



Factors Affecting the Development of Sports Entrepreneurship (Case Study: Ardabil Province in Iran)

Nima Hasanzadeh¹ | Nasrin Azizian Kohan² | Zahra Sohrabi³ | Amir Rahimi⁴

1. Department of Sports Management & Bio Mechanic, Faculty of Psychology and Educational Science, Mohaghegh Ardabili University, Ardabil, Iran. Email: nima.hasanzadeh2017@gmail.com

2. Associate Professor, Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran. Email: n.azizian@uma.ac.ir

3. Corresponding author, Department of Sports Management & Bio Mechanic, Faculty of Psychology and Educational Science, Mohaghegh Ardabili University, Ardabil, Iran. Email: sohrabizahra1363@gmail.com

4. Ph.D. in sport management, Tarbiat Modares University, Tehran, Iran. Email: a-rahimi@modares.ac.ir

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ABSTRACT

Entrepreneurship plays a crucial role in the economic and sustainable development of all countries. The current research aimed to identify the opportunities and threats of the external environment of sports entrepreneurship in Ardabil, Iran based on the PESTLE model by examining the past and existing processes. A mixed approach was used to collect and analyze the research data. The research tool consisted of interviews and strategic council meetings. Theoretical and snowball sampling methods were used to reach the theoretical saturation (15 Experts). For analyzing the collected data in the qualitative section, a logical inductive method was used. The findings revealed that strategic environmental components of entrepreneurship in Ardabil province included: Ecological factors, Cultural and Social Factors, Political factors, Legal and juridical factors, Economic Factors, & Technological factors. According to the findings, considering the extracted factors in the process of spot entrepreneurship management can pave the way for developing entrepreneurship in sport setting.

Introduction

In today's competitive world, it is crucial to have a strategic and entrepreneurial viewpoint to succeed in business; and a person who has this kind of viewpoint will have a greater ability to succeed. Benefiting entrepreneurial opportunities also helps the firm's efforts to shape sustainable competitive advantage and to build wealth. As a result, opportunistic behavior (such as entrepreneurship) and advantage seeking are necessary for wealth creation, while none of them are sufficient alone (Hornsby, Messersmith, Rutherford, & Simmons, 2018) Sports entrepreneurship includes a group of individuals, organizations, or communities that work together to build value as a group to respond to opportunities (Kerényi & McIntosh, 2020). The role of entrepreneurship and entrepreneurs is determinative in overcoming the challenges of the sports industry.

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Entrepreneurship can provide the fields of economic boom and change in the lifestyle for all strata of the society through the discovery and expansion of job opportunities related to physical education (Gosens et al., 2018).

Most of the definitions related to entrepreneurship contain innovation, opportunity and vision, the scope related to sports entrepreneurship includes different levels of individuals, organizations, and groups (Hasanzadeh & Sohrabi, 2022). People are entrepreneurs when they innovate. In sports, entrepreneurs are the sports players, owners of sports teams, sports representatives, and owners of sports industries and businesses (Niazy, Nazari, & azimzade, 2020). The studies indicate that the sports industry contributes about 1% of the total gross world product (GWP). These statistics show the growing importance of the sports industry. Existing successes are achieved through entrepreneurship and innovation, and in the future, entrepreneurship as the main principle of success will play its role in the sports industry of each country, and if this is achieved, sports will have a large share in the gross domestic product (GDP) (Ghorbani & Vahdani, 2016). Sports provides the necessary basis for the development of entrepreneurship through creating a demand for sports services and goods and creating attractiveness for communities; and entrepreneurship helps to develop sports through starting a sports business manufacturing sports equipment and facilities, as well as providing sports services and developing sports businesses (Miles & Van Cleef, 2017).

