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## Compilation of the Model of Factors Affecting the Commercialization of Iraqi Professional Sports

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### Abstract

*Objective: The current research was conducted with the aim of compiling a model of factors affecting the commercialization of professional sports in Iraq. Methodology: The research method was conducted qualitatively using the systematic design of the database theory. In-depth and semi-structured interviews were used to collect information, and data analysis was done using the Glise method. The statistical population of this research included professors and activists in the field of sports economics, and the desired number was chosen in a non-probable way using targeted theoretical and snowball techniques. Due to the limitation of the population, the sample size will be equal to the population size. Some scientists consider 10 to 15 people sufficient to form a group of experts, if their scientific and experimental background is compatible. In this research, 20 people were interviewed, and from the 18th interview onwards, repetition was observed in the received data, and saturation was reached in the 20th interview. In order to analyze the qualitative data, the three-stage open, central and selective coding method was used. Reliability and validity were confirmed through the percentage of intra-subject agreement and the approval of the statistical group and the interviewees. Findings: The findings of his research showed that various factors such as cultural factors, organizational factors, social factors, legal factors and structural factors have an effect on the commercialization of professional sports. Conclusion: In general, it should be acknowledged that these factors should be given special attention in the policies of managers of sports organizations.*

**Keywords:** foresight, sports industry, commercialization, professional sports

### Introduction

The sports industry is known as one of the largest and fastest growing industries in the world (Rezaei, 2018). The sports industry has the characteristics of increasing domestic demand, increasing employment and creating new points of economic and business growth (Xu & Yang, 2019; Sopandi et al., 2023) With the continuous expansion of the sports industry, the effect of the promotion of the sports industry on economic development has gradually emerged. The interaction between the performance of sports competitions, the national production of sports equipment and the production of other sports industries related to the regional economy has attracted the attention of scientists (Yang, Xu, & Yang, 2020). Governments, individuals and international organizations fully aware of the political, social and economic dimensions exploit it to achieve their desired goals (Meamari, Saadati, & Dehghani, 2019). This industry, by having a driving factor such as major sports competitions, has made it possible to benefit from advertising opportunities in the media, which has created the necessary platform for interaction between industry, business and sports (S. Rezaei & Salehipour). , 2018). Nathan (2018)

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believes that excessive emphasis on the commercial components of the sports industry takes it away from the existential philosophy of the ancient Olympics (Nathan, 2018; Ploeger-Lyons & Butler, 2022)

Sports plays an important role in the development of the economy in developed countries and has a direct economic impact on the production of sports goods and services, employment, export and import, creating places and facilities, household expenses, participation in the stock market, advertising, media coverage, creating employment, attraction of tourism and financial sponsors; And it has indirect effects on improving community health, reducing treatment costs and developing the national health program; It also plays a significant role in social matters such as reducing delinquency, reducing employee absenteeism, increasing performance and productivity (Sultan Hosseini, Razavi, & Salimi, 2017). In this context, Zhang & et al (2018) state the role of the sports industry in the growing economy that encouraging scientific research to criticize the broad views of marketing and business operations can help the economy of the sports industry (Zhang, Kim, Mastromartino, Qian, & Nauright, 2018). Examining the effects of investment and long-term planning in sports can lead to the economic growth of professional sports (Howard & Crompton, 2004). Professional sports, meaning sports to earn money, has become a main part of the sports industry, and if people are interested in a certain sport, professional athletes of that sport receive high salaries. These rights are mainly provided through ticket sales, television broadcasting rights and corporate support (Rezaei Sufi, Farahani, & Shabani, 2017). Professional sports is actually a type of business that has a private nature and in many developed countries, it has non-governmental organizations and organizations. The pillars of professional sports are professional athletes, professional coaches, and clubs, and the financial resources of professional sports include ticket sales and tournament advertisements, public donations, player transfers, television broadcasting rights, membership fees, government grants, financial sponsors, and exemptions. (Arab Nermi, Goodarzi, Nasrollah, & Khabiri, 2018; Salih, 2022) Professional sports is a sport that, with its expansion, humanity refers to it as one of the most popular sports in the world, which attracts the most viewers (Bondarik, Pilatti, & Horst, 2020). Professional sport is one of the most popular sports and in fact, it is a part of the society and it becomes more important day by day. For this reason, it is necessary that officials and managers of sports organizations pay a lot of attention to this field (Sadeghi, Asgharpour, & Gholchinfar, 2009).

