

PRESENTING AN ONLINE CUSTOMER ORIENTATION TRANSFORMATION MODEL AMONG FOOTBALL BRAND FANS

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Abstract

The aim of this study was to develop a framework for presenting an online customer orientation transformation model among football fans with a mixed design approach. The research method was a two-stage exploratory mixed instrument-making type. The qualitative research method was a qualitative case study, and the potential participants included 19 fans of sports teams. The sampling approach was purposive and the sampling method was key experts. Data collection continued until theoretical saturation was reached. The research tool was a semi-structured interview. In the quantitative part, the research method was a descriptive-survey. Also, the statistical population of the present study in the quantitative part is all fans of sports teams in the country. And due to the uncertainty of the exact number of the statistical population and considering the Cochran sample size in uncertain conditions, 384 people were considered as a statistical sample. And the available sampling method was used. The data collection tools in the present study were in-depth interviews and a researcher-made questionnaire. Thematic analysis and grounded theory were used to examine the qualitative part of the research, and the structural equation method was used to examine the quantitative part. All analyses of the present research were conducted in maxqda, SPSS, and amos software. In this research, four categories of improving ideas, fan decision-making, improving communication, and improving knowledge are considered as causal conditions, empowering audiences, improving commitment, sociability, improving the platform, creating comfort, and creating ownership as background conditions, and two categories of individual and environmental turbulence factors are considered as intervening categories. The central category resulting from the causal conditions is considered to be creating self-confidence, psychological factors, incentives, and creating tangible income for the club. Also, the researcher named the subcategory creating information transactions based on the set of concepts extracted from the interviews and final codes. And the last section includes the consequences of social dynamics, creating social vitality, developing stereotypes and audience recognition, and developing growth orientation. Also, the overall evaluation indicators of the structural equation model, considering the desired range of these indicators, indicate that the proposed model is supported by the research data.

Keywords: Transformation, Customer Orientation, Online, Fans, Football

Introduction

Over the past decade, the business market in the digital age has witnessed significant developments. Today's entrepreneurs always use up-to-date technologies to progress and develop their businesses. The competitive market environment and technological growth have caused most online businesses to outdo each other in adopting customer-oriented strategies. Such an approach has led to the emergence of startups that have quickly passed their growth and development stages and achieved success (Shan, 2022). Customer service is the assistance and advice provided by a company to people who purchase or use its products or services. Every industry requires different levels of customer service (Rai, 2022) but ultimately, the idea of a well-performing service is to increase revenue. The perception of successful customer service interactions depends on employees who “can adapt to the customer’s personality” (Sang, 2022). Customer service is often delivered in a way that reflects a company’s strategies and values. Good quality customer service is usually measured by customer retention. For some companies, customer service is part of a company’s intangible assets and can differentiate it from others in the industry. A good customer service experience can change a customer’s entire perception of the organization (Xiao, 2022). Customer service focuses not only on the external aspect of the organization, but also on the internal relationships that facilitate business activity. For service companies, customer service plays a vital role due to the close interaction with customers, such as in the healthcare or legal industries (Ahmed, 2022). When close interaction is not required, there are various methods that still create a sense of attention in people. For example, when withdrawing money from an ATM or jumping in line at an amusement park. Customers still want the service they want on a direct level and without face-to-face interaction. Evolution in the service industry has identified the needs of consumers. Companies usually create policies or standards to guide their personnel to follow their specific service package. A service package is a combination of tangible and intangible features that a company uses to take care of its customers (Coy, 2022).

Sport and sporting events have significant social impacts. These impacts have consequences on human society that change the way people live, work and relate to each other. Participation in sport, whether active or passive, has become an attractive strategy for local, regional and national governments to provide social benefits to residents of the community (Wanderlich, 2021). Despite the importance of sport and events, many countries are experiencing a decline in active sports participants. Sport and events can affect health and well-being, social cohesion, economic impacts and the formation of cultural and national identities. Therefore, playing and watching sports requires a better understanding of sports consumer behavior (Wang, 2021).

On the other hand, in the sports viewing industry, because the primary product sold to the customer is a sports event, which, like other services, has unique characteristics such as intangibility, heterogeneity, and perishability, and has a higher level of perceived risk due to being customer-centric (Kian, 2022). On the other hand, sports are known as a large industry that plays a significant role in the global economy, and major sports clubs and events have become large economic enterprises, which has caused competition to spread from sports fields to the arena of competition in the product and service market and created opportunities for investors and managers (Zahrabi, 2020).

Football is known as the most popular sport around the world. In recent years, football has been on a downward trend for various reasons. This downward trend is in ticket sales and poor customer service (Prionidis, 2021). Also, understanding existing and potential customers is crucial for the main objectives of any organization and creates significant business value. In the sports industry,

spectators are continuously successful organizations that purchase tickets to live events or those who consume through various media. Therefore, the implementation of advanced customer relationship management systems has been considered very important in the past few decades (Rasher, 2021). Being a fan means stimulating a sense of community and a sense of belonging to your team. Fans of football teams in the real and virtual environment share their experiences using flags, messages, songs and sharing information about the myths, symbols and history of the teams. Today, many fans go to watch sports matches to cheer for their favorite team, now, it is the role of sports marketing that paves the way for more and better support by identifying the factors affecting the presence and support of fans (Farrokhnia, 1400).

