



## Business Models in the Sports industry: a literature review as a theoretical approach

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### ABSTRACTS

**Purpose:** The sports industry, with its unique blend of commercialization and globalization, has seen rapid growth. The business model in this industry, a complex and crucial aspect, determines the desirability and profitability of various sports entities, including clubs, federations, and sports-based companies. This research, through a literature approach, delves into the distinct business models applied in the sports industry, identifying key trends, challenges, and innovation opportunities.

**Materials and Methods:** The research method used is a literature study and secondary data analysis related to Business Models in the Sports industry.

**Result:** The study's results show that the main factor in the volleyball business's success is the synergy between sports federations, sponsors, and the media in building commercial appeal.

**Conclusion:** This study underscores the necessity of selecting a business model that aligns with the unique characteristics of a sports organization. In the face of globalization and rapid technological advancements, sports organizations must demonstrate adaptability and develop innovative business strategies. The implications of this research include recommendations for stakeholders in the sports industry to focus more on revenue diversification and the adoption of digital technology.

**Keywords:** Business models; Sports industry; Business strategy; Literature observations.

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### INTRODUCTION

The sports industry is experiencing rapid growth driven by globalization, digitalization, and commercialization. Sports have evolved into a multi-billion dollar industry encompassing various aspects such as professional leagues, broadcasting rights, sponsorships, and merchandise sales. Both professional and amateur organizations need an effective business model to remain sustainable and competitive (Zulhidayat, 2021). Digitalization and social media technology have transformed sports consumption, enabling more significant interaction between fans and the industry through streaming platforms, mobile applications, and e-sports. These advancements create new business opportunities and expand the sports industry market. The sports events

industry is closely linked to the tourism sector. Major sporting events such as the Olympics and the World Cup contribute significantly to local economies through increased tourism, hospitality, transport and trade revenues. In this context, innovative marketing strategies are needed so that sporting events can provide sustainable economic benefits. With the dynamic changes in the industry, both professional and amateur sports organizations need to adopt adaptive, technology-based and innovation-oriented business models to remain competitive and sustainable in the future. Sports are also designed as a modern industry at the global level. In building national character, sports have become an industrial identity that provides significant added value. The sports industry is an industry that creates added value through the production and provision of sports. The state of the sports industry, which is still small, as mentioned above, is certainly inconsistent with the requirements of free market flow (Sriwahyuniati et al., 2020).

The development of the sports industry must receive serious attention so that we can create a more progressive and transformative society, namely, a society that is structurally and culturally progressive. The structural aspect is reflected in the efforts to transform a previously agricultural society into an industrial economy, supported by two main forces. According to Marwan et al. (2024), a sports business model can be understood as a framework that explains how value in the sports industry is created, distributed, and recorded. At the amateur level, the main focus is on the participation and development of young athletes, while commercialization and globalization become more prominent at the professional level. This perspective aligns with the view of Fauzan et al. (2024). The development of the sports industry is an effort to utilize the potential of sports by developing various sports-related activities, such as event organizers (football, basketball, running tournaments), equipment, sports companies, sports media, and E-Sports. Several factors in the development of the sports industry can influence its success, including government support, community involvement, infrastructure, and regulatory support (Akbar Saputra & Gembyg Ciptati, 2019). The sports industry has experienced significant economic and business developments throughout its history. Initially, the revenues in the sports industry were limited to play card sales and local sponsors (Priyono, 2012). However, mass media and technology developments have led to a significant increase in revenue for the sports industry. Rights are a significant source of income, and media companies pay large amounts of money for the rights to ship sports events. Furthermore, sponsorships and advertising have contributed significantly to the revenues of the sports industry. According to Hidayat (2018), sports are considered inherently entrepreneurial when competitively prepared and when sports are ready.

The local government must seriously pay attention to the still low efforts in the sports sector. This idea is to remember the potential of the sports sector in supporting the economy. The potential of human resources must be used as an opportunity to open a potential business in the sports sector. One of them is providing intensive training to young entrepreneurs. Programs that provide basic entrepreneurship training and coaching are in great demand by new economic actors (Cholis & Wardiana, 2019). Training should naturally help new young entrepreneurs establish, launch, and develop their companies in collaboration with financial institutions. This approach is key to achieving a bright future for collaborative learning in entrepreneurial training. The goal is because it is assumed that young people aged 18 to 30 can be extraordinary in setting up companies. Business competitions in entrepreneurship, online training, financial management skills, political interest groups, simple workshops, business plan training, funding support, corporate advice, corporate training, and education programs all play a crucial role in supporting young entrepreneurs in the sports industry.