The Deloitte Economic Organization (2016) has predicted the financial turnover of the European football industry in the 2014-2015 season at 22 billion euros and in the 2016-2017 season at 25 billion euros; Therefore, today football has all the necessary factors to become an "industry" (Deloitte, 2016). Professional sports is a growing business and generates significant economic interest among a variety of consumers and a large number of stakeholders (Yiapanas, Thrassou, & Vrontis, 2020). Although the economic effects and income generation of professional sports are not limited to the holding of large international tournaments such as the World Cups, but in many countries, the holding of professional leagues and the industry of professional sports clubs have led to the growth and Economic development has been favorable in their professional sports industry (Rezaei, 2018). The growth of professional sports as a commercial phenomenon has been significant in all societies for several decades and is considered one of the most profitable industries in this century. Although the establishment of a professional sports league is in line with the global policies of the professional sports federation in line with the commercialization of professional sports in the member countries, its development and survival in today's business world requires the provision of equipment, culture, rules and It has its own bylaws. The studies conducted indicate that the country's professional sports, despite stepping into the field of professionalism, have not been able to benefit from widespread support enough (Eidipour, Khazaei, Arian, & Gholami Tarskloyeh, 2015). Making money in professional sports clubs, like all sports clubs, is an important strategy for survival and development, although these ways of "making money are usually determined in advance, and there are rules in this regard that clubs can proceed within the framework

of these rules. Professional sports are an undeniable necessity. Also, improving the financial and economic condition of professional sports in the Premier League can lead to major progress in the technical condition of professional sports in the championship and national dimensions as well (Azadi & Yousefi, 2015; Cia Cai, 2023)

Today, professional sports clubs around the world have become reputable professional business companies. For example, currently twenty famous English clubs are present in the London Stock Exchange and thousands of professional sports fans are the shareholders of these clubs and through trading their shares, in addition to earning profits, they also give a lot of financial support to their clubs. This form of management has made the clubs achieve their two main goals; It means to achieve commercial and sports success (Deldar, Kargar, & Ghafouri, 2016). The sports industry and sports goods trade is one of the important economic issues, the production of sports goods is now one of the important industrial areas with various branches and its scope is getting wider every day. Economic sectors such as sports tourism, sports companies and centers, holding large sports conferences, leisure time, advertising, clubs and finally sports itself are among the most important economic areas related to sports. The consequence of this process is to mix more and more sports and economy in very diverse ways. Socialization has made the purpose of exercise more important (Weiss, 2011).

Commercialization includes various arrays of important technical, commercial, and financial processes that transform new technology into useful products or services and generate revenue when entering the market (Reamer, 2003). One of the primary requirements for the establishment and sustainable economic development of football clubs in the named countries, the registration of these clubs as registered commercial enterprises, on the one hand, as a set independent of the state economy, will have freedom of action, and on the other hand, they will have legal personality. Organizations and sports clubs will be able to continue their existence when they can cover their expenses and generate income (Naqdi, Kaghzian, & Afsharpiipi, 2013). Therefore, today's organizations and sports clubs can compensate their development and progress costs through commercialization and create the possibility of better and more advanced investment for themselves (Rezaei Sufi et al., 2017). In commercialization, in the first stage, they produce ideas, in this stage the idea is examined and evaluated from various aspects, this stage is called the second stage of commercialization of the idea, the next stage is the development of the idea and evaluation It is to apply it. Then the business analysis is that the economic enterprise, before the production, through statistical investigations, realizes the point that the most suitable amount of production of goods, in the first stage, is the number or quantity, and the break-even point of production and its approximate profitability in how much is this point? The next step is market research. That a physical model of the product is prepared and how to use it is checked. The commercialization process takes place after the product market testing stage (Goodarzi, Sufi, Arabi, & Amiri, 2013). Commercialization of professional sports is also that aspect of sports that involves the sale, display and promotion of part or all aspects of sports in order to earn money. Sports have the ability to generate significant revenue from reception, television, internet rights, sponsorships, merchandise and licensing fees (Westerbeek, 2013).