Spectators are the most important group for clubs to earn income. Also, from an economic point of view, the presence of fans brings other sources of income to clubs, either directly (ticket sales) or indirectly (sales of club-related goods, sponsorships, and television rights). Obviously, sports teams that attract more fans will have higher income potential. Despite the increasing experience of the sports sector in recent years, sports organizations face many challenges such as poor marketing and the increase in other entertainment options. As a result, sports organizations must effectively use marketing capabilities; social networks can play an effective role in this (Karakaya, 2016). Mohammadi (1401) in a study titled Technology Acceptance Model in the Use of Sports Team Applications, the findings showed that innovation has a direct effect on beliefs (perceived ease 0.31, perceived usefulness 0.88, perceived enjoyment 0.95, perceived trust 0.89). Also

Perceived ease, perceived usefulness, enjoyment, and trust have a direct effect of 57.21, 0.12, and 0.32 on the decision to use sports team apps, respectively. The decision to use (0.41) also has a direct effect on the use of sports team apps. In general, it can be said that customer innovation has the most important effect on the actual use of sports team apps by users. Therefore, it is better for sports app managers to provide the basis for the actual use of these sports apps by increasing innovation. Sadeghifar (1401) in a study titled "Investigating Customer Experience Management in Taban Airlines" in order to present a comprehensive model based on a data-driven approach concluded that ultimately 14 main categories emerged, both dimensions and their characteristics were rich. These 14 main categories are: quality of customer orientation, economic-political situation, macro-policy making, organizational facilities and resources, infrastructure support, macro-economic interactions, management system, human resource capability, customer capability, decision-making system evolution, financial system evolution, communication system evolution, organization-oriented consequences, and customer-oriented consequences. Bahrami (1401) in a study titled Developing a paradigmatic model of advertising through social media to influence the desire of customers for sports products concluded that the causal conditions are located in two categories: social media potential and customer orientation. Intervening conditions include the categories of internal and external constraints (constraints on use and practical constraints) and contextual conditions consist of categories such as improving performance and developing advertising effectiveness. To develop an advertisement through social media, it is necessary to adopt strategies such as branding and validation, customer interaction, and capacity empowerment in order to attract customers and influence the desire of customers for sports products. Finally, the outcome of implementing the process of developing a paradigmatic model of advertising through social media in order to influence the desire of customers for sports products will be social and sociological development, marketing and economic development, and purchasing development in the form of the category of socio-economic development and beliefs. Mohammadi (1401) examined the mediating role of enjoyable experience in the relationship between identification with the team and football fans' revisiting the Esteghlal Club website, and the research

findings showed that identification with the team affects enjoyable experience (0.49) and intention to revisit (0.26), and enjoyable experience also affected intention to revisit (0.57). In general, increasing the level of identification of fans with their favorite teams leads to close emotional connections between fans and the teams' websites, and when these connections are accompanied by an enjoyable experience on the site, it will lead to more visitors to the sites of football clubs. Jameian (1400) conducted a study titled *Designing a Customer Relationship Management Model in Sports Stores with an ISM Approach*, which found that 12 factors were effective and the factors were structured at five levels. The factors of learning knowledge, disseminating knowledge, and holding training classes for marketers and the sales department were the foundation of the model. Focusing on training and improving the level of knowledge and awareness of marketers and customers will facilitate the achievement of other factors and will help develop customer relationship management in sports stores. Ferreira (2022) in a study titled *Understanding the Impact of Social Media Marketing Activities on Football Fan Satisfaction and Engagement: A Study of Portuguese Second Division Professional Football Clubs* concluded that most initiatives in social media marketing - Facebook - have an impact on football fan satisfaction and engagement. Also, a way to satisfy and engage supporters is needed by Portuguese football club managers. This study concluded that using Facebook as a way to communicate and promote sustainable relationships with supporters. Tohkanen (2022) in a study titled *The Impact of Perceived Customer Engagement Activities on Attitudinal Loyalty, Customer-Based Brand Equity and Crowd Presence in Local Football Clubs* concluded that perceived customer engagement activities by supporters have a positive impact on behavioral loyalty and therefore on crowd presence in local football clubs through attitudinal loyalty and customer-based brand equity. The effect of attitudinal loyalty was more significant and also increased customer-based brand equity. In a study titled *Who Are Our Fans: Applying Principal Component-Cluster Analysis Techniques to Segment the Football Fan Market*, Rascher (2021) concluded that improving the quality and variety of food in sports venue stores, ensuring easier entry and exit, offering more precise ticket packages, and targeting groups through relevant marketing channels are all effective ways to maximize initial sales, improve the fan experience, and increase the likelihood of repeat purchases. The present study points to the importance of using precise marketing efforts to target specific clusters and then offering appropriate tangible and intangible products and services to maximize initial sales, improve the fan experience, and increase the likelihood of repeat purchases.