Sport has a unique role in most societies and in various forms is part of the daily lives of people. Sport has a significant effect on current levels of self-efficacy and the right orientation in choosing life goals (Nazari, Dickson, & Rafeei, 2022). Sports entrepreneurship can play an important role in the development of the country by playing its effective role in business development, welfare and health development, and participation in various dimensions of society (Baehaqi, Taufik, & Yogaswara, 2019). Today, the development in business has made entrepreneurs appear everywhere. To have better entrepreneurs in the future, it is necessary to develop a correct framework for entrepreneurs in universities so that entrepreneurship becomes an academic field of study in the future. Although entrepreneurship is an interdisciplinary study, entrepreneurs can direct changes in universities and rebuild their roles in society (Belz & Binder, 2017). Sustainable development in entrepreneurship is achieved by entrepreneurs who follow sustainable and successful innovations as the basis for their organizational strategy in terms of social and environmental objectives in addition to economic principles. Sustainable entrepreneurship suggests a pragmatic process emphasizing on the connection between people and opportunities. To implement the sustainable development strategies of entrepreneurship, it is necessary to identify actions, key capabilities and opportunities (Gosens et al., 2018). In addition, a scenario should exist for the future of entrepreneurship. Entrepreneurs' programs act as catalysts for new ways of thinking and acting for the stakeholders who work with these programs (Kerényi & McIntosh, 2020).

The researchers acknowledged that there is entrepreneurship worldwide. They pointed out that there is also entrepreneurship wherever human beings lives (Greco & de Jong, 2017). They highlighted cooperation in entrepreneurship and claimed that it is very important for entrepreneurs to accompany their efforts with strategic planning and thinking (Niazy & Rafeei Dehkordi, 2022). Current businesses and organizations to be succeeded in the in today's highly competitive world need another competitive advantage (Nazari, Sohrabi, & Moharamzade, 2021). In an environment characteristics are complexity and continuous changes. It can be insight, understanding, vision, or even a spark; this insight helps to understand the realities of the environment and market rules in complex business conditions correctly as well as it helps to discover new features and the space of the market (Nazari & Azari, 2021).

Strategic Management is one of the important management tools in complex organizations (Nazari, Yaghmaei, & Sohrabi, 2016) . Strategic thinking is inevitable for the survival and growth of the organization in today's highly competitive and turbulent environment. This type of thinking provides a basis for the formation and development of insight, causing people to recognize the characteristics of the competition field on-time and see the opportunities that the competitors are unaware about them (Ghorbani & Vahdani, 2016). In today's competitive world, it is crucial to have a strategic and entrepreneurial viewpoint to succeed in business; and a person who has this kind of viewpoint will have a greater ability to succeed. Benefiting entrepreneurial opportunities also helps the firm's efforts to shape sustainable competitive advantage and to build wealth (Golmohammadi,

Nazari, & Rahimi Sarshabadrani, 2022). As a result, opportunistic behavior (such as entrepreneurship) and advantage-seeking (such as strategic thinking) are necessary for wealth creation, while none of them are sufficient alone (Biberhofer, Lintner, Bernhardt, & Rieckmann, 2019).

Sports entrepreneurship is a new and cooperative approach toward the sustainable development of societies because it can play an important role in the development of the country by playing an effective role in the development of business, employment, well-being, and mental and physical health. Also, it can be a way for personal growth or solve social problems (Ahmadi, Fekrat, & Amirtash, 2022). On the other hand, entrepreneurship in sports can have an important contribution in improving the health of society, and help the sustainability and continuity of sports businesses, considering the competitive environment in sports programs, the development of clubs, and the construction of sports facilities and sports equipment. Although entrepreneurship in sports is a new issue, it can include various aspects, including employment and education (Yabalooie, Nazari, & Zargar, 2022). Paying attention to sports and finding suitable ways to implement programs demands describing the state of sports entrepreneurship. Since sports and physical activities are very attractive among people, it encourages sports officials to provide new solutions and apply their strategies for creating innovation and benefit competitive advantages (Ghavami, Nazari, & Shajie, 2021).

Research indicates that entrepreneurship in the sports has not gained its real place in Iran compared to developed countries (Jackman, Dargue, Johnston, & Hawkins, 2021). Examining Iran's business environment shows that problems like sanctions, the imposition of heavy bilateral tariffs on some countries or goods, banking and money transfer problems, as well as the delay on joining to the World Trade Organization (WTO) are some factors making the business environment inappropriate in international aspects. The most important domestic factor in the lack of business prosperity is the widespread recession in the economy of Iran. In such a situation, one of the most efficient methods is to use creativity and innovation in business.

