



Explaining the Key Factors Influencing Business Intelligence in Online Sports Enterprises

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Publisher: [University of Kurdistan, Sanandaj, Iran](https://www.uok.ac.ir/)

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DOI: [10.22034/sms.2024.141550.1371](https://doi.org/10.22034/sms.2024.141550.1371)

ABSTRACT

Received: 17.06.2024
Revised: 10.11.2024
Accepted: 13.11.2024
Available online: 21.03.2025

Keywords:

Internet, Media, Business, Sports

The aim of the present study was to identify and explain the factors influencing business intelligence in online sports enterprises. The research employed a qualitative methodology based on grounded theory. The statistical population consisted of experts, specialists, university professors, and entrepreneurs active in the domain of sports business. A snowball sampling method was employed to select participants for in-depth interviews. The primary data collection instrument was semi-structured interviews conducted with 17 participants. The validity of the interview protocol was verified by both the interviewees and a panel of academic experts. To assess reliability, the intra-subject agreement method was used, yielding a reliability coefficient of 0.87. Data analysis was conducted using grounded theory methodology. Findings revealed that the key factors influencing business intelligence in online sports enterprises include: innovation development, resource management, internet-based business expansion, supportive legal and policy frameworks, and cultural infrastructure. These core categories were further broken down into 11 concepts and 52 open codes. Based on these findings, it is recommended that strategic policymaking and effective interventions be implemented to support the development of online sports businesses. Such initiatives may also stimulate short-term employment growth.

How to Cite This Article:

Pourgholi, A., Eydi, H., & Keshavarz, F. (2025). Explaining the Key Factors Influencing Business Intelligence in Online Sports Enterprises. *Journal of Sport Marketing Studies*, 6 (1): 32-44. [10.22034/sms.2024.141550.1371](https://doi.org/10.22034/sms.2024.141550.1371)

1. INTRODUCTION

In today's rapidly evolving and complex environment, organizations and companies are increasingly striving to adapt to structural and functional changes. Structurally, this involves choosing appropriate strategies and programs, while functionally it entails identifying effective variables and factors that ensure organizational survival amid such transformations. Recent developments—such as demographic pressures, instantaneous innovations, increasing decision-making complexity, and the growing challenges in management processes—have underscored the vital role of small and medium-sized enterprises (SMEs) (Hosseini et al., 2020). Currently, the success of SMEs significantly impacts the social, economic, and cultural dimensions of every country (Rosta, 2015). Consequently, the competitive nature of today's business environment has exposed business owners and managers to numerous challenges. These managers must, on one hand, enhance competitiveness and development, and on the other, avoid incurring excessive costs (Yu et al., 2018). In Iran, the increasing significance of business strategy over the past decade has emphasized the need for frameworks and models that align organizational strategies with knowledge development (Jafari, 2015). One of the key strategies for business development involves the utilization of the internet and intelligent technologies in operational processes.

In recent years, internet-based technologies have emerged as crucial components in the field of information systems management. These technologies have become deeply integrated with the culture of leading organizations and are at the forefront of supporting decision-making processes (Rezaei et al., 2018). Business intelligence (BI) systems, in particular, offer up-to-date, reliable, and sufficient commercial information. They facilitate reasoning and the interpretation of underlying patterns within business data through discovery and

analysis processes (Ghasemi et al., 2020). However, similar to other organizational IT solutions, the implementation of BI systems has yielded mixed outcomes across companies. Some organizations report successful BI implementation, while others encounter failure (Latif et al., 2022). Although many organizations have embraced BI to improve decision-making processes, not all have achieved successful implementation (New et al., 2021). Among the industries with significant growth potential in Iran is the sports industry, which holds promise for job creation and business expansion. Beyond physical health benefits, sports and physical activities play a substantial role in improving social and economic indicators (Yang et al., 2022). Today, sports attract the attention of policymakers, business professionals, academics, and the general public alike (Fathi, Moharramzadeh, Vahdatipour & Nouri, 2023 and Jalil et al, 2019). Due to its broad scope, the sports industry is recognized as one of the fastest-growing sectors within the global economy, society, and politics. A wide array of employment opportunities arises from sports events, which increasingly contribute to the diversification of job roles.

