



Propellants of Promoting Productivity Professional Football Clubs in Iran

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ABSTRACT

Purpose: This study aims to identify the propellants that affect the productivity of professional football clubs in Iran.

Methodology: The present research is applied in terms of the purpose and duration of nature based on Futures studies and analytical and exploratory methods. Through semi-structured interviews with 16 managers of professional football clubs, sports management professors, and organizational productivity experts, the necessary information was obtained, including seven sections and 60 key indicators. Mick Mac software was used to analyze the collected data from the 7×7 matrix. Mick Mac software was used to analyze the collected data from 7×7 matrix cross-effects.

Findings: Seven general categories of factors include, influential to influential, were identified. They are educational and scientific propulsion, propulsion of proponent of attention, propulsion of budget and finance, propulsion of leadership and management, propulsion of tools and professional behavior, Planning and talent development propellants, and marketing and support propellants.

Originality: As a result, it can be said that to develop the productivity of professional football clubs in the country, marketing, supportive propellants, and planning and talent development, practical factors that are both effective and influential should be on the agenda of sports managers to Iranian clubs to reach a professional level like the clubs in developed countries.

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1. Introduction

The ability of managers to plan, organize, direct, and control is growingly compromised. Organizations also face rapid and all-encompassing change. The successful response of organizations in a highly dynamic and changing environment depends on their ability to provide the information they need and find appropriate solutions to the problems they face (Hamory et al., 2020). In this regard, organizational theorists and managers focus on designing an organization's productivity. At present, sport is a moneymaking industry that directly and indirectly changes countries' economies and leads to higher economic growth, and its processes affect other sectors. In this regard, one of the problems faced by the sports industry is its low productivity in developing countries (Aisiyah, 2016).

Productivity is a comprehensive concept; of raising the standard of living, better welfare, peace, and comfort for all countries of the world, which has always been of economic importance; it has been consistently defined in government policy as a necessity. Therefore, in this regard, the researcher states that estimating the amount of production in terms of minimum energy consumption, money, and time is called productivity (Azimi Sanavi et al., 2020; Mohamadzadeh et al., 2013). Productivity is one of the concepts of economics and management, which is defined as: "the number of goods or services produced concerning each unit of energy or labor expended without reducing quality or with efficiency" (Way et al., 2019).

In other words, the productivity of obtaining the maximum possible profit by utilizing and making optimal use of labor, human resources, talent, and skills of human resources, land, machine, money, equipment, time, place, etc., to improve welfare used Placed. Society (Chen, 2019; Kozlowski & Ilgen, 2006). Undoubtedly, football is the most popular and participatory sport, so much so that many countries on five continents have considered it their national sport (Begovic, 2021). In this regard, professional football in the world has its definition. A professional club employs about 8,752 people directly in its home country. Football is the second largest economy in the world after oil. Therefore, the fact that the stadiums are full of spectators in domestic, national, continental, and world matches and the hundreds of millions of viewers in competitions and television broadcasts has introduced football as the most popular sport in the world. Football in Iran is also the most common and widespread sport, with the highest number of athletes and spectators compared to all disciplines (Balwel & Tayachi, 2021). Memari et al. (2021) showed that human resources, management, legal, software infrastructure, marketing, and economic indicators were essential in enhancing clubs' franchise power and funds (Memari et al., 2021).

In this regard, professional football clubs can be called a Special trade. However, they operate within the same legal framework as other companies but are strongly influenced by sports activities on the field (Miragaia et al., 2019). In the professional football industry, clubs' income comes from television broadcasting rights, exclusive shirt sales, stadium seat ticket sales, field advertising, training ground, sportswear, and training. They work in various economic sectors such as hospitality, transport, transportation, media, and

tourism. Implementing unit management in sport policy is suitable for creating synergy (Nazari, 2021).

Therefore, it can be acknowledged that football is crucial in promoting international trade due to its importance (Guzmán-Raja & Guzmán-Raja, 2021). Productivity in these clubs is also an important issue that researchers have pointed out in this (Balassiano & Bullough, 2021) in a study of scientific productivity measures in English championship clubs. They stated that there are many differences between clubs regarding the type and proportion of productivity opportunities they offer. In addition, the clubs that have qualified for the Premier League as champions are more productive than the teams in the lower divisions, which shows the importance of these professional clubs. Namai and Okeyo (2020) examined leadership styles in the performance and productivity of Premier League football clubs in Kenya, and they stated that transformational leadership greatly influenced the performance of clubs more than any other style.

Therefore, leadership style is an essential element in the productivity of football clubs and primarily determines the teams' success. A study on the performance of clubs looked at Spanish professional football and stated that the older and wealthier clubs had a relatively high-efficiency level (Guzmán-Raja & Guzmán-Raja, 2021). Identified the variables of football management that lead to sustainable success in European professional football clubs and stated that good financial performance, sporting success, maximizing fan well-being, and leadership and governance in successful Sustainable and productive football clubs are effective. Additionally, sports organizations have conducted internal studies on productivity (Schönberner et al., 2021). Asserts that intellectual and cultural capital plays a significant role in human resource productivity. Therefore, to increase the productivity of human resources, in addition to tangible assets, it is necessary to invest in the intangible assets of employees and provide effective communication between them to provide the ground for the organization's growth (Shahali et al., 2020). examined the productivity of sports federations in the championship dimension with emphasis on financial, material, and human components and concluded that the productivity of these federations was less than average or expected (Shamunian et al., 2020). Also with strategic alignment and strategic identification, one can expect organizational consequences (Nazari & Hajiheydari, 2021).