In a study titled *Applying the Customer-Centered Model to the Brand Communities of Professional Sports Teams*, Allon (2021) concluded that all four levels of fan relationships (fan-fan, fan management, fan-team relationships, and fan-product) significantly predicted both team identification and fan loyalty. Furthermore, both team identification and fan loyalty significantly predicted intention to attend games. Identifying and categorizing the different levels of fan-centered relationships may provide customer-centeredness with the potential to strengthen fan identification and loyalty to the team and thus increase consumption. Prionidis (2021) in a study titled *What do football fans really want? A case study on how Greek football clubs can maximize customer satisfaction* concluded that match attendance is declining and also weak. The most important factors in this crisis are: the country's economic recession and the clubs' continued high levels of hooliganism and violence, the lack of local players and coaching staff, the poor viewership it offers, the low levels of service and facilities it offers to its fans, and poor marketing and poor techniques in the club's customer management. Tinson (2021) in a study titled *How value is disrupted in football fans and how fans respond* The perception of value among football fans and how it is disrupted is related to a number of factors, for example, when actors are considered to be "locked

out" from physical platforms in areas of shared value creation (such as stadiums). Fans show that they can compensate to deal with the disruptions and recover value for themselves as well as other fan actors on different platforms. Importantly, this study creates an understanding of why fans are not always consistent in their roles or actors.

A review of the research literature shows that in Iran, little attention has been paid to the discussion of online customer orientation, especially in the field of sports. In Iran, the widespread presence of sports clubs has also led to people having a wider choice of sports activities than in the past. This has made it very difficult to attract new fans and retain existing fans and spectators. But this issue will not end there, because fans often share their experiences in using club services with other fans and spectators, and this has become more common today with the increasing spread of social networks. As a result, these experiences will cause fans and spectators to be involved in advertising. However, if the experiences of fans and spectators are undesirable, this will reduce the loyalty and attachment of current fans and spectators. As a result, they will hesitate to continue cooperating with the club. Therefore, it can be said that in this competitive market, it seems that the evolution of online customer orientation will greatly help sports clubs to attract new fans and spectators and retain current customers. But unfortunately, despite the great progress made in the field of further understanding of this concept abroad, no research has yet examined this concept in Iran. Therefore, given the importance of this concept, in this study, we present a model of online customer orientation development among football fans and intend to answer the question of what the model of online customer orientation development among football fans looks like. Given the lack of comprehensive models in this regard, the data-based method will be used to present the model in the present study to explore concepts in this area and present a model of online customer orientation development among football fans. Figure 1 shows the conceptual model of the research based on the data-based method.

Research Methodology

Given that the aim of the present study is to study in depth the framework of the online customer orientation development model among football fans, its design is a mixed design and its method, given that there was no previous model and the researcher was trying to discover this model, is a mixed sequential exploratory model (qualitative-quantitative). Since it seeks to build an instrument (Creswell and Planclark, 2007) to measure the framework of the online customer orientation development model among football fans based on the data of the qualitative section, it is a sequential exploratory-instrumentation type.

A) Methodology of the qualitative section

The research method in the qualitative section is a qualitative case study, and the participants were fans of sports teams who had studied at the doctoral level and whose field of study was sports management. Using purposive sampling and theoretical saturation techniques, key informants (including 19 sports fans) were selected to identify the framework of the online customer orientation development model among football fans and interviewed. The tools used to identify the factors of online customer orientation development among football fans were semi-structured interviews (with focus groups) and document review. To ensure the validity and reliability of the study, the Linoclon and Guba assessment method was used. For this purpose, four criteria were considered for the evaluation: credibility, transferability, reliability, and confirmability. The following steps were taken to achieve each of these criteria:

Validate: It is equivalent to validity in quantitative research. For this purpose, the questions were approved by the supervising professors and consultants, which increased the reliability of the research data to an acceptable level.

Transferability: It is an alternative to external validity in quantitative research. For this purpose, the research findings were analyzed by two sports management experts. who did not participate in the research were examined.

Reliability: It is equivalent to reliability in quantitative research, and in order to create reliability, the details of the research and notes were recorded and recorded.

Confirmability: It means avoiding bias. For this purpose, all steps were carefully recorded and recorded

And all documents were attached and approved by the professors.

.In order to obtain the necessary permission to conduct interviews with focal individuals, measures were taken, which in this section, after attracting the cooperation of key experts for the interview and gaining their trust, the necessary information was collected at the appointed time. The analysis of the data obtained from the interviews was carried out using the grounded data analysis method.

Findings of the qualitative section

The qualitative research data were analyzed through the coding process. The data analysis steps were through open coding, axial coding (Strauss and Corbin paradigm model) and selective coding (choosing a category The results of the 17 interviews, which continued until theoretical saturation, were analyzed through content analysis and open, axial, and selective coding into five general components: causal conditions, background conditions, intervening conditions, main phenomenon, actions, and consequences. Table 2 presents the results of the qualitative section.

. Table 1: Coding of the qualitative section

Categories	General Dimensions
Improving ideas ☐ Extracting and using resources and facilities optimally ☐ Increasing the geographical scope of sport ☐ Ability to take responsibility or accountability ☐ Promoting development ☐ Increasing resilience through sport Fan decision-making ☐ Institutional innovation ☐ Conflict reduction ☐ Institution building based on club capital ☐ Dependency reduction ☐ Social forces in sports ✓ ☐ Creating extractive capabilities ✓ ☐ Building regulatory capacity	Causal Conditions

✓ ☐ Creating symbolic power ✓ Improving communication ✓ ☐ Improving participation ✓ ☐ Networking ✓ ☐ Participatory empowerment ✓ ☐ Increasing the power of sport in society ✓ ☐ New communication patterns ✓ ☐ Improving knowledge ✓ ☐ Improving fan awareness ✓ ☐ Increasing communication skills ✓ ☐ Awareness of available factual information ✓ ☐ Documenting fan experiences ✓ ☐ Asking fans for their opinions	
Empowering audiences ☐ Ease of access ☐ Perceived ease ☐ Creating innovation ☐ Increasing trust ☐ Choice ☐ Decision-making power ☐ Active participation - Improving commitment ☐ Creating commitment in fans ☐ Creating psychological dependence in fans ☐ Insistence on watching the games of the favorite team ☐ Linking to the club brand ☐ The club's connection with fans ☐ Developing volunteerism Socialization ☐ Creating an open space for fans ☐ Leveling users and fans ☐ Designing effective landing pages ☐ Capturing customer information by placing a form ☐ Increasing website speed for easy loading	Background conditions