By generating demand for sports goods and services and fostering community engagement, the sports industry provides fertile ground for market development. Thus, governments must implement effective planning to increase public participation in sports activities and identify the critical skills required in this domain (Zebuse et al., 2019). One key consequence of the growth in sports activities is the emergence of new businesses. However, various factors influence the success of entrepreneurs in this field (Cheng et al., 2020). Sports products are typically categorized as goods or services, though sports services—primarily provided by the government—have yet to see full-scale growth (Gao & Ren, 2023). In Iran, most sports businesses are centered around equipment, with other areas lacking

structured business frameworks (Karimi et al., 2023).

Thus, the first step in developing sports businesses is identifying the factors that influence their success. Without achieving a level of success, sustaining these businesses becomes unlikely. Furthermore, the growth and development of SMEs are essential for maintaining a dynamic economic cycle. Therefore, identifying the key success factors for sports-related businesses is of paramount importance. Despite the recognized role of sports in entrepreneurship and job creation, relatively little research has focused on success factors in SMEs within the sports sector—particularly in online environments (Brarzadeh et al., 2019; Tavara et al., 2021).

The growing number of university graduates, the diversity of contemporary consumer needs, and the unsuitable state of today's business landscape have collectively hindered entry into the sports sector for many aspiring entrepreneurs (Rasekh, Jafari & Emami, 2023 and Hong et al., 2022). Even existing sports business owners are exiting the competitive market due to factors like inflation and economic stagnation. Nonetheless, some individuals continue to succeed and demonstrate resilience under current conditions (Poti et al., 2018).

Numerous studies have sought to explore aspects of sports business development:

- Hosseini et al (2022) proposed a paradigm model on how social networks can stimulate the creation of sports businesses in Iran, identifying infrastructure and favorable conditions as key enablers.
- Farsi et al (2021) employed structural equations to determine that social networks, product design, e-services, marketing communications, value chains, and knowledge sharing are the most influential factors in digital sports marketing.

This study employed a qualitative research method using grounded theory, following the

- Rahimi et al (2020) presented a grounded theory-based BI model, emphasizing motivational drivers and contextual factors influencing successful BI implementation.
- Young (2022) discussed internet-based innovations as a new development model for the sports industry, emphasizing improved access to products and services.
- Lu et al (2022) concluded that smart internet solutions enhance innovation efficiency among listed sports companies, affirming the need for internet-driven business model innovation.
- Popovich et al (2018) demonstrated that BI systems improve SME performance by helping managers understand success factors in implementation.

In light of the literature and growing global interest in sports as a socially, economically, and internationally impactful field, the potential of sports to generate employment and support new business creation is clear. However, despite the strategic importance of BI for senior executives, its implementation has not been uniformly successful across all organizations.

Among the many types of intelligent businesses, online sports enterprises represent a unique subset. Before the COVID-19 pandemic and the closure of gyms and sports centers, few recognized the potential of virtual sports businesses. Only after traditional facilities shut down did many turn their attention to digital platforms—by which time long-established online sports businesses had already gained significant traction. Therefore, given both the importance of internet and smart technologies in developing sports businesses and the existing research gap in this field, the present study seeks to identify and analyze the key factors that influence business intelligence in online sports enterprises.

2. Methodology

Glaserian approach. The statistical population consisted of experts, including specialists, university faculty members, and owners of sports

clubs with expertise in the domain of sports entrepreneurship. The sampling method was purposive, using the snowball technique. In the purposive sampling phase, several knowledgeable individuals were identified and interviewed. Then, based on the snowball method, these participants were asked to introduce others in similar positions who could provide additional insights. These referred individuals were also interviewed.

