

# Identifying Factors Affecting The Continuation Of Sports Businesses With An Emphasis On Educational Dimensions, Creativity, Innovation, And Personal Management

Rafiah Nematpour 1, Seyed Mohammad Hosein Razavi 2\*, Farshad Emami 3, Sayeed Amirnejad 4

1- PhD Student of Sport Management, Department of Physical Education and Sport Sciences, Ayatollah Amoli Branch, Islamic Azad University, Amol, Iran., E-mail: [r.nematpour@gmail.com](mailto:r.nematpour@gmail.com), ORCID cod: 0000-0002-4172-7523

2\*- Professor of Sports Management, Faculty of Physical Education and Sports Sciences, Mazandaran University, Babolsar, Iran. (\* Corresponding author) [razavismh@yahoo.com](mailto:razavismh@yahoo.com), ORCID cod: 0000-0003-2785-2601

3- Assistant Professor, Department of Physical Education, Ayatollah Amoli Branch, Islamic Azad University, Amol, Iran., E-mail: [f\\_emami2007@yahoo.com](mailto:f_emami2007@yahoo.com), ORCID cod: 0000-0001-5334-8659

4- Assistant Professor, Department of Physical Education, University of Arts, Tehran, Iran., E-mail: [S.amirnejad@art.ac.ir](mailto:S.amirnejad@art.ac.ir), ORCID cod: 0000-0002-8542-7426

## Abstract

**Background and purpose:** today's world is very dynamic and highly variable, and the art and science of business continuity must also be in sync with this fast movement. Therefore, the aim of the current research was to identify the factors affecting the continuity of sports businesses.

**Method:** In terms of strategy, the research method is sequential and exploratory qualitative, which was carried out using the grounded theory method (foundation data theorizing) with the Strass and Corbin (2008) approach and with an applied-developmental goal. The semi-structured Delphi interview tool and open, central, and selective coding sheets were made by the researcher, whose validity was confirmed by the members of the Delphi group, and its reliability was calculated with Scott's p-criterion (agreement coefficient between coders) of 0.96. The statistical population included: academic experts in sports marketing management, entrepreneurs, and owners of sports businesses with theoretical (judgmental) sampling, after interviewing the 19th expert, theoretical saturation was achieved and analyzed during five rounds of interviews until reaching a theoretical consensus. It was done about the categories of causal conditions.

**Findings:** The qualitative results of the research were identified in the form of 14 categories and 65 items for effective factors at individual, interpersonal, organizational, national, and social levels.

**Conclusion:** Based on the results of the research, paying attention to the factors of educational dimensions, creativity, innovation, and personal management leads to the development of the continuity of sports business and the continuity of sports businesses in the country requires structural, strategic, managerial, and professional reforms.

**Keywords:** development, continuity of sports business, sports industry.

## Introduction

Today, with the advancement of technologies, human needs have increased in proportion. Along with this increase in needs, the surrounding environment has also faced a lack of resources. For this reason, one should look for scientific methods to be able to respond to the needs of human society by using these few resources. If the definition of economics is the study of how to meet unlimited needs using limited resources, then management is a set of skills and sciences for optimal use of available limited resources, and marketing knowledge is identifying needs and meeting needs by exchanging resources in the desired direction [1]. Business continuity management is a tool that can ensure that critical processes and services of the organization will continue when faced with risks [2]. This starts with identifying and managing risks that can cause interruptions in the central processes and services, and then reduces the effects of the risks and ensures that the recovery of the process or service can be achieved without any serious disruption in the organization. [3]. Business continuity management is not a one-time program or technical solution with a good start and end. Rather, it is an ongoing process and should be followed as a regular business culture. Employees need to understand the importance of implementing business continuity management and participate in it wholeheartedly. Senior management, which is the first support and motivation, plays a vital role, especially at the beginning [4]. Business continuity management is a comprehensive management process that, by identifying potential internal and external threats, analyzes and examines their effects on the organization's main and core business, and provides a framework for the organization's flexibility to be able to respond effectively to These risks are provided to guarantee the continuation of activities that generate added value, the income of the organization, the interests of key stakeholders, credit and brand [5].