In his research findings, Origi (2019) showed that government participation, public relations, capacity development and culture had a positive and significant impact on sports commercialization in some parts of professional sports in Kenya. Overall, this study concluded that government involvement, public relations, capacity development and national culture were significant strategic factors for the commercialization of professional sport in Kenya and suggested that the management of professional sport organizations in Kenya should Deliberately adopt various strategic factors including government participation, public relations, capacity development and national culture to ensure commercialization in professional sports sectors in Kenya (Origgi & Deya, 2019). Yadav (2016) conducted a study titled

Commercialization of Sports Law and Competition Law in India. The findings of this study showed that existing laws and regulations have had a significant impact on the commercialization of professional sports in India. And this study showed a positive effect between government involvement and commercialization in Indian sports (Yadav, 2016). Another study by Slack (2014) related to the social and business impact of sport and the role of government regulation. In his research findings, he showed that government participation has a positive effect on the commercialization of professional sports in Asian countries (Slack, 2014). Alapartanen (2016) conducted a study on the perception of the consequences of the sports industry in England and the United States. In this study, it was shown that political influence plays a role in the commercialization of professional sports in these countries, and the commercialization of professional sports needs more regulations to use their economic and economic effects (Alapartanen & Kelly, 2016).

Baena (2016) analyzed the global marketing strategies of the Bayern Munich club in terms of sports achievements, financial performance and the number of global fans. In addition to the fact that the past steps of this club in attracting the opinion of domestic and foreign fans along with income generating tools for clubs and interactions between them and sports teams can be effective in increasing the brand value (Baena, 2019). Nazari (2019) showed in a research that the model of excellence components of the Iraqi national professional sports brand had a good fit. And they suggest to the managers of the professional sports federation to consider the listed indicators in order to improve the national brand of Iraqi professional sports (Nazari, Hajlou, & Azimzadeh, 2019). In their research findings, Rasouli et al. (2016) stated 70 effective signs in the internal branding of professional sports clubs, which are classified into 16 concepts, and finally the research model with 5 main categories including: the essence of professional sports, They compiled the club's philosophy, performance, marketing and adaptation (Rasouli, Mohammad, Elahi, & Aghaei, 2016). In their research, Jalali Farahani et al.(2013) analyzed the economic obstacles affecting the implementation of general policies in Iraqi professional sports and divided the obstacles into two economic and financial obstacles and investment and financial support obstacles and the most important obstacles identified in this The background is instability in monetary and financial policies of the country, non-participation of foreign capital in domestic capital markets, state ownership of many industries, factories, sports and non-sports institutions and organizations, low per capita national income in the country, lack of economic security and They stated the high risk of investing in professional sports, not allocating proper television broadcast rights to clubs, etc. (Jalali Farahani & Alidosti Ghahfarkhi, 2013). Sports has been used as a means to promote and develop business activities globally in order to access international markets. This trend is not exclusive to athletes and professional sports events; but many of them also apply to seemingly amateur sports (Abdolmaleki, irzazadeh, & Ghahfarokhi.E, 2017). One of the dominant trends in sports has been commercialization, and it refers to the process that is formed in the course of a close connection between sports and market forces. In many societies, sports activities have become an important component through connection with business (Dehghani Firoozabadi, 2015).

