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## Investigating the relationship between customer experience management and economics with relationship marketing in sports clubs

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### Abstract

The aim of this study was to investigate the relationship between customer experience management and relationship marketing strength of the economy in private clubs Iran province. This study correlations among the research used a sample of all managers in private clubs Iran province to 530 people. Based on a sample of 210 subjects were selected. Sampling was stratified random manner. Three questionnaire to collect information from customer experience management Alaguz Mohammadi (2010), resistive economy Yousefi questionnaire (2015) and Aria relationship marketing managers' questionnaire. For analysis of data, descriptive and inferential statistics, especially Kolmogorov-Smirnov test path analysis using LISREL software test and structural equation modeling was used to determine the fit model.

The results showed that no significant relationship between customer experience management and relationship marketing there. Resistance between customer experience management and economics, there is a significant relationship. Resistance between relationship marketing and economics there is a significant relationship. The index fitness adaptive (CFI), goodness of fit index (GFI), goodness of fit index modified (AGFI), indicators of fitness increase (IFI), the index fit the norm of (NFI) and indicators fit the norm not (NNFI) are all close to 0/9 and more of it, so the model, about the show and was approved. Finally, sports clubs suggest that the combined use of customer experience management and relationship marketing strength in these economic conditions, maintain existing customers and attract new customers to provide sports clubs.

**Keywords:** customer experience management, resistive economy, relationship marketing, club

### Introduction

In today's era, change and transformation in organizations is a necessary and inevitable thing, because societies, organizations, competitors, etc. are all changing and any organization that does not want to follow these changes and transformations To be slow, stagnant and calm and not in harmony with its external environment, is doomed and by attracting positive entropy tends to disorder and decline, because the philosophy of organizations is the need of society and therefore There are advanced and developed societies that have efficient, effective and developed organizations (Khodakhah, 2018).

The needs of the community are the same as the needs of customers. Organizations are inevitably considering customer needs as the most important factor for

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success. But it should also be borne in mind that customers have preferences to meet their needs and based on these preferences, they choose specific organizations. So one of the ways to succeed for any organization is to become one of the unconditional choices of the customer. This requires that customer perception and experience be considered as an important factor, Because the customer, based on his previous experience of interacting with an organization, decides to repeat the purchase or use the services of that organization. If the customer experience of the organization and its services is positive and he has a good mental history of that organization, he will refer to that organization again. But if in his previous interaction with the organization, his understanding of the organization was not good enough, the probability of his return will decrease, which in the long run will lead to reduced productivity and, consequently, efficiency and effectiveness in the organization (Mohammadi Alagoz 2010). The goal of customer experience management is to build customer loyalty and commitment by reducing negative and bad experiences that can lead to customer dissatisfaction and loss of value, as well as by turning a "satisfied" customer into a "fan or fan". Creates value (Bauser, 2019). In a period when goods and services cannot be significantly different from the products and products of other organizations, customer loyalty can increase your organization's lowest profitability, because the volume and frequency of purchases Or more loyal customers refer and stay in touch with the organization for a longer period of time and introduce you to others. Since customer loyalty depends to a large extent on your understanding of your organization, it is not surprising to say: Customer experience management helps your customers become your loyal fans, to the point where they even get tattoos on them. Be the brand of your organization (Janfarsa, 