



The Impact of New Marketing Strategies and Emerging Technologies on the Behavior of Sports Venue Customers

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ABSTRACT

The aim of the present study is to investigate the impact of new marketing strategies and emerging technologies on the behavior of sports venue customers. This study is applied in terms of purpose and descriptive-correlational in terms of method. The statistical population included sports venue customers in Kermanshah and Kurdistan provinces, a sample of which was selected based on the random cluster sampling method. Data were collected using both a marketing mix questionnaire and a researcher-made ICT questionnaire. The validity of the instruments was confirmed by experts while their reliability was confirmed using Cronbach's alpha coefficient. Data analysis was performed using path analysis and structural equation modeling. The results of the study indicated that the marketing mix and ICT components have a positive and significant effect on attracting sports venue customers. Moreover, human factors, hardware infrastructure, and the service delivery process were identified as the most effective factors in shaping customer behavior and increasing their attraction. Accordingly, a focus on digital transformation and implementing integrated marketing strategies by sports venue managers can improve customer experience and strengthen long-term relationships with them.

Introduction

In recent decades, the sports industry, as one of the most dynamic economic and social sectors, has faced extensive developments in the field of competition, customer expectations and new technologies. Sports venues, as one of the most important providers of sports services, operate in a situation where attracting, retaining and building customer loyalty has become one of the

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main challenges for managers in this field. The increase in the number of sports venues, the similarity of the services provided and the growth of customer awareness have led to the fact that simply providing traditional services no longer meets the needs of the audience, and sports organizations are forced to use new marketing strategies and emerging technologies (Zargarzadeh Isfahani et al., 2025). Despite significant investments in the development of sports spaces and equipment, evidence shows that many sports venues face difficulties in sustainably attracting customers and creating desirable behaviors, such as repeat attendance, satisfaction, and loyalty. In the meantime, the lack of an integrated approach that simultaneously pays attention to the service marketing mix as well as the role of information and communication technology is considered one of the fundamental gaps in the management of sports venues. Therefore, the present study is primarily focused on how and to what extent new marketing strategies and emerging technologies can affect the behavior of sports venue customers (Kiani & Nazari, 2022).

A review of the research literature indicates that several studies have examined service quality, customer satisfaction, and loyalty in sports environments, but most of these studies have examined marketing and technology variables separately. Moreover, prior research has generally been conducted in the context of developed countries, and there is limited empirical evidence about sports venues in Iran, especially with an emphasis on the simultaneous role of the service marketing mix and information and communication technology. Therefore, the main gap in the research literature is the lack of studies that examine the combined effect of these two areas on the behavior of sports venue customers as a comprehensive analytical model (Orouji et al., 2025). The innovation of the present study is in presenting an integrated model in which the components of the service marketing mix and the dimensions of information and communication technology are analyzed simultaneously and in the form of a structural framework on the attraction and behavior of sports venue customers. Focusing on the local conditions of sports venues in Kermanshah and Kurdistan provinces, this research provides new empirical evidence that can both enrich the scientific literature in the field of sports management and be a suitable practical guide for managers and policymakers in this sector. Accordingly, the general objective of the present study is to examine the impact of new marketing strategies and emerging technologies on the behavior and attraction of sports venue customers. The specific objectives of the research include examining the impact of service marketing mix components on customer attraction, examining the impact of information and communication technology on customer attraction, and analyzing the simultaneous role of these two variables in the form of a structural model (Haghparast et al., 2025).

Today, sports is known as one of the biggest social phenomena in the world, so that it has taken an important part in modern life (Ismaili et al., 2013). The intensity of competition in the current situation prompts sports service providers to examine critical events and their impact on customer behavior. Knowing the expectations of customers and the levels of these expectations from sports organizations allows managers to determine whether the services provided have an acceptable level of quality (Ramazani et al., 2013). Sports, as an effective power in economic and social development with direct and indirect effects, play an important role in the economy of countries. By having a stimulating factor such as holding sports competitions, the sports industry has made it possible to take advantage of advertising and media opportunities, creating the necessary platform for interaction between industry, business and sports and serving as a strategic communication bridge. The development of sports and its economic prosperity is considered in research (Farahani et al., 2014). The optimal implementation of physical education and sports programs requires the provision of a set of conditions and facilities; one of these most important conditions is the use of standard spaces and equipment, designed based on international standards and laws approved by sports

federations in each discipline; in other words, creating a better environment for the realization of physical training goals, the need to pay attention to facilities and spaces and the management knowledge of sports facilities to preserve and maintain and optimally use these facilities is more important than ever, adding to the importance of the issue at hand (Saeidi, 2014). Every year, billions are spent on building new sports facilities and equipping the old ones; however, it seems that the existence of appropriate control processes and the subsequent compliance with certain standards regarding sports facilities and spaces has been given less attention. Therefore, the purpose of the current research is to analyze and investigate the expectations of customers in terms of safety and health from sports venues to enhance loyalty and repeat attendance (Jafari & Nazarian Madovani, 2009).

