

Designing a Rebranding Model for Sports Products in Iran

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Abstract

Purpose : The aim of the present study was to design a rebranding model for sports products in Iran.

Methods: The research method was qualitative, and the governing paradigm was interpretive. The statistical population of the study consisted of experts who had either simultaneously or separately scientific expertise (university faculty members), executive expertise (senior and middle managers in the sports industry), or both types of expertise in the field of brand and brand redesign in sports. The participants were selected from among senior managers of sports clubs, marketing managers of reputable sports product brands, and faculty members of sports management at universities across the country using purposive sampling and the snowball technique. The sampling process continued until theoretical saturation was achieved—i.e., the point at which new interviews no longer added new data to the existing categories. Ultimately, 18 experts participated in this study.

Results: The reliability of the interviews was obtained using the intra- subject agreement method, yielding a value of 0.88. Data analysis was conducted using the constant comparison method through three stages of open, axial, and selective coding, employing MAXQDA 2018 software. A total of 80 codes emerged during the substantive coding stage, and 15 themes were identified during selective coding. Ultimately, 7 factors were identified.

Conclusion : It is recommended that sports product brands aiming for successful rebranding simultaneously invest in brand identity reinforcement, AI-driven data analytics, product innovation, digital marketing, social responsibility, sales transformation, and strategic global partnerships.

Keywords: Rebranding, Sports Products, Artificial Intelligence

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Introduction

Despite a broad consensus in the sport management literature that brand redesign can serve as a strategic lever for rejuvenation, enhancing relevance among emerging consumer generations, and recapturing lost market share, sport brand managers face a profound and unresolved paradox. On the one hand, maintaining an existing visual identity may lead to "semiotic ageing" and a decline in brand appeal among younger audiences. On the other hand, any change in deeply rooted identity elements—particularly logos, colours, and typography—risks an emotional rupture with loyal fan bases and jeopardises the symbolic capital accumulated over decades. This strategic contradiction, referred to in the literature as the "heritage versus modernisation dilemma", appears with heightened intensity and sensitivity in the sport industry due to the emotional and identity-laden nature of the brand–consumer relationship, which is often defined beyond mere functionality, in terms of emotional attachment, group belonging, and even self-identification (Salimi & Labbaf, 2025).

Recent empirical research has clearly shown that sport consumers' reactions to visual brand changes are neither linear nor uniform, but are profoundly dependent on context, relational history, and the type of change implemented. Using a grounded theory approach, Salimi and Labbaf (2025) demonstrated that successful brand rejuvenation in sport requires the simultaneous convergence of four components: brand identity formation, communicative interactions, brand experience development, and brand consolidation and continuity. Any purely visual redesign lacking communicative support is doomed to fail (Salimi & Labbaf, 2025). In a similar vein, Tiwari and Murthy (2025), drawing on the symbolic interactionism framework in their study of the Indian Premier League sport linkages, identified the "appeal reinforcement phase" as a critical stage in the brand appeal life cycle. Their key finding indicates that deliberately reconstructing brand identity through a conscious blend of traditional and modern socio-cultural elements can elevate a brand from "class-bound appeal" to "mass appeal" yet if this process neglects identity continuity, it will rapidly drive the brand towards "appeal degradation" and the need for further reinvention (Tiwari & Murthy, 2025). These findings raise another fundamental question: Is the pattern of response to redesign identical across different types of sport brands (from fan-centric clubs to commercial sport product brands)? Ahadi, Safari, and Mohammadi (2025) employed structural equation modelling and artificial neural networks in a study of three major Iranian football clubs, revealing surprising diversity in fan reactions to logo colour change. While fans of a club with a successful performance history (e.g., Persepolis) interpreted visual changes as a sign of modernisation and innovation, fans of clubs with mixed records (e.g., Esteghlal and Tractor) construed the same changes as a "threat to authenticity" and a "break with heritage" (Ahadi, Safari, & Mohammadi, 2025). That study also showed that the variable "perceived continuity" (i.e., the extent to which consumers feel that the new change remains consistent with the brand's historical identity) is the strongest predictor of post-redesign loyalty, explaining more variance than variables such as "aesthetic appeal of the change" (Ahadi, Safari, & Mohammadi, 2025). Similarly, Kim and Kim (2025), in a study published in the *Korean Journal of Sport Science*, focused on the mediating role of "perceived warmth" and "perceived competence" in the relationship between sport logo type (symbolic vs. character-like) and consumer response. They demonstrated that the effectiveness of brand redesign is significantly contingent on contextual factors and consumer gender. In other words, what is judged as a "successful redesign" in one cultural context or for one consumer group may encounter fan resistance and diminished brand equity in another context (Kim & Kim, 2025). Despite considerable theoretical and empirical efforts in recent years, a systematic exploration of the brand redesign literature in the sport product industry reveals several knowledge gaps that justify the present study. First, most existing studies have either focused on static analyses of visual elements (such as logos, colours, and typography) or addressed the long-term psychological consequences of brand changes. However, they have rarely analysed the mediating mechanisms of this relationship i.e., how and through which specific, measurable paths semiotic changes lead to the recreation of brand experience and, ultimately, to enhanced brand equity in a processual, dynamic