It is necessary for the trustees and trustees of sports in the country to do sports pathology to improve the sports situation. In addition, provide appropriate formulation strategies in this area and with national supervision over them to give the ground for developing championship sports in various fields. Based on the most important findings, the reason for low productivity in sports organizations can be considered the following: (1) investment in technology that companies do not do, (2) long supply chain, and (3) reduced efficiency of machines in the company. Industrial competition in the fast-paced sports industry requires increasing or improving the productivity of manufacturing companies, especially in the face of global competition with the conditions accepted by the economic community (Wahyudin & Hasibuan, 2019). Most organizations' environments have become increasingly dynamic, uncertain, and unpredictable, and goals are so moving that they are challenging to achieve. Accordingly, the unpredictability of

environmental factors and variables is the most critical obstacle in implementing strategic plans for sports organizations (Farokhshahinia et al., 2021).

The most important strategic factors include supporting public and private bodies, enhancing cultural and social responsibility, developing media awareness, managing systems and processes, developing appropriate infrastructure, improving financial and environmental impacts, and security was identified as being consistent with the club's sustainable development. Finally, two scenarios include scenario consisting of financial resources allocation, unit, and integrated management components; and the second is one the components of specialization and highlighting and modeling to chart the Personal club's future (Nazari et al., 2022), therefore, the degree of unpredictability of future developments and results and its lack of understanding of current knowledge is called uncertainty. Organizations seek to create effective models that can create value for the organization quickly and identify critical issues that affect the success and current and future performance. The key to success in this field is an adaptation to the external environment of the organization. In this regard, the challenges of coping with the uncertainty in sports management today have put many football clubs on the verge of bankruptcy. These clubs try to survive the excitement of the competition, and the main factor in such a strategy for the survival of the clubs is the leadership of the football managers and managers and the efficiency of the clubs. Managers are expected to motivate employees and players with organizational goals to achieve the desired results. Productivity is the most critical factor in achieving the set goals because it is vital in improving organizational performance. Corporate failure and success depend on productivity at all levels.

Moreover, the factors that will plague professional football clubs in the future must be identified so clubs can implement their short-term and strategic plans accordingly. As a result, the present study seeks to answer the question, "what is the productivity propellant s in Iranian professional football clubs?" Therefore, improving the level of productivity in sports today is one of the most critical missions of sports managers. Football has become a capital market today, and its main features are the investment of billions of dollars. Additional transfer fees, astronomical sums for signing football players, battles between sponsors to advertise and promote football players' products, and negotiations for TV rights to find a model. It will attract potential investors and thousands more Others depend on the productivity of professional clubs.

2. Methodology

The present study is applied in terms of purpose and analytical-exploratory in nature. The method of the present study is future research, which has been done in a mixed way (qualitative and quantitative). The method of collecting information is library and documentary. First, the existing documents were examined to contain the propellants for the productivity of professional football clubs in Iran. At the same time, in-depth interviews were conducted in the form of semi-structured and open-ended questions until theoretical saturation.

First, information was collected through interviews with research experts, including managers of professional sports clubs, professors of sports management, and specialists in the field of organizational productivity; in this part, the snowball sampling method was used until the data reached theoretical saturation. Finally, 16 managers of professional football clubs, sports management professors, and specialists in organizational productivity were selected as a sample of the quality department. Although the general method of this research is precise, a full explanation of the research method is necessary. The research method will be based on the research onion model, which will be described step by step in Figure 1 (Saunders et al., 2009).

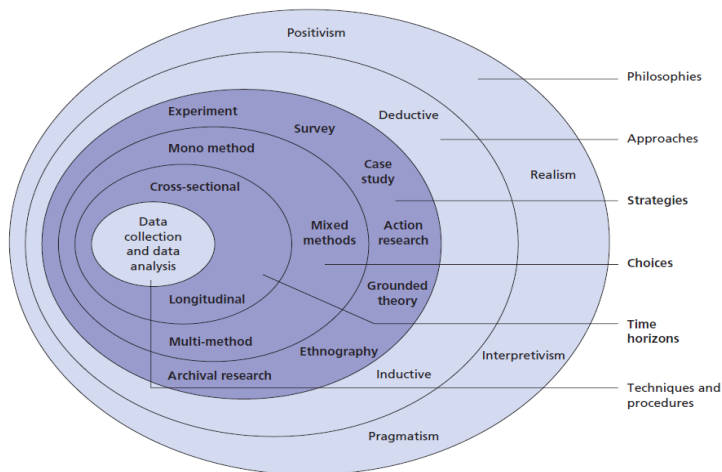


Figure 1. Research onion model (Saunders et al., 2009).