The interviews continued until no new information emerged from the conversations—that is, until theoretical saturation was reached. In other words, once subsequent interviews failed to yield novel insights or data, the researcher concluded that saturation had occurred. Due to limitations in the population size, the sample size matched the total number of eligible individuals. A total of 17 interviews were conducted, and from the 14th interview onward, repetition in the received data was observed, with full saturation achieved by the 16th interview.

To conduct the research, after designing general interview questions and developing the interview protocol, in-depth and semi-structured interviews were carried out with the selected experts. The interviews were semi-structured and scheduled in advance with participants. Following each interview, the conversations were transcribed in full, and initial coding of the data was conducted to extract preliminary concepts.

Simultaneously with the interview process, an in-depth review of the theoretical background and prior studies was undertaken. This ensured that the analysis integrated past concepts, the researcher's experiential insights, and expert viewpoints in the subsequent phases of data analysis.

The validity of the interview data was confirmed through the involvement of faculty members, who reviewed the interview process, coding procedures, and data analysis steps. Their feedback was incorporated to revise and strengthen the methodology.

Moreover, to evaluate the reliability of the interviews, the intra-coder agreement method was employed. For this purpose, a doctoral student in statistics was recruited as a co-coder. They were trained in the coding process and the required methodology. Each interview was then assessed by both coders, with matching codes labeled as “agreement” and differing codes marked as “disagreement.” Together, the researcher and the co-coder coded three interviews, and the intra-coder agreement rate was calculated using the following formula (Mohammadi Askarabadi et al., 2020). According to the results, the reliability coefficient was calculated as 0.87, which confirmed the robustness of the instrument.

Table1. Reliability calculation of the research

Retest reliability (percentage)	Number of disagreements	Number of agreements	Total number of data	Interview number	Row
%93	9	14	30	3	1
%85	10	12	28	7	2
%81	8	9	22	14	3
%87	27	35	80		Total /

For data analysis, grounded theory methodology was employed across three main phases: open coding, axial coding, and selective coding. In the open coding phase, all interview transcripts were fully reviewed, and key points were

extracted. This process involved breaking down the interview data line by line and paragraph by paragraph to generate raw codes. From the analysis of all 17 interviews, 52 open codes were extracted.

In the subsequent axial coding phase, these open codes were reorganized to identify relationships among them, forming conceptual categories. Similar codes were grouped into thematic clusters, and in some cases, multiple open codes were consolidated under a single axial code. The 52 open codes were thus reduced to 11 axial codes.

Finally, in the selective coding phase—following the completion of axial coding and analysis of the resulting categories—these axial codes were grouped further to identify central categories. This process led to the identification of the main themes and dimensions central to the research.

3. Findings of the Research

Demographic Description

The demographic characteristics of the participants are summarized in Table 2.

Table 2. Personal characteristics of the interviewees

Position	Education	Row
Faculty member	PhD	1
Faculty member	PhD	2
Faculty member	PhD	3
Faculty member	PhD	4
Faculty member	PhD	5
Faculty member	PhD	6
Faculty member	PhD	7
Faculty member	PhD	8
professor	Doctoral student	9
professor	Doctoral student	10
professor	Doctoral student	11
professor	Doctoral student	12
professor	Doctoral student	13
Sports club owner	Doctoral student	14
Sports club owner	Masters	15
Sports club owner	Masters	16
Sports club owner	Masters	17

The sample included eight PhD holders, six PhD candidates, and three individuals with master's

degrees, all with relevant expertise in online sports businesses.

