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Designing a Hybrid Entrepreneurship Model for the Sports Industry in Iran

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Article Info	Abstract
Article type: Research Article Received: 22 July 2025 Accepted: 07 Sep 2025 Published online: 20 Dec 2025	Hybrid entrepreneurship, which combines traditional employment with entrepreneurial activity, has emerged as a significant topic in recent years. This study aims to develop a hybrid entrepreneurship model within Iran's sports industry, addressing a growing need for innovative approaches in this dynamic sector. To explore this concept, the research has employed a mixed-method approach, integrating qualitative and quantitative techniques. The statistical participants includes professors and entrepreneurs in the fields of physical education (8) and business administration (8). In the qualitative phase, a phenomenological approach has been used to identify key themes based on participants lived experiences. These themes have informed the design of a structured questionnaire for the quantitative phase. The questionnaire's validity and reliability have been confirmed by academic experts. Mic-Mac analysis has been applied to examine the interrelationships among the identified factors. The findings indicate that technology is the most influential factor in shaping hybrid entrepreneurship in Iran's sports industry. Other factors in order of importance include (cultural and climatic characteristics, human resources, planning, effective communication, economic conditions, creativity and innovation, sponsorship, and personality traits). This suggests that entrepreneurs can leverage technological tools to develop strategic plans, enhance innovation, and increase business revenue. Given the central role of technology, transformative innovations are expected to significantly boost hybrid entrepreneurship in this sector. This research represents one of the pioneering mixed-method studies in Iran's sports industry and offers valuable insights for both scholars and practitioners seeking to foster entrepreneurial growth through hybrid models.
Keywords:	Entrepreneurship, Hybrid Entrepreneurship, Mic-Mac Analysis, Phenomenological Method, Sports Industry
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Introduction

Today, entrepreneurship is considered one of the pillars of economic development in the world economy. Entrepreneurs in developed countries play a central role in economic growth, while underdeveloped countries have ignored this role (Nikouei et al., 2021). In other words, in today's era creative and innovative people as entrepreneurs have become the source of great changes in the field of production and services, even large global organizations turn to entrepreneurs to solve their problems, so the wheels of economic development move with the development of entrepreneurship (Payandeh Najafabadi & Ainalivarnosfaderani, 2021). The sports industry has grown into one of the largest global sectors, primarily due to its positive social, cultural, and economic impacts. In many countries, it is regarded as a vital source of economic activity, income generation, employment opportunities, and international trade (Afshari pour et al., 2020). Sports play a crucial role in the global economy however the impact of entrepreneurship on its development has been largely overlooked (Hammerschmidt, 2024). In the 19th century, sports transitioned from local entertainment to more organized and formalized activities. The establishment of fixed rules, competitions, and regulations contributed to the standardization of many sports. This transformation fostered a complex network of individuals, groups, and organizations within the sports industry, reflecting the entrepreneurial spirit that emerged during this period (Hattink & Groen, 2021). Sports offer a unique and diverse platform to create job opportunities. Sports can help create jobs. When we remove problems and make good plans we open the way for social and economic growth (Ratten & Hayduk, 2020). The growing interest in entrepreneurship within the sports industry may stem from the fact that it is one of the largest and most dynamic sectors, largely due to its competitive nature. This industry plays a significant role in serving expanding markets (Ratten, 2018). Given the significant role that the expanding sports industry plays in the global economy, it is essential to gain a deeper understanding of the various aspects of entrepreneurship within this field. Entrepreneurship in the sports industry serves as a catalyst, impacting both the realm of sports and the business world (Hammerschmidt, 2024). In sports entrepreneurship, individuals create a variety of services related to the sports industry (Raffiee & Feng, 2014).

One important and emerging issue in entrepreneurship is hybrid or combined entrepreneurship. This concept refers to engaging in entrepreneurial activities while maintaining a primary job within an organization. In other words, hybrid entrepreneurship allows an individual to start a business while simultaneously being employed elsewhere, effectively balancing both roles. Uncertainty as a result of technological changes along with changes in the labor market has led to a specific growth of entrepreneurship called hybrid entrepreneurship (Ferreira et al., 2023). This approach has gained popularity as it reduces risk and offers financial security for entrepreneurs. In light of increasing environmental uncertainty, one effective way to adapt to changes and secure a stable job is through hybrid entrepreneurship (Shariat Nejad & Asgari, 2022). The significance of research in hybrid entrepreneurship stems from the changes in the labor market and the rise of non-standard jobs, which have drawn the attention of entrepreneurship researchers. By starting new jobs, hybrid entrepreneurs help mitigate the risks of unemployment for themselves and others, contributing to the country's economic prosperity. In the event of challenges faced by these entrepreneurs, they can rely on their primary job for stability and potentially have the opportunity to restart their secondary job. This approach to entrepreneurship can blend work with enjoyment and is particularly popular among educated individuals who are skilled in various technologies (Solevik, 2017). Currently, the phenomenon of hybrid entrepreneurship is considered a lever for economic development, having two roles, that is, hybrid entrepreneurship, financially brings a better situation for individuals and society (Maleki et al., 2024).