Today, the development in business has made entrepreneurs appear everywhere. To have better entrepreneurs in the future, it is necessary to develop a correct framework for entrepreneurs in universities so that entrepreneurship becomes an academic field of study in the future. Although entrepreneurship is an interdisciplinary study, entrepreneurs can direct changes in universities and rebuild their roles in society. In addition, a scenario should exist for the future of entrepreneurship. Entrepreneurs' programs act as catalysts for new ways of thinking and acting for the stakeholders who work with these programs (Belz & Binder, 2017). Also, lack of appropriate training in entrepreneurship was considered as the main cause for development stopping (Greco & de Jong, 2017). Meanwhile, organizations and individuals are strongly affected by the rapid changes of the current century. For this purpose, their processes and methods should be regularly reviewed to play a significant role in the environment and organize their operational processes to achieve their missions, values, and interests, in such a way that they can meet environmental requirements in addition to surviving in present conditions (Kerényi & McIntosh, 2020).

Unlike traditional entrepreneurship focusing on economic development, sustainable development in entrepreneurship aims to balance economic, social, and environmental goals. In recent years, the concept of sustainable development in entrepreneurship has attracted more attention and it is growing, developing and breeding (khoshbakht ahmadi, azimzadeh, & aminiroshan, 2022). Sustainable development in entrepreneurship tries to build beneficial value for society by creating opportunities, development, and having impact in an uncertain environment. This issue implies risk-taking abilities, innovation and specific ethical concerns. Sustainable development in entrepreneurship is a solution for economic, environmental, and social problems (Kuratko & Morris, 2018).

In the world of sports, creativity, innovation and change are important and inevitable factors. Innovation in the product, process, market, and business model is effective entrepreneurship if it causes positive results. Effective entrepreneurship plays an important role in the business environment because the employment of young people is significant in all aspects, including social and economic dimensions (Yao, Laurencelle, & Trudeau, 2020).

The negative effects of the unemployment phenomenon are alarmingly increasing. Poverty, deprivation and family problems, which are important factors for crimes and drug addiction, lead to a downgrade of cultural and social values (Miles & Van Cleef, 2017). Reduced motivation and

disappointment among the younger generation as well as backwardness of the country in the economic aspect are some consequences of unemployment. One of the solutions to solve the unemployment issue among the youth is to develop the culture of production and entrepreneurship. In addition, empowering people in entrepreneurship can direct people from job searching to sustainable entrepreneurship. Sustainable development requires sustainable entrepreneurship. The main goal is to achieve sustainable development through entrepreneurial activities. In fact, in sustainable development, businesses should give equal importance to all environmental, social and economic goals. As a result, entrepreneurs should look for innovations that produce sustainable products and services (Kuratko & Morris, 2018).

Ardabil is located on the Baliqlıy Chay River, about 70 km from the Caspian Sea, and 210 km from the city of Tabriz. It has an average altitude of 1,263 meters and total area of 18.011 km². Neighboring on the Caspian Sea and the Republic of Azerbaijan, it has been of great political and economic significance throughout history, especially within the Caucasus region. It is located on an open plain 1,500 meters above sea level, just east of Mount Sabalan, Iran. In general, entrepreneurship is one of the main aspects of growth and development, and it is important for planning economic and sustainable development because it leads to employment, and increases profits and investors' capital. It causes a revolution in values and the evolution of their nature and builds new values. Considering the environmental, cultural, social, economic and political conditions prevailing in Ardabil, it seems that the identification of these concepts and sub-components can lead to a change in the approach of managers to the field of sports entrepreneurship in Ardabil.

It fills the gaps in the labor market. In other words, new decisions have been made due to the changes in the labor market conditions and the creation of new opportunities that cause overcome the recession, compensate economic backwardness, and facilitate the growth and development. It provides the necessary factors and conditions for the production of goods, products, and their marketing. Entrepreneurship provides social welfare, leads to competition between industries, improves the quality of goods, strengthens and evolves domestic industries, and thus makes domestic and foreign industries compete, and finally leads to an increase in exports and getting foreign exchange for the country. Entrepreneurship causes new products, services, methods, policies, thoughts, and solutions to solve society's problems.