The most important components that are examined in business continuity are the recovery process by people, technology, and organizational factors. The process should be simple, easy to follow, complete, comprehensive, and up-to-date, and reliable, and effective to follow. This program should be accessible whenever needed. To ensure that business continuity management is done well and achieves the goal, policy, budget, and awareness programs should be prepared [6]. Today, sports and its various dimensions are considered an important part of scientific and social circles and as a special phenomenon to create a dynamic society and solve and correct social, cultural, and even economic and political crises, it has shown many applications [ 7]. In recent years, the sports industry is experiencing a new era, so sports, as an economic sector in the production of sports goods and services and the development of the national economy of countries, is considered one of the most profitable industries in the 21st century [8]. In England, according to a study published by the Department of Culture, Media and Sport, the economic value of sports in 2012 was calculated to be 38.891 million pounds, and the gross added value related to sports was 2.6% of the UK's GDP in 2011 and 2012 compared increased by 2.1% in 2008 [9]. In other words, the sports economy is not only important in terms of contribution to the national economy, but it also grows faster than the mainstream of the national economy. It can be seen that the sports industry not only contributes significantly to the national economy in many developed countries but is still growing rapidly [10]. Due to the increasing interest in leisure activities, the adoption of healthy lifestyles, the increase in sports competitions and events, and the evolution of sports media technology, the sports industry has shown rapid growth and has become one of the largest industries in North America [11]. In recent years, estimates of the growth rate of the sports industry have increased dramatically, from 213

billion dollars in the late 1990s to more than 465 billion dollars in 2014. Sports leagues, teams, and events have been an integral part of the formation of cultural and economic bases of many societies and have been one of the most popular options for entertainment and recreation [12]. On the other hand, in this context, we can refer to the research of the Puerto Rico Olympic Committee, which stated that the demands related to sports activities were 700 million dollars annually [13]. In 2008, sports-related activities, directly and indirectly, supported over 10,000 jobs in the local economy. These jobs have paid more than 150 million dollars to their employees, with an economic impact of more than 300 million dollars per year. In addition, this research found that in 2008, retail sales and business activities related to sports generated 249 million dollars in sales [14]. The lack of durability and continuity of sports businesses is one of the problems facing the sustainable development of sports businesses, despite this, most of the previous research focused on entrepreneurship in micro and macro sports businesses and their investigation in the sports community. But they have rarely focused on a comprehensive and organized approach with the aim of drawing and identifying the effective factors for the continuation of businesses in the field of sports. Therefore, the main question of the research is, what are the factors affecting the continuation of sports businesses with an emphasis on educational dimensions, creativity, innovation, and personal management?

### **Method**

This research was conducted to analyze the factors affecting continuity in sports businesses based on the opinions of sports business activists, elites, and university professors. This research leads to an increase in existing knowledge about the subject. Therefore, it was developmental research and since the research results are used in business management, hence it was applied

research. Since this research was to do new and qualitative work, the data-based method and qualitative analysis were used to achieve the research objectives. In this research, the statistical population includes academic faculty members of entrepreneurship management faculties across the country, academic faculty members of physical education and sports science faculties of the country with entrepreneurship, marketing, and business management expertise, as well as sports management doctorate graduates with research records. and activity in the field of sports business, there were faculty members of marketing faculties and finally entrepreneurs and activists in the field of sports business. The snowball sampling method was used to select the research sample. The sample size was determined during the research process. To collect data, interviews were conducted and continued until theoretical saturation was achieved. In the interview stage, semi-structured interviews were conducted with the aforementioned elites, after 21 interviews, concepts were repeated and confirmed, and the researcher reached theoretical saturation. For the qualitative analysis of the interviews with the grounded theory method, after collecting the data, the extracted codes from the interviews were examined and different stages of analysis were performed to answer the questions. This research does not have any hypothesis and the main goal of this research is to identify the factors affecting the consequences of continuity in sports businesses with a qualitative approach. According to the research approach, each interview was prepared in separate files. Their common features were determined by phased research in the form of main structures, infrastructures, and concepts.