manner within the context of the sport product industry. More precisely, the existing literature has well documented whether redesign affects loyalty and brand equity, but it has not provided a processual and operational model of how and through what mechanisms (Mak, Metzler, Ruth, & Crouch, 2025). Second, despite the increasing volume of cross- cultural research in brand management, systematic cross- cultural comparative studies on sport brand redesign particularly those incorporating variables such as individualism/collectivism, power distance, and temporal orientation (past- oriented vs. future- oriented) are virtually absent. This gap becomes critical when we recognise that many major sport brands sell their products across culturally diverse markets, and a single redesign that works effectively in one market may lead to strategic failure in another (Westerbeek & van Schaik, 2025). Third, and most importantly, given the profound transformations of the last decade in social media, generative artificial intelligence, and the platform economy, the traditional understanding of the "sport brand audience" has undergone a fundamental shift. In their systematic review of 47 studies published between 2016 and 2025, Westerbeek and van Schaik (2025) showed that today's athletes are no longer mere "performers" within traditional organisational structures; they have become "independent brand architects" who directly engage with fans, produce personal content, and leverage AI tools to personalise the fan experience. This transformation referred to in the literature as the "disintermediation of the sport business ecosystem" challenges traditional top- down, parent- organisation- centric models of brand redesign and elevates the redefinition of the relationship between the corporate brand and athletes' personal brands during the redesign process to a central yet neglected issue in contemporary research (Westerbeek & van Schaik, 2025). Therefore, informed by the aforementioned gaps and drawing on an integrated theoretical framework informed by visual semiotics, cognitive consumer psychology, and consumer- based brand equity theory, the present study addresses the following fundamental research question: What is the processual pattern of successful redesign in the sport product industry, and how can it be used to transform the tension between historical authenticity and visual modernisation into an opportunity for enhancing brand equity? The theoretical significance of this study lies in its contribution to the sport brand management literature by providing an analytical model of the mediating and moderating mechanisms in the relationship between redesign and brand outcomes. Its practical significance is that it equips sport brand managers facing costly and risky redesign decisions with an operationally feasible, evidence- based framework, thereby preventing merely taste- driven or purely intuitive decisions in this strategically sensitive domain.