The sports industry is vast and continuously growing, making it possible to explore new dimensions for its development in the country through hybrid entrepreneurship. This industry offers a wide range of products, equipment, services, events, marketing options, and various disciplines. With numerous sports and many coaches involved, there are also significant challenges to address in this field. One of the main challenges in hybrid entrepreneurship is its initiation and sustainability (Cheraghi Hafshejani & Asefi, 2025). The ability to effectively start and maintain, as well as explore and implement opportunities for creating entrepreneurial ventures, is particularly crucial for individuals engaged in hybrid entrepreneurship, hybrid entrepreneurship necessitates a dual focus on wages and investment, increasing both simultaneously (Khodadosti et al., 2021).

Entrepreneurship is a management approach focused on identifying opportunities, and it is currently one of the most prominent areas of research in management studies (Khanyourdi et al., 2021). Entrepreneurship

in sports involves identifying and capitalizing on opportunities within the industry. These opportunities may often present themselves as challenges, shortages, or areas that initially seem uninteresting. Sports entrepreneurship addresses key issues such as creating new jobs, fostering innovation in sports products and services, and transforming perceived shortages into employment opportunities or new job markets (Keshavarz & Mehri Shandi, 2021). Entrepreneurship involves utilizing entrepreneurial skills to address economic needs by establishing thousands of new businesses (Afshari Pour et al., 2021). Since the sports industry is considered among the largest and most important industries in the world today (Bakhshandeh et al., 2020) hybrid entrepreneurship, which involves creating new job opportunities while ensuring job security for entrepreneurs, can significantly contribute to the growth of the sports industry and, consequently, the economic prosperity of the country. By maintaining their main job, entrepreneurs experience a sense of job security, allowing them to explore and identify opportunities in the sports sector. This security enables them to approach potential challenges and opportunities with a more relaxed mindset. Moreover, sport entrepreneurship is still an emerging and fragmented field of research requiring further exploration, given the hybrid nature of many sport organizations which often combine profit and non-profit objective the concept of hybrid entrepreneurship offers a valuable the lens through which to understand entrepreneurial dynamics in sport settings (González-Serrano et al., 2024).

Although extensive research has been conducted on entrepreneurship and hybrid entrepreneurship, a noticeable gap remains especially in the context of Iran's sports industry, so in the presentation of the research background, these factors have been investigated alone and in connection with other variables. For instance, Demir et al. (2022) in their study titled "Hybrid Entrepreneurship: A Systematic Literature Review," concluded that hybrid entrepreneurship is a multifaceted phenomenon shaped by individual motivations, contextual factors, and career dynamics, and that it plays a significant role in enabling entrepreneurs to balance risk, test business viability, and gradually transition into full-time entrepreneurship. Ribeiro et al. (2023) in their study titled "Hybrid Entrepreneurship: A Systematic Review," concluded that hybrid entrepreneurship often serves as a transitional phase between traditional employment and full-time entrepreneurship, driven by motivations such as financial security, the desire to test business ideas, and the pursuit of professional independence. Nazari & Niazi (2024) in a study on sports entrepreneurship, concluded that in order to enhance sustainable development in this field, implementing Clause 3 of Article 3 of the Constitution—which emphasizes the universal right to exercise—can significantly increase public interest in physical activity. This heightened engagement may stimulate demand for sports-related products and services, thereby facilitating employment growth within the sports sector. Ghanbari et al. (2025) in a study on Iran's sports industry, stated that the emerging business development model in this sector enables entrepreneurs and managers to comprehensively evaluate the factors influencing their businesses and to design appropriate strategies. By identifying threats and opportunities, addressing challenges, facilitating training programs, and establishing effective collaboration networks, this model fosters innovation and idea exchange, ultimately ensuring business growth and sustainability. Cheraghi Hafshejani et al. (2025) in a study on hybrid entrepreneurship in sports organizations, concluded that attention to appropriate infrastructures and influential factors in hybrid entrepreneurship leads to improved recruitment, job performance, and financial outcomes in sports organizations.