### **Findings**

The qualitative method is used in this research. In this study, 21 experts were interviewed, and the

frequency analysis showed that in terms of gender, the number of men was 19, and the number of women was 2, and in terms of education, there were 7 people with a bachelor's degree, 6 people with a master's degree, and 6 people with a doctorate. They were. Of these 21 people, 8 were university faculty and 13 were entrepreneurs in the field of sports businesses. This interview started with questions about continuity in the sports business and the remaining questions were asked according to the answer of the interviewee. All the interviews were recorded and analyzed and then used in the

study. In this research, we have tried to get a proper understanding of the factors affecting continuity in sports businesses by discovering the concepts.

In the third round of the interview, after the theoretical saturation of the interview with the prominent experts, the opinions were collected and in the fourth round of the Delphi interview with them, the results of the answers approved by the Delphi group, in the fifth round, with their approval and confirmation, we reached a theoretical consensus as described in Table 1.

Table 1. The result of the approved answers and the consensus of the Delphi group in relation to the questions of the interviews

| Question   | Row |
|--|-----|
| <b>Causal conditions affecting the "design of sports business continuity model" (causal conditions: there are factors that affect the central phenomenon.)</b>   |     |
| Legal factors and upstream documents regarding the development, creation and continuation of sports businesses   | 1   |
| Compliance with moral, religious, legal and national issues in sports businesses   | 2   |
| Poor implementation of some approved programs and non-cooperation of banks in allocating appropriate and low-interest loans to sports businesses                 | 3   |
| Absence of approved and standard rules and regulations in the development of sports businesses in the conditions of social and natural crisis                    | 4   |
| Obligations of managers and policy makers in the development of sports businesses  | 5   |
| Political factors affecting the development of sports businesses regarding the export or import of goods and equipment needed for production and service sectors | 6   |
| Taking basic measures to reform the integrated system of sports businesses   | 7   |
| Financial constraints and unfavorable economic situation of various sports businesses  | 8   |
| Depreciation of the national currency  | 9   |
| Inflationary jump  | 10  |
| The existence of various sanctions that created problems for the performance of the production and service sectors of sports businesses.                         | 11  |
| The successful experience of some countries in this field, such as China, Germany, America, etc.   | 12  |
| The presence of international competitors and brands with experience in other countries in the field of sports businesses  | 13  |
| Prediction of influential environmental factors in sports businesses   | 14  |
| The cultural and economic situation of the region where the sports business is active  | 15  |
| The presence of different strata in the field of sports is a driving and encouraging factor for sports business activists  | 16  |
| Creating motivation and new values for customer loyalty  | 17  |
| Creating new attractions to offer to customers in the field of sports  | 18  |