Table 3. Primary concepts and major categories produced in the open coding phase of data base theory

open coding (raw data)	Axial coding (concepts)	Optional coding (central category)
Ensuring that ideas are distinct from other competitors	Differentiation	Development of innovation
Avoiding blind imitations of existing businesses		
Creating a new solution for business development		
Connecting and interacting between your capabilities and the needs of customers		
Having a creative mind	Innovative ideas	
Applying creative and innovative ideas		
Implementing the desired idea in a small sample in the early stages		
Adapting new ideas to hardware and software conditions governing the business		
Benefiting from non-sports ideas and applying them in sports-related businesses		
The like-mindedness of people in implementing ideas		

Employing expert and experienced human resources in internet sports businesses	human resources	resource management
Employing creative, thoughtful, idea-generating and innovative human resources		
Benefiting from expert and experienced consultants (business consultants).	Funds	
Increasing financial power through attracting new resources in business		
Attracting investors with the aim of implementing innovative and creative ideas		
Attracting necessary capital to use technology in sports businesses	environmental changes	
Increasing competition with competitors		
The tendency to do things from traditional to advanced		
Structural and functional changes in sports organizations and companies		
Boom in sports markets		
There are new opportunities for sports business	Business improvement	Business development through the Internet
The possibility of exporting sports achievements abroad		
Designing a business plan based on global standards		
Entrepreneurs' willingness to use technology in sports business		
Creating a platform for sports businesses in the virtual space		
Development and expansion of internet business	Technology capabilities	
Innovation in the supply of sports services		
Mutual and easy communication with audiences and customers		
Reducing the problem of customers' time for exercise		
Using the Internet to categorize the information of sports customers		
The unique facilities of the Internet for the development of sports businesses	Supporting businesses	Supportive-legal policies
Extensive and cheap advertising		
Teaching how to use goods and services online		
Online needs assessment of customers		
Preventing the excessive import of low-quality foreign products into the domestic market		
Formulating government financial and moral support policies for online sports businesses	Legal and legal factors	
Government-backed facilities and loans with low interest rates and long repayment periods		
Government support in providing raw materials needed by businesses		
Creating a special support group for sports businesses		
Modifying and revising cumbersome laws and regulations related to starting and managing businesses		
Smart use of the advantages in the laws and regulations approved by the government	cultural factors	Cultural infrastructure
Applying the right rules to start and manage a sports internet business		
The culture of exercising		
Universalization of sports		
Media culture		
Motivation to use technology in society	Infrastructures	
Motivation to use technology in society		
Better development of internet infrastructure		
Increase the resources and equipment needed		
Development of access infrastructure to sports facilities		

The findings of this study showed that the factors affecting intelligence in internet sports enterprises include (innovation development, resource management, business development via

the internet, legal-supportive policies, and cultural infrastructure). These categories themselves include 11 concepts and 52 factors or open codes.

4. Discussion and Conclusion

The present study aimed to explain the key factors influencing business intelligence in online sports enterprises. The results revealed that the main influencing factors include innovation development, resource management, internet-based business expansion, supportive legal and policy frameworks, and cultural infrastructure. Each of these dimensions is explored in more detail below.

Business intelligence systems provide commercial information that is up-to-date, reliable, and sufficient, enabling reasoning and interpretation of underlying patterns in data through discovery and analysis processes (Ghasemi et al., 2020). One of the major challenges individuals face is defining their market and the focus of their products and services. In the pursuit of success, many tend to market their offerings indiscriminately. Therefore, creating a competitive advantage hinges on the distinctiveness of one's ideas compared to competitors.

The more innovative and creative the ideas applied in developing online sports businesses, the greater the likelihood of capturing new market opportunities and outperforming rivals. Conversely, blind imitation of others' business models should be avoided. Utilizing original strategies, rather than copying existing ones, allows entrepreneurs to better identify customer needs and offer diverse products and services, ultimately boosting business performance.

One of the most critical responsibilities entrepreneurs face is forecasting demand for products and services. A business leader can only experience success if they correctly assess the market at the point of entry. Entrepreneurship is inherently tied to innovation and the creation of new

combinations, such as new products, services, methods, raw materials, or markets. Notably, entrepreneurs do not necessarily need personal capital to launch new ventures, as funding can be secured through credit. From this perspective, anyone seeking to enhance online sports businesses needs only intent and initiative.