Dong (2024) researched cultural perspectives and management strategies in sports entrepreneurship. The study concluded that understanding cultural insights can enhance sports entrepreneurship by transforming management strategies. Organizations can drive innovation and achieve sustainable success in the sports industry by emphasizing flexibility and diversity and leveraging cultural differences. In another study titled "Cultural Perspectives on Entrepreneurship," he demonstrates that there is a strong connection between various fields of sports and entrepreneurship, presenting a new narrative about the compatibility and growth of these two domains. Kappe et al. (2025) conducted a study on hybrid entrepreneurship and concluded that due to the conflict between two jobs, hybrid entrepreneurship may lead to a decrease in satisfaction with the primary job. Solesvik (2017) in his research titled "Hybrid Entrepreneurship: How and Why Do Entrepreneurs Combine Employment with Self-Employment?" concludes that hybrid entrepreneurs should not be viewed as a uniform group. Some hybrid entrepreneurs tend to continue balancing their paid jobs with self-employment, while others are more likely to transition to full-time entrepreneurship. Ferreira (2023) conducted a study titled "Marketing-Entrepreneurship Relationship: Evaluation of Mixed Entrepreneurs," which concluded that the number of marketers and entrepreneurs has drastically increased in recent years. Naghizadeh Baghi et al. (2024) in their research titled "Investigating the Effect of Knowledge-Based Sports Companies on Entrepreneurship and the Development of Sports Products" concluded that creating favorable conditions for the establishment of knowledge-based sports companies is essential for promoting businesses

related to sports and the production of sports goods and equipment. Seyed Hosseini et al. (2024) in a research study, key categories for the growth of entrepreneurship in the sports industry have been identified, which include: sustainable and environmentally friendly sports initiatives, digital developments in sports marketing, and health and wellness services for athletes. Adibfar et al. (2023) in a research study titled "Investigation of the Role of Age and Working Memory on the Relationship Between Motivation and Risk-Taking of Potential Entrepreneurs," the authors concluded that there is a significant relationship between motivation and risk-taking behavior among potential entrepreneurs. Additionally, they found that older individuals and variations in motivation levels can influence the performance of working memory in these potential entrepreneurs. A study by Shiri et al. (2024) titled "Development of Entrepreneurial Mindsets of Iranian Students" They have concluded and that universities integrate practical entrepreneurship activities like start up events into both extracurricular and academic programs to boost student's real word experience. Neikouei et al. (2021) in their research titled "Identifying the Effective Factors of Sports Entrepreneurship in Iran" concluded that there are four key concepts: inhibiting factors, facilitating factors, developing factors, and consequences related to sports entrepreneurship. They noted that the sports entrepreneurship program in Iran is influenced by various factors. By accurately identifying and understanding the mechanisms through which these factors interact, we can observe significant growth in the entrepreneurship program in Iran. Keshavarz & Mehri Shandi (2021) in a research study titled "Analysis of Barriers to Entrepreneurship in Sports from the Perspective of Master's Students in Physical Education and Sports Sciences at Tehran University" the authors identified seven key barriers that hinder the development of sports entrepreneurship. These barriers, listed in order of priority, are: family-related obstacles, personal challenges, educational issues, gaps in scientific expertise, financial constraints, cultural and social factors, and legal obstacles. Sadeghi et al. (2019) in a study titled "Identifying the Impact of Bankruptcy Law Facilitation on Entrepreneurial Action in Professional Football Clubs," concluded that easing bankruptcy regulations increases the tendency toward entrepreneurial activities.

In hybrid entrepreneurship people often take on two roles like being both an employee and their goals may change over time. While this can create both opportunities and challenges. These challenges can get worse if there's not enough awareness of the environment, or if people have differences in culture personality or age. Despite these difficulties hybrid entrepreneurship brings valuable benefits. It helps people improve strategic thinking get more involved in solving problems and develop creative and innovative skills. These advantages can grow even more when people work in setting that support flexible roles and encourage adaptation. Hybrid entrepreneurs in the sports industry can achieve greater success in their field by adopting a more open and conscious approach. This perspective not only enhances their individual activities but also contributes to the growth of the sports industry as a whole, ultimately leading to increased economic prosperity. The main objective of this research is to explore the key components of hybrid entrepreneurship in Iran's sports industry and to develop a model based on these identified components. This study seeks to uncover the complex interactions among the gaps in the field of hybrid entrepreneurship within Iran's sports industry.

Research Methods

This study employed a mixed-method approach, integrating both qualitative and quantitative techniques. It is applied in purpose and descriptive-analytical in nature and method. The qualitative phase followed a descriptive phenomenological approach based on Colaizzi's method (1978), which aims to construct meaning from lived experiences through dialogue with individuals who have directly encountered the phenomenon. This approach is widely used in management and social sciences to uncover shared meanings among experts.

Participants

The target population in both phases consisted of professors and entrepreneurs in the fields of Physical Education and Business Management, selected for their relevance and expertise. In the qualitative phase, 16 participants took part in semi-structured interviews lasting 30 to 50 minutes each.

Research Instruments

Qualitative phase: Semi-structured interviews

Quantitative phase: A MICMAC analysis questionnaire, developed based on the qualitative findings. The questionnaire included nine items and was designed to gather expert opinions through pairwise comparisons.

Data Collection Procedures

Qualitative phase: Data were collected using semi-structured interviews and snowball sampling until theoretical saturation was reached.