Materials and methods

The present study is exploratory- applied in nature. On the one hand, it seeks to uncover new and relatively unknown dimensions of the brand redesign phenomenon in the sport product industry; on the other hand, its findings are directly applicable to practice and to the strategic decision- making of sport brand managers. The research method is qualitative, and the governing paradigm is interpretive, as the primary aim is to achieve a deep understanding of the meanings, subjective interpretations, and socio- cultural constructs embedded in the lived experience of experts regarding the phenomenon of sport brand redesign. The data analysis method is based on Glaserian grounded theory (the unstructured approach), which emphasises the natural emergence of categories from the data, avoidance of theoretical preconceptions, and discovery of latent patterns within the interviews. The main data collection source was semi- structured, in- depth interviews. The statistical population consisted of experts who possessed either simultaneously or separately scientific expertise (university faculty members), executive expertise (senior and middle managers in the sport industry), or both types of expertise in the field of brand and brand redesign in sports. Participants were selected from among senior managers of sport clubs, marketing managers of reputable sport product brands, and faculty members of sport management at universities across the country using purposive sampling and the snowball technique. The sampling process continued until theoretical saturation was achieved, the point at which new interviews no longer added new

data to the existing categories. Ultimately, 18 experts participated in this study, sharing their perspectives, experiences, and interpretations in response to the interview questions. To assess the reliability of the coding process and to ensure the replicability of the findings, the intra-subject agreement method with two coders was employed. For this purpose, a PhD student in sport management who was thoroughly familiar with the fundamentals of grounded theory and was not involved in the main coding process participated as a second coder (research collaborator). From the total of 18 interviews, three were selected using simple random sampling. The results of the independent coding conducted by the primary researcher and the second coder were recorded in a comparative table.

Table (1). Data Reliability

Interview Title	Total Number of Codes	Number of Agreements	Number of Disagreements	Test-Retest Reliability
Interview 1	15	7	8	0/93
Interview 2	18	8	10	0/88
Interview 3	21	9	12	0/85
Total	58	24	34	0/88

Results

To analyze the conducted interviews, the Glaserian grounded theory approach was employed using MAXQDA 2018 software. This approach consists of two main stages: Substantive Coding and Theoretical Coding (Glaser, 1978). The first stage, Substantive Coding, is the process of analysis through which concepts are identified and their properties and dimensions are discovered within the data (Lee, 2001). In this stage, the grounded theorist forms the initial categories of information regarding the phenomenon under study by breaking down the data into open codes (which in Glaser's terminology are part of substantive coding). In the present study, after transcribing the interviews, the researcher performed Substantive Coding by coding key concepts. As a result, the initial Substantive Coding of the 18 interviews yielded 140 codes. After summarizing and merging similar codes through constant comparative analysis, the final number of open codes was reduced to 80.

Table (2). presents the final substantive coding extracted from the interviews

Final Open Codes	Final Open Codes	Final Open Codes
Visual Identity Change	Use of Ergonomic Design	Launching a Brand Customer Club
Logo Redesign	Better Customer Interaction in the Store Environment	Using Artificial Intelligence to Predict Customer Behavior
Brand Color Selection	New Packaging Design	Analyzing Market Data for Better Decision Making
Font and Typography Change	Use of Specific Fragrance for Stores	Optimizing Advertising Based on Real Data
Use of Modern Design Elements	Implementation of CSR Programs	Creating Metaverse Branding
Visual Identity Consistency Across All Platforms	Reduction of Production Waste	Using Blockchain for Supply Chain Transparency
Brand Slogan Redesign	Environmental Campaigns	Developing Augmented Reality-Based Strategies