The business trends governing the sport are so important and wide ranging that they are often accepted without any doubts or questions. Management and organizational transformations that parallel the increasing commercialization of sports since the second half of the 20th century, while it can be beneficial for sports and society, there may be shortcomings and limitations, including commercialization, to create an unequal relationship between managers. And coaches, planners and other people involved in sports activities or athletes have ended up and turned athletes into powerless people during their performance. In all sports and especially professional sports clubs do not follow the same methods for commercialization, but in many clubs it requires complex processes. Therefore, for the commercialization of all clubs, it will be necessary to communicate industry and market. However, what is important is the commercial motives of the clubs and their participation in commercialization.

The world's professional sports in European and Asian countries get different sources of income from the rights to broadcast games on television, advertising around the field, sponsors, fan membership cards, etc., and they have developed rapidly.

But in Iraqi professional sports, earning money through television broadcasting rights, which constitutes 70% of professional sports federations around the world, is prohibited. And he has not benefited enough from other sources of income. Therefore, the current research seeks to design a model through which the commercialization factors of professional sports are identified and create a constructive interaction between the club, industry and sports. According to the issues raised in the field of commercialization of professional sports, the question is to what extent these factors in the business dimension can solve the problems that the business field may face in sports, especially professional sports, so In this research, the researcher seeks to answer the question, what are the mechanisms and factors that create sustainable commercialization of professional sports in Iraq?

## Methodology

The research method was carried out qualitatively using the systematic design of the database theory. To collect information, in-depth and semi-structured interviews were used, and data analysis was done using the Glaser method.

**Table 1.** The onion of the research process of Iraq's professional sports

Component	type
Philosophy	Interpretive
Approach to theory development	Fundamental
Methodological choice	Qualitative
perspective of strategy	Foundation data
Time horizon	Cross- Sectional
Data collection	In-depth interviews, open questionnaire

The present research is considered as a descriptive (non-experimental) research in the stage of data collection in a real way and without manipulation.

The statistical population of the research included professors and activists in the field of sports economics, and the desired number was selected in a non-probable way using targeted theoretical and snowball techniques. Due to the limitation of the population, the sample size will be equal to the population size. Some scientists consider 20 people sufficient to form a group of experts, if their scientific and experimental background is compatible. In this research, 20 people were interviewed, and from the 18th interview onwards, repetition was observed in the received data, and saturation was reached in the 18th interview. The stages of qualitative data analysis are in the form of two stages: 1- real coding, which includes two stages of open and selective (core) coding, and 2- theoretical coding. Open coding is the first step in continuous comparative analysis, which is done before limiting the coding to the central class and its characteristics. At this stage, the analyzer starts without preconceived codes and remains completely open. In the open coding stage, we read the content line by line and assign a label to each part of the data (which may be a word, line or paragraph). This piece of data can be considered an event. In other words, everything is coded to understand what the problem is and how to solve it. Coding is often done in the margins of field notes. Several events form a concept. Basically, every key point is considered an event. Then we transferred the events to a higher level, meaning the concept. Some concepts are obtained from the combination of several events and some are obtained from only one event or key point. In this research, the key points of the interviews were

recorded. Each key point is considered an event. Then the events were transferred to a higher level called concept. Some concepts are obtained from the combination of several events and some are obtained from only one event or key point at a higher abstract level. Glaser also introduces rules about open coding, which were tried to be followed as much as possible in this research. According to the first rule, coding was not delegated to others. Each text was read several times and as a second rule, a series of questions were asked from the text. These questions were based on the suggestions of Glaser et al. in several publications: What does this data contain? What class represents this event? What happens in the data? What is the main concern of the participants? And how does the continuous solution of this concern happen? These questions would maintain theoretical sensitivity and focus on the pattern between events and upward movement from interesting experiences to concepts. As the third rule, data analysis was done line by line. All indicators (events) in the text were indicated by underlining. Because line by line analysis helps to check and saturate the classes and minimize the forgetting of an important class. As a result, it helps to produce a rich theory. It also prevents the introduction of pre-prepared themes and ideas. Based on the emergent approach, open coding continues with free coding of data until the effects of the central category are charted, so that in the next stage, i.e. selective coding, coding based on the central category is guided.