Quantitative phase: Data were gathered using the MICMAC questionnaire, completed by the same experts from the qualitative phase.

Data Analysis Methods

Qualitative data were analyzed using Colaizzi’s method, which involves: Describing the phenomenon, extracting significant statements, formulating meanings, organizing themes, presenting a comprehensive description. This process led to the identification of nine main themes and forty-one sub-them. Quantitative data were analyzed using MICMAC software (version 1.1.1). The software generated direct and indirect matrices, and variables were weighted based on their influence and dependency scores, forming the basis for their placement on the influence-dependence map (Etemadifard et al., 2022; Shariat Nejad & Asgari, 2022).

Validity and Reliability

To ensure the trustworthiness of the qualitative data, the study applied Guba and Lincoln’s (1985) criteria: Credibility: Achieved through active participant engagement, member checking, and triangulation. Dependability: Ensured by detailed documentation and expert consultation. Confirmability: Maintained through transparent, unbiased analysis and alignment with raw data. Transferability: Supported by rich contextual descriptions and detailed participant profiles. In the quantitative phase, the validity of the MICMAC instrument was reinforced through pairwise comparisons and the expertise of respondents, while reliability was considered stable due to the consistency of expert evaluations. Table 1 presents the demographic characteristics of the interviewees including their field of study, academic, degree and job position (Habibi & Afaridi, 2021).

Table 1- Demographic Characteristics of Interviewees

Interviewees	Field of Study	Degree	Job Position
P1	Business Administration	Ph.D	Assistant Professor
P2	Business Administration	Ph. D	Assistant Professor
P3	Business Administration	Ph. D	Assistant Professor
P4	Business Administration	Ph. D	Employee and Entrepreneur
P5	Business Administration	Ph. D	Employee and Entrepreneur
P6	Business Administration	Ph. D	Employee and Entrepreneur
P7	Business Administration	Ph. D	Employee and Entrepreneur
P8	Business Administration	Ph. D	Professor
P9	Sports management	Ph. D	Assistant Professor
P10	Sports management	Ph. D	Lecture
P11	Sports management	Ph. D	Lecture
P12	Sports management	Ph. D	Lecture
P13	Sports management	Ph. D	Lecture
P14	Sports management	Ph. D	Lecture and Entrepreneur
P15	Sports psychology	Ph. D	Employee and Entrepreneur
P16	Sports psychology	Ph. D	Employee and Entrepreneur

As previously mentioned, Table 1 presents the demographic characteristics of the specialists.

Findings

To address the primary research question, we first extracted the main themes using the phylogenetic method. Following that, we presented the concepts derived from the findings through a comprehensive analysis. The results are illustrated in Tables 2 (Main and Sub-themes), Figure 1 (Direct and Indirect Influences of Identified Factors), Figure 2 (Distribution Pattern of All Variable Types on the Map), and Figure 3 (Model of Hybrid Entrepreneurship in Iran’s Sports Industry). The subsequent section will present the data analysis in both qualitative and quantitative formats.

Table 2- The main and Sub-themes of hybrid entrepreneurship in Iran's sports industry

Main Themes	Sub-themes
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Main Themes	Sub-themes
Creativity and innovation	Supporting and welcoming creative ideas. Having an open and creative mentality. Not having a prejudicial mentality about new ideas. Paying attention to innovation and creativity in clothing and sports goods. Creating the necessary platforms for entrepreneurship. Not being prejudiced about new opinions.
Technology	Utilizing new technology. Exploring various modern marketing methods. Leveraging new software applications in sports. Accessing the latest information globally.
Communication skills	Encouraging creativity. Fostering loyalty to work. Improving funding, attracting investments. Prioritizing customer orientation.
Cultural and climatic characteristics	Paying attention to the culture and beliefs of the geographical area. Paying attention to the weather of the geographical area. Paying attention to the common customs and traditions in the geographical area. Paying attention to the ceremonies and celebrations in the geographical area. Paying attention to the facilities available in the geographical area.
Personality traits	Risk-taking. Problem-solving abilities. Foresight. Economic knowledge. Management skills are essential for success. It is important to maintain order in the workplace. Foster an entrepreneurial culture. Create a healthy competitive environment. Additionally. Complying with laws and regulations and being mindful of market policies are crucial.
Attracting sponsorship	Business support. Existence of financial infrastructure. Business continuity
Economic conditions	Attention to sanctions. Consideration of people's financial conditions. Attention to financial opportunities and threats
Long-term planning	Short-term planning. Medium-term planning. Having a work calendar. Paying attention to special days and occasions in the country
Employing expert human resources	Creative ideation. Job creation among graduates of physical education and sports sciences. Interaction between graduates of physical education with other fields. Creating a sense of security due to people's knowledge and skills

Based on the data collected from interviews and observations during the field operations, 81 codes were identified from the 16 interviews. After eliminating duplicate codes, 41 codes emerged as secondary themes, while 9 were classified as main themes. This analysis adheres to the phenomenological method outlined by Colaizzi (1987) and is presented in Table 2.