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|--|----|
| The need for healthy competition   | 19 |
| Sports businesses are new, innovative and fit the needs of the society                                       | 20 |
| Accurate identification of the target market   | 21 |
| Creating a competitive advantage in business   | 22 |
| The role of market dynamics in the continuation of sports businesses   | 23 |
| Appropriate presentation of sports products in most of the packages suitable for the market                  | 24 |
| Good after-sales service in the field of manufactured goods in sports  | 25 |
| Examining customer feedback in different sports business sectors   | 26 |
| Provide appropriate ancillary services   | 27 |
| The role of quality in customer satisfaction   | 28 |
| Being coordinated and acting according to the market   | 29 |
| Order and discipline in all elements of work   | 30 |
| Financial support to withstand the economic pressures affecting this area                                    | 31 |
| Patience and practice in the field of sports business  | 32 |
| Behavioral adherence of the sports entrepreneur that causes durability and ultimately economic justification | 33 |
| The necessity of perseverance in sports business   | 34 |
| Achieving predetermined goals  | 35 |
| Capital, structure and capacities to be created  | 36 |
| Powerful to enter the field of sports business   | 37 |
| Belief in what is done in the field of sports business   | 38 |
| Development and progress should be step by step and according to the available facilities                    | 39 |
| The role of human resource communication skills in all areas and levels of sports businesses                 | 40 |
| Personal interest to start working in sports field   | 41 |
| Patience, perseverance and tolerance to achieve exploitation   | 42 |
| Innovation and entrepreneurial spirit in sports businesses   | 43 |
| Effective and knowledgeable management of sports business affairs  | 44 |
| Management ability in sports businesses  | 45 |
| Risk taking in sports business   | 46 |
| The role of management in advancing goals and continuity in sports businesses                                | 47 |
| Applying knowledge management and organizational learning (empowerment of human resources)                   | 48 |
| Skill and knowledge in the desired field of work in sports business  | 49 |
| Innovation and relevance to the needs of the day in sports businesses  | 50 |
| Innovation and creativity in the field of business   | 51 |
| Creativity in the business model   | 52 |
| Having suitable hardware and software facilities in business   | 53 |
| The price of raw materials is high in the field of sports products   | 54 |
| Technology is the factor of change in the country's sports structure   | 55 |
| The modernity of production equipment and devices in the field of sports production                          | 56 |
| Personal interest to work in sports business   | 57 |
| The human resource factor plays an effective role in the continuity of sports business                       | 58 |
| Personal motivation to participate in sports businesses  | 59 |

|   |    |
|---|----|
| Knowledge of using academic skills and knowledge in the specialized field of sports business          | 60 |
| Expert and knowledgeable force in marketing and advertising in the field of sports business activity  | 61 |
| Creating an effective working relationship in the field of business                                   | 62 |
| Production of sports equipment according to the needs of the day                                      | 63 |
| Quality of products and services provided   | 64 |
| Product quality is a suitable competitive factor for sustainability in the field of sports businesses | 65 |

Finally, after many reviews and consultations with supervisors and several other professors, the categories were placed in the form of 14 categories.

Table 2: The main concepts and basic categories that appeared in the research after the theoretical consensus

| Interviewee code     | Concepts                               | Category              | The main structure | Row |
|----------------------|--|-----------------------|--------------------|-----|
| P2, P4, P5, P7       | Upstream rules                         | Legal factors         | Causal conditions  | 1   |
| P1, P2, P9           | Customary laws                         |                       |                    | 2   |
| P4, P11, P18, P19    | Poor enforcement of laws               |                       |                    | 3   |
| P5, P12, P13, P15    | Lack of approved rules and regulations |                       |                    | 4   |
| P3, P4, P8, P9       | Policy makers                          | Political factors     |                    | 5   |
| P1, P2, P6, P12, P15 | Political Relations                    |                       |                    | 6   |
| P3, P5, P8           | Political measures                     |                       |                    | 7   |
| P4, P8, P10          | Financial situation                    | Economic factors      |                    | 8   |
| P2, P4, P7, P13, P16 | Money value                            |                       |                    | 9   |
| P4, P6, P17          | Inflation in the market                |                       |                    | 10  |
| P11, P12, P13, P19   | Banking embargo                        |                       |                    | 11  |
| P3, P4, P8, P14, P18 | Successful experience                  | International factors |                    | 12  |
| P1, P2, P9, P10      | Global brands                          | Environmental factors |                    | 13  |
| P2, P3, P7, P15      | Environmental effects                  |                       |                    | 14  |
| P1, P4, P6, P8       | Business environment                   |                       |                    | 15  |
| P2, P4, P5, P8       | People in the environment              |                       |                    | 16  |
| P1, P3, P7           | Creating value                         | Marketing             |                    | 17  |
| P5, P7, P8, P9       | Customer attraction                    |                       |                    | 18  |
| P2, P3, P10          | Competitiveness                        |                       |                    | 19  |
| P2, P5, P6           | Market needs assessment                |                       |                    | 20  |
| P6, P7, P9           | Market research                        |                       |                    | 21  |
| P10, P11, P13, P1    | Competitive Advantage                  |                       |                    | 22  |
| P2, P5, P3, P11      | Dynamic market                         |                       |                    | 23  |
| P6, P8, P13, P16     | Marketability                          |                       |                    | 24  |
| P3, P7, P8           | Warranty                               |                       |                    | 25  |
| P3, P5, P17          | Get feedback                           |                       |                    | 26  |
| P1, P5, P8, P13, P15 | Support                                | 27                    |                    |     |