Based on this model, the research consists of several layers in which each layer is affected by a higher layer. Their layers are: 1) the Research Philosophies layer, 2) the Research approaches layer, 3) the Research strategies layer, 4) the Research options layer, 5) the Research time horizon layer, 6) the Data collection and analysis method layer. After reviewing in-depth interviews, factors affecting the productivity of professional football clubs in Iran were provided to the interviewees and, after their approval, were added to the codes. The number of these initial factors was 77. At first, the elements were designed in seven general categories, and a questionnaire was provided to 16 sports management experts, employees, and organizational behavior specialists to confirm the final cases. After three steps of rejection or approval, Factors affecting the productivity of professional football clubs in Iran were obtained using by Delphi method by experts. With the consensus of these experts, the final 60 variables in seven general categories were identified as the main propellants. After this step, the data were prepared numerically from the Delphi questionnaire.

Finally, the impact and effectiveness matrix (Cross Impact Matrix) was formed after collecting indicators and variables in two stages. The 7×7 matrix was provided to the first-stage experts (16 professional football club managers, sports management professors, and

organizational productivity specialists), and the questionnaires completed the matrix. In this questionnaire, the factors were placed in front of each other in rows and columns, and experts were asked to weigh each factor from zero (no effect) to three (highest development) based on its importance and impact. Finally, MIC MAC software was used to analyze the variables and indicators in the final questionnaire using the futures research method and analyzed, which the research process is shown in Figure 1.

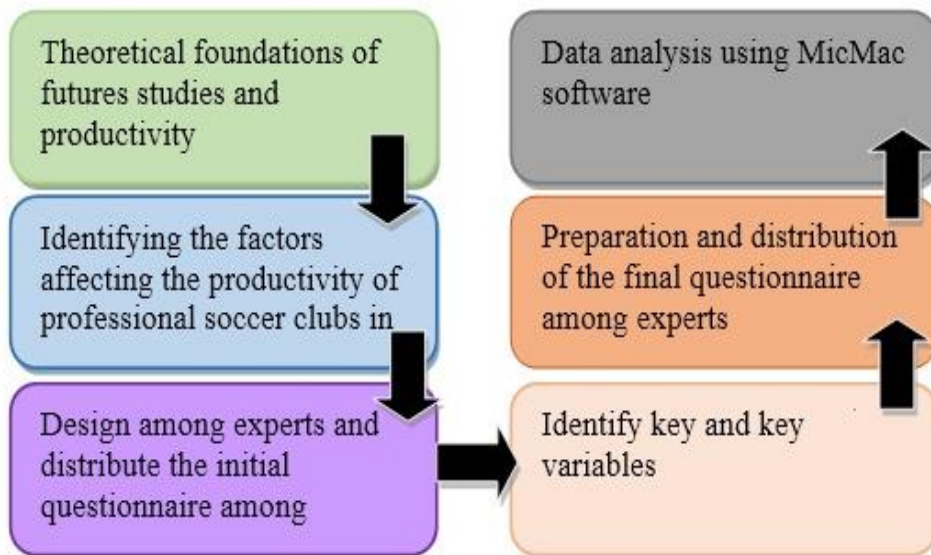


Figure 2. Research Process in futurism of factors affecting the productivity of professional football clubs in Iran.

3. Results

The demographic characteristics of the interviewees are given in Table 1.

Table 1. Demographic information of the sample under study.

Frequency percentage	Frequency	Components	Variable
37.5	6	Female	Sex
62.5	10	Man	
25	4	30-39	Age
62.5	10	40-49	
12.5	2	50 and up	
25	4	Bachelor	Education
37.5	6	Masters	
37.5	6	PhD	
25	4	Manager of a professional football club	Position / Job
37.5	6	Master of Sports Management	
37.5	6	Organizational Productivity Specialist	
100	16		Total

To identify the factors affecting the productivity of professional football clubs in Iran through research and in-depth interviews, we identified 77 indicators and provided them to research experts. Seventeen indicators out of 77 hands eventually fell, and 60 were supplied to experts for review. Finally, the key indicators were adjusted in 7 sections and 60 critical indicators with a width of 7 × 7 matrix based on cross-impacts.

Table 2. Specifications of the primary factors affecting the productivity of professional football clubs in Iran.