The analysis presented in Table 2 identifies nine main themes, which include creativity and innovation, technology, effective communication skills, cultural and climatic characteristics, personality traits, sponsor attraction, economic conditions, long-term planning, and the employment of expert manpower. Additionally, 41 sub-themes were identified through interviews conducted using the phenomenological method.

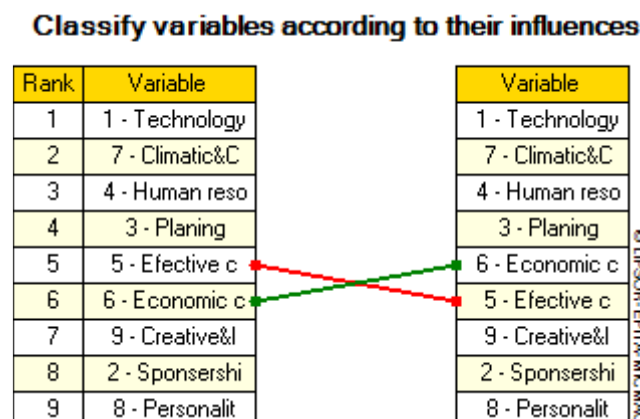


Figure 1. The direct and indirect influence of identified factors

Figure 1 illustrates the direct and non-deterministic influence of the factors identified through Mic-Mac analysis in the hybrid entrepreneurship model presented within Iran's sports industry. The factors with the highest impact are technology and cultural-climatic factors.

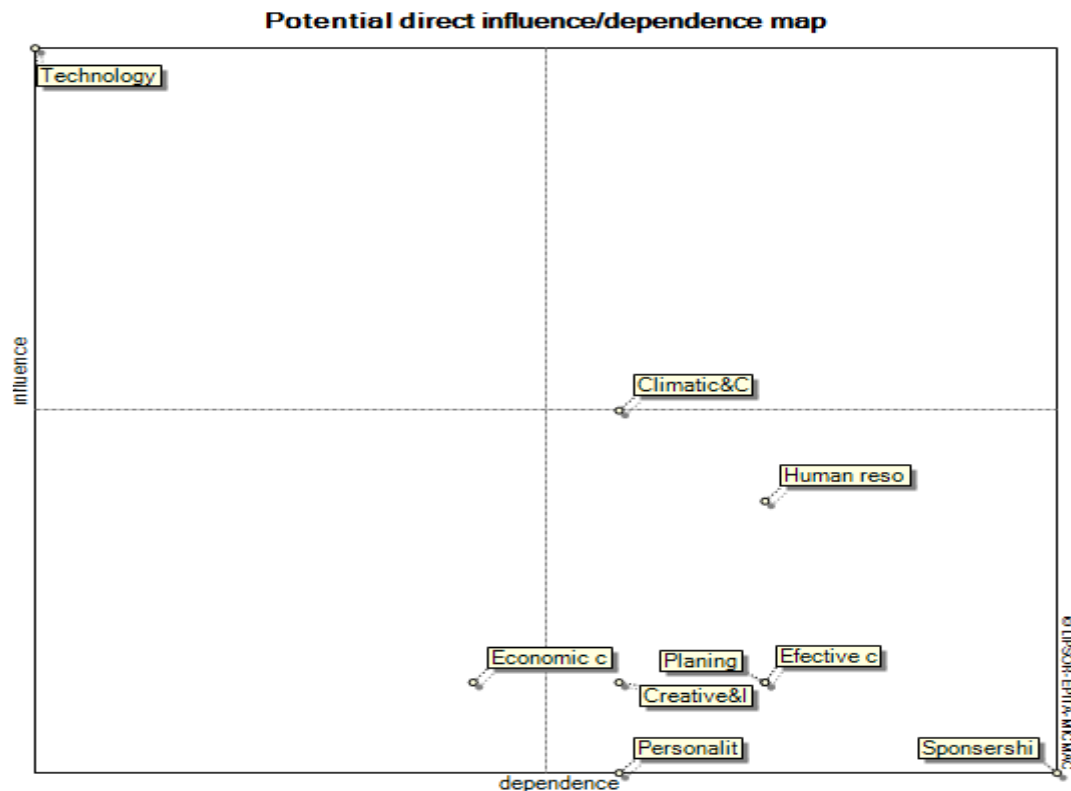


Figure 2. The distribution pattern of all types of variables in the map (dependency-influence)

Figure 2 illustrates the distribution pattern of variables based on direct effects analysis. This analysis reveals how these variables are positioned on the map according to two patterns: system stability and instability. The findings indicate that the analyzed system is stable, highlighting the consistency and influence of certain variables over others. This model indicates that there are no factors present in the autonomous region. An autonomous region is characterized by a low degree of dependence and influence from the identified variables. These variables can be easily separated from the system because they have weak connections to it. Their presence or absence does not affect the overall functioning of the system. In the relevant area, there are personality traits, specialized human resources, communication skills, economic conditions, long-term planning, sponsorship attraction, and creativity.