Grounded theory directs researchers to focus on what is happening in the research context, reiterates that researchers are part of it, be flexible and follow empirical events.

Sampling of internal and external stakeholders to compile drivers and uncertainties affecting the future of Iraq's professional sports clubs were selected based on purposeful and snowball sampling.

Research audit is the process of reviewing, confirming and obtaining assurance and reaching certainty. Without scientific accuracy, research is worthless and loses its usefulness. Therefore, many researchers are concerned about reliability and validity in all research methods. The validity of the research findings (interviews) was confirmed by the interviewees and then by informing the professors about the interview process and how to code and analyze the data, as well as using the professors' points of view to correct the necessary cases. In addition, in the present study, the intra-subject agreement method was used to calculate the reliability of the conducted interviews. In order to calculate the reliability of the interview with the intra-subject agreement method of two coders (evaluators), a PhD student in statistics was asked to participate in the research as a research associate (coder), the necessary training and methods for coding the interviews. It was transferred to him. In each of the interviews, the codes that are similar in the opinion of two people are marked as "agreement" and the codes that are not similar are marked as "disagreement". Then, the researcher coded the number of three interviews together with this research partner and the percentage of agreement within the subject, which is used as the reliability index of the analysis, was calculated using the following formula, according to which the reliability value was equal to 0.83. Based on this, the reliability of the test was confirmed. Thematic analysis method was used to analyze the data. In this research, three stages were used. The first step includes the open coding method: to conceptualize the data and analyze the information, one of the methods is to use open coding so that the data can be classified into specific categories. In the open coding stage, concepts from the depth of the data are brought to the surface. Also, the analyst deals with the way of forming the categories and their characteristics. In the next step, the axial coding process was done. Axial coding is the process of converting concepts into components. For this purpose, the theoretician selects a concept from the set of concepts of the open coding stage as a category, and during the process, he associates the meaning with other concepts. This coding is considered central for the reason that it takes place around the axis of a research category. In the final stage, selective coding is used.

## Results

**Table 2.** Characteristics of participants and criteria for entering the study

Demographic characteristics				Inclusion criteria
Activity	number of people	Major	number of people	
executive	6	Sports science	8	1- People familiar with management of professional sport
university	8	Sport Management	9	2- People familiar with sustainable development literature
club	6	others	3	3- People familiar with professional sport
education		age		4- People with books and scientific articles in professional sport
Masters and below	14	30 until 40	7	5- People with work and executive experience in professional sport
Ph.D.	6	Upper 50	13	
Academic Rank		Place of participants		<b>The topics in the interviews</b>
Professor	1	Bagdad	10	- Professional sports training
Associate Professor	2	Karbala	6	- Promotion of professional sports
Assjstant Professor	3	Najaf	2	- Awareness of the benefits of sports development
others	14	Basra	2	- Solutions for sustainable development with sports
				- Professional sports management solutions