☐ Providing customer reviews and experiences on the homepage ☐ Providing customer experience about the product on its own landing page ☐ Creating discount codes for fans ☐ Increasing the relationship and creating more engagement between fans and the club ☐ Taking advantage of customer reviews ☐ Creating easy financial transactions Improving the platform ☐ The need to form an identity ☐ The need to form satisfaction ☐ Improving the technical infrastructure of service provision ☐ The need for national convergence among fans ☐ The importance of creating unity ☐ Creating ownership ☐ Active participation ☐ Decentralization ☐ Social rights ☐ Economic rights ☐ Creating convenience ☐ Internalizing sports in society, ☐ Implementing a fan card plan, ☐ The ability to control and update online for fans, ☐ Economic savings for fans, ✓ ☐ Mandatory broadcasting of matches for fans	
Environmental turbulence ☐ Lack of necessary budget ☐ Neglect of club evaluation ☐ Unattractiveness of electronic space	Intervening conditions

☐ Lack of recognition of existing sports capacities ☐ Lack of specialized human resources ☐ Lack of access to existing club information for fans Individual turbulence ☐ Lack of security of servers and databases ☐ Low credit in the club ☐ Lack of program ☐ Lack of motivation of fans ☐ Lack of trust ✓ ☐ Lack of awareness ✓ ☐ Lack of creativity ✓ ☐ Cultural conflict	
Building self-confidence ☐ Social education ☐ Ability to understand new opportunities in the existing market ☐ Ability to provide new services ☐ Ability to create new ideas Psychological factors ☐ Identifying local opportunities ☐ Creating a clear vision for the future ☐ Ensuring alignment with the goals of the sharing economy ☐ Increasing profitability Understanding the importance and capabilities Incentives ☐ Training and empowering people with new technologies with informed decision-making ☐ Creating reward and incentive systems based on fan participation ☐ Easy access ☐ Awareness of fan needs	Main phenomenon (evolution of online customer orientation among football fans)

☐ Enjoy watching Generating tangible revenues for the club ☐ Ability to understand new opportunities in the existing market ☐ Ability to provide new services ☐ Low service prices ☐ Dynamic ticket prices ☐ Advertising revenues ☒ ☐ Ability to create new ideas	
Creating information transactions ☐ Facilitating the receipt of new services in sports ☐ Accelerating interaction between managers, athletes and fans ☒ ☐ Increasing, improving the efficiency and effectiveness of actions taken by managers towards athletes ☒ ☐ Accelerate and facilitate current affairs and interactions of all ☒ ☐ Improve and promote the process of information exchange and access to it by stakeholders ☒ ☐ Information transparency ☒ ☐ Reform processes in the club ☒ ☐ Establish democracy ☒ ☐ Create an accountable system ☒ ☐ Improve the accountability of officials ☒ ☐ Create a culture of participation	Strategies
Social dynamics ☐ Increasing convergence among fans ☐ Increasing solidarity among fans ☐ Increasing social awareness ☐ Formation of social groups ☐ Increasing voluntary behaviors ☐ Creating social vitality ☐ Increasing morale and vitality among fans ☐ Increasing life expectancy ☐ Increasing well-being	Consequences

☐ Increasing a sense of happiness ☐ Increasing happiness ☐ Identifying patterns and audiences ☐ Creating a free flow of information ☐ Providing timely information ☐ Creating a free flow of information ☐ Improving the status of the media ☐ Credibility for the media Developing growth orientation ☐ Creating appropriate technical infrastructure ☐ Informing latecomers of opportunities ☐ Encouraging and supporting the club ☐ Providing new services in sports ☐ Ability to create new ideas ☐ Solidarity between members of the community ☐ The need for support and participation from fans	
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Based on the results of the qualitative section, a conceptual model of the research was formed.

B. Methodology of the quantitative part of the research

In the quantitative part of the descriptive research method, the type of correlation and the implementation method are field. The purpose of this stage was to develop a model of online customer orientation development among football fans in the qualitative stage. The statistical population of the present study in the quantitative part is all fans of football sports teams in the country. And due to the uncertainty of the exact number of the statistical population and considering the Cochran sample size in uncertain conditions, 384 people were considered as a statistical sample. And the available sampling method was used. To examine the face validity, ten sports management professors were used and for the content validity of the questionnaire questions, the carcass model was used ($cvr = 0.89$) and the content validity was confirmed and the reliability of the questionnaire was confirmed by the Cronbach's alpha test. The analysis of the results of this study was carried out using the structural equation method using Amos 20 and SPSS20 software.