The topic of customer loyalty is one of the most important topics in sports (Pedragosa & Correa, 2014). They express loyalty by re-demanding the product and even recommending other individuals to use it (Liu, 2008). It should be noted that the high satisfaction of customers and the perceived high quality of services lead to their return in the future (Dosti et al. 2010). Loyal customers help the organization in explaining the predictable flow of sales and increasing profits (Safari, 2015). Bowen and Shoemaker (2018) lists four characteristics for customer loyalty. The first feature is word-of-mouth advertising, including positive talk about a particular organization or service to others, as well as recommending a specific organization or service to friends and relatives. The second feature is the shopping list, showing the customer's intention to reuse the services of an organization in the future. The next feature is price sensitivity. This means that if the price of the service increases, the customer will continue to buy that service, and if the competing organizations offer similar services at a cheaper price, the probability of the customer going to them gets very low. This means that the probability of a loyal customer complaining about the problems in the service field with others is very low (Pashapour, 2019). Therefore, it is obvious that currently, customer loyalty is mentioned as the ultimate goal that organizations seek to achieve (Sharifian et al., 2019). On the other hand, maintaining the customer and creating the conditions for their return is a highly sensitive and vital task that requires special tricks and tools. The most important marketing tool for managers and marketers is constant communication with people, providing appropriate services and being aware of competitors' actions (Sardari Zarchi, 2021).

In recent decades, the sports industry is experiencing a new era, so that sports, as an economic sector in the production of sports goods and services and the development of the national economy of countries, is considered one of the most profitable industries in the 21st century (Salimi et al., 2015). In the era of increasing globalization, competitiveness is an important issue among the policy makers of various industries, particularly in sports industry as one of the most controversial ones (Porshafiei et al., 2016). Information and communication technologies have created infrastructures in today's life that prevent the marginalization of the past and prolonging the time of decisions and information. These infrastructures increase the productivity of resources and information circulation based on information systems, and the final product will be based on information technology. In many cases, when people try to separate themselves from daily busyness and focus on issues other than daily work, one of their options is doing sports. Sports has numerous fans due to its invigorating feature. On the other hand, team sports gather numerous individuals in one place and focus on one issue. It is this focus that makes information technology significant. Many technologies entered the world of sports and led to the development of sports and athletes, which also brought the evolution of inventions and the growth of other technologies. However, information technology, by entering in human life and in any environment, was able to change the attitudes. Information technology in sports has affected different sectors, which can be categorized in different classes such as equipment, improving movements and making the environment healthy and managing sports

affairs. Information and communication technology can affect many aspects of the organization, such as the organizational structure, attitude of human resources, and internal and external communications. In order to achieve the desired goals in a sports venue, along with an expert and experienced coach and talented and hard-working students, suitable facilities are needed in the desired field. Naturally, the more suitable the facilities are, the more human resources of the organization will benefit from these facilities. Similarly, if the material facilities are correctly used according to the regulatory plan, the optimal productivity will occur. It is noteworthy that the efficiency of any organization decreases when the material facilities and human resources are not correctly directed (Sadeghinejad, 2019).

Rice and Leonardi (2013) point out that information and communication technology can affect many characteristics of the organization, such as organizational structure, attitude of human resources, and internal and external communication. Edvia et al. (2012) defined the management information system as a uniform structure of information base environment, including information flow, its collection, and the transfer and presentation of information in a suitable form to meet the needs of the organization in all levels and components. Moreover, they argued that effective management information system can greatly increase production. Couger et al. (2012) highlighted that managers use management information systems at all levels (strategic, intermediate, and operational), and it needs to be modified. Therefore, their employees are equally determined to prevent repetitions. In this regard, Zohrewand et al. (2014) points out that managers and the employees of sports facilities should acquire the necessary skills in using the Internet, know the widely used computer software related to their field of work and have the skill to use it, and enhance their competitive intelligence by collecting information about behavior. The present and future of competitors and the business environment can be an important source of information for planning. Loyalty in sales and marketing systems refers to methods and programs that create customer loyalty and retention. Employing these plans, the customer is encouraged to advertise and support particular company's goods or services. Moreover, the use of these solutions makes a more stable relationship based on the satisfaction of the parties. Customer loyalty programs are one of the newest and most successful solutions of the last half century which are used in sales systems. One of its best functions for economic enterprises is to obtain a large amount of information about customers. Having this strategic capital, every organization and company is able to make a correct and practical planning based on the information and data from its customers (Ghafari, 2018). Esmaili et al. (2013) in a research, entitled A new look at relational marketing, defined relational marketing and pointed out the main characteristics of this approach, such as beneficial and long-term relationship, the creation of mutual advantage, and the correlation between organization and customer, explaining each as part of this trend. Considering the fact that the organization can gain real commitment by building trust, customers will repeat their purchase without the organization required to repeat its attempts. Then, they explained the benefits of relational marketing from the perspective of both the organization and the customer. From the perspective of the organization, customer loyalty not only brings profitability for the organization but also facilitates word-of-mouth communication, propelling the customer to support the organization. Ultimately, it was said that reducing the risk of unsatisfactory purchases while saving time are among the advantages of this attitude in terms of customers.