Section (Propellants)	Indicator	Item
Educational and scientific propellants	Permission to participate in decision making	1
	Positive attitude towards work and club	2
	Staff training	3
	Having a work conscience	4
	Having social discipline	5
	Preparing the environment for innovation and creativity	6
	Existence of knowledge management in the organization	7
	Contribute to career growth and promotion	8
	Creating a fit between skills and job and personal interests	9
	Pay attention to expertise and experience in the work team	10
	Pay attention to moral and legal principles	11
	Training and updating human resources	12
propellant Attention to the fans	Attention and respect for the fans	13
	Giving importance to the fans	14
	Effective communication between the president of the fan club and the director of the club	15
	Pay attention to team leaders and select people with knowledge	16
	Accelerate the provision of appropriate and quality services	17
	Quick response to fans' problems	18
Budget and financial propellant	Timely and appropriate payment of player bonuses	19
	Use payroll systems appropriately	20
	Existence of facilities and amenities	21
	Existence of appropriate and available budgets and financial resources	22
Leadership and management propellant	Creating a workflow in the organization	23
	Pay attention to the career development of individuals	24
	Feedback and performance evaluation	25
	Management stability	26
	Observance of organizational justice and non-discrimination	27
	Ability to comment without worry and fear of senior managers	28
	Use of educated sports people	29
	Description of specific tasks in application areas	30
	Use of specialized people in specialized posts	31
	Pay attention to the importance and role of the CEO	32
	Emphasis on rules and regulations	33
	Build infrastructure	34
	Attention to employee job security	35
	Attention to the welfare of human resources	36
Propellant of Professional tools and behavior	Applying standards	37
	Quality management systems	38
	Systems Update	39
	Having strategic thinking	40

Section (Propellants)	Indicator	Item
	Establish a solid technical committee	41
	Acquisition of sports seats	42
	Existence of political thoughts and tendencies in the team	43
	Withdrawal of political managers from the body of teams	44
	Standardization and updating of the stadium	45
	Transparency of contracts	46
	Modeling of European professional clubs	47
Propellant of Planning and talent development	Attention to basic teams	48
	Establish training camps	49
	Pay attention to elemental talents	50
	Create a statute	51
	Encouragement to become a legionnaire in clubs	52
	Hiring experts in the field of sports law	53
Marketing and support propellant	Pay attention to marketing rules	54
	Privatization in clubs	55
	Get the proper TV broadcast	56
	Pay attention to sponsorship	57
	Pay attention to the development of the club brand	58
	Create club-related stores to sell products	59
	Pay attention to copyright law in providing the equipment related to the club brand	60

By analyzing the key indicators and required data, the dimensions of the 7×7 matrix with Mic Mac software and cross-impact analysis method, the degree of matrix filling was 77.55%. Out of 38 measurable matrix relationships, 16 have three cross-impacts, meaning that the indicators are mutually influential and interact. Fourteen associations have type two cross-impacts, meaning they reinforce each other. Eight relationships have a variety one cross-impacts, meaning they have a more significant impact on other indicators. 11 relationships of cross-impacts have neither affected nor been affected by each other [Table 2](#).

Table 3. MDI matrix.

Total	Degree of filling	Empowering	Booster	Effective	Effectless	Repeat	Matrix dimensions
38	77.55	16	14	8	11	2	7×7

The results of cross-impact analysis based on MDI and MII matrices show that many indicators include attention to marketing rules, privatization in clubs, getting the right to broadcast TV, attention to sponsorship, focusing on the brand development of the club, creation of club-related stores to sell products, attention to copyright law in providing the equipment related to the club brand, as for indicators of marketing and propulsion support and, indicators such as attention to grassroots teams, creating training camps, paying attention to talent talents, creating statutes, training legionnaires in clubs, hiring experts in the field of sports law as indicators of propellant of Planning and talent development, have a significant role in improving system relations.

These indicators are the most essential and effective in developing the productivity of professional football clubs in Iran. The future of the productivity of professional football clubs in Iran depends on the development of these propellants. In addition, as be seen from the distribution of variables, the two groups of propellants (23 markers) that have the most impact and the most negligible impact are in the northwestern region of [Figure 2](#).

These indicators include permission to participate in decision-making, Positive attitude towards work and club, Staff training, work conscience, social discipline, preparing the environment for innovation and creativity, knowledge management in the organization, helping to grow and promote the job, balancing skills, profession and personal interests, paying attention to expertise and experience in the work team, paying attention to ethical, Training and in addition, updating of human resources in the field of educational and scientific stimuli and application of standards. Quality management systems, editing systems, having strategic thinking, creating a powerful technical committee, winning sports seats, lack of existence of political thoughts and tendencies in the team, departure of political managers from the group, standardization, and updating of the stadium, transparency of contracts and modeling of European professional clubs in the driving force of professional tools and behavior.

Considering the conditions of professional football clubs in Iran, paying attention to these indicators is necessary. On the other hand, indicators such as paying attention to the fans, including paying attention to and respecting the fans, giving importance to the fans, effective communication between the president of the fan club and the club's director, attention to team managers and selecting knowledgeable people, accelerating appropriate and quality services. Quick responses to fan problems are more and less effective and, in a way, affect the relationships between other stimuli and critical indicators.

Moreover, indicators showed that in the leadership and management sector, such as creating a workflow in the organization, paying attention to the career development of individuals, feedback and performance appraisal, management stability, observance of organizational justice and non-discrimination, the ability to comment without worry and fear of senior managers, the use of educated sportspeople, job descriptions in specific areas performance. Using specialized people in specialized positions, attention to the importance and role of the CEO, emphasis on rules and regulations, creation of infrastructure, attention to the job security of employees, and attention to the welfare of human resources. They are more influential and less influential and, in a way, affect the relationships between other key propellants and indicators.