Sector Business Exhibition Training Program (Purba, 2023). The sports industry in Indonesia has excellent growth potential but still faces various challenges that hinder growth, especially in terms of capital. While large entrepreneurs in this sector have relatively no problems managing their businesses and gaining access to banking, smaller sports companies often have difficulty attracting financial institutions for financial support. Many sports SMEs do not have collateral or business proposals attractive enough to banks, making it difficult for them to get loans. This condition hampers their growth, limits innovation, and reduces competitiveness in the market. Apart from capital constraints, Indonesia's sports industry is still weak in exploiting opportunities and expanding market share. Most companies in this sector tend to rely on a passive marketing approach, such as waiting for market demand without implementing a proactive strategy. They rely more on sales staff and interpersonal communication in promotions, which limits the reach and effectiveness of their marketing. The lack of innovation in business strategies makes it difficult for this industry to grow significantly.

On the other hand, the use of technology in the sports business is still limited, primarily due to the low level of digital literacy and the weak ability of human resources to absorb science and technology. The lack of innovation in digital marketing strategies, such as social media, e-commerce, and other digital platforms, has left many sports companies lagging behind more adaptive industries. Digitalization in the sports industry is still slow, so many market opportunities are missed. For this reason, a more innovative strategy is needed to manage Indonesia's sports business. The government and stakeholders must provide support through training, more inclusive access to financing, and policies that encourage industrial digitalization. By strengthening digital and technological literacy, sports companies in Indonesia can be more competitive, not only in the domestic market but also in the international arena.

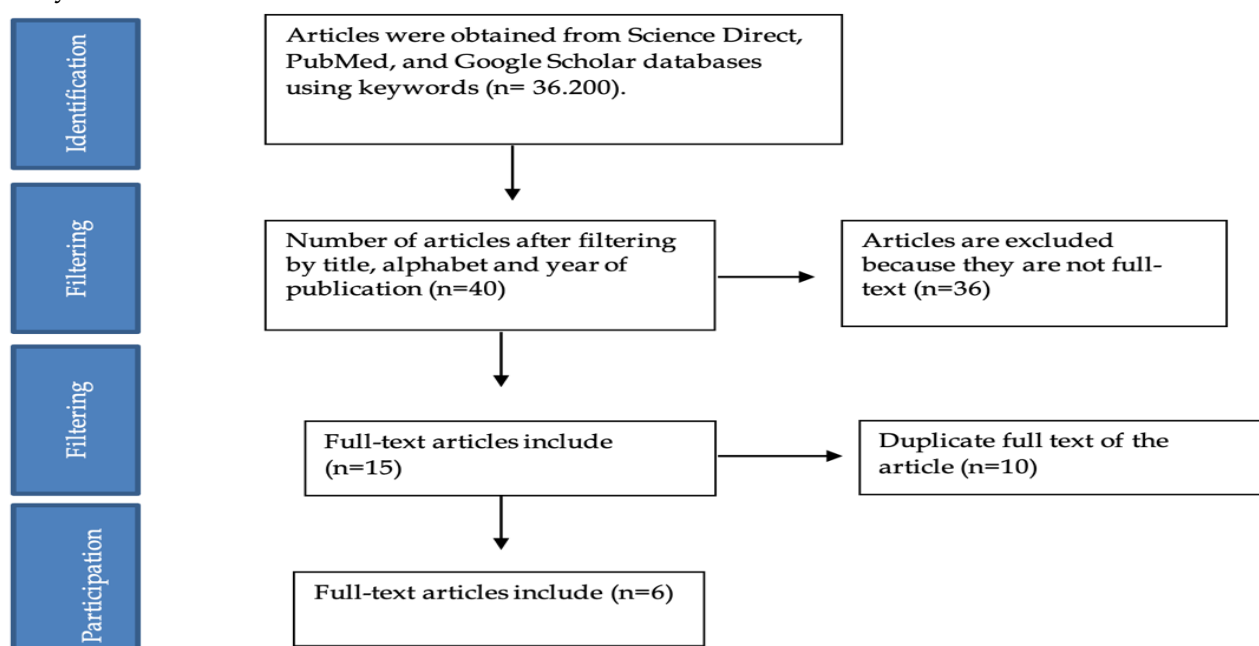
In a free market, sports companies also demand small, rugged, independent, dynamic, efficient companies able to provide high-quality products and satisfactory services. Competition in the sports industry is getting more challenging with the emergence of various technological innovations, aggressive marketing strategies, and increasing standards of service and products. Therefore, the sports industry, which is still in development, must immediately adapt to these changes to remain relevant and competitive in the global market. In the context of a free market, competitive advantage is a significant factor in business sustainability, including in the sports industry. Companies that cannot compete with global standards will be left behind and struggle to survive. Therefore, the small sports industry needs to modernize in various aspects, such as production technology, digital-based marketing, and improving human resource skills. One way to increase competitiveness is to adopt digital technology in production and marketing. Digitalization enables small sports companies to reach broader markets, improve operational efficiency and provide better customer experiences. Companies in the sports industry must have high flexibility in adapting to changing market trends. Sports trends continue to evolve in terms of consumer preferences, product innovation, and government regulations governing the industry. For example, increasing awareness of the importance of a healthy lifestyle drives demand for innovative fitness products and services. Therefore, companies operating in the sports sector must be able to capture this opportunity by creating products that suit market needs. Collaboration with stakeholders such as government, academics, and sports communities is important in strengthening the sports industry ecosystem. The government can play a role in creating policies supporting this industry's growth, such as tax incentives for small sports companies or subsidies for developing technology-based products. Academics can contribute through research and innovation that can be applied in the sports industry.