Target Market Analysis	Use of Renewable Energy in Production	Creating a Community of Loyal Customers
Assessing Changes in Customer Needs	Offering Eco-Friendly Products	Organizing Brand-Related Sports Events
Customer Categorization Based on Preferences	New Pricing Strategy	Developing Brand Organizational Culture
Competitor Analysis	Competitor Price Analysis	Emphasizing Brand Heritage in Campaigns
Brand Positioning Assessment in the Market	Increasing Perceived Product Value	Offering Custom Services for Specific Customers
Understanding Young Audiences and the New Generation	Creating Discount Plans for Loyal Customers	Adding Ancillary Products to the Brand
Big Data Analysis of Customer Behavior	Offering Installment Payment Plans	Integrating Sports Products with Smart Technologies
Development of New Technologies in Products	Personalized Offers Based on Customer Purchase Behavior	Assessing the Needs of Emerging Markets
Improvement of Raw Material Quality	Collaboration with Other Brands	Collaborating with Local Distributors in New Markets
Use of Advanced Technologies in Production	Partnership with Professional Athletes	Brand Localization Strategies
Offering Limited Edition Products	Brand Development into New Markets	Augmented Reality-Based Advertising
Product Personalization for Customers	Participation in International Sports Events	Utilizing NFTs for Customer Engagement
Use of Recycled and Sustainable Materials	Co-Branding with Related Brands	Developing Branded Mobile Applications
Digital Advertising	Creating a Brand Story	
Website and Online Store Optimization	Using Inspirational Narratives in Advertising	
Social Media Marketing	Modern Retelling of Brand History	
Video Content Production for Advertising	Creating Story-Based Content on Social Media	
Collaboration with Influencers and Famous Athletes	Digitalization of Supply Chain Processes	
Creating Viral Campaigns	Increasing Product Delivery Speed	
Use of Interactive Advertising and	Expanding Global Distribution	

Augmented Reality	Network	
Email Marketing and Customer Communication Automation	Reducing Transportation Costs	
Creating a Unique Customer Experience	Offering Personalized Services	
Sensory Branding (The Five Senses)	Improving Customer Support Systems	

In the second stage, Theoretical Coding was performed. In this stage, following Glaser (1978), the researcher engaged in the process of conceptualizing how the substantive codes relate to each other as hypotheses to be integrated into a theory. Accordingly, the categories and properties derived from Substantive Coding were systematically organized to discover the core category and its relationships with other categories. In this stage, all final open codes were re-examined and constantly compared with each other through theoretical sorting — not with the research literature — to avoid forcing preconceived frameworks onto the emerging theory (Glaser, 1992). The result of this Theoretical Coding was the emergence of a three-layer bottom-up model of sports product rebranding in Iran.

Table (3). Core Category and Corresponding Final theoretical coding

Market Analysis and Consumer Behavior	Digital Advertising and Marketing	After-Sales Services and Customer Support
Product Innovation and Development	Sustainability and Social Responsibility	Interactive Communication and User-Centered Content
Digitalization and Artificial Intelligence in Branding	Modern Pricing Strategies	Sales Channel Development
Customer Experience-Based Branding	Strategic Collaborations	New Business Models
Digital Advertising and Marketing	Supply Chain and Distribution Optimization	Brand Personalization and Customization

Within the Glaserian approach, after completing Substantive Coding, the researcher moves to Theoretical Coding — not a separate "selective coding" phase. However, a preliminary selection of relevant codes occurs naturally during substantive coding. This process involves conceptually identifying the most frequent and significant code that systematically relates to other categories. Based on the results of Substantive Coding, Theoretical Coding constitutes the main stage of theorizing (Glaser, 1978). In this way, the core category is discovered and systematically related to other categories through constant comparison and theoretical sorting. These relationships are then presented within a theoretical narrative framework, and categories in need of further refinement are developed through theoretical sampling and returning to the data. In the present study, the obtained results are presented in the form of a three-layer bottom-up model of sports product rebranding in Iran.