|                            |                              |                                  |   |
|----------------------------|------------------------------|----------------------------------|---|
| P3, P6, P18                | <b>Satisfaction</b>          | <b>Internal factors</b>          | <b>28</b>                               |
| P1, P2, P6                 | <b>Flexibility</b>           |                                  | <b>29</b>                               |
| P3, P7, P13                | <b>Organize</b>              |                                  | <b>30</b>                               |
| P2, P7, P9                 | <b>Financial support</b>     |                                  | <b>31</b>                               |
| P1, P10, P3, P15           | <b>Patience and effort</b>   |                                  | <b>32</b>                               |
| P3, P6, P8                 | <b>Entrepreneurship</b>      |                                  | <b>33</b>                               |
| P2, P4, P5, P8             | <b>Work support</b>          |                                  | <b>34</b>                               |
| P1, P4, P8, P10, P13, P19  | <b>Targeting</b>             |                                  | <b>35</b>                               |
| P4, P6, P7, P8             | <b>Planning</b>              |                                  | <b>36</b>                               |
| P3, P4, P9                 | <b>The power</b>             |                                  | <b>37</b>                               |
| P1, P3, P8, P16            | <b>Belief</b>                |                                  | <b>38</b>                               |
| P4, P6, P17, P19           | <b>Stepwise progress</b>     |                                  | <b>39</b>                               |
| P3, P6, P13, P15           | <b>Connections</b>           |                                  | <b>40</b>                               |
| P4, P6, P9, P10, P18       | <b>Individual interest</b>   |                                  | <b>41</b>                               |
| P2, P3, P7, P13, P15       | <b>Perseverance</b>          |                                  | <b>42</b>                               |
| P1, P2, P4, P5, P7, P9     | <b>Innovation</b>            | <b>Personal management agent</b> | <b>43</b>                               |
| P2, P4, P11, P14           | <b>Performance</b>           |                                  | <b>44</b>                               |
| P2, P6, P9, P17            | <b>Ability</b>               |                                  | <b>45</b>                               |
| P1, P3, P7, P14            | <b>Risk taking</b>           |                                  | <b>46</b>                               |
| P4, P7, P10, P19           | <b>Manager performance</b>   |                                  | <b>47</b>                               |
| P1, P3, P13, P15           | <b>Knowledge management</b>  | <b>Education</b>                 | <b>48</b>                               |
| P4, P5, P18                | <b>Skill</b>                 |                                  | <b>49</b>                               |
| P2, P5, P9                 | <b>Providing needs</b>       | <b>Creativity and innovation</b> | <b>50</b>                               |
| P1, P3, P15                | <b>Innovation</b>            |                                  | <b>51</b>                               |
| P2, P4, P6, P9             | <b>Creativity</b>            |                                  | <b>52</b>                               |
| P6, P7, P8, P10            | <b>Hardware and software</b> | <b>Facilities and facilities</b> | <b>53</b>                               |
| P5, P7, P9, P12, P13, P15  | <b>Raw material</b>          |                                  | <b>54</b>                               |
| P4, P6, P9, P5, P18        | <b>Change agent</b>          | <b>Technological change</b>      | <b>55</b>                               |
| P2, P3, P7, P14, P19       | <b>Being modern</b>          |                                  | <b>56</b>                               |
| P7, P9, P11, P12, P14, P17 | <b>Personal interest</b>     | <b>Labor force</b>               | <b>57</b>                               |
| P8, P10, P11, P16          | <b>Manpower</b>              |                                  | <b>58</b>                               |
| P5, P6, P8, P16            | <b>Personal motivation</b>   |                                  | <b>59</b>                               |
| P1, P3, P5, P10            | <b>Academic science</b>      |                                  | <b>60</b>                               |
| P4, P7, P13, P15           | <b>Expert force</b>          |                                  | <b>61</b>                               |
| P8, P9, P12, P13           | <b>Work relationship</b>     |                                  | <b>62</b>                               |
| P4, P5, P6, P10, P12       | <b>Products</b>              |                                  | <b>the product (goods and services)</b> |
| P2, P5, P9, P13, P19       | <b>Quality</b>               | <b>64</b>                        |   |
| P1, P6, P7, P9, P12        | <b>Competitive factor</b>    | <b>65</b>                        |   |