Meanwhile, the sports community can be the main base for market development and testing various innovations produced. It is important for small sports companies to build a strong brand and have appeal in the market. Brands with a clear identity and can build emotional connections with their consumers will find it easier to survive amidst competition. Social media-based marketing strategies, endorsements from professional athletes, and sponsorships in various sporting events can effectively increase a company's competitiveness and existence in the free market. With these various strategies, it is hoped that the small sports industry can develop and become part of a larger global ecosystem. Companies need empowerment in the sports industry to improve their profile, as they face various problems and weaknesses in the Indonesian sports industry (Priyono, 2012).

## METHODS

**Study Organization:** This research is a qualitative descriptive study based on literature research. The study follows the Standards for Systematic Review and Meta-Analysis (PRISMA) guidelines. Data collection for this study was carried out using the following procedures: The research process involved a systematic search in electronic databases such as Google Scholar, PubMed, and ScienceDirect using specific keywords such as business model, sports industry, business strategy, and literature review. Other sources used include university libraries, conferences available on the internet, articles, and a selection of relevant sources.

**Statistical Analysis:** Data analysis for this study was conducted qualitatively. Research findings were grouped by topic and subtopic, considering differences from various sources. This interpretation provides an integrated understanding of the data to create in-depth insights into the volleyball sports business model from amateur to professional levels. Initially, 17,200 publications were identified by searching the database. Only five items remained after the exclusion criteria were met. Most objects were rejected because the article about lateral epicondyle in patients with lateral epicondylitis in tennis sheets was irrelevant to the research topic. All articles were extracted from the sources and analyzed using Mendeley software to remove duplicate items before further analysis.



**Figure 1.** The PRISMA flow

The PRISMA diagram outlines the process of selecting articles for a systematic review. Initially, 36,200 articles were identified from ScienceDirect, PubMed, and Google Scholar using specific keywords. In the first filtering stage, articles were screened based on their title, alphabetical order, and year of publication, resulting in 40 remaining articles. However, 36 were excluded due to the unavailability of full-text versions. In the next phase, 15 full-text articles were retained, but 10 were identified as duplicates and removed. Ultimately, six full-text articles were included for the final analysis in the systematic review.