Findings of the quantitative part of the study

To examine the factor structure, the framework of the online customer orientation development model among football fans was used using the path analysis method. After calculating the corresponding T value of each factor, it was determined that all the frameworks of the online customer orientation development model among football fans have a significant effect. Figure 2 shows the statistical model of the present study. The results of the model show that causal conditions affect the central category of online customer orientation development among football fans with a value of 0.55; contextual conditions affect the strategies of online customer orientation development among football fans with a value of 0.58; the central category of online customer orientation development among football fans affects the strategies with a value of 0.61; intervening conditions affect the strategies of online customer orientation development among football fans with a value of 0.59; strategies affect the consequences of online customer orientation development among football fans with a value of 0.63

Table 2: Direct effects of the variable Hath and the result

Assumptions	Significance level	Critical ratio	Standard error	Standard estimate	Research variables
Accept	0.003	5.21	0.14	0.55	Causal conditions affect the central category of online customer orientation development among football fans
Accept	0.002	6.30	0.18	0.58	Contextual conditions affect the strategies of online customer orientation development among football fans
Accept	0.003	5.15	0.22	0.61	Centre category of online customer orientation development

					among football fans affects the strategies
Accept	0.001	4.10	0.17	0.59	Intervening conditions affect the strategies of online customer orientation development among football fans
Accept	0.003	6.69	0.19	0.63	Strategies affect the outcomes of online customer orientation development among football fans

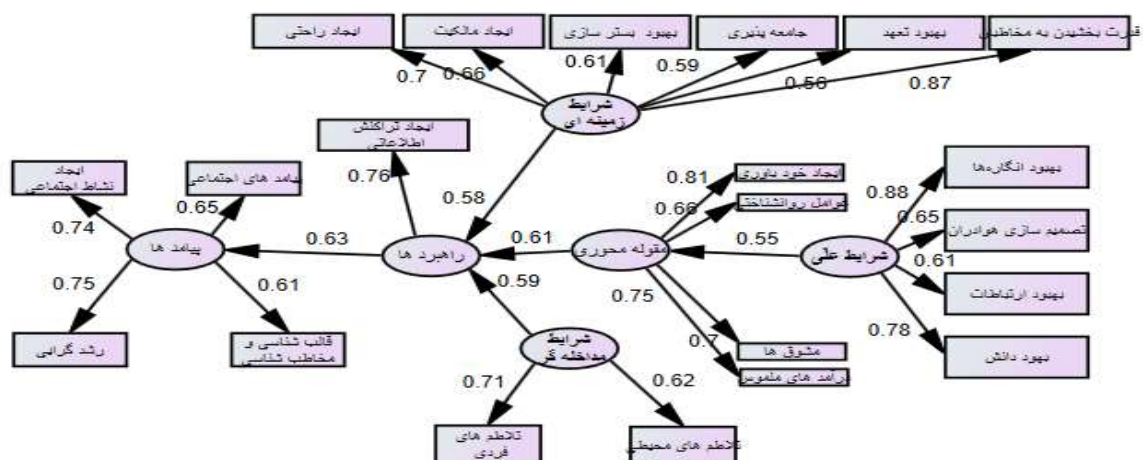


Figure 1: Direct effects of variables

The overall evaluation indices of the structural equation model, considering the desired range, indicate that the proposed model is supported by the research data. In other words, the data fit to the model is established and all indices indicate the desirability of the structural equation model

Table 3: Final model fit indices

NFL	AGFI	GFI	CFI	RSMEA	X ² /df	df	Chi-square)X ² (	
92/0	92/0	90/0	93/0	040/0	34/1	89	29/119	Amount

Discussion and Conclusion

Sports and sporting events have significant social impacts. These impacts have consequences on human society that change the way people live, work and relate to each other. Participation in sports, whether active or passive, has become an attractive strategy for local, regional and national governments to provide social benefits to the residents of the community. Despite the importance of sports and events, many countries are experiencing a decline in active sports participants. Sports and events can affect health and well-being, social cohesion, economic impacts and the formation of cultural and national identities. Therefore, playing and watching sports requires a better understanding of sports consumer behavior. On the other hand, in the sports viewing industry, because the primary product sold to the customer is the sports event, which, like other services, has unique characteristics such as intangibility, heterogeneity and perishability, and has a higher level of perceived risk due to its customer-centric nature. On the other hand, sport is known as a large industry that plays a significant role in the global economy, and major sports clubs and events have become large economic enterprises, which has caused the spread of competition from sports fields to the competition in the market for products and services and created opportunities for investors and managers. Also, understanding existing and potential customers is vital for the main objectives of any organization and creates significant business value. In the spectator sports industry, successful organizations are continuously buying tickets to live events or those who are consumers through various media. Therefore, the implementation of advanced customer relationship management