Finally, indicators such as Timely and appropriate payment of player bonuses, the use of proper payroll systems, the existence of facilities and amenities, and the existence of adequate and available budgets and financial resources are the indicators of funding and financial incentives in the southwestern part of [Figure 2](#). They lack a key and essential role in forming the spatial organization of productivity of professional football clubs in Iran, but they should not be forgotten entirely. Also, [Figures 3](#) and [4](#), Potential Indirect Impact / Dependency Map, Potential Indirect Impact Chart, Indirect Impact / Dependency Chart, Indirect Impact Chart, Potential Direct Impact Chart, and Potential Direct Impact Chart are shown.

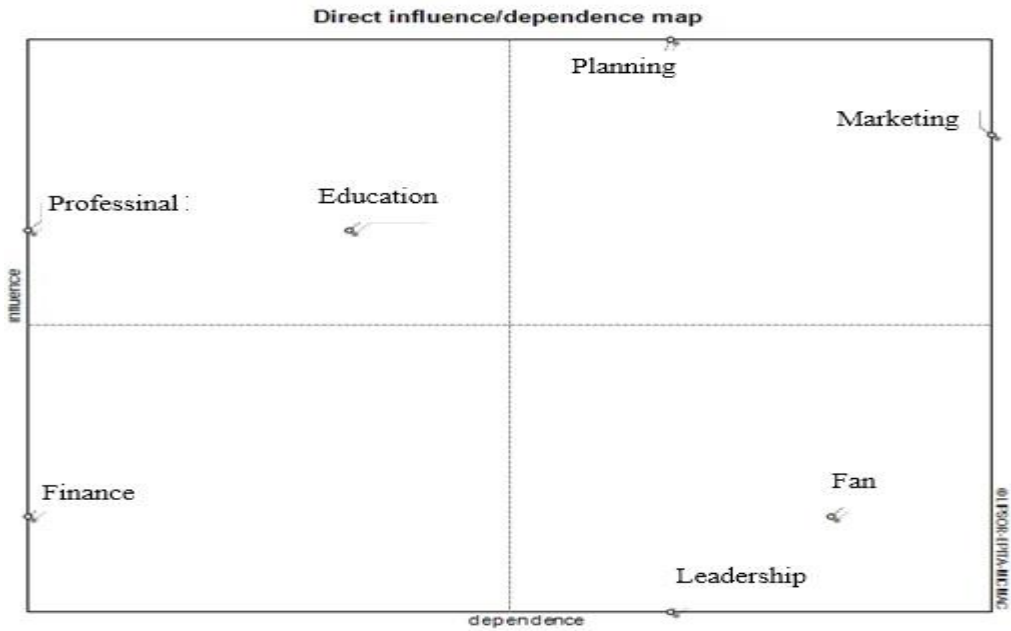


Figure 3. The result of Mic Mac software analysis.

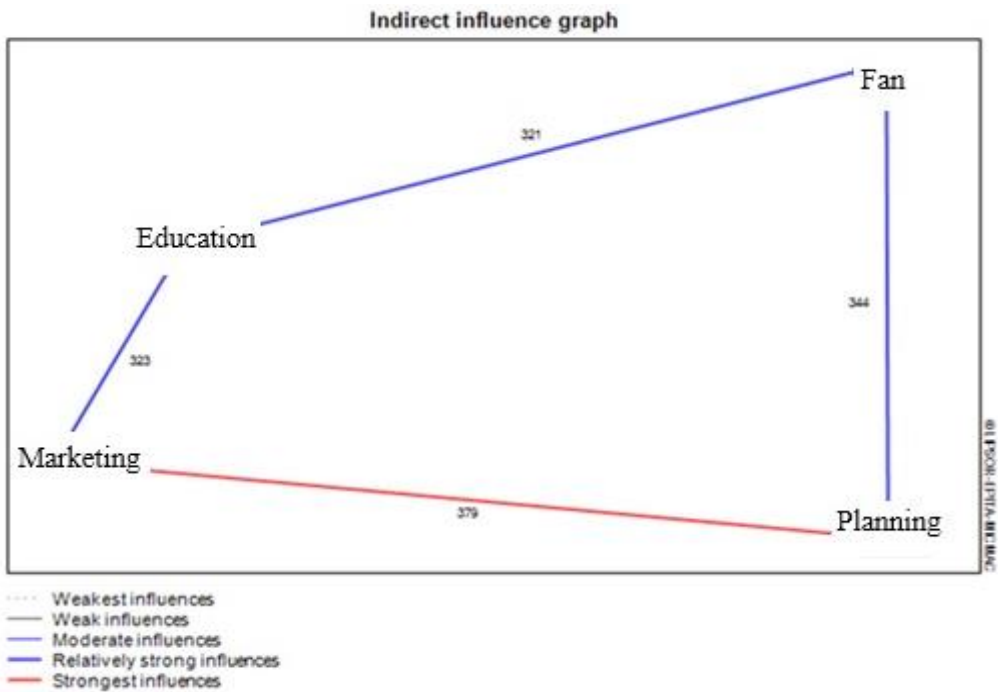


Figure 4. The essential indirect effects.