Sharfi and Sarhadhi (2017), in their research, showed that the level of satisfaction of the spectators with the provision of services at the Azadi Stadium was weak. Cange et al. (2017) conducted a research on the relationship between the perception of service quality, customer satisfaction, and customer citizenship behavior. By examining the customers of entertainment and sports places, these researchers found that the quality of the program, customer-employee interaction, capacity, sociability, environmental conditions, and equipment have the ability to

predict the perception of quality, and there is a significant relationship between the perception of service quality and customer satisfaction. Moreira and Silva (2016) in their research, titled *Complaint behaviour by third parties: Exploring service quality, customer satisfaction and word-of-mouth in health clubs*, found that service quality has an effect on customer satisfaction and word-of-mouth. Moreover, customer satisfaction has an effect on word of mouth marketing. Kim et al. (2016) conducted a research titled *Designing a safety management network for sports facilities*. In this study, the researchers investigated the role of sports venue management to prevent accidents related to sports equipment and venues, and stated that sports venues should be in constant contact with emergency management centers and other organizations in charge of incident control to prevent risks, damages, and casualties.

Lee and Kim (2016), in their research, which was conducted to find the relationship between perceived service quality and brand equity, found that perceived service quality can increase the number of customers and improve the performance of organizations. Higgs et al. (2015), in their research seeking to investigate the sports facilities in Wales, found that to improve the functional level of this possibility, it is necessary to properly develop its safety and pay attention to biological issues, particularly to the environment. Novyala et al. (2015) in a research entitled "Investigation of the relationship between the quality of sports services, value and customer satisfaction in Spain" investigated the existing models in this field in Spain with a survey of 2667 users of sports services. They found that quality plays a key role in predicting satisfaction and value. No significant relationship was found between value and satisfaction. Alexandris et al. (2014) conducted a research titled "satisfaction, image and loyalty: New customers versus experienced (old) customers", and the findings revealed the customers' mental images of the organization, service quality, product quality, and the emotional connection that the organization has with the customer. These images has been effective on customer loyalty, and also customer loyalty is effective on repeat purchases and recommending purchases to others. Chain (2014), in his research entitled "Investigation of customer satisfaction with the services of fitness centers in China and Hong Kong," concluded that there is no significant difference between the overall satisfaction level of male and female customers from China and Hong Kong. Moreover, there is no significant difference between the level of satisfaction among male and female customers with the quality of staff services.

In the marketing mix, there is three p's, including personnel, physical assets, and procedures (process), adding uo to four p's, which finally results in a marketing mix with seven p's for services. These changes are made to satisfy the needs and demands of consumers to develop a competitive strategy based on what the company can do in an ethical, critical and legal framework. Marketing management stems from the analysis, planning, implementation and control of programs to create, present, and maintain the process of profitable transactions with the desired customers (buyers) in order to achieve organizational goals. In general, it can be said that the main purpose of the marketing mix is to help the organization to create and strengthen competitive opportunities in the market (Kyle et al., 2003). Ninh et al. (2015) found a positive and significant relationship between marketing mix variables and purchasing behavior. Rahim Ahmad et al. (2014) argued that market orientation is a tool through which one can achieve a competitive advantage in business, which is related to variables such as market opportunities, competitors risks and threats. Therefore, it seems that providing the basis for the preparation and compilation of the strategic plan of sports venues is a major and initial step to organize extensive and diverse efforts in the field of sports venues. Since building strong brands plays a very important role in the service sector, sports venues can be innovative in providing services when they push their organization, including employees, customers, and managers, towards integrated marketing and achieve a competitive advantage in the long term. In this regard, the research has shown that the quality of the desired service and satisfaction is

one of the most important factors that form the basis for customer loyalty, and there is a relationship between all aspects of the service quality of sports facilities and the level of customer satisfaction and loyalty. In this regard, researchers pointed out that the quality of services, such as the quality of programs and the environment of places, has an effect on customer satisfaction (Saeidi et al., 2015). Pedragusa and Correa (2009) argued that satisfaction is related to the expectations of customers and equipment of places and very important in determining the level of loyalty of customers to places. Moral et al. (2016) considered the relationship between the quality of after-sales service and customer satisfaction, retention and loyalty (Kayaman & Arslı, 2017). With regard to the progress, development and public interest in sports on the one hand and the existence of appropriate and high capacities in this sector on the other hand, it requires accurate and correct understanding of the current situation. Moreover, providing a principled and scientific strategy for determining the strategy of sports venues in the horizon of the medium-term and short-term plan is necessary. The current age should be considered as a combination of information and communication, an age in which the field of sports needs to know information and communicate to obtain the required information more than ever.