systems has been considered very important in the past few decades. The results of the first research question showed that it is about causal conditions. In this model, causal conditions are events that create situations and issues related to a phenomenon and explain why and how individuals and groups respond in certain ways. Causal conditions include those categories that directly affect the development and validation of online customer orientation among football fans or that these factors are somehow creating and developing the phenomenon. In this study, four categories: In this study, four categories affect the improvement of ideas, fan decision-making, improvement of communication, and improvement of knowledge. Improvement of ideas: extraction and optimal use of resources and facilities, increasing the geographical scope of sport, ability to be responsible or accountable, promotion of development, increasing resilience through sport. Fan decision-making: institutional innovation, reducing conflict, institution-building relying on club capital, reducing dependency, the existence of social forces in sport, creating extractive ability, creating regulatory ability, creating symbolic ability. Improvement of communication: participatory improvement, networking, participatory empowerment, increasing the power of sport in society, new communication patterns. Knowledge improvement: Improving fan awareness, increasing skills to establish relationships, being aware of existing real information, documenting fan experiences, and asking fans for opinions are consistent with the findings of Mohammadi (1401), Bahrami (1401). Mohammadi (1401) concluded in his own research that customer innovation and improving knowledge have the most important impact on users' actual use of sports team applications. Therefore, it is better for sports application managers to provide the basis for the actual use of these sports applications by increasing innovation. Sadeghifar (1401) concluded in a study titled Investigating Customer Experience Management in Taban Airlines in order to present a comprehensive model based on a data-driven approach that ultimately 14 main categories emerged, both of which were rich in dimensions and characteristics. These 14 main categories are: quality of customer orientation, economic-political situation, macro-policy making, organizational facilities and resources, infrastructure support, macro-economic interactions, management system, human resource capability, customer capability, decision-making system evolution, financial system evolution, communication system evolution, organization-oriented consequences, and customer-oriented consequences. Bahrami (1401) in a study titled Developing a paradigmatic model of advertising through social media to influence the desire of customers for sports products concluded that the causal conditions are located in two categories: social media potential and customer orientation. Intervening conditions include the categories of internal and external constraints (constraints on use and practical constraints) and contextual conditions consist of categories such as improving performance and developing advertising effectiveness. To develop an advertisement through social media, it is necessary to adopt strategies such as branding and validation, customer interaction, and capacity building in order to attract customers and influence the desire of customers for sports products. Therefore, in explaining this hypothesis, it can be said that while evaluating quality, using strategies to improve service quality should be taken to improve fan decision-making knowledge and increase attendance. This can lead to increased profitability in the long run.

The results of the study showed that it is about contextual conditions. Contextual conditions represent a specific set of characteristics related to the phenomenon, which generally refers to the location of events and related events. Contextual characteristics include factors without which the realization of online customer-oriented transformation among football fans is not possible and provide the context for specific conditions in which strategies for managing, controlling and responding to the phenomenon are implemented. These conditions are made up of a set of concepts, categories and contextual variables. In this study, this factor is composed of 6 sub-factors with the titles: empowering

the audience, improving commitment, sociability, improving platform building, creating convenience and creating ownership. The following describes these seven sub-categories and their main concepts: Creating convenience: internalizing sports in the community, implementing a fan card scheme, the ability to control and update online for fans, economic savings for fans, making broadcasting matches mandatory for fans. Creating ownership: active participation, decentralization, social rights, economic rights. Improving the platform: The need to form an identity, the need to form satisfaction, improving the technical infrastructure of service provision, the need for national convergence among fans, the importance of creating unity. Sociability: Leveling users and fans, designing effective landing pages, capturing customer information by submitting a form, increasing website speed for easy loading, providing customer opinions and experiences on the home page, providing customer experience about the product on its landing page, creating discount codes for fans, increasing the relationship and creating more engagement between fans and the club, taking advantage of customer opinions, creating easy financial transactions. Improving commitment: Creating commitment in fans, creating psychological dependence in fans, insisting on watching the games of their favorite team, sticking to the club brand, keeping the club in touch with fans, developing volunteerism, creating an open space for fans. Empowering audiences: Ease of access, perceived ease, creating innovation, increasing trust, the right to choose, decision-making power, active participation. Abdavi (1400) and Zohraby (1400) Abdavi (1400) in a study titled "Investigating the Mediating Role of Sports Customers' Gratitude in the Effect of Relationship Marketing Components on Their Loyalty" that the results of the empirical test of the research model confirm the essential role of relationship marketing components (direct communication, tangible rewards, interpersonal communication, and preferential behavior) in the appreciation and loyalty of bodybuilding club customers. Also, the mediating role of gratitude in the effectiveness of relationship marketing variables is important. Therefore, public relations increases the motivation to attract customers and will allow club managers to fill the gap of lack of customer contact through relationship marketing as an alternative. It is suggested that bodybuilding clubs increase the quality of their communication with customers by creating trust in customers to make them loyal to them. Zohraby (1400) in a study titled Qualitative Model of E-Commerce for Sports Products in the Country concluded that causal conditions (supervision-policy-occupational-economic), contextual conditions (role-taking-lifestyle-IT development-environmental learning), intervening conditions (information-technical-legal-cultural), strategies (legal-human-force-equipment-localization), consequences (economic-structural-cultural-environmental), and the central phenomenon of implementing e-commerce in the sports products sector were identified. The results of the research play an important role in targeting the Internet customer-centric activities in the production sector of the Iranian sports industry. As new innovative ways to reach media audiences have emerged, online customer-centricity has a profound impact on spectator sports. Therefore, in explaining this hypothesis, it can be said that in terms of sports consumers' experiences and behaviors regarding media access. Previous research has also indicated that online customer-centricity facilitates contemporary sports fan culture and leads to new categories of sports spectators. Due to this new reality, identifying and understanding how online customer-centricity affects sports fan behaviors is more important than ever for more effective event marketing. On the other hand, the motivations for attending sports events are a multifaceted issue and have been presented through several different frameworks. The research results showed that it is about intervening conditions. Intervening conditions include more general conditions such as time, space, and culture that act as facilitators or constraints of strategies. These conditions act to facilitate or limit action/interaction in a specific context. Each of these conditions forms a spectrum whose impact varies from very distant to very close. In this study, two categories of factors, individual and environmental turbulence, are