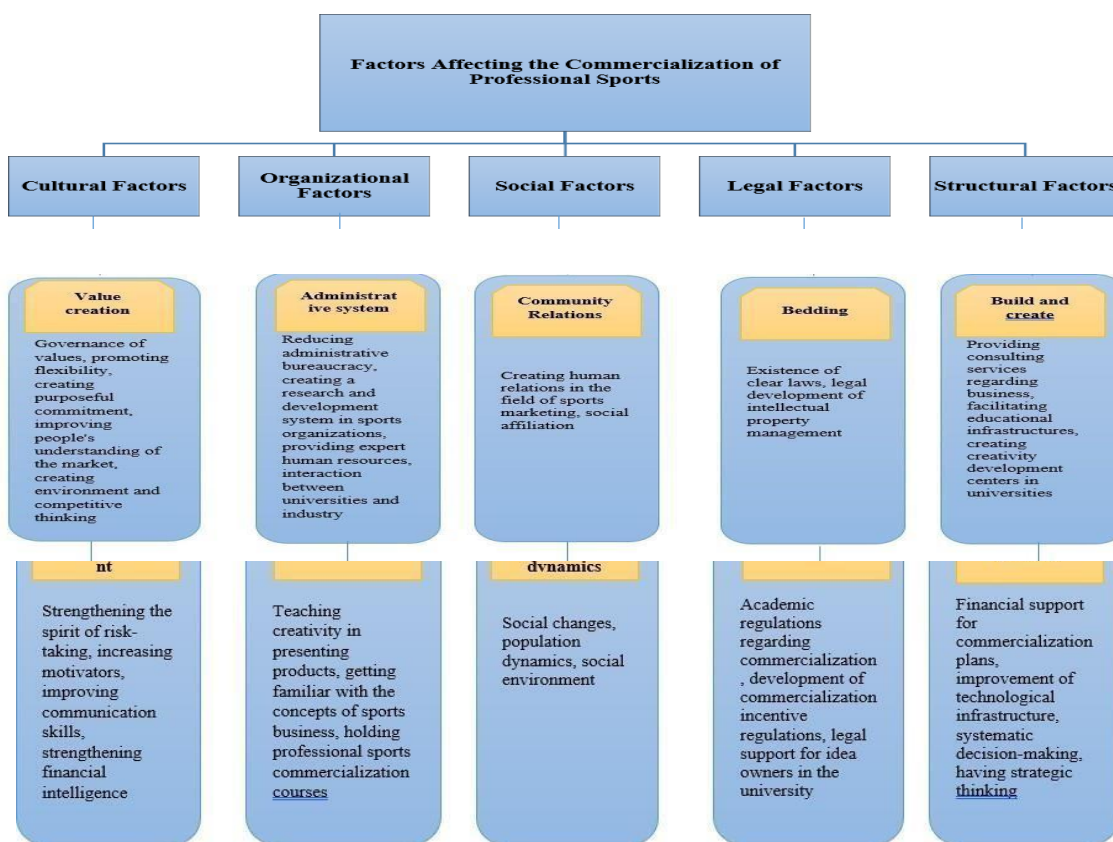
The findings from the interviews showed that various factors can affect the commercialization of professional sports. In the table below, we will include these factors.

**Table 3.** Open codes

Increase incentives	A3, A8, A1, A11	Improve communication skills	A8, A5, A4	Strengthen financial intelligence	A3, A6, A10
Holding professional sports commercialization courses	A2, A9, A12, A6	Creating human relations in the field of sports marketing	A6, A3, A2, A12	Social dependency	A2, A6, A11
Improve people's understanding of the market	A8, A6, A12, A5	Creating environment and competitive thinking	A9, A14, A19	Strengthening the spirit of risk-taking	A3, A7, A13
Improvement of technological infrastructure	A7, A14, A12, A7	Systematic decision making	A13, A12, A1	Having strategic thinking	A2, A1, A12
Compilation of commercialization incentive regulations	A2, A9, A12, A6	Legal support for idea owners in the university	A1, A6, A11	Providing business consulting services	A3, A13, A12
Facilitating educational infrastructure	A11, A5, A3	Creation of creativity development centers in universities	A5, A10	Financial support for commercialization projects	A6, A14, A14
Interaction between university and industry	A7, A4	Teaching creativity in product presentation	A2, A6, A13	Getting to know the concepts of sports business	A6, A8, A4
Social changes	A2, A6, A16	Population dynamics	A5, A6, A1	Social environment	A7, A6, A15
The rule of values	A2, A11	Promote flexibility	A9, A6, A6	Create targeted commitment	A9, A6
Reduction of administrative bureaucracy	A2, A6, A17	Creating a research and development system in sports organizations	A8, A6, A12, A4	Provision of expert human resources	A5, A6, A8
Existence of clear rules	A2, A6, A20	Legal foundation of intellectual property management	A7, A6, A19	Academic regulations regarding commercialization	A9, A6, A14