Methodology

The present study is descriptive-analytical research and it is also practical (in terms of results) and a case study (in terms of type). In current research, by examining the past and existing processes, the opportunities, and threats of the external environment in the analysis of the environmental trend of sports entrepreneurship in Ardabil city were identified based on the PESTLE model. Then, suitable strategies were designed and proposed according to this analytical model to help entrepreneurship promotion. The purpose of this research was to use the descriptive-analytical research method in order to collect data. The research was carried out in the qualitative phase in order to review the documents, survey the audience and elites, interview and hold meetings of the strategic council. Then the data was provided to managers and elites, and based on their intuitive judgments, they explained the conditions of the development of sports entrepreneurship in Ardabil province in different areas of hardware, software, and human resources. In the qualitative part, the logical inductive method was used to conceptualize the data. The process of data analysis was as follows: conducting and editing interviews, coding opinions, classifying opinions in the same conceptual groups, interpreting concepts resulting from research, combining concepts and finally concluding intuitive judgments. . Then the researchers extracted standards by comparing different indicators. The statistical population was the field of sports management and elites in the field of entrepreneurship. Sampling was done using two methods of theoretical and snowball sampling to reach theoretical saturation (15 participants). A combination of qualitative methods was used to collect and analyze data. The research tool is an open questionnaire and interviews and strategic council meetings have been used to collect the required data. The required data was collected through interviews, surveys and strategic board meetings using a checklist designed by experts. The opinions of sports management experts were used to confirm the formal and content validity.

To analyze the PESTLE environmental factors using available resources and examine the viewpoints of sports entrepreneurship experts in Ardabil province, an open-ended questionnaire was used. Therefore, the goals and criteria of this perspective should be determined to fill these gaps, and appropriate standards should also be determined to control their progress. In this research, six dimensions (including political, economic, social, technological, environmental, and legal perspectives) have been investigated to analyze the environmental factors of sports entrepreneurship in Ardabil province.

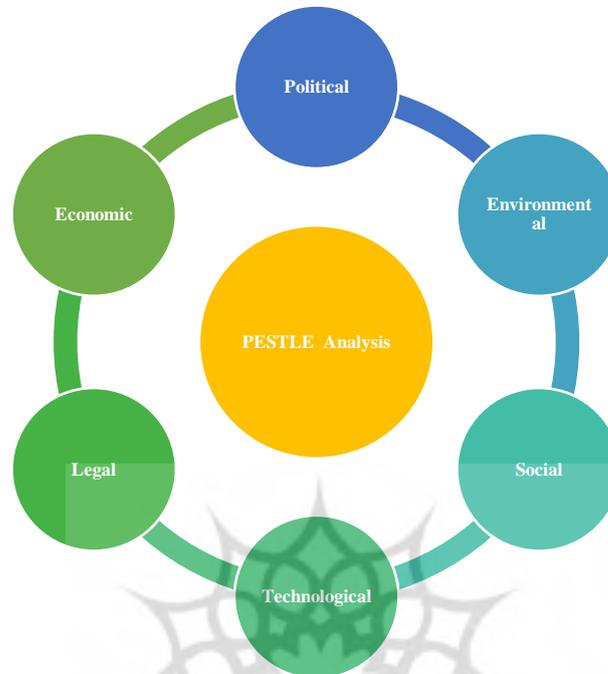


Figure1. Dimensions of the PESTLE model

The dimensions of the PESTLE model have been shown in Fig.1. In this research, six dimensions (including political, economic, social, technological, environmental, and legal perspectives) have been investigated to analyze the environmental factors of sports entrepreneurship in Ardabil province.

Results

Demographic characteristics of experts present in the research are presented in Table 1.

Table1. Demographic characteristics of the interviewees

Code	Gender	Experience	Field
1	Male	15	Sport Management
2	Male	7	Professional Sport
3	Female	22	Championship Sports
4	Male	10	Sport Management
5	Male	21	Sport Management
6	Male	5	Professional Sport
7	Female	30	Championship Sports
8	Male	10	Sport Management
9	Male	20	Sport Management
10	Male	10	Sport Management

11	Female	13	Professional Sport
12	Male	15	Sport Management
13	Male	6	Championship Sports
14	Female	9	Professional Sport
15	Male	18	Sport Management

In the table above, the demographic characteristics of the participants in the interviews and strategic councils based on gender, experience and expertise are given.

The interviews were paraphrased and each was listed in a table, after that were conceptualized and categorization. Table (1) show Economic factors affecting the development of entrepreneurship.