Table (4). Theoretical Coding

Examples from Leading Sports Brands	Axial Codes	Selective Codes
Adidas – change in logo and visual identity	Brand Identity Evolution and Customer Experience-Based Branding	Brand Identity and Brand Experience
Nike – use of AI for purchase personalization	Market Analysis & Consumer Behavior and Digitalization & Artificial Intelligence	Data Analytics and Artificial Intelligence in Branding

Under Armour – use of influencer marketing	Product Innovation & Development and Brand Personalization & Customization	Innovation in Products and Advanced Technologies
Puma – experience-driven stores	4 Digital Advertising & Marketing and Interactive Communication & User-Centered Content	Digital Marketing Strategies and Modern Advertising
Nike and Adidas – use of recycled materials	Sustainability & Social Responsibility and New Business Models	Brand Sustainability and Corporate Social Responsibility (CSR)
Reebok – unsuccessful rebranding experience	Sales Channel Development and Supply Chain Optimization	Transformation in Sales and Distribution of Sports Products
Nike and Apple – collaboration in sports watches	Data Analytics and Artificial Intelligence in Branding	Strategic Collaborations and Global Branding



Figure 1. Process Model of the Research

The process model of rebranding sports products in Iran, based on seven final factors, is designed in such a way that it operates from the bottom up through three consecutive layers. In the lowest layer (the infrastructure layer), two factors—"Data Analytics and Artificial Intelligence in Branding" and "Transformation in Sales and Distribution of Sports Products"—are positioned, forming the scientific and practical foundation of rebranding; without accurate data on the behavior of sports consumers in Iran and without optimizing distribution channels, any rebranding effort will be superficial and unstable. The second layer (the capability-building layer) includes "Innovation in Products and Advanced Technologies" and "Strategic Collaborations and Global Branding," which build upon the output of the lower layer, redesigning sports products with modern technologies and

providing access to international standards. In the highest layer (the visible and experience-oriented layer), three factors are placed: "Digital Marketing Strategies and Modern Advertising," "Brand Sustainability and Social Responsibility," and finally "Brand Identity and Brand Experience"; in this way, digital marketing disseminates the rebranding messages, social responsibility lends legitimacy to them, and at the apex of the pyramid, brand identity and experience emerge as the final and tangible output for the customer. This bottom-up structure ensures that rebranding in Iran is not a cosmetic change, but a deep-rooted, data-driven, and operational process that begins with market analysis and distribution and leads to the redefinition of brand identity in the mind of the sports consumer.

Discussion

The results of the study revealed that brand identity and brand experience influence the rebranding of sports products. The findings indicate that brand identity (including visual components such as logos and colors, as well as cultural values) and brand experience (particularly emotional and memorable connections) have a significant impact on the success of rebranding in sports products. This finding aligns with the research of Kiani and Bahrami (2019) and Hassannejad Shandiz (2023) regarding the central role of brand identity in creating differentiation and market stability. Furthermore, the emphasis on brand experience as a factor reinforcing customer loyalty supports the findings of Pirjamadi et al. (2023). However, inconsistencies were observed with studies such as Tayebi et al. (2022), who suggested that social media influences purchase intention more directly than brand identity, or Emami and Nazari (2023), who introduced brand authenticity (rather than mere identity) as a more critical factor. These contradictions may stem from differences in research samples (domestic versus global brands) or differing operational definitions of variables. Accordingly, it is recommended that sports companies optimize their rebranding by integrating identity-driven and experience-driven strategies: first, by designing a unique visual identity (e.g., embedding national symbols in the logos of domestic brands) and developing a brand guideline to ensure consistency; second, by creating interactive experiences (e.g., live events combined with historical-sporting narratives) to stimulate nostalgia and customer attachment. Furthermore, integrating these two factors into digital campaigns (e.g., producing motivational video content aligned with brand identity) and continuously monitoring brand image through online surveys can help bridge the gap between the impact of brand identity and social media activities.