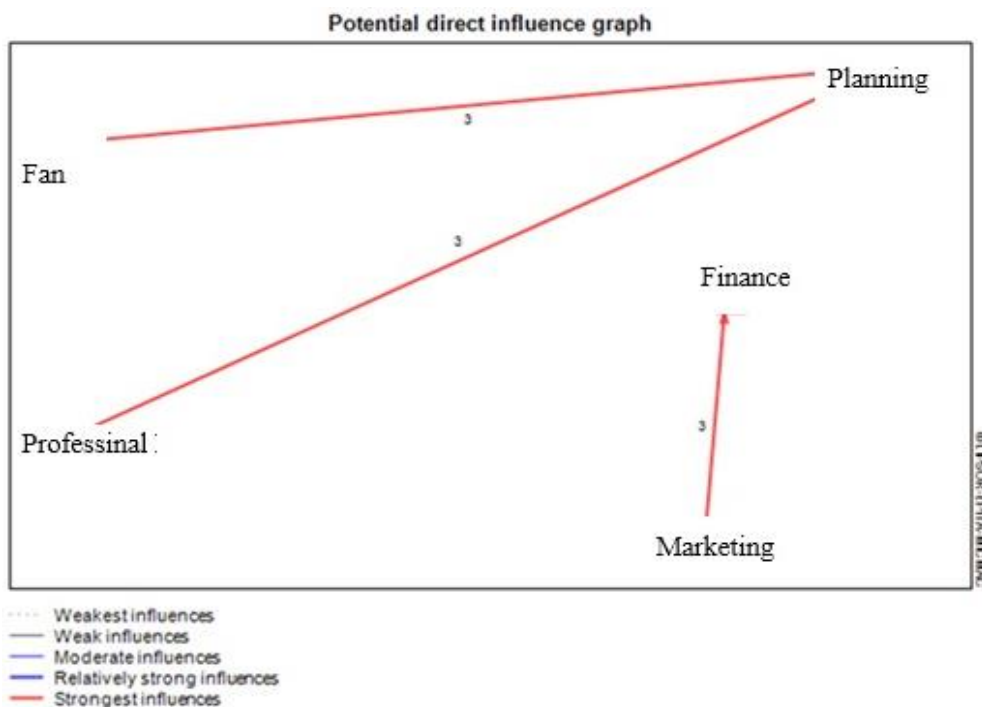


Figure 5. The essential direct effects.

4. Discussion and conclusion

According to the results obtained from Mic Mac software, the first category of practical factors that are both effective and influential affect the future productivity of professional football clubs. The propellants of marketing and advocacy are planning and talent development. Marketing and advocacy propellants include indicators such as paying attention to marketing laws, privatization in clubs, getting TV rights, paying attention to sponsorship, focusing on club brand development, creating club-related stores to sell products and providing club-related equipment while paying attention to copyright law. Productivity development, especially in sports, seems to depend on creating and developing a marketing strategy program for sports clubs (Lis Pasarell, 2021).

Sports executives, with their high performance and productivity, can attract sponsors in the field of sports (Shamunian et al., 2020). In this regard, the researcher states that implementing a marketing program leads to training, motivation, guidance, and workforce leadership and creates high employee satisfaction. It enables them to provide a higher level of service quality to the customer, ultimately leading to better performance in their organization. On the other hand, planning and talent development propellants include indicators such as Paying attention to primary teams, creating training camps, paying attention to elemental talents, creating statutes, training legionnaires in clubs, and hiring people who specialize in sports law. Human resource management and planning

management are positive supports for increasing the economic productivity of communities to achieve their welfare goals (Sara et al., 2021). Moreover, it is stated that the dimensions of strategic planning containing human resource planning, coaching programs, assessment programs, and strategic training programs, affect organizational productivity (Tourani & Aghaei, 2019).

In the present study, planning is one of the essential principles in club management. On the other hand, the central philosophy of talent identification and adherence to its programs is that the growth of young athletes occurs best when a person is trained in a field that is more useful to him and more likely to succeed. Therefore, it is suggested that to increase the organization's productivity in the future, based on marketing incentives and financial support, planning, and talent search, the formation of special training camps for each team to pay attention to the primary sections of clubs, should be on the agenda. This way, young talents can be identified, and legionnaires can be introduced to Iranian and even world football. On the other hand, to be more productive and avoid the heavy fines of the league organization and the Supreme Court of Sports, to terminate the contracts of coaches and players, it is necessary to hire someone familiar with sports rights by the clubs. This person can also provide legal knowledge to managers, coaches, and players. In addition, hiring and employing people with a positive attitude towards work and the club should be on their agenda. So that these people are regular in their work and have enough work conscience and expertise in that work, and in a way, a balance is created between a person's skills and job interests. Therefore, the club must prepare the environment for its stakeholders' training, promotion, and growth by using innovation and creativity to help develop the club's productivity.

In this regard, educational and scientific propellants and professional tools and behavior in the second priority were the factors affecting the productivity of professional football clubs in Iran, which have a high level of effectiveness and low impact.