Table1. Economic factors affecting the development of entrepreneurship

Increasing sponsors	Sports sponsorship and advertisement
Increasing economic booms Providing a platform for easy production and activity Creating the production stages of sports factories	Providing a platform for the production of sports industries in Ardabil province
Dedicated budget for sports Increasing the budget and allocating resources and expenses	The dedicated budget for sport
Licensing special banking privileges for sports Getting help from famous brands for advertisements	Using brand and sports advertisements
Job creation and providing direct and indirect employment for the youth Insufficient income Building sports venues Improper quality of services and products Lack of sports facilities and equipment Reducing the costs for entrepreneurs	Sport leverage for advertisements
Lack of investment in entrepreneurship Constructing the infrastructure of commercial and cultural complexes Private management of clubs and their costs Construction of manufacturing factories for producing raw materials for producers	Providing a hardware platform and decreasing costs and productive use of resources

According to Table.1, the importance of entrepreneurship is so much that economists consider entrepreneurs as the engine of economic growth and development of society, and management scientists regard entrepreneurs as the most important agents of organizational innovation and development in the current era. Therefore, any environment whose people possess entrepreneurial thinking will have a dynamic and multifarious economy. The increase in sponsors and sports advertisements will increase the economic boom. In turn, it provides the basis for the economic activity and production by industries in Ardabil province. Also, the construction of manufacturing factories and constructing the infrastructure of commercial and cultural complexes, the use of a dedicated budget for sports, and the use of sports leverage for advertisements will provide a hardware platform and decrease costs, and finally, lead to productive use of resources.

The interviews were paragraphed and each was listed in a table, after that were conceptualized and categorization. Table (2) show Cultural and social factors affecting the development of entrepreneurship.

Table2. Cultural and social factors affecting the development of entrepreneurship

Developing sports culture in the society and Ardabil province	Developing and identifying sports culture
The existence of social capital	
Identifying culture and interactions through posters and brochures	Social capital
Broad adverting and holding meetings and group conferences	
Making effective cultural advertisements	Broad and effective advertisements
The existence of numerous heroes and professional athletes	Building social esteem through sports
Development of public sports	Promoting health and social vitality
Lack of giving proper notifications about the role of sports for people	A stimulus for social communication

According to Table.2, sports entrepreneurship finds the existing and potential opportunities in the field of sports and uses those opportunities to create new entrepreneurial activities. Also, developing and identifying sports culture and the existence of social capital, as well as broad adverting and making effective cultural advertisements can promote health and social vitality and it is a stimulus for social communication that builds social esteem through sports for Ardabil province in the field of sports entrepreneurship. Management of sports venues and facilities is another sports field that has the necessary basis for entrepreneurship. Stadium, gymnasium, swimming pool, track, and field stadium, and all kinds of sports with required venues demand creative and efficient management. Each of these departments requires special management skills.

The interviews were paragraphed and each was listed in a table, after that were conceptualized and categorization. Table (3) show Environmental and climatic factors affecting the development of entrepreneurship.

Table3. Environmental and climatic factors affecting the development of entrepreneurship

Locating Ardabil province in a cold climate	
Use of winter sports	
Snowy and cold conditions in Ardabil province	Suitable weather conditions of Ardabil province
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Cold weather and reduction of sports per capita in the cold season	
The humidity of Ardabil province	Climatic conditions of Ardabil
The altitude of Ardabil Province	Province for high-altitude sports
Weather conditions and tourism attraction	A platform for adventure sports
Using natural attractions to attract tourists	tourism
Increase of recreation and shopping centers in addition to recreational areas	Increasing recreation centers

According to Table.3 and considering that Ardabil province is located in a cold climate and it has suitable weather conditions for winter sports and also, due to the proper humidity and altitude of Ardabil province and suitable climatic conditions for cold -weather (winter) sports, the environmental and climatic conditions can affect the development of entrepreneurship. Also, the weather conditions and tourism attractions can provide a platform for adventure sports tourism and increase recreation and shopping centers in the recreational areas.

The interviews were paragraphed and each was listed in a table, after that were conceptualized and categorization. Table (4) show Legal and juridical factors affecting the development of entrepreneurship.