The variables in this area exhibit strong dependence with weak direction., in other words, they have a significant influence on the system while exhibiting little influence. There are cultural and climatic factors in the independent region. The variables identified in this area demonstrate low dependence and high direction. These variables possess high influence along with low influence characteristics. There is a technological factor in the linked area. The variables identified in this area exhibit a high degree of dependence and significant guiding power. The impact and effectiveness of these variables are substantial., even a small change can lead to fundamental and noticeable changes in the system.

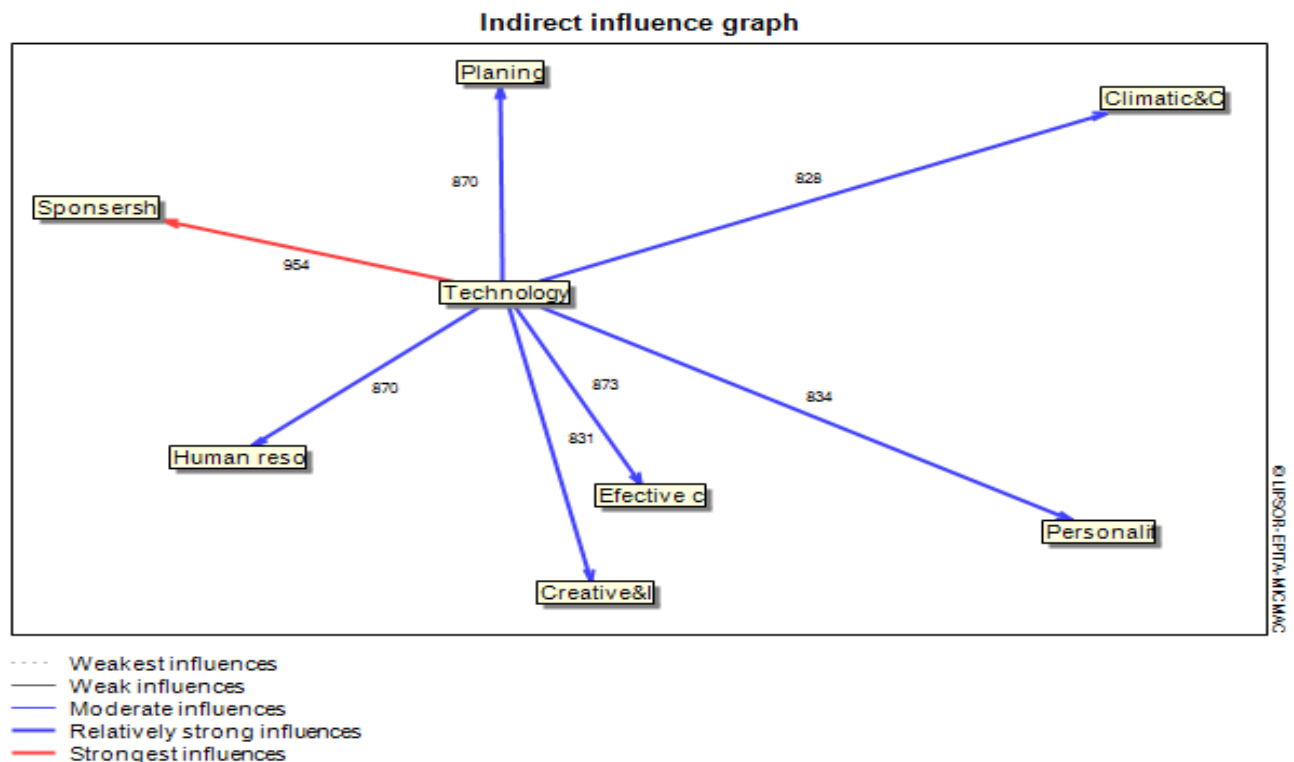


Figure 3. It illustrates the interpretive structural model of hybrid entrepreneurship within Iran's sports industry

Figure 3 displays the interpretive structural model of hybrid entrepreneurship in Iran's sports industry. The software's output identifies technology as the most influential factor. According to the model's guidelines, the technology factor, represented by a red line, has a greater impact than all other factors identified in the qualitative research.