Methodology

According to the general objective, which is to investigate the effective factors in attracting customers of sports venues with a combination of marketing and new technologies, the present research is a descriptive research and is conducted using the correlation method. In the first part, it was done in a library while in the second part, it was done in the field. The statistical population of this research consisted of the customers of two sports venues in Kermanshah and Kurdistan provinces. Based on the inquiry provided by the Sports and Youth Directorate of Kermanshah and Kurdistan Province, the number of customers of sports venues cannot be accurately estimated, so the maximum statistical sample of 384 individuals was considered for the present study based on Cochran's formula. The purpose of this research is to discover the relationship between the variables, which will be done in a survey. The sampling method of this research was random cluster (districts of Kermanshah and Kurdistan) proportional to the sample size. In order to collect information, the questionnaires of mixed elements of residential marketing (2009) and the questionnaire of Moqq were used. In this study, a quantitative approach and structural equation modeling were used to explain the relationships between variables. First, the collected data were examined for normality, outliers, and collinearity. Then, path analysis was used within the framework of the structural equation model to test the causal relationships between the research variables. This approach allows for the simultaneous examination of direct and indirect relationships between marketing mix components, information and communication technology, and customer acquisition. The fit of the proposed model was examined using absolute, comparative, and parsimonious fit indices to confirm the adequacy of the theoretical model of the study.

To determine the validity of the questionnaire and to confirm the validity of both form and content, the sample questionnaire was presented to ten sports management experts. Reliability was calculated through Cronbach's alpha (0.76). The information technology questionnaire made by the researcher has 13 questions with three components of hardware, software, and human software in a preliminary study through the method of halving 30 questionnaires from among the sample in question. A preliminary study of distribution was calculated using Cronbach's alpha method (0.79) after administering the questionnaires. The questionnaire was scored using a five-point Likert scale. Path analysis in structural equations was used to analyze the findings of the test. All data were analyzed using version 19 of statistical software package of social sciences and version 8.54 of Lisrel software.

Research Hypotheses

According to the conceptual model and research objectives, the following hypotheses were formulated:

H1: Service marketing mix components have a positive and significant effect on attracting customers to sports venues.

H2: Information and communication technology has a positive and significant effect on attracting customers to sports venues.

H3: Service marketing mix components have a positive and significant effect on information and communication technology.

H4: Service marketing mix and information and communication technology are simultaneously able to predict customer attraction to sports venues.

In order to examine the construct validity of the measurement instruments, confirmatory factor analysis in the form of structural equation modeling was used. The factor loadings of all items were higher than the acceptable value (0.5), indicating a suitable correlation of the items with the relevant constructs. Moreover, the fit indices of the measurement model indicated a favorable fit of the data with the proposed factor structure. These results confirmed that the questionnaires have appropriate construct validity to correctly measure the research constructs.

Findings

Table 1

Description of Marketing Mix Variables, Strategic Brand Position and Communication and Information Technology

Standard deviation	Average	Components	Variables
0/63	3/12	product	Mixed Marketing
0/96	3/38	price	
0/64	3/65	advertising	
0/83	3/60	place	
0/55	3/83	staff	
1/48	2/47	facilities and equipment	
1/88	2/56	process	
1/72	2/95	software	Information and Communications Technology
0/79	3/78	hardware	
0/81	3/62	human software	
2/21	4/96	Attract customers	

According to Table 1, among the marketing mix components, employees with an average of 83.3 are the highest, while facilities and equipment with an average of 2.47 scored the lowest. Among the information technology components, hardware has the highest average (3.78), while software has the lowest average (2.95). The average number of customers is 4.96, with a standard deviation of 2.21.