Table4. Legal and juridical factors affecting the development of entrepreneurship

Sports insurance	
Juridical protection	
Compliance with civil rights	Legal protection and compliance with rules
Legal protection	
Compliance with regulations in all aspects of sports	
Determining legal and juridical plans for the development of entrepreneurship	Determining executive legal and juridical plans for the development of entrepreneurship
Holding training classes and workshops	
Legal and juridical components for the development of entrepreneurship	
Granting long-term interest-free loans for the production of sports goods	Supporting entrepreneurship regulations
Existence of one-sided judgments about regulations	

According to Table.4, compliance with regulations in all aspects of sports, determining legal and juridical plans for the development of entrepreneurship and holding training classes and workshops, as well as determining executive legal and juridical plans and training classes are legal factors affecting the development of entrepreneurship. For example, granting long-term interest-free loans for the production of sports goods, supporting entrepreneurship regulations and legal protection and compliance with rules are the factors that can affect the development of entrepreneurship in Ardabil province.

The interviews were paragraphed and each was listed in a table, after that were conceptualized and categorization. Table (5) shows the technological factors affecting the development of entrepreneurship.

Table5. Technological factors affecting the development of entrepreneurship

Using the latest technology and attracting sponsors	The role of technology in attracting sponsors
Using up-to-date technology for the private sector	
Buying and using modern production equipment	Building a software platform for sports technology
Effective and efficient technology for the development of entrepreneurship	

Suitable facilities in clubs and modern equipment Increasing sports equipment and equipped sports halls and venues	Building a hardware platform for sports technology
Making advertisements in cyberspace	Advertising in cyberspace

According to Table.5, and regarding the fact that new disciplines have been created due to the introduction of new technologies in the field of sports (which are especially interesting for teenagers and young people), the use of the latest technology and attracting sponsors, the use of up-to-date technology for the private sector and buying and using modern production equipment and effective and efficient technology for the development of entrepreneurship can be effective in building a software platform for sports technology and the development of sports entrepreneurship in Ardabil province. Also, suitable facilities in clubs and modern equipment and the increase in equipped sports halls could be effective in building a hardware platform for sports technology and the development of sports entrepreneurship in the province. Furthermore, making advertisements in cyberspace can be one of the technological factors affecting the development of sports entrepreneurship in Ardabil province.

The interviews were paraphrased and each was listed in a table, after that were conceptualized and categorization. Table(6) show Political factors affecting the development of entrepreneurship in public sports of entrepreneurship.

Table6. Political factors affecting the development of entrepreneurship in public sports

Active forces for identifying potential talents Meritocracy	Meritocracy
Reducing obstacles and administrative bureaucracies Getting support from governmental organizations for domestic production units	Supporting and reducing bureaucratic obstacles
The existence of a democratic government Nationalities Ethnicities Religion	Nationality and ethnicity
Building infrastructures Attracting investments	Infrastructures and investments
rrrr rrigg wmm'' a amm m' s rrrr ts	Separating wmm'' a add m'' s srrr ts
Hosting sport events	Hosting sport events

Based on Table 6 and eeeee aaaayss rrgaii zaiisss eeeeeee errrrerr eeeaaad elll oyees and entrepreneurship is a landmark in the progress path, sports organizations in the country need competent managers and employees to achieve their goals. Managers can increase job satisfaction and organizational commitment, entrepreneurial behavior, and subsequently the productivity of their organization using the appropriate leadership style. Also, identifying the potential talents of active forces and finally, meritocracy can be one of the political factors influencing the development of entrepreneurship in public sports in Ardabil province. Reduction of obstacles and administrative bureaucracies, getting support from governmental organizations for domestic production units, the existence of a democratic government and ethnic groups, building infrastructures, attracting mmmmmmm dd eee eepaaaiinn ff eeee nss add messs ssssss se ee ll as sss iigg ssssss svssss are eee

political factors affecting the development of sports entrepreneurship of public sports in Ardabil province.