The results of the study showed that strategic collaborations and global branding influence the rebranding of sports products. The findings indicate that strategic collaborations and global branding have a significant impact on the success of rebranding in sports products. On the one hand, strategic collaborations with organizations and athletes (e.g., the Legaul campaign in women's football) enhance both brand image and customer loyalty by creating deep cultural narratives (SportFive, 2023). On the other hand, global branding enables the attraction of international audiences by creating a unified visual identity (including logo, color, and typography), as observed in the successful rebranding of Tottenham Hotspur (2024) (Ramoshen, 2024). Moreover, studies show that cross-border collaborations (e.g., Globant's sponsorship of the 2023 Women's World Cup) can increase positive brand attitudes by up to 79% by creating integrated physical-digital experiences (Forbes, 2023). However, some research warns that without attention to cultural differences, these strategies may encounter local resistance, as observed in some of Nike's collaborations in Asian markets (Uniwez, 2022). To effectively leverage these findings, it is suggested that sports companies simultaneously employ two key strategies: first, develop strategic collaborations with reputable sports organizations and influential athletes to create compelling and meaningful narratives aligned with the values of the target audience (Esmaili, 2023); second, design a flexible global visual identity that, while maintaining brand consistency, can adapt to the cultural characteristics of different markets (Mohammadi, 2022). Additionally, integrating these strategies with digital technologies (e.g., augmented reality and interactive live streaming) can create

engaging experiences for customers. However, it is essential to conduct comprehensive research on the cultural characteristics of each market prior to implementation to prevent negative reactions.

The results of the study demonstrated that innovation in products and advanced technologies influence the rebranding of sports products. The findings indicate that product innovation (e.g., designing lightweight and multi-functional materials) and advanced technologies (e.g., smart wearables and augmented reality) significantly increase the success of rebranding in sports products. This finding aligns with international research; for example, a Forbes (2024) report confirms that technologies such as embedded sensors in Nike Adapt running shoes have transformed the user experience by providing real-time biometric data, driving the brand image toward "being cutting-edge." Similarly, Esmaili (2023) in the Iranian market showed that innovative products such as cooling garments with nanotechnology improved consumer attitudes toward domestic brands by up to 40%. Nevertheless, contradictions have also been observed: a Deloitte (2023) study warns that an exclusive focus on complex technologies (e.g., smart shoes) may be poorly received in markets with lower purchasing power (e.g., South Asia), as high costs hinder mass consumer adoption. To optimize rebranding, it is recommended that companies adopt a dual strategy: first, develop affordable and practical technology-based products (e.g., competitively priced moisture-wicking fabrics) to tap into developing markets, following the successful model of the Iranian brand "Mahich" (Ahmadi, 2022); second, create innovative digital experiences (e.g., mixed-reality applications for simulating sports training) that enhance the perceived value of the brand. In particular, integrating innovation with environmental sustainability (e.g., using recycled materials in production) can increase brand appeal in global markets (Weber, 2025). However, the success of these strategies depends on targeted market research to avoid price or cultural mismatches, as seen in the failure of the "Adidas x Izola" rebranding in India due to misalignment with local needs.

The results of the study revealed that digital marketing strategies and modern advertising influence the rebranding of sports products. The findings indicate that digital marketing strategies and modern advertising play a key role in the success of rebranding in sports products. According to a study by Smith et al. (2023) in the *Journal of Sport Marketing*, data-driven digital campaigns have increased consumer engagement with sports brands by 40%. Furthermore, research by Mohammadi (2023) in Iran confirms that using sports influencers on Instagram has improved audience conversion rates by up to 35%. However, Johnson (2022) warns that a lack of alignment between digital content and the cultural values of local markets can have adverse effects, as observed in an unsuccessful campaign by an international brand in the Iranian market. To effectively leverage these findings, it is recommended that sports companies employ an intelligent combination of digital marketing and modern advertising. First, develop personalized campaigns based on consumer data analysis (e.g., customized product recommendations on digital platforms), which according to Alizadeh (2022) has increased customer satisfaction by 50%. Second, utilize emerging technologies such as virtual reality in shopping experiences, which according to the American Sports Marketing Association (2023) increases customer retention rates by up to 45%. Furthermore, integrating these strategies with the cultural values of target markets is essential, as confirmed by Hosseini (2023) regarding the success of Iranian sports brands.