Educational and scientific propellants include indicators such as permission to participate in decision-making, optimistic attitude towards work and club, team training, having a work conscience, having social discipline, preparing the environment for innovation and creativity, having knowledge management in the organization, helping growth and Career promotion are the creation of a balance between skills, job, personal interest. In addition, focus on team expertise and experience, attention to ethical and legal principles, training, and updating of human resources. One of the most significant pillars of human resource development is staff training and improvement. It improves the organization and maximizes productivity (Soltani & Kargar, 2019). In this regard, the training program has the necessary effectiveness to increase productivity and organizational commitment (Balassiano & Bullough, 2021). Therefore, we can use the training program to improve project managers' and executives' productivity and organizational commitment. New educational programs and approaches are essential in creating the organization's transformation and survival and achieving the desired goals and missions.

On the other hand, propellants of professional tools and behavior include indicators such as Applying standards, quality management systems, updating systems, having strategic

thinking, creating a solid technical committee, winning sports seats, leaving political managers out of teams, standardizing and updating stadiums, clarifying contracts and following the example of European professional clubs. Professionalization in having a statute and bill in sports is one of the critical factors in productivity (Zarifi et al., 2021). Increasing productivity is possible through strategic planning as a management tool (Charles et al., 2019). Despite the financial crises afflicting most countries, prominent Iranian football clubs are still profitable and have a high financial balance. Meanwhile, football clubs in Iran are still facing severe financial problems and have not been able to use the capabilities of our country's football and have stayed away from the football industry.

Accordingly, the educational and scientific proponents of the researcher's professional behavior tool suggest that Iranian professional football clubs emulate European professional clubs by updating their systems, standardizing and updating their stadiums, and clarifying their contracts. The team's lack of political thoughts and tendencies is also a significant issue. People with academic expertise in sports management should enter the field of club management to win sports seats in sports circles in Asia and the world.

Clubs must put staff development and staff turnover on their agenda, eliminate some discrimination in the organization, and make more use of educated people in the clubs. Football clubs inside Iran can use the fans as partners of the club and, in this way, establish effective communication with the team leaders and the club fans. The third priority is the factors affecting the productivity of professional football clubs in Iran, leadership and management motivations, and attention to fans. These factors are more and less effective and affect the relationship between other stimuli and critical indicators. Leadership and management motivations include indicators such as creating a workflow in the organization, paying attention to people's career advancement, feedback and performance appraisal, management stability, observing organizational justice and non-discrimination, being able to comment without worry and fear of senior managers, and using sports educated. People, job descriptions in specific functional areas, using specialized people in specialized positions, paying attention to the importance and role of the CEO, emphasizing rules and regulations, creating infrastructure, paying attention to the job security of employees and the welfare of human resources. Transformational leadership impacts psychological empowerment and human resource productivity (Bond et al., 2022). By using the original leadership style and psychological capital, managers of general sports and youth departments can improve organizational citizenship behavior and job performance of employees and, thus, productivity in the sports organization (Khoshnevis et al., 2021). In this regard, it can be said that productivity is like a tool that is considered a powerful weapon and a way to increase capital.

The relationship between productivity and management is because productivity is a concept in economics and management, so sports organizations need to use strategies for better leadership and management. On the other hand, supporters of fans' attention include indicators such as fans' attention and respect, giving importance to fans, effective communication between the president of the fans' association and the club's director, attention to team leaders, and selection of knowledgeable people, accelerating service delivery. An appropriate and quality service and quick response to fans' problems (Bond et al., 2022). They stated that leadership and management are related to productivity.

Perhaps the best and most modern type of club management in the Spanish league, especially for the four teams of Barcelona, Real Madrid, Osasuna, and Athletic Bilbao. These teams are registered as an association and are managed as a cooperative, i.e., the fans are members of the cooperatives, and the same fans appoint the club manager every four years. When fans want to vote for the club manager, they pay attention to the club manager's plans and strategies, which can lead to more revenue and productivity.

Finally, according to budget experts and financial incentives, the factors affecting the productivity of Iranian professional football clubs were identified as the fourth priority. These propellants, along with their indicators, lack a key and significant role in formatting the spatial organization of productivity of professional football clubs in Iran, but they should not be forgotten entirely. Budget and financial propellants include indicators such as the timely and appropriate payment of player bonuses, appropriate payroll systems, the availability of amenities and facilities, and adequate budgets and financial resources. Financial resources and funding are among the critical factors in the productivity of sports organizations that have been mentioned in (Soltani & Kargar, 2019) research. However, in the present study, this issue was not very important in the fourth priority except for the cases. Perhaps the reason for this discrepancy is that the experts have considered revenue generation in other propellants, so they believe budget and financial issues in other cases through which clubs make revenue. Based on the results of the present study, it can be stated that the future of research reflects how the reality of tomorrow is born from the heart of change (or stability) today. Identifying the factors that are effective in the future can provide a roadmap for Iranian sports managers to make the necessary plans and achieve their organizational goals. Therefore, it can be suggested to managers, policymakers, and decision-makers in this field to develop the productivity of professional football clubs through marketing and financial support. Guide employees and club members to the rules of marketing and brand development. In this regard, it is suggested that the privatization of clubs be put on the agenda to develop the brand of sports clubs. Transferred the television broadcasting rights to the clubs using the club's television, encouraging clubs to create their brand-specific store to attract sponsors to clubs and prevent counterfeit brands from copying and selling club products. It is hoped that taking advantage of these cases will take a big step in Iran's professional club management. Like clubs in other developed countries, Iranian clubs will reach a professional level and be a model in the region.