## RESULT

**Table 1.** Summary of studies on sports industry development and management

No	Authors	Title	Result
1.	(Sahri et al., 2023)	Opportunities for Sports Industry Development in Increasing Sports and Economic Potential in Indonesia.	Several opportunities, including infrastructure improvements, can be explored to optimize the development of the sports industry. Enhancing infrastructure will significantly boost Indonesia's sports potential by supporting training and competition activities while attracting investors. Additionally, the growth of sports media, such as television, radio, and online platforms, will help increase the popularity of sports in Indonesia.
2.	(Priyono, 2012)	Development of the Sports Industry Development Based on the Management Arrangement Approach for the Management of Sports Activities.	Generally, there are three segments in the sports industry: 1) sports performance, 2) sports production, and 3) sports promotion. Suggestions and recommendations that the author can provide include community involvement, considerations about the productivity of the sports industry, and stakeholders from the perspective of the Sports Capital Ownership Fund.
3.	(Rizal, 2022)	Sport Business Management Analysis: The Influence of Business Strategy on Sports Club Revenue.	The data obtained were statistically tested using SPSS version 24, with a significance level = 0.05 in the correlation and regression tests. This study implies that business strategies can be provided to sports club owners or prospective owners to significantly increase sports club revenue. With the lack of development of sports company management, more comprehensive research is needed to develop the Indonesian sports industry.
4.	(Budiman & Wibowo, 2023)	Exploring Business Opportunities in the Sports Industry Through the JAPRI Program for Sports Students	The free market demands that sports companies provide high-quality products and satisfactory services, regardless of their size, difficulty, independence, dynamics, and efficiency. Strengthening sports industry companies is necessary to raise the profile by addressing various problems and weaknesses of the Indonesian sports industry. The Jappi (Independent Entrepreneur) program is expected to enable participants to become entrepreneurs in the future.
5.	(Dharmadi, 2022)	Sports Training Start-Up Boosts Digital Technology-Based Sports Industry.	A total of 171 respondents completed the survey to analyze the development needs of start-ups related to sports training. Conclusions can be drawn based on the analysis of the data obtained. A total of 84% of respondents stated that their goal was for fitness and health. Most respondents stated that they had difficulty finding information related to sports training. Additionally, 87% of respondents were willing to spend money on fitness and health, while 88% were ready to use digital technology-based media or applications to access information and practice sports. These findings highlight the necessity of digital technology in media and applications for providing information, consultations, and sports training to support fitness, health, and athletic performance.
6.	(Yoda, 2020)	Sports Training Boosts Digital Technology-Based Sports Industry.	From the primitive era to the Industrial Revolution 4.0 era, sports have shown their role in building superior talents. This is due to the values in every level of sports activities and global society: management, fair play, sharing, self-assessment, trust, tolerance, intellectual immunity, teamwork, discipline, and belief in one's own abilities.

The studies summarized in Table 1 highlight various aspects of sports industry development, management, and business opportunities. Sahri et al. (2023) emphasize

infrastructure improvements and media expansion as key factors in optimizing Indonesia's sports potential. Priyono (2012) identifies three core segments of the sports industry – performance, production, and promotion – while advocating for community involvement and efficient management. Rizal (2022) explores the influence of business strategies on sports club revenue, suggesting the need for enhanced sports company management. Budiman and Wibowo (2023) focus on strengthening sports industry businesses through the JAPRI program, which fosters entrepreneurship. Dharmadi (2022) highlights the growing reliance on digital technology for sports training, with most respondents expressing interest in fitness applications. Lastly, Yoda (2020) discusses the evolution of sports across eras, underscoring its role in talent development and the promotion of core values such as fair play, teamwork, and discipline.

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## DISCUSSION

From the data presented in the table, the following analyses include the research method, the focus of the research, and the most important outcomes and types of qualitative research for each research method. The discussion in this study is divided into two groups. The first group in the article is the development of opportunities for the development of the sports industry to increase the potential of sports and the economy of Indonesia. The study results indicate that several options are needed for optimal development of the sports industry, including Infrastructure improvement. Proper infrastructure improvement will significantly help increase the potential of Indonesian sports. Good infrastructure supports sports training and competition activities and attracts investors to invest in the sports sector. The development of sports media, such as television, radio, and online media, can help increase the popularity of sports in Indonesia.