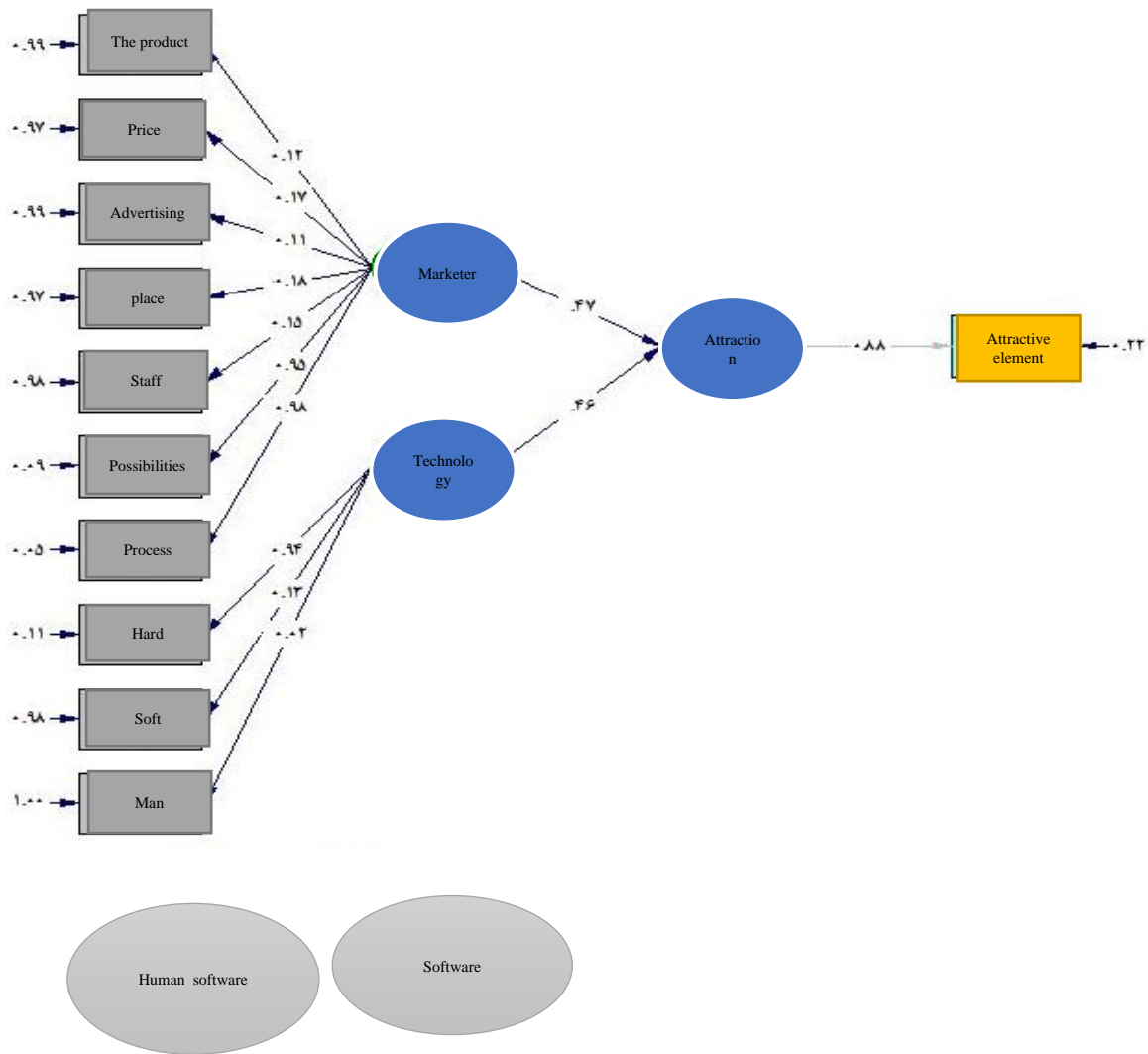


Figure 1

Predicting the Model of Attracting Customers Through the Mixed Elements of Marketing and the Use of Information and Communication Technology in Sports Venues

