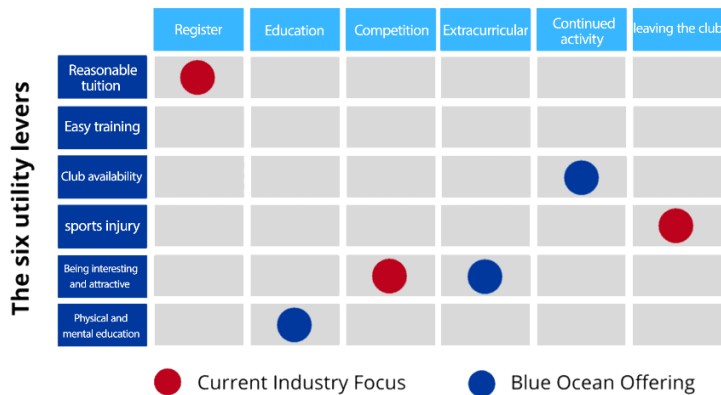


Table 3. " Buyer Utility Map"

The second group of non-customers in gymnastics clubs are people who refuse to register and participate in the training activities of gymnastics clubs due to their knowledge of the sport of gymnastics or lack of sufficient knowledge of this field. According to the research findings, the influence of factors outside the club, such as the effects of environmental management, such as the influence of families, advertising, etc., as well as the influence of factors inside the club, such as individual characteristics, can be effective in the formation of this group of non-customers. The third group of non-customers in gymnastics clubs are people who have no knowledge about gymnastics and are not willing to register in gymnastics. These people include people who do not consider themselves intellectually, physically, or age and gender-wise among the people who can register in gymnastics clubs. Examples of non-customers include people with physical problems such as the disabled, people over 40 years old, people who are extremely obese or very thin, people who need corrective and therapeutic movements, etc. The fourth step is to identify the direction of movement. In the fourth step, the path that leads the club from the current situation to the blue ocean is tried to be identified and selected. To help with this step, the Blue Ocean Strategy proposes a "Four Action Framework". This framework helps the club manager to focus on what they can: eliminate, reduce, increase or create. In the current research, the strategies obtained in the data theory model of the foundation and using the framework of four actions, have been used to design the matrix of increase, creation, reduction and elimination, according to Table 4. Moshkelgosha (2020) in an article titled "Blue Ocean Strategy Formation Model in Sports Clubs" advises sports club managers to change the main strategies to use the four blue ocean strategies for clubs by

using	agile	organizational	structure.
ELIMINATE		RAISE	
Elimination of unprofitable activities, elimination of traditional management, elimination of gymnastics branches that have a lower priority, elimination of low productivity times, elimination of inefficient human resources, elimination of used equipment, elimination of competitors, elimination of a part of athletes		Extracurricular hours, paying attention to the needs of the audience and athletes, tuition, educational quality, holding competitions, motivation and sense of competition, advertising, coaches' meetings, productivity, sports camps, communication	
REDUCE		CREATE	
Inefficient activities, manpower costs, overhead costs, sports available in the club		New educational methods, sports goods related to gymnastics, content production, new thinking, special training classes, volunteer groups, criticism and suggestion system, special room for families, special buffet, talent search center, new branch, new products, separate dressing room	

Table 4. Eliminate-Reduce-Raise-Create (ERRC) Grid

The fifth step is moving towards the implementation and implementation of the blue ocean strategy in gymnastics clubs. Using the concept of "just process" we can choose which path leads to the blue ocean. There are three mutually reinforcing elements that define fair process: engagement, explanation, and clarity of expectation. Engagement means involving individuals in the strategic decisions that affect them by soliciting their input and allowing them to refute the merits of one another's ideas and assumptions. Explanation means that everyone involved and affected should understand why final strategic decisions are made. Expectation clarity requires that after a strategy is set, managers clearly state the new rules of the game.

Conclusion

According to the results of the current research, the output of employing the strategies (framework of four actions) will be the consequences of the data theory of the foundation. These results are presented in the form of 3 main categories of improving performance, improving the effectiveness of activities and realizing the goals of implementing the blue ocean strategy in the club. Causal, contextual and intervening conditions can influence the implementation of the blue ocean strategy in gymnastics sports clubs, and by using appropriate strategies such as creation, increase, decrease and elimination strategies, it leads to improved performance and improved effectiveness of activities. and also to realize the goals of implementing the blue ocean strategy. According to the consequences of this model, the following results can be presented at two macro and micro levels:

The results of the research at the macro level of sports:

1- The implementation of the blue ocean strategy in sports clubs, including gymnastics clubs, leads to the improvement of the sports performance of the clubs and causes the development of the country's championship sports. 2- By implementing the blue ocean strategy in gymnastics clubs, we are on the path to having sustainable and systematic sports in the country. 3- The implementation of the Blue Ocean strategy in gymnastics clubs has identified the special needs of athletes from the very beginning of the basic ages, and based on this, talent development and talent development programs can be implemented on a macro level to meet the needs of each individual and each discipline. 4- Modeling of selected athletes is one of the advantages of implementing the Blue Ocean strategy in gymnastics clubs, because the education and training of this generation of athletes takes place in gymnastics clubs from an early age.

The results of the research at the micro level of sports:

1- The implementation of the blue ocean strategy in gymnastics clubs will improve the effectiveness of the activities and, as a result, generate more income and higher profits for the clubs. 2- The development of gymnastics is one of the results of the implementation of the Blue Ocean strategy in gymnastics clubs. 3- By implementing this model, the performance of gymnastics club managers will improve. 4- The implementation of the Blue Ocean strategy based on the presented model will make the club unique among other competitors. 5- Branding is one of the results of implementing the blue ocean strategy in gymnastics clubs. 6- The prestige and value of gymnastics clubs is improved. 7- Talent development in gymnastics clubs is implemented in a purposeful and practical way.

According to the results stated above, it is suggested that researchers design the model presented in the present study for other sports clubs, including athletics clubs, in future research. It is also suggested to formulate a strategy to move towards the blue ocean based on the presented model

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