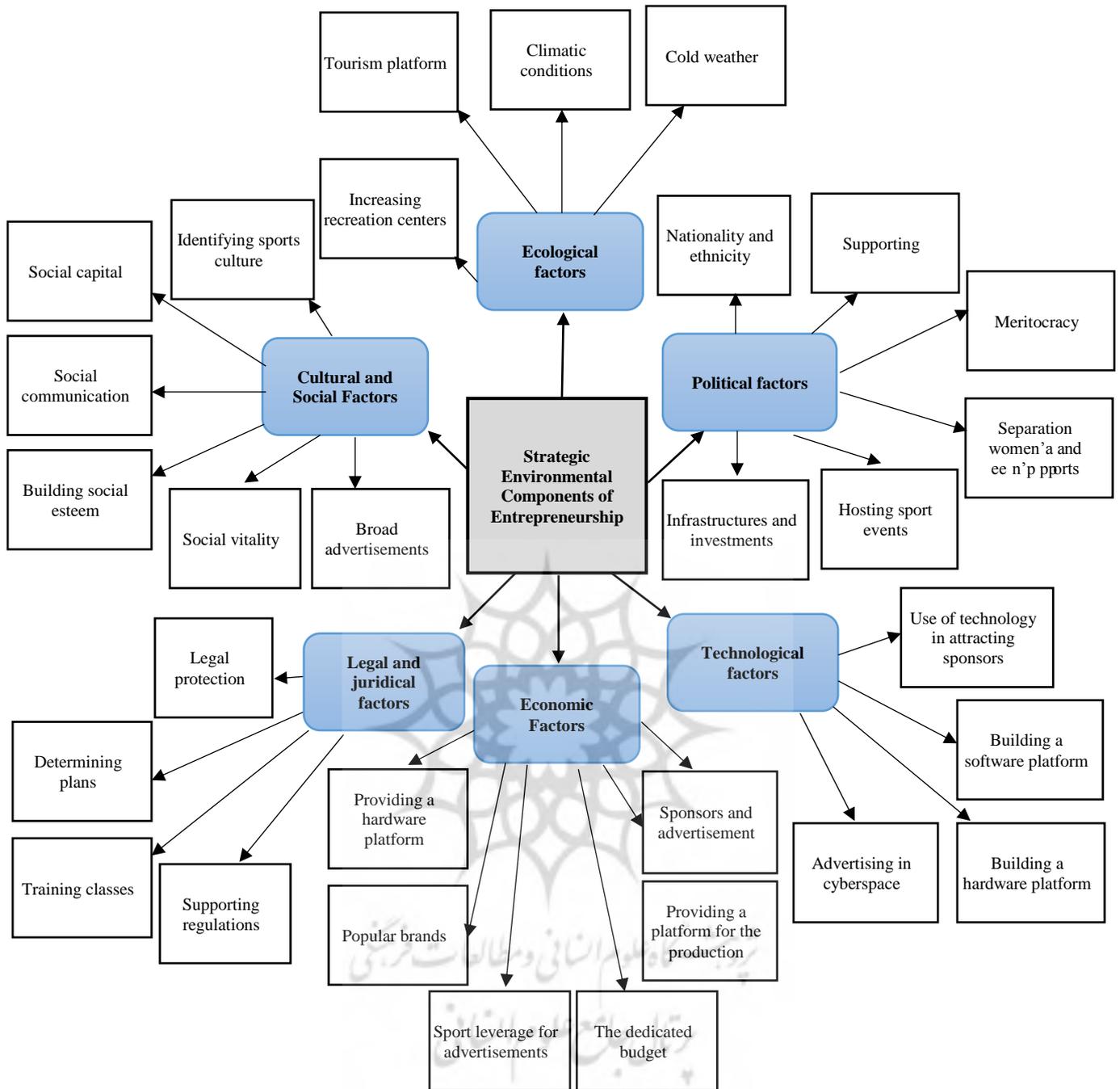


Figure2. Proposed model for political, economic, social, technological, environmental, and legal components of sports entrepreneurship in Ardabil province

In figure2 All demission according Strategic Environmental Components of Entrepreneurship were; Ecological factors, Cultural and Social Factors, Political factors, Legal and juridical factors, Economic Factors & Technological factors.

Discussion and Conclusion

Sports entrepreneurship finds the existing and potential opportunities in the field of sports and uses those opportunities to create new entrepreneurial activities. Also, developing and identifying sports

culture and the existence of social capital, as well as broad advertising and making effective cultural advertisements can promote health and social vitality and it is a stimulus for social communication that builds social esteem through sports for Ardabil province in the field of sports entrepreneurship.

pointed to startups, profitable companies and the nonprofit sector that are highlighted in entrepreneurship, innovation, and sustainable advantage for the community (Greco & de Jong, 2017). It can also be stated that the semantic abnormality of the proposed model in this research and the findings, in relation to entrepreneurship, reveal that the common feature of the findings is changes in laws and regulations, social factors and financing practices. A study was carried out to design entrepreneurs' competency patterns in Iranian sport (Ghorbani & Vahdani, 2016), and this was consistent with the individual skills, willingness to learn and risk taking and personality characteristics of individuals confining the model implementation process.