**Table 4.** Formation of obtained concepts and categories

Choice codes	Concept codes	Open Coding
Cultural Factors	<b>value creation</b>	Governance of values, promoting flexibility, creating purposeful commitment, improving people's understanding of the market, creating environment and competitive thinking
	Cultural reinforcement	Strengthening the spirit of risk-taking, increasing motivators, improving communication skills, strengthening financial intelligence
Organizational Factors	Administrative system	Reducing administrative bureaucracy, creating a research and development system in sports organizations, providing expert human resources, interaction between universities and industry
	Education	Teaching creativity in presenting products, getting familiar with the concepts of sports business, holding professional sports commercialization courses
Social Factors	Community Relations	Creating human relations in the field of sports marketing, social affiliation
	Environmental dynamics	Social changes, population dynamics, social environment
Legal Factors	bedding	Existence of clear laws, legal development of intellectual property management
	Protective rules	Academic regulations regarding commercialization, development of commercialization incentive regulations, legal support for idea owners in the university
Structural Factors	Build and create	Providing consulting services regarding business, facilitating educational infrastructures, creating creativity development centers in universities
	Strategic policies	Financial support for commercialization plans, improvement of technological infrastructure, systematic decision-making, having strategic thinking



**Figure 1.** Model of factors affecting the commercialization of professional sports in Iraq



## **Discussion & Conclusion**

In Iraq, as a developing country, it is an undeniable necessity to use all commercial and economic opportunities that can be exploited, such as professional sports. Also, improving the financial and economic situation of the professional sports of the Premier League is one of the reasons for the development and improvement of the championship situation. Commercialization includes various arrays of important processes, which in sports also include items such as sales, display, and advertising. Sports has the ability to generate significant income in various ways, which attracts more attention from researchers. Therefore, according to the necessity of the subject, this study was carried out under the title of compilation of the model of factors affecting the commercialization of professional sports. The findings of his research showed that various factors such as cultural factors, organizational factors, social factors, legal factors and structural factors have an effect on the commercialization of professional sports. These findings are consistent with the results of (Origi & Deya, 2019), (Yadav, 2016), (Slack, 2014), (Alapartanen & Kelly, 2016) that capacity development and culture, government participation, public relations, government participation, social impact and The business of sports and government regulations emphasize the political influence in business in sports. Therefore, in the following, we will examine the factors case by case. Since cultural factors have an effect on the commercialization of professional sports, its components should be paid attention to. Therefore, in order to commercialize professional sports, value must be created first. In fact, by using the governance of values and promoting flexibility in facing financial issues in sports and creating commitment in individuals and society in a targeted manner, it is possible to help improve people's understanding of the market and thus create a competitive environment and thinking. Brought in order to strengthen the spirit of risk-taking in people. As a motivating factor, along with factors such as improving communication skills and strengthening financial intelligence, it creates culture in the commercialization of sports. In this regard (Origi & Deya, 2019) also believes that the development of capacity and culture has had a positive and significant impact on sports commercialization.

Regarding organizational factors, commercialization in sports can be improved by using the administrative system and education. Management and organizational transformations that parallel the increasing commercialization of sports since the second half of the 20th century, while it can be beneficial for sports and society, there may be shortcomings and limitations, including commercialization, to create an unequal control between managers. And coaches, planners and other people involved in sports activities or athletes have ended up and turned athletes into powerless people during their performance. Regarding the administrative system, by reducing administrative bureaucracy and creating a research and development system in sports organizations, as well as providing expert human resources and university-industry interaction, steps can be taken to develop commercialization. Of course, this can play a more colorful role in addition to education. Therefore, by using creativity training in product presentation and getting to know the concepts of sports business through holding professional sports commercialization courses, it is possible to perform better in this field.