Discussion

The current research aimed to develop a hybrid entrepreneurship model for Iran's sports industry. In the initial phase of the study, coding was performed, identifying nine main themes and 41 sub-themes. As detailed in the findings section, the main themes identified through the phenomenological method are as follows: creativity and innovation, technology, communication skills, cultural and climatic characteristics, personality traits, sponsorship attraction, economic conditions, long-term planning, and access to expert human resources. In today's global economy, organizational creativity and innovation are viewed as significant advantages in business. Hybrid entrepreneurship involves individuals starting a secondary business while maintaining their primary employment. This approach requires a specific set of leadership skills to achieve sustainable success. The rapid advancements in digital technologies over the past decade have paved the way for the remarkable growth of electronic sports businesses.

Technological tools help hybrid entrepreneurs manage both roles effectively. However, the key to navigating the complexities of these dual commitments lies in possessing entrepreneurial leadership competencies, such as adaptability, strategic thinking, opportunity recognition, and the ability to motivate others. These leadership skills are crucial for effective decision-making, resource allocation, and team coordination, especially when entrepreneurs need to balance their time and energy between two professional responsibilities. Research indicates that traits like coaching, influencing others, and being driven by opportunities are essential for hybrid entrepreneurs to thrive in dynamic and competitive environments. A comprehensive understanding of technological aspects and challenges can greatly contribute to the advancement of the sports industry (Aghayi Khan Mohammad et al., 2025). In this regard, the study aligns with the research by Mirayi and Noraei (2015) which concluded that: "Technology plays a vital role in modern entrepreneurship by enabling innovation, expanding market access, and accelerating business growth. According to the findings of this study, hybrid entrepreneurship in Iran is mainly seen as an economic and social solution to address various challenges. In contrast on a global scale, it is recognized as a

strategic approach for gradual business growth and innovation. The key differences between these perspectives are influenced by factors such as infrastructure, government support, and entrepreneurial culture. Creativity is recognized as one of the most crucial factors for success in a competitive environment.

Additionally, the demands of entrepreneurial work have compelled individuals to engage in creative activities alongside their primary roles within organizations (Yunita, 2021). Today's advanced society owes its progress to individuals who transform their creative dreams and ideas into reality, demonstrating the independence necessary to explore new opportunities. Entrepreneurship demands a unique blend of creativity and innovation to turn targeted activities into tangible outcomes. The outcome of creativity and innovation aligns with research Ambiyar et al. (2024), Chung et al. (2024), Ordeñana et al. (2024). One of the key factors contributing to the growth of creativity and innovation is technology. Recent research on entrepreneurship highlights the significant role technology plays in developing various entrepreneurial methods. In this regard, it can be pointed out that the research is in line with Liu et al. (2024), Ghasemzadeh and Salatin (2019), Sakhteh and Karimi (2019). Utilizing technology in various types of the entrepreneurship especially hybrid entrepreneurship, enhances speed and accuracy, saves time, reduces the physical volume of information storage, increases transparency in processes, supports remote work, and lowers costs.

In today's modern economy, the importance of communication skills has increased significantly alongside the use of new technology, as competition in the market has greatly expanded, Managers and entrepreneurs should always prioritize communication skills, as they can provide a competitive advantage. People tend to prefer environments where they feel safe, and effective communication is a key factor that attracts individuals to the workplace. This research aligns with the findings of Martiz et al. (2023), Hassaniyanpour and Moradi (2023), Neamati et al. (2016) and which concluded that there is a positive and significant relationship between communication skills and entrepreneurship.

The next important factor to consider is the cultural and climatic characteristics. When pursuing entrepreneurship and hybrid entrepreneurship, it is essential to recognize that the shared values, beliefs, and practices within a specific culture and climate can play a crucial role in the entrepreneur's success. Paying attention to the specific climate of a region, its beliefs and values, as well as other cultural and environmental factors, can serve as a foundation for enhanced creativity and innovation in entrepreneurship. Currently, cultural issues have accelerated development across various political and economic dimensions. The enhancement of cultural and climatic capital, alongside additional factors, has played a crucial role in multiple aspects of the country. In this context, the research aligns with the findings of Farokh (2017).

The next known factor was personality traits. Personal characteristics of people can strengthen the success of a person in business and reduce possible problems and failures in entrepreneurship. Individual and personality traits such as risk-taking, patience, ability to solve problems, foresight, etc. are factors that exist in every person and make the role of personality traits important. In this context, it can be noted that the research aligns with previous studies Mohammadi et al. (2011).

The next important factor is attracting sponsorship. Securing financial sponsorship can serve as a strategic tool for achieving entrepreneurial goals, gaining a competitive advantage, and enhancing market performance. One key point is that financial support must be used efficiently, leading to improved performance in the market. This, in turn, contributes to the overall prosperity of the entrepreneurial venture. In this context, the research is related to the studies of Koronios et al. (2021), Pugalis et al. (2016).