Many aspiring entrants find it difficult to penetrate the market. However, creativity and innovation can disrupt equilibrium and generate new demand. Adapting fresh ideas to existing technological and operational conditions can contribute to the comprehensive development of businesses. Creative individuals consistently seek novel and varied ideas within their domain. As such, having a cohesive, like-minded team to implement these ideas is essential for achieving operational efficiency and effectiveness—something that managers must deliberately foster through strategic planning.

In other words, innovation and creativity are linked to market needs and opportunities through structured and organized processes. Focused strategies are employed to bring innovative ideas to life, aiming to deliver new products or services that prioritize customer satisfaction and ultimately generate profit.

Another important factor influencing business intelligence in online sports businesses is resource management, which includes both human and financial resources.

Human capital forms the backbone of all economic, political, and athletic activity. Therefore, investment in human resources and their effective management are essential strategies for sustainable development. Developed nations have historically

prioritized the training of skilled and technical personnel, laying the foundation for economic and industrial advancement. Accordingly, one of the key components in establishing a dynamic and active online sports business sector in Iran is human resource development. Human capital is widely recognized as a crucial factor in the growth of the sports industry. The primary reason for the success of developed nations lies in their talented and specialized workforce.

To that end, it is necessary to attract competent, skilled individuals and to utilize the full potential of the current labor force in both ongoing and future projects. This ensures maximum return on investment and increases the probability of business sustainability. To fully benefit from intellectual capital, mechanisms must be created within the human resource sector to facilitate the sharing of both explicit and tacit knowledge. Such capabilities allow human resources to function as an information system, identifying external opportunities and threats.

In conclusion, leveraging the expertise of qualified consultants to enhance online sports businesses can directly influence the production of high-quality, customer-focused products—leading to increased satisfaction and profitability relative to competitors.

The financial management dimension is equally critical. Utilizing sound financial strategies to support profitable innovation projects plays a key role in increasing the wealth of business owners. One of the most important decisions business managers must make to maximize shareholder value relates to securing adequate funding. Consistently, the acquisition of financial resources for starting and expanding ventures is a central challenge. Without proper financing, business success remains unattainable.

Thus, a company's ability to identify potential funding sources and develop appropriate financial plans is essential to its growth. One effective pathway to business advancement is attracting investors to implement creative and innovative

ideas that improve the status quo. Investors, aiming to increase product output and enhance service quality through innovation, are drawn to such ventures for their profit potential and customer appeal.

The internet and emerging technologies offer excellent tools for aligning business operations with environmental demands and customer expectations. Financing approaches may vary based on the business environment and operational scope, making it essential to apply robust financial management practices tailored to these conditions.

By leveraging digital technologies and virtual platforms to raise capital, businesses can strengthen their ability to achieve strategic objectives. Ultimately, long-term success requires cost efficiency and high profitability, which in turn depends on securing capital under fair and sustainable terms.

Another key factor influencing business intelligence in online sports businesses is the expansion of enterprises through the internet, which includes dimensions such as environmental change, business improvement, and technological capabilities.

Based on the findings of this study, environmental changes—such as intensified competition, high risk in market entry due to limited information, unexpected crises like COVID-19, and the rapid integration of innovations into business—have significantly amplified the role of the internet and modern technologies in organizational operations. The sports industry is no exception, continually impacted by these developments. However, a traditionally conservative mindset toward managing sports activities in Iran has hindered the effective integration of intelligent technologies into domestic products and services.

That said, internet-based sports businesses, by leveraging digital infrastructure and online platforms, can produce higher-quality products and spearhead a revolution in sports management and entrepreneurship. Given the global shift toward advanced technology, it is imperative that the sports

sector follow suit. This will not only support job creation but also improve the quality of existing services and industries.

The internet can facilitate the globalization of domestic sports businesses by aligning them with international standards and addressing the diverse demands of modern consumers. With enhanced digital engagement, sports enterprises can improve customer retention and prolong their operational life cycles. Higher standards of service and sustainability are likely to attract more investment into the sports sector, ultimately elevating the quality of goods and services offered in the domestic market.