Social factors also point out that social relations and environment dynamics together can encourage commercialization. Therefore, creating human relations in the field of sports marketing and creating social dependence on sports and sports equipment helps significantly in this way. Social relationships increase the possibility of taking advantage of opportunities. In order to take advantage of the opportunity, entrepreneurs must be able to access information sources that facilitate the exploitation process. These resources are often obtained through direct and indirect social relationships of the individual. Of course, environmental dynamics are also effective as an important element in the development of commercialization. Therefore, factors such as social changes and population dynamics can play a role as a driving factor. Population is a source of opportunity; because many opportunities are related to economies of scale. As a result, due to the fact that the fixed cost required for the

implementation of some opportunities in sparsely populated areas is very high and not economical, the possibility of implementing them in more populated areas appears. Population growth is a source of opportunity because it increases the probability of achieving economies of scale and causes growth in demand, growth in demand causes an increase in opportunities.

Other factors affecting the commercialization of professional sports are legal factors. This factor creates the intellectual assets and intellectual capital needed for the commercialization of professional sports through the establishment of transparent laws and the formulation of management rules. Therefore, by using protective laws, a safe environment should be created for people involved in this field. It will be possible to create this space through the formulation of university regulations regarding commercialization, the formulation of commercialization incentive regulations and the legal support of idea owners in the university. (Yadav, 2016) also concluded in a research titled *Commercialization of Sports Law and Competition Law in India* that existing laws and regulations have had a significant impact on the commercialization of professional sports in India. (Slack, 2014) also showed in his research findings that government participation has a positive effect on the commercialization of professional sports in Asian countries. (Alapartanen & Kelly, 2016) also believes that the commercialization of professional sports needs more regulations. Structural factors as another factor have an effect on the commercialization of professional sports through construction and strategic policies. Therefore, in this field, consulting services regarding business should be provided and the necessary infrastructure to start a sports business should be strengthened along with educational planning. Therefore, this can be achieved through the creation of creativity development centers in universities. The role of strategic policies such as financial support for commercialization plans is not only not insignificant, but it can also encourage commercialization in a strange way. Improving the technology infrastructure to provide services and make systematic decisions can also be an effective strategy. However, it all comes down to having strategic thinking.

In the end, the general conclusion from these findings is that in order to improve the sports industry and its commercialization, the desired criteria should be used as development policies. In fact, paying attention to cultural factors, organizational factors, social factors, legal factors and structural factors can cause the commercialization of professional sports in a sustainable way. Therefore, it is recommended to the sports managers of the country to emphasize the results of this research. Finally, in order to complete the studies on business in sports, the following suggestions can be made: the professional sports federation should familiarize the club managers with the training of income generation methods and how to spend money in the world's leading clubs; The hardware infrastructure and software design for the development of the professional sports commercialization model should first be created by the government and the responsible institutions in sports. Therefore, based on the findings, it is suggested to reduce bureaucracy and cumbersome rules in sports administrations and focus instead on research and development, because it will not be possible to solve problems in all tasks without having enough information. In this regard, the use of expert and efficient human resources can help. It is suggested that measures should be taken to acquaint the public with the benefits of commercialization. In this regard, marketing should be especially active and pave the way for the development of commercialization. The smoothness of the road can be accelerated with clear rules. Therefore, in this regard, by reducing the laws that will prevent commercialization and paying attention to the positive consequences of professional sports commercialization, we can see the development of sports industry commercialization. In the end, it is suggested that the universities also provide the possibility for their students to improve their creative thinking in their different departments. This will also strengthen ideation in the sports environment. Therefore, the suggestions of this research indicate that all factors must be present together and attention to one factor alone cannot cause development. Therefore, comprehensive and joint development and attention to all aspects of work are important and necessary strategies for the commercialization of Iraqi professional sports.

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