The next factor to consider is the state of economic conditions. Entrepreneurship is viewed as a key strategy for the economic development of countries. It enhances both supply and demand, creates jobs, and ultimately improves the quality of life. In this context, it is important to highlight that the research aligns with previous studies Amorós et al. (2023). This article concludes that economic conditions have a significant impact on entrepreneurship. The article concludes that to achieve economic development, it is essential to expand entrepreneurial activities. Additionally, greater emphasis should be placed on education, fostering an entrepreneurial tradition, enhancing infrastructure, and providing government support.

Effective long-term planning is crucial for entrepreneurship. Proper planning helps navigate the path to success. In every business, there are unpredictable and complex factors that can transform threats into opportunities when approached with thoughtful and principled planning. According to the opinions of the professors and experts interviewed, effective management and economic knowledge require long-term planning. A successful entrepreneur must consistently achieve her desired results through patience and resourcefulness rooted in careful planning. The absence of planning, especially long-term planning, can lead

to significant and often irreparable consequences. Gielnik et al. (2015) emphasized the importance of long-term planning in entrepreneurship, highlighting how complexity and uncertainty necessitate a comprehensive approach to planning. The findings of this research align with those of Mirvahedi et al. (2021).

The final key factor was skilled labor. In today's dynamic work environment, utilizing expert personnel is essential for creating and sustaining competitive advantage. The importance of utilizing expert human resources is crucial for achieving objectives such as competitiveness in the global market, economic efficiency in projects, and optimal utilization of national resources, including foreign exchange. Cardella (2021) has stated in her book titled *Human Resource Management* that the use of expert human resources is one of the most important elements in business, this becomes more evident when the expert human resources increase productivity with their knowledge, expertise, and creativity. The result of this research is in line with the research Payandeh Najafabadi and Ainalivarnosfaderani (2021).

This research concludes that entrepreneurs and managers should optimize the productivity of their resources to foster growth and development in entrepreneurship. This can be achieved through creativity and utilizing skilled human resources. In the quantitative analysis conducted using Mic-Mac technology emerged as the most influential factor, followed by cultural and climatic characteristics, as well as creativity and innovation.

Conclusion

The results of this research indicate that technology is the most influential factor in the area of hybrid entrepreneurship within Iran's sports industry. In today's world, technology has become a fundamental aspect across various fields, including the humanities, medicine, and engineering. The use of technology in entrepreneurship is directly linked to economic prosperity and plays a significant role in its development. In hybrid entrepreneurship, technology can bridge the gap created by economic growth and social changes, making it a key factor for success in Iran's sports industry. Based on the analysis of this research, the authors highlight factors that distinguish this study from others in the field of hybrid entrepreneurship.

Several factors contribute to market development and communication through technology, including market analysis and innovative marketing methods, particularly intelligent marketing. This encompasses recommendation systems, Sentiment analysis systems, and Natural Language Processing (NLP) systems, all of which illustrate the influence of technology on hybrid entrepreneurship. For example, a recommendation system provides entrepreneurs with insights into the decisions and promotions to implement based on a region's unique climatic and cultural characteristics. The growth of electric sports can be enhanced through technology, as hybrid entrepreneurs can leverage innovative tools to identify, promote, and expand this sector. Additionally, technology can facilitate the development of sports equipment. Hybrid entrepreneurs can utilize advanced technologies and artificial intelligence to design various types of sports apparel, footwear, and other gear tailored to different sports and the predominant cultural preferences of the specific region. According to the findings of this research, hybrid entrepreneurs in the sports industry can leverage technology to explore new approaches in hybrid entrepreneurship. By Doing so, they can create and implement strategic plans that enhance their business income.

Technology plays a crucial role in enhancing the effectiveness of hybrid entrepreneurship by enabling individuals to manage a secondary business alongside their primary occupation efficiently. Digital tools like time management applications and accounting software streamline operational tasks and optimize resource allocation. Additionally, online platforms allow entrepreneurs to offer products or services remotely, eliminating the need for a physical presence and expanding their market reach. Digital marketing strategies, especially those used on social media, help in customer acquisition and brand development at a relatively low cost. Furthermore, access to online educational resources empowers individuals to learn essential entrepreneurial skills without disrupting their main professional responsibilities. In summary, technological advancements have significantly increased the accessibility, flexibility, and productivity of hybrid entrepreneurial models.

Finally, it is recommended that future research focus on the role of technology in hybrid entrepreneurship within the sports industry, particularly concerning emerging trends and transformative technologies. Researchers should stay informed about technological advancements and their implications for technology transfer, as well as the challenges and opportunities that arise. By Doing so, they can develop strategies to

leverage these innovations for regional, national, social, and economic benefits. Research on hybrid entrepreneurship in Iran utilizing mixed methods encounters significant challenges. These include limited access to reliable data, cultural hesitance regarding disclosure, and the methodological complexities involved in integrating qualitative and quantitative approaches. Furthermore, institutional and resource constraints impact the feasibility and depth of these studies.

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Conflicts of Interest

There is no potential conflict of interest.

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