considered as intervening categories. These two subcategories and their main concepts are described below: Environmental turbulence: lack of necessary budget, disregard for club evaluation, unattractiveness of the electronic space, lack of recognition of existing sports capacities, lack of specialized human resources, lack of access to existing club information for fans. Individual turbulence: lack of security of servers and databases, meager funds in the club, lack of program, lack of motivation of fans, lack of trust, lack of awareness, lack of creativity, cultural conflict. Hosseini Nasab (1400) concluded in a study titled Presenting a Competency Model for a Senior Digital Manager as a Ruler of Digital Transformation that the lack of security of servers and databases is the biggest challenge for managers. Nazari (1400) in a study titled The Role of Artificial Intelligence in New Communication Technologies in Developing Media Literacy concluded that lack of awareness and lack of creativity are technological barriers. Baghezpour (1400) in a study titled Convergence Solutions between the Broadcasting and Cyberspace in the Field of Content Production concluded that lack of necessary budget and disregard for evaluation are barriers to convergence solutions between the Broadcasting and Cyberspace in the Field of Content Production. Ferreira (2022) in a study titled Understanding the Impact of Social Media Marketing Activities on the Satisfaction and Participation of Football Fans concluded that lack of specialized human resources and lack of access to existing club information are barriers to understanding the impact of social media marketing activities on the satisfaction and participation of football fans.

The results of the fourth research question showed that it is about the central category. The phenomenon in question must be central, meaning that all other main categories can be related to it and appear repeatedly in the data. This means that in all or almost all cases, there are signs that point to that concept. A central phenomenon refers to an idea or phenomenon that is the basis and axis of the process to which all other main categories are related. The observed phenomenon (development of online customer orientation) This factor consists of five sub-factors with the titles:

Self-belief, psychological factors, incentives, and generating tangible income for the club are formed. The following describes these five subcategories and their main concepts: Creating self-belief: Social education, ability to understand new opportunities in the existing market, ability to provide new services, ability to create new ideas. Psychological factors: Identifying local opportunities, creating a clear vision for the future, ensuring alignment with the goals of the sharing economy, increasing profitability, understanding the importance and capabilities. Incentives: Training and empowering people with new technologies with informed decision-making, creating reward and incentive systems based on fan participation, easy access, awareness of fan needs, enjoyment of watching. Creating tangible income for the club: Ability to understand new opportunities in the existing market, ability to provide new services, low service prices, dynamic ticket prices, advertising revenues, ability to create new ideas. Ferreira (2022) in a study titled Understanding the Impact of Social Media Marketing Activities on Football Fan Satisfaction and Engagement: A Study of Portuguese Second Division Professional Football Clubs concluded that most initiatives in social media marketing - Facebook - have an impact on football fan satisfaction and engagement. Also, a way to achieve supporter satisfaction and engagement is needed by Portuguese football club managers. This study concluded that using Facebook as a way to communicate and promote sustainable relationships with supporters. Tohkanen (2022) in a study titled The Impact of Perceived Customer Engagement Activities on Attitudinal Loyalty, Customer-Based Brand Equity and Crowd Presence in Local Football Clubs concluded that perceived customer engagement activities by supporters have a positive impact on behavioral loyalty and therefore on crowd presence in local football clubs through attitudinal loyalty and customer-based brand equity. The effect of attitudinal loyalty was more significant and also increased customer-based brand equity. In a study titled Who Are Our Fans:

Applying Principal Component Analysis Techniques to Segment the Football Fan Market, Rascher (2021) concluded that improving the quality and variety of food in sports venue stores, ensuring easier entry and exit, offering more precise ticket packages, and targeting groups through relevant marketing channels. The present study points to the importance of using precise marketing efforts to target specific clusters and then offering appropriate tangible and intangible products and services to maximize initial sales, improve the fan experience, and increase the likelihood of repeat purchases. In a study titled Applying a Customer-Centered Model to Examine Brand Communities of Professional Sports Teams, Allon (2021) concluded that all four levels of fan relationships (fan-fan, fan management, fan-team relationships, and fan-product) significantly predict both team identification and fan loyalty. Furthermore, both team identification and fan loyalty significantly predicted the intention to attend matches. Identifying and categorizing the different levels of fan-centric relationships may provide customer-centricity with the potential to strengthen fan identification and loyalty to the team and thus increase consumption. Prionidis (2021) in a study titled What do football fans really want. A case study on how Greek football clubs can maximize customer satisfaction concluded that match attendance has declined and is also poor. The most important factors of this crisis are: the country's economic recession and the clubs' continued high levels of hooliganism and violence, the lack of homegrown players and coaching staff, the poor viewership it offers, the low levels of service and facilities it offers to its fans, and poor marketing and poor techniques in the club's customer management.