5. Limitations and suggestions

Practical suggestion based on teaching and learning: It is suggested to provide a creative and innovative environment for the development and improvement of productivity concerning the education and learning component and to support new ideas for the development of the club brand, income generation, fan attraction, technical level development, etc. Professional clubs should be promoted.

Practical suggestion based on attention to the fan: It is suggested that considering the component of paying attention to the fans, with the approach of improving the status of fans and football spectators as an asset. So that we can use this capacity in the

development and improvement of the quality of club football in a good way and favorable conditions for the presence of fans in providing a stadium. It is still suggested that more effort and work be made to create a suitable shape for our stadiums.

Application proposal based on budget and financial factors: It is suggested that due to the component of budget and economic issues, professional clubs should not sacrifice their financial and capital support to attract good players because, in this case, there will be more consequences if they do not pay wages on time.

Practical proposal based on leadership and management factors: It is suggested that because the productivity of the clubs has a lot to do with management issues, more sensitivity should be used in the selection of club managers, work politics should not be involved, sports managers should be trusted, the management period should be more extended, and career development in any position. To be followed by predetermined principles.

Practical suggestion based on tools and professional behavior factors: To increase the productivity of Iran's professional clubs, it is suggested to form a working group in each of the sports clubs that are responsible for the realization and development of the club's goals and to express a clear picture of their vision so that the members of a professional club, including managers, staff, The players and even the staff of the club can also take steps to research the goals.

Practical proposal based on predictive factors and foresight- It is suggested to forecast the future, and managers should not only consider the present. Hence the helpful suggestion is to have research and development teams in their clubs to cultivate their virtual teams by spending the effort of their coaches and improving and developing training camps.

Functional proposal based on marketing and sponsorship factors: It is suggested that they pay serious attention to marketing and sponsoring. Hence the practical suggestion is to proceed towards privatization, provide the infrastructure of dedicated virtual and television networks for broadcasting matches, and the following reliable stores to build the club brand's opinion.

Limitations:

- Hard access to most interviewees due to job responsibilities, work concerns, and distance.
- Different opinions of researchers about data analysis methods, considering the scope and developing nature of qualitative research.
- The confusion of some questionnaires, the failure to answer some questions, and as a result leaving the statistical sample.
- Frequent follow-ups and spending a lot of time collecting questionnaires according to the country scope of their implementation.

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شناسایی پیشران‌های مؤثر بر بهره‌وری باشگاه‌های حرفه‌ای فوتبال ایران

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کلیدواژه

آینده پژوهی
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بهره‌وری
جذب سرمایه

نوع مقاله

پژوهشی اصیل

چکیده

هدف: این مطالعه با هدف شناسایی پیشران‌های مؤثر بر بهره‌وری باشگاه‌های حرفه‌ای فوتبال در ایران انجام شده است.

روش: پژوهش حاضر از نظر هدف و مدت ماهیت، بر اساس آینده‌پژوهی و روش‌های تحلیلی و اکتشافی، کاربردی است. از طریق مصاحبه‌های نیمه ساختاریافته با ۱۶ نفر از مدیران باشگاه‌های حرفه‌ای فوتبال، اساتید مدیریت ورزشی و کارشناسان بهره‌وری سازمانی، اطلاعات لازم شامل هفت بخش و ۶۰ شاخص کلیدی به دست آمد. برای تجزیه و تحلیل داده‌های جمع‌آوری شده از اثرات متقاطع ماتریس ۷×۷ از نرم افزار Mick Mac استفاده شد.

یافته‌ها: هفت دسته عوامل تأثیرگذار تا تأثیرگذار شناسایی شد، که شامل: محرک آموزشی و علمی، محرک حامی توجه، پیشران بودجه و مالی، پیشران رهبری و مدیریت، پیشران ابزار و رفتار حرفه‌ای، پیشران‌های برنامه ریزی و توسعه استعداد، و پیشران‌های بازاریابی و پشتیبانی بود.

اصالت و ابتکار مقاله: در نتیجه می‌توان گفت برای توسعه بهره‌وری باشگاه‌های حرفه‌ای فوتبال کشور، بازاریابی، پیشران‌های حمایتی و برنامه‌ریزی و استعدادیابی، عوامل عملی مؤثر و تأثیرگذار باید در دستور کار مدیران ورزشی قرار گیرد. به باشگاه‌های ایرانی برای رسیدن به سطح حرفه‌ای مانند باشگاه‌های کشورهای پیشرفته.

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