### Discusses

In the qualitative part of the research, in general, according to the paradigm model obtained, legal

factors, political factors, economic factors, international factors, environmental factors, marketing factors, internal organizational factors,

personal management factors, education dimension, creativity, and innovation, facilities, and facilities, change Technology, workforce, and product (goods and services) are the main factors in creating the central phenomenon of the current research, which is the continuation of businesses in sports. These results are in line with the research findings of Pragashni et al. (2015) [1], Slavick and Bedner (2014) [2], and Ratten (2011) [3]. In other words, each of the mentioned researches has mentioned a part of the indicators identified in this section. Therefore, according to the results of the research, the important dimensions of the causal conditions affecting continuity in sports business are legal factors, political factors, economic factors, international factors, environmental factors, marketing factors, internal organizational factors, personal management factors, education dimension, creativity and innovation, facilities and facilities, technological change, workforce and product (goods and services), owners, managers, and producers of sports business according to the mentioned dimensions and the behavior of sports customers and consumers in the country can with special initiatives and surveys of the mentioned dimensions from their customers to provide the basis for the continuation of their sports business. In the following, similar results are mentioned and aligned with each of the dimensions of the research: from there, several factors play a role in the continuation of sports businesses. The requirement for success and sustainability in the field of sports business is marketing and market knowledge of the activists in this field [2]. According to Pragashni et al. (2015), quality is considered the most important factor affecting the choice of buying sports goods. Because quality is the dominant influence in the choice of purchasing sports goods, marketers in the growing market of sporting goods should focus more on this variable to take advantage of the countless opportunities [1]. Slavick and Bedner (2014). Managers of service and production

sectors in the country's sports industry have a special and important role in the development, progress, and continuity of sports businesses. Effective management of a sports organization requires a suitable business model. Understanding the value creation process is essential to developing a successful business model [2]. From the point of view of Bones et al. (2013), product and process innovation in sports are both important components of sports-based entrepreneurship. Sport is a powerful tool that companies can support to achieve their social goals [4]. Social entrepreneurship uses sports as a way to encourage solutions to social issues. Sustainability involves looking beyond the financial scope to include social and environmental issues that everyone involved in sport, including consumers, businesses, producers, local authorities, and event organizers can benefit from and ultimately social developments in sport with environmental changes. The implementation of sustainability plans in business activities has been facilitated [5]. HuiFu (2012) also described the role of technology in the development of sports businesses in Taiwan as follows: Many small and medium sports businesses have been formed since the late 1970s, and they are still increasing market competition, improving product quality, and evolving. are in the product line. This achievement is mostly due to the efforts of domestic producers in the continuous introduction of foreign technologies, continuous upgrading of production and research and development capabilities, quick response to market needs, continuous stability in the quality of products, tirelessness in the path of progress and the continuous presence of efficient management. Technological developments often motivate new and better ways to meet customer needs [6]. According to the results of the study, it is recommended to managers and owners of sports businesses to try to improve the variables of "legal", "political", "economic",

"international", and "environmental" factors by applying different laws and guidelines. ", "marketing", "internal organization", "personal management", "training dimension", "creativity and innovation", "facilities and facilities", "technological change", "workforce" and "product (goods and services)" as causal factors in the continuation of their sports businesses.

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