The results of the research showed that it is about strategies. Strategies are actually plans and actions that are the output of the central category of the model and end in consequences. Strategies are a set of measures that are taken to manage, administer or respond to the phenomenon under investigation (Strauss and Corbin, 1998). The researcher named the subcategory information transaction creation, considering the set of concepts extracted from the interviews and final codes. Therefore, this factor is composed of a sub-factor entitled creating information transactions in football, which is explained below and its main concepts: Creating information transactions includes the following main concepts: facilitating the receipt of new services in sports, accelerating the interaction between managers and athletes and fans, increasing and improving the efficiency and effectiveness of the actions of managers towards athletes, accelerating and facilitating current affairs and interactions of all sports groups in football, improving and promoting the information exchange process and access of stakeholders to it, information transparency, reforming processes, establishing digital democracy, creating an accountable system in football, improving the accountability of officials, and creating a culture of participation. These causal factors are in a way creating and developing this phenomenon. What is important in expressing the causal conditions is that an economic and structural system must create the necessary motivation for the application and efficiency of the knowledge base in order to create new knowledge, eliminate inefficient activities, and start new activities with greater efficiency (entrepreneurship boom). Government policies, especially those related to technology, industry, and education, require more attention, and infrastructure and incentives for investment and education are important. This includes an efficient and reliable government (consistency of government policies) and low levels of corruption in this government. This regime also includes a legal system that supports basic business laws and intellectual and material property rights, and the existence of research and development and continued activities in this sector are essential. This axis should direct resources from inefficient to efficient sectors and, by providing incentives for the efficient use of existing knowledge, the acquisition of new knowledge, and the integration of the application of existing knowledge with new knowledge, increase productivity and economic growth (Bigler, 2010). In a study titled Internal Governance of Sports Organizations: International Convergences on the Idea of

Democracy, Di Marco (2019) concluded that in the first stage, international convergences on the election of governing bodies in sports organizations and the issue of eligibility criteria and essential elements of the internal control system are identified and effective, and in the second stage, the coherence of "external" control of sports organizations with the principle of sport independence is effective. And the main consequences of democracy are cooperation and transparency. Tinson (2021) in a study titled *How Value is Disrupted in Football Fans and How Fans Respond* The perception of value among football fans and how it is disrupted is related to a number of factors, for example, when players are considered to be "locked out" from physical platforms in areas of shared value creation (such as stadiums). Fans show that they can compensate to deal with disruptions and recover value for themselves as well as other fan actors on different platforms. Importantly, this study provides insight into why advocates are not always consistent in their roles or actors. In a study titled *From Sales Force Automation to Digital Transformation*, Agnihotri (2021) found that several factors determine how companies use digital transformation and the different levels of impact. Among these factors, the implementation period, the ability of those responsible for implementing it, the perception of the cost-effectiveness (cost-effectiveness) of digital transformation, the ability to measure its impact, and the adequacy of traditional marketing were key. The period over which digital transformation is used was of significant importance, particularly affecting the selection of digital transformation tools, how its performance is measured, and managers' perception of the cost-effectiveness of this phenomenon. Social media was the most commonly used digital transformation tool in the market under study and was considered the most common method for measuring the impact of digital transformation. Furthermore, the results showed that the more a company relies on the use of digital transformation in its business, the more significant its impact on brand promotion and positioning will be.

The results of the sixth research question showed that it is about consequences. Consequences are the same as the outputs or results of actions and reactions. The last part of the online customer orientation framework model consists of five sub-factors with the titles: including the consequences of social dynamics, creating social vitality, developing stereotypes and audience recognition, and developing growth orientation. According to open coding, the concepts related to the consequences of the model were extracted, then according to the movement back and forth between the themes and concepts, the main categories were extracted and named. In the following, these five sub-categories and their main concepts are described: Social dynamics: increasing convergence between fans, increasing solidarity between fans, increasing social awareness, forming social groups, increasing voluntary behaviors. Creating social vitality: increasing morale and vitality among fans, increasing life expectancy, increasing well-being, increasing feelings of happiness, increasing happiness. Stereotypes and audience recognition: creating a free flow of information, providing timely information, creating a free flow of information, improving the status of the media, giving credibility to the media. Growth orientation development: creating appropriate technical infrastructure, informing latecomers of opportunities, encouraging and supporting the club, providing new services in sports, the ability to create new ideas, solidarity between community members, the need for support and participation of fans. Farley and Taylor (2012) conducted a study aimed at broadcasting baseball matches on screens, and gathering people outside the stadium. This study examined the motivations and experiences of fans who go to the cinema to watch live baseball games. Data were collected through a participant survey among event attendees (188 people). The results indicate that the sense of community and the social environment created in the cinema are key factors in the experience of watching

the match. The cinema provided a communal viewing experience for people, which helped create a stadium-like environment. This atmosphere, which provides the opportunity to focus on the game (compared to watching the game at home or in cafes), allows fans to feel more connected to the team. Therefore, providing sites to watch games with other fans outside the stadium can be used as a means of building social relationships that can lead to increased fan loyalty. Some people preferred the cinema experience over the hall and stadium experience. Trial and James (2001) conducted a study titled "Evaluating the Psychometric Properties of the Motivation Scale for Sports Consumption". The aim of this study was to develop the Motivation Scale for Sports Consumption (MSSC) to measure the motivations of sports spectators' consumption behavior. Accordingly, the content validity, criterion validity, construct validity, and internal consistency of the MSSC were examined to determine whether the instrument accurately and appropriately measured the motivations of sports spectators. The weaknesses of previous scales are presented and then the psychometric properties of the MSSC are evaluated. Therefore, maximum knowledge of the opportunities and threats of this scale; By identifying communication channels with fans and also communicating with clubs at the domestic and international levels, it is possible to provide capacities for the development of sports services through this route. Designing legal mechanisms to facilitate the presence of spectators in the virtual space sector, as well as creating sites and channels for communicating with fans, provides the conditions for an online customer-oriented framework. And considering that the development of technology, the development of investment in sports, and the development of sponsors have a great impact on other criteria for the development of an online customer-oriented framework.

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