The digital environment also creates potential for the export of sports products and innovations. Virtual platforms and online infrastructure play a critical role in the expansion of sports businesses, enabling seamless, direct communication with consumers. Through internet-based tools, companies can better understand customer needs and produce tailored goods, thereby boosting consumer interest and market sales.

Moreover, online advertising enables cost-effective and widespread product promotion, raising awareness of product quality and pricing, and reducing the need for in-person visits—resulting in both time savings and increased customer convenience.

Smart technologies also introduce new capabilities in sports businesses, such as real-time video coaching that allows clients to train under supervision from home. Online platforms enable companies to respond instantly to customer inquiries and monitor competitor activity, thereby increasing customer loyalty and strategic awareness.

Another advantage of internet-based business models is their capacity for accurate market analysis. The internet allows for demand forecasting and market need identification, enabling more targeted planning. This facilitates intelligent, data-driven sales strategies and helps companies offer exclusive, innovative sports products and services.

The results of this section are consistent with previous findings by [Naguib Hosseini et al. \(2022\)](#), [Farsi et al. \(2021\)](#), and [Young \(2022\)](#), all of whom highlighted the role of internet-based innovation in the advancement of sports businesses.

In relation to supportive legal and policy frameworks, two key components can be identified: institutional support for businesses and legal-regulatory factors.

One vital aspect of this domain is the government's role in supporting sports enterprises. Preventing the influx of low-quality imported goods into domestic markets is crucial for developing the national sports industry. Governments can play an active role in promoting the use of local sports products and services by offering strategic support to online sports businesses and encouraging public engagement with domestic offerings.

In terms of direct business support, facilitating access to low-interest government loans with extended repayment periods can boost production and improve the financial conditions of domestic manufacturers. As the popularity of sports businesses increases, so too does public demand for related products and services, which contributes to the expansion of the sports market overall.

Entrepreneurs striving to implement strategic entrepreneurship in the sports industry require an enabling business environment. This includes institutional mechanisms that help identify opportunities, convert them into innovations, and generate competitive advantages. A thriving and competitive economy depends not only on the quality of entrepreneurial ideas and practices, but also on the speed at which these innovations reach success.

Such progress is only achievable in a conducive business environment that includes government-backed financial and non-financial policies. Examples include the development of financial incentive programs, promotion of domestic sports production, expansion of business incubators and accelerators, and the establishment of industry associations specifically designed to support online sports enterprises.

It must be emphasized that the formulation and implementation of regulations are among the foundational elements shaping the institutional business landscape of any country. While developing internet infrastructure and smart technologies in the sports business sector requires market-driven training and skills development, it also necessitates a supportive legal and regulatory framework that facilitates production and service innovation in sports.

Legal policies can be a double-edged sword: when used effectively, they create opportunities and streamline competition; when poorly designed, they become obstacles for business managers. Therefore, one of the critical measures to improve the landscape for online sports enterprises is reforming bureaucratic and restrictive regulations that hinder startup and operational processes.

The more aligned legal frameworks are with the specific needs of sports business development, the easier and faster their establishment and growth will be. Business leaders must use legal frameworks intelligently to accelerate business creation and expansion, while leveraging smart technologies and the internet to promote widespread community engagement in physical activity.

This not only increases demand for sports products but also encourages investments and consumer participation. Thus, regulations should be designed to support growth, facilitate mass participation, and ease the entry of investors into the sports sector—ultimately invigorating the sports market and attracting more customers.

Another factor influencing online sports businesses is the presence of cultural infrastructure, which encompasses both cultural elements and institutional foundations.

In a society where a culture of sports is deeply embedded and individuals are active participants in sports, smart technologies are more likely to integrate rapidly and effectively into the sports business ecosystem. Cultural development imposes itself upon both society and its leaders, serving as a fundamental element of socialization and collective

responsibility. On one hand, the absence of a particular behavioral norm (e.g., using modern fitness tools) justifies the need for cultural education. On the other, existing negative cultural patterns necessitate corrective cultural initiatives (Mohammadi Askarabadi et al., 2020 & Safarian, Nasimi & Rahmaty, 2024).