Ardabil province is located in a cold climate and it has suitable weather conditions for winter sports. Also due to the proper humidity and altitude of Ardabil province and suitable climatic conditions for cold-weather (winter) sports, the environmental and climatic conditions can affect the development of entrepreneurship. Also, the weather conditions and tourism attractions can provide a platform for adventure sports tourism and increase recreation and shopping centers in the recreational areas. Compliance with regulations in all aspects of sports, determining legal and juridical plans for the development of entrepreneurship and holding training classes and workshops, as well as determining executive legal and juridical plans and training classes are legal factors affecting the development of entrepreneurship. For example, granting long-term interest-free loans for the production of sports goods, supporting entrepreneurship regulations and legal protection and compliance with rules are the factors that can affect the development of entrepreneurship in Ardabil province. Eco-friendly land management, reality and community needs, facilitate the country's political conditions for investment, creating demands for sport, and the like can enable us to present the sustainable development model of Iranian sports entrepreneurship (Niazy et al., 2020).

With the introduction of new technologies in the field of sports, new disciplines have been created that are especially attractive for teenagers and young people. Entrepreneurship in these fields includes holding aerobics and step classes, holding rhythmic movement classes, holding kart-racing classes, holding synchronized swimming classes in glass pools, holding open squash classes in parks, etc. The use of the latest technology and attracting sponsors, the use of up-to-date technology for the private sector, and buying and using modern production equipment and effective and efficient technology for the development of entrepreneurship can be effective in building a software platform for sports technology and the development of sports entrepreneurship in Ardabil province. Participatory culture, strategic management, supporting innovative projects and applied and knowledge-based technology, eco-friendly land management, reality and community needs, facilitate the political conditions for investment, creating demands for sport, and the like can enable to present the sustainable development model of sports entrepreneurship. So according to the result of experts' opinions, sustainable development of entrepreneurship requires special paradigms (Niazy & Rafeei Dehkordi, 2022).

Also, suitable facilities in clubs and modern equipment and the increase in equipped sports halls could be effective in building a hardware platform for sports technology and the development of sports entrepreneurship in the province. Although, the presence of the non-competitive environment, high risk in the sports industry, social limitations and prohibitions, lack of government support from entrepreneurs, the presence of sports dealers, individuals' personality characteristics, individuals' social class, and lack of entrepreneurship in academic courses are confining factors of the implementation of strategies (Niazy et al., 2020). In the following, the comparison of the information derived from the research with other relevant studies will analyze and confirm the study results. Therefore, making advertisements in cyberspace can be one of the technological factors affecting the development of sports entrepreneurship in Ardabil province.

study on the implications of sustainable entrepreneurship have concluded reduced cost of treatment, prevention of social anomalies, improvement of financial turnover, job creation and willingness to establish a business, and have stated that government support and changing the view to entrepreneurship can increase the level of public interest in order to set up sports businesses; in addition, entrepreneurship cannot only have economic aspects, but also social goals (Mandalizadeh & Honari, 2011). This is consistent with some of the implications of this research, such as increased

employment, reduced social crimes, business prosperity, and health and vitality of the people. Organizations require entrepreneurial employees and entrepreneurship is a landmark in the progress path. Sports organizations need competent managers and employees to achieve their goals. Managers can increase job satisfaction and organizational commitment, entrepreneurial behavior, and subsequently the productivity of their organization using the appropriate leadership style. Furthermore, identifying the potential talents of the active forces and finally, meritocracy can be one of the political factors influencing the development of entrepreneurship in public sports in Ardabil province. Reduction of obstacles and administrative bureaucracies, getting support from governmental organizations for domestic production units, the existence of a democratic government and ethnic groups, building infrastructures, attracting political factors affecting the development of sports entrepreneurship of public sports in Ardabil province.

In the end, it is pointed out that the need of the sports community and the labor market for efficient and entrepreneurial human resources requires that big and positive steps be taken in the country in the direction of educating and training people. To achieve such goals in educating and training manpower and injecting them into the labor market, the production of the sports equipment sector and sports organizations must be planned in such a way that there is coherent and appropriate coordination between what is learned and the needs of the sports community and learners.

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