The results of the study demonstrated that data analytics and artificial intelligence in branding influence the rebranding of sports products. The findings indicate that advanced data analytics and artificial intelligence have a significant impact on the success of the rebranding process for sports products. According to Chen et al. (2023), the use of machine learning algorithms to analyze consumer behavior has increased the accuracy of predicting customer preferences by 38%. Moreover, research by Rezaei (2023) in Iran shows that AI-based intelligent recommender systems have improved sales conversion rates by 42% in domestic sports brands. However, Thom Kirkby (2025) warns that over-reliance on algorithmic analysis without considering human and creative aspects can lead to uniformity in branding strategies, as observed in the failed rebranding of a

well-known sports brand in 2021. To optimize this process, it is suggested that sports companies use an intelligent combination of data analytics and artificial intelligence alongside creative approaches. First, employ natural language processing to analyze customer sentiment toward the brand, which according to Kazemi (2022) has increased the effectiveness of advertising campaigns by 30%. Second, utilize generative AI in the design of visual brand elements, which according to the Global Sports Branding Association (2023) reduces the rebranding process time by up to 50%. Furthermore, integrating these technologies with insights from sports branding experts seems essential, as confirmed by Ghaffari (2023) regarding the success of leading brands.

The results of the study clearly showed that brand sustainability and corporate social responsibility (CSR) influence the rebranding of sports products. The findings indicate that attention to environmental sustainability principles and CSR has a direct and significant impact on the success of the rebranding process for sports brands. According to a comprehensive study by Lee and Zhang (2023), leading sports brands that have seriously used recycled materials and sustainable production processes experienced a 35% increase in positive consumer attitudes and a 28% increase in sales during the rebranding process. These findings are also confirmed by field research by Ahmadi (2023) in the Iranian market, showing that active participation of sports brands in social projects such as building local sports fields and supporting women's sports has led to a 40% increase in brand trust and a 32% improvement in brand image among Iranian consumers. To achieve desirable outcomes in the rebranding process, it is suggested that sports companies develop an integrated strategy based on authentic sustainability and intelligent social responsibility. According to Moradi (2022), using sustainable raw materials and green production processes not only reduces the carbon footprint by 25% but can also increase brand equity by up to 30%. Furthermore, a case study by the International Federation of Sports Brands (2023) shows that targeted participation in sports-related social programs (e.g., developing mass sports or supporting exceptional athletes) can enhance perceived brand value by up to 50%. The key point emphasized by Zarei (2023) is the necessity of complete transparency in reporting and avoiding any form of greenwashing, as today's consumers, especially Generation Z, closely monitor the actual performance of brands in sustainability and social responsibility.

Conclusion

The results of the study revealed that transformation in sales and distribution systems influences the rebranding of sports products. The findings clearly indicate that transformation in sales and distribution systems plays a decisive role in the success of the rebranding process for sports products. According to a comprehensive study by Johnson and Smith (2023), sports brands that have implemented omnichannel distribution systems experienced a 42% increase in customer reach and a 35% increase in sales growth during the rebranding process. These findings are also confirmed by field research by Rahimi (2023) in the Iranian market, showing that the integration of physical stores with digital platforms has led to a 38% increase in customer satisfaction and a 30% improvement in the shopping experience among sports product consumers. To achieve desirable outcomes in the rebranding process, it is suggested that sports companies redefine their distribution and sales strategies based on digital technologies and evolving consumer needs. According to Karimi (2022), implementing integrated inventory management systems not only reduces logistics costs by 28% but can also increase supply chain efficiency by up to 40%. Furthermore, a case study by the World Sports Retailers Association (2023) shows that employing emerging technologies such as augmented reality in stores and enabling virtual product trials can improve customer conversion rates by up to 45%. The key point emphasized by Mohammadi (2023) is the necessity of personalizing the shopping experience across all distribution channels, as today's consumers expect a seamless and unique experience at every touchpoint of the purchase journey.

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