The first group in the second article is the development of the sports industry based on a management approach to managing sports activities. The results of the study generally show three segments in the sports industry. Namely: 1) competitive sports, 2) sports production, 3) sports promotion. Suggestions and input that the author can provide include, among others, reflections on productivity in the sports industry and stakeholder language policy patterns related to sports capital ownership (Priyono, 2012). The data obtained were statistically tested using SPSS version 24 with a significance level 0.05 in the correlation and regression tests. This study implies that business strategies can be provided to sports club owners or prospective owners to increase sports club revenue significantly. Through the Jappi program for sports students, the second group in the freeze will research entrepreneurial potential in the sports industry. Findings from the study: Sports enterprises must be able to offer, no matter how small, challenging, independent, dynamic, efficient, high-quality products and satisfactory services in order for free markets to work. Strengthening commercial participation in the sports industry is necessary to raise awareness of the many problems and shortcomings of the Indonesian sports sector. It is anticipated that participants in the Jappi program (become independent entrepreneurs) can guarantee future sports solutions (Budiman & Wibowo, 2023). The second group is a sports training start-up that uses digital technologies to enhance the sports business. One hundred seventy-one people completed a survey to examine "discoveries" related to sports training analysis. A study of the collected data can lead to a conclusion. 84% of those who responded to the exercise's fitness and health goal reported having trouble with it, getting information on sports training, and the exercise itself.

"It shows," he remarked. Up to 87% of respondents indicate they are willing to spend money on health and fitness, and most of them 88% are prepared to use digital technology's media and applications for sports training and information searches. These findings highlight the

importance of media, apps, and digital technology in providing access to information, consultations with sports experts, and sports training to support fitness, health, and athletic development (Dharmadi, 2022). The second group in the third article is the role of sports in building superior human resources in the era of the Industrial Revolution 4.0. The research results, spanning from the primitive era to the RI 4.0 era, demonstrate the significant role of sports in developing excellent talent. This importance is evident in its contributions to various sporting activities and its recognition by all levels of global society. Key values associated with sports include belief in management, fair play, sharing, self-assessment, trust, tolerance, mental resilience, teamwork, discipline, and skill development (Yoda, 2020).

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## CONCLUSION

The volleyball business model has evolved significantly from amateur to professional level, with each level having different functions, challenges and revenue sources. At the amateur level, the main focus is on young athletes' participation, training and development, with revenue sources coming from registration fees, local sponsorships and state funding. At the semi-professional level, volleyball shows signs of commercialization, with revenues from sponsorships, transfer rules and product sales. At the professional level, volleyball has become a complex global industry with significant revenue sources from broadcasting rights, global sponsorships, merchandising and ticket sales.

The sports industry is attractive because its products, services, and various sports activities contribute to the country's economy. Economic development efforts must be strengthened to support the growth of the sports industry and to slightly offset the perception of the sports industry among economic actors. In the development of the sports industry, it is necessary to pay attention to many things. The role of banking in developing the sports industry, both from the government, social, and private sectors. The real impact of the sports industry on improving the country's economy can be influenced by the impact on the sports industry itself. Therefore, the small sports industry needs to modernize in various aspects, such as production technology, digital-based marketing, and improving human resource skills. One way to increase competitiveness is to adopt digital technology in production and marketing. Digitalization allows small sports companies to reach a broader market, improve operational efficiency, and provide a better customer experience. Companies in the sports industry must have high flexibility in adapting to changing market trends. Sports trends continue to evolve in terms of consumer preferences, product innovation, and government regulations governing the industry. For example, increasing awareness of the importance of a healthy lifestyle drives demand for innovative fitness products and services. Therefore, companies engaged in the sports sector must be able to capture this opportunity by creating products that meet market needs. Collaboration with various stakeholders such as the government, academics, and sports communities is important in strengthening the sports industry ecosystem. The government can play a role in creating policies supporting this industry's growth, such as tax incentives for small sports companies or subsidies for developing technology-based products. Academics can contribute through research and innovation that can be applied in the sports industry. Meanwhile, the sports community can be the main base for market development and testing various innovations produced.

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## CONFLICT OF INTEREST

The authors declare that there is no conflict of interest regarding the research, authorship, or publication of this study.

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