Promoting a culture of sport and making it a public norm implies that individuals recognize physical activity as essential and beneficial to daily life. This cultural shift can prevent many physical, psychological, and social ailments at far lower costs than medical treatment. Therefore, infrastructure must be established to make sports widely accessible, and this objective must be consistently emphasized by authorities at all levels.

One effective approach to advancing this goal is creating a positive attitude toward the integration of modern technologies in sports businesses. Because digital platforms are already widely adopted, they offer tremendous potential to transform the sports business landscape. Individuals should be able to access sports resources with minimal cost and effort. Collaborating with media outlets and relevant governmental and non-governmental organizations can help create an environment conducive to increased sports participation.

The emergence of new methods for delivering sports services and products has led to heightened consumer expectations. As customers begin to demand newer, more advanced services, investors and innovators are likewise encouraged to embrace and expand the use of smart technologies in the sector.

As for internet infrastructure, the findings indicate that Iran's sports industry is in urgent need of foundational technologies to commercialize its achievements. The absence of such infrastructure—especially in academic training environments—has stifled the translation of innovative ideas into actual products.

Building the digital foundations necessary for integrating the internet into every branch of the

sports business also requires cultural readiness and technical training. Lessons can be drawn from the experiences of developed countries, where reverse engineering and adaptation of advanced technologies have supported domestic growth. Many current problems in Iran's sports sector could be addressed through smart technologies and digital platforms.

Sports venues are the physical foundation of all sports programming, and their proper management directly impacts the quantity and quality of events. Despite Iran's long-standing history in sports and physical education, many facilities continue to be designed, constructed, and managed using outdated methods. Although significant progress has been made in recent years, much remains to be done to meet global standards.

At this critical juncture, it is imperative for Iranian sports managers and policymakers to adopt the latest scientific knowledge and best practices in sports facility management. One strategic avenue is the use of media, which, thanks to its broad reach, can disseminate up-to-date training content and produce specialized programming on infrastructure development. This would assist managers and designers in modernizing the country's sports facilities.

Moreover, government regulations, such as tax exemptions for sports sector investors, can play a vital supporting role. Authorities must also implement strategic planning to increase the availability and accessibility of sports halls and equipment. Through the use of sports applications, they can broaden access to training and unlock the full potential of digital platforms for athletic engagement.

The findings of this section align with the results of [Naguib Hosseini et al. \(2022\)](#), [Rahimi et al. \(2020\)](#), [Nikosakhn \(2017\)](#), and [Lu et al. \(2022\)](#), all of whom emphasized the importance of cultural and infrastructural factors in the development of internet-based sports enterprises.

Based on the findings of this study, the following recommendations are proposed to support the development of online sports businesses:

First, it is recommended that authorities and managers take appropriate measures to raise public awareness regarding the benefits of physical activity through the use of smart technologies. By offering well-designed training programs, they can encourage broader participation in sports and contribute to the overall advancement of the sector.

In addition, policymakers should adopt a positive outlook toward sports and work to establish the necessary conditions and infrastructure to facilitate widespread participation across all segments of society. Efforts should be made to influence public attitudes toward physical activity through media and internet-based platforms. These changes in perception can significantly impact lifestyle choices, leading to a greater inclination toward regular exercise and sports engagement.

Finally, given the increasing importance of sports in society, it is essential for both government officials and sports business owners to prioritize cultural development and the institutionalization of physical activity. The more receptive families and communities are to embracing sports as part of everyday life, the greater the participation in athletic activities will be—ultimately driving growth and prosperity in the sports business sector.

5. Conflict of Interest

There is no conflict of interest.

6. Financing

The article has no financial sponsor or research funding, nor is it derived from a research project.

7. Acknowledgements

We would like to express our gratitude to the staff of the *Journal of Sports Marketing Studies* and the esteemed referees who provided valuable feedback to improve the article.



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