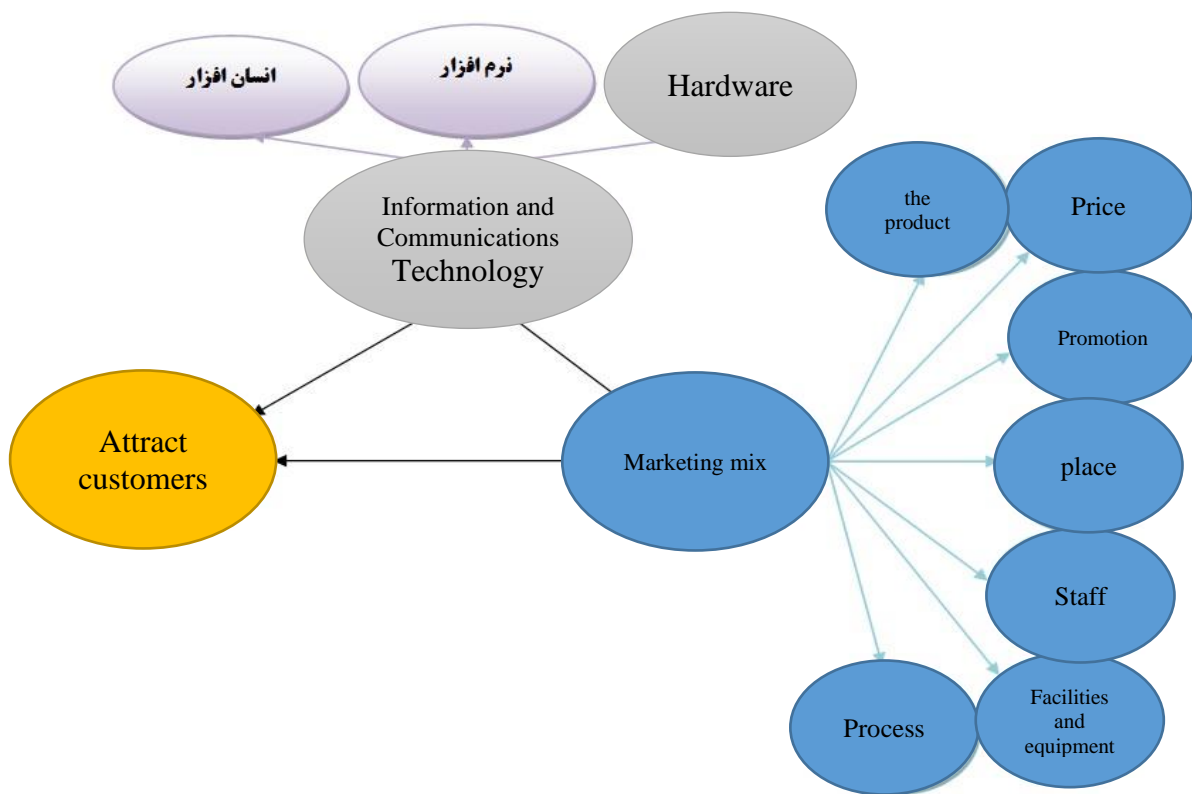


Figure 2

proposed Research Model

Considering the impact of mixed marketing components on information and communication technology, and finally, the mediating and non-mediating influence of these two variables on the attraction of customers in sports venues (Figure 2), it can be acknowledged that some cases are effective in marketing sports places and attracting more people, including the behavior of venue managers, necessary expertise, appropriate appearance, effective training, commitment to work, proper communication and human relations skills, up-to-date knowledge of instructors, the proximity of venues to residences, the appropriateness of tuition fees to people's income, easy access to quality appropriate work in places, proper planning for athletes, the presence of peripheral equipment. It can be inferred that effective human relations and having high human skills are among the most important characteristics for managers, employees, and trainers of sports venues and they can attract many fans by having good morals. For this reason, Hickman et al. (2005) suggested a program to empower sports managers and are of the opinion that, by training human relations skills and social skills, sports venues can achieve more profitability, leading to thriving sports economy.

Table 2

Important Fit Indices of the Main Model

Acceptable fit	Model fit indices	Abbreviation	Index name	Grouping of indicators
GFI ^{۹۰٪} <	0/94	GFI	goodness of fit index	Absolute fit indices
AGFI ^{۹۰٪} <	0/91	AGFI	Improved goodness of fit index	

RMR	0/011	RMR	Root mean square residual	Comparative fit indices
NNFI	1/00	NNFI(TL)	Tucker-Lewis index	
NFI	0/97	NFI	Normalized fit index	
CFI	0/98	CFI	Relative fit index	
IFI	0/98	IFI	Incremental fit index	
RMSEA	0/01	RMSEA	The root mean square of the estimation error	Indices of parsimonious fit
-	0/087	p	p- value	
-	736	df	Degrees of freedom	
CMIN/df	1/87	CMIN/df	Chi score normalized to degree of freedom	
PNFI	0/74	PNFI	Normalized parsimonious fit index	

Table 2 showed the values of the most important indices of the model fit, including the square root of the mean error (0.01) and the ratio of work to degree of freedom (1.87). As it is clear and visible, all indicators have met the desired and required level at this stage, implying that the data support the research model. In other words, the research model with the present graphic diagram is acceptable.

Results of Testing Research Hypotheses

In order to test the research hypotheses, structural equation modeling and path analysis were used. The results of the standard path coefficients, t-statistic values, and significance levels for each hypothesis are presented below. The criterion for the significance of the coefficients was considered to be a t-value greater than 1.96 at a confidence level of 95%.

The results of the path analysis showed that service marketing mix has a positive and significant effect on attracting customers to sports venues ($\beta = 0.41$, $t = 5.87$). Since the t-value exceeds the threshold, the first hypothesis of the research is confirmed. This finding indicates that improving components such as employee behavior, pricing, service delivery process, and physical facilities can play an effective role in increasing customer attraction.

Furthermore, the results indicate that information and communication technology has a positive and significant effect on attracting customers to sports venues ($\beta = 0.36$, $t = 4.92$). Therefore, the second hypothesis of the study is also confirmed. This result shows that the use of hardware, software infrastructure, and human skills related to technology can lead to improved customer experience and increased willingness to use sports venue services. Next, the effect of the service marketing mix on information and communication technology was examined. The results showed that the service marketing mix has a positive and significant effect on information and communication technology ($\beta = 0.48$, $t = 6.34$). Therefore, the third hypothesis of the study is confirmed. This finding indicates that appropriate marketing planning can pave the way for the development and more effective use of technology in sports venues. Finally, the results of the structural model indicated that the service marketing mix and information and communication technology are simultaneously able to significantly predict the attraction of sports venue customers and the coefficient of determination (R^2) since the variable of customer attraction was obtained as 0.57. This value indicates that 57 percent of the variance in customer attraction is explained by the independent variables of the study. Therefore, the fourth hypothesis of the study is also confirmed.

Discussion and Conclusion

The aim of the present study was to investigate the impact of new marketing strategies and emerging technologies on customer attraction in sports venues. The results of structural equation modeling showed that both the service marketing mix and information and communication technology have a positive and significant impact on customer attraction. These findings indicate the importance of new management approaches in responding to the growing expectations of customers in sports environments. The findings related to the impact of service marketing mix on customer attraction are consistent with the results of previous studies. Several studies have shown that components such as the quality of employee behavior, appropriate pricing, service delivery process, and physical facilities play a decisive role in the satisfaction and loyalty of sports customers. The results of the present study reinforce this view and show that the integrated management of marketing mix elements can directly lead to increased customer attraction in sports venues. Moreover, the positive and significant impact of information and communication technology on customer attraction is consistent with the findings of studies that emphasize the role of technology in improving customer experience and organizational efficiency. The use of hardware, software, and human skills related to technology enables more effective interaction with customers and the provision of services tailored to their needs. The present study expands this literature by providing empirical evidence in the context of Iranian sports venues. One of the most important findings of this study is the confirmation of the simultaneous role of the service marketing mix and information and communication technology in explaining customer attraction. This finding highlights that paying attention to each of these factors alone is not enough and real impact is achieved when these two areas are used in the form of an integrated management framework. This topic largely covers the gap in the research literature, which has often examined these variables separately. The main contribution of this study to the scientific literature is the presentation of an integrated model and its empirical testing in the local conditions of the country's sports venues. Unlike many previous studies that have focused on service quality or technology independently, the present study shows that the interaction between marketing strategies and new technologies can provide a stronger explanation of customer behavior.

Knowing the expectations of the customers of sports venues can help improve the loyalty and willingness of customers to attend the venues and affect their financial performance. Furthermore, in order to improve their performance, sports venues can learn from similar organizations in successful cities and countries in this field and examine the reasons for their success. It should be noted that customers will bring a competitive advantage to sports venues, and in the meantime, the safety and security of sports venues and the quality of health services can be an important factor in achieving this goal and making customers more loyal in the country's sports venues. The communication between people for the purpose of education and expanding knowledge is increasingly possible through computers. Due to the competitive nature of the sports market, the customers of sports venues and services become more valuable day by day. According to the findings, the average of the obtained marketing mix elements is higher than the average, that is, the marketing mix elements are more than the average.

The findings of the present research are consistent with that of Zohreband et al. (2014). Customer loyalty is critical to an organization's success as it is usually more expensive to attract new customers than to retain existing customers. Therefore, it is suggested to maintain loyal fans as a competitive asset, and one of the ways to strengthen this is through establishing a sincere, appropriate and strong cooperative relationship between service providers and beneficiaries.

Marketing mix elements are among the best tools that can help create a suitable strategy in sports marketing management, based on which each element can be considered as a controllable

variable and sports needs based on the market. Sports venues should provide all the studied elements to have more customers; in other words, some elements could be effective in marketing sports venues and attract more people, including the good behavior of managers and employees of sports venues, necessary expertise, proper appearance, effective training, commitment to work, establishing proper communication, having human relations skills, the up-to-date knowledge of trainers, the proximity of places to the place of residence, the proportionality of tuition with people's income, easy access, proper quality in sports venues, training outstanding champions, facilities equipped with modern equipment and facilities, the presence of medical and nutrition advisors, and the presence of ancillary equipment in sports venues. These findings are in line with that of Murad Khani et al. (2014) and Zohreband et al. (2014), arguing that sports venues can use new technology, including those in the virtual space to attract customers.

For example, advertising sports classes, coaches and other services through channels in virtual space or contracts with private mobile phone companies can be a way forward. The reasons for this compatibility may be due to the up-to-dateness, effectiveness, necessity and importance of using information technology in all systems and organizations. Information technology can play an important role in improving the productivity and efficiency of organizations. The use of information and communication technology to promote the success of sports venues and customer loyalty is considered an important and effective factor in sports. Emphasizing the fact that the use of information technology and management information systems can play an effective role in all aspects of sports. Therefore, all organizations, managers and sports professionals should use these systems and technologies as much as possible. In this way, they succeed in planning, programming, services and productions and achieve their desired goals by developing the quantity and quality of affairs. Managers and employees of sports facilities have a major role in the success of their organization; on the other hand, the greatest value of information technology in success and achieving goals is increasing people's access to information technology knowledge and accelerating its transfer. According to the average difference obtained, it can be said that the difference is positive and the average of this component is higher than the average level. Kuo and Pastor (2004) report the interactions between managers and members of the venues as an important factor in the success of sports venues and believe that managers and coaches should have high human relations skills for the success of the venues in the sports arena and provide more profitability. Moreover, Kuo and Pastor (2004) reported that the presence of accessible places and the fact that people can easily travel there can be very effective in attracting customers. What can be inferred is that effective human relations and having high human skills are among the most important characteristics that managers, employees, and trainers of sports venues must have, and with good behavior, they can attract many customers. This is the reason why they propose a program to empower sports managers, and they believe that by training human relations skills and social skills, sports venues can achieve more profitability to greatly help the economy of sports. They also report interactions between managers and members in sports venues as an important factor in sports success and believe that managers and coaches should have high human relations skills to ensure the success of venues in the sports and economic arena. Among other elements of marketing, we can mention the element of location. If sports facilities are built in places that are easy to access and in places with less traffic and crowd, they can be effective in attracting customers. The presence of the necessary facilities and equipment in the places being equipped with modern and new equipment can affect the sports marketing. The existence of equipment and facilities, as a psychological element, affects the mentality of customers and the equipment can have a positive effect on the motivation and sports success of the members psychologically. It must be acknowledged that the future will belong to those organizations that align themselves

with the new reality and its requirements. Managers who seek to use information technology in the management of quality costs can, by taking into account the analysis of information, market surveys, production lines, tests and product reliability plans, reduce costs while increasing quality, which is exactly what the customer wants. In today's world and a dynamic and highly competitive economic environment, information technology has been able to become one of the main and important players and improve its position until reaching a strategic capital. Information technology can lead an organization to innovation, increase productivity and produce value for customers, thereby being a competitive advantage. The benefits that information technology creates in organizations include saving costs, preventing human errors, organizational effectiveness, increasing efficiency and income. For this reason, today the per capita cost of information technology per human force is considered as one of the national development indicators of countries. Information technology will reduce costs due to increased access to information, and its processing and retrieval. In general, it can be acknowledged that today the competition in various industries, including the sports industry, is increasing. Since sports service organizations, such as sports venues, offer similar services to the beneficiaries, the competition is to acquire customers and, more importantly, to keep them. Managers of places should use their competitive intelligence to achieve this goal by using market orientation, compete with other places and meet the needs and demands of their customers. Therefore, it is suggested that the senior managers of the sports facilities allocate a special sign and logo for their hall. Moreover, regarding the staff component, the trainers' knowledge should be up-to-date; they should know the etiquette, be aware of the culture of the people of that region, and the proper communication between employees and customers.

From a managerial perspective, the results of the study indicate that managers of sports venues should pay special attention to human factors. Professional behavior of employees, communication skills of trainers, appropriate responsiveness to customers, and creating a sense of respect and trust are among the factors that can directly affect customers' willingness to continue attending sports venues. For example, holding regular training courses for employees and trainers in customer relations and professional ethics can improve customer experience and increase loyalty. The findings also emphasize the importance of fair service delivery processes and pricing. Managers can increase the attractiveness of sports venues by simplifying the registration process, regularly scheduling classes, clarifying tariffs, and offering service packages that are appropriate for customers' economic capabilities. For example, offering periodic discounts, family packages, or long-term subscriptions can strengthen customers' motivation to continue attending. In the field of information and communication technology, the results of the research show that the targeted use of technology can act as a key management tool. The use of social networks to introduce services, inform about sports programs, continuously communicate with customers and receive their feedback are examples of practical applications of technology in the management of sports venues. In addition, the use of software systems for member management, attendance registration, electronic payments and customer data analysis can help managers make more accurate decisions and plan more effectively. The research findings also show that the synergy between marketing strategies and new technologies has the greatest impact on attracting customers. In other words, the use of technology without a specific marketing plan or the implementation of marketing strategies without technological support cannot alone guarantee the sustainable success of sports venues. Managers who can manage these two areas in an integrated manner will be able to create a distinctive and competitive experience for their customers. Overall, the results of this study indicate that the future of sports venue management depends on simultaneous attention to human factors, service marketing, and emerging technologies. Applying the findings of this study can greatly assist

sports venue managers in improving performance, increasing customer satisfaction and loyalty, and ultimately, enhancing the competitive position of these venues in the sports industry.

Theoretical Implications of the Research

From a theoretical perspective, this research contributes to the development of the literature on sports management and services marketing. The results show that the combination of services marketing with information and communication technology can be used as a comprehensive analytical framework to explain the behavior of sports venue customers. These findings indicate that traditional marketing models, without considering the role of emerging technologies, are unable to fully explain customer behavior in today's competitive environments. Therefore, the present study provides a suitable theoretical basis for future studies in the field of digital marketing and sports venue management.

Management Implications of the Research

From a management perspective, the results of the research contain important practical messages for sports venue managers. Managers can attract and retain customers by investing in targeted employee training, improving service delivery processes, employing digital technologies, and developing communication infrastructure. Using information technology tools for advertising, continuous communication with customers, and personalizing services can improve the customer experience and create a sustainable competitive advantage for sports venues. In other words, integrating marketing and technology approaches is a key strategy for managerial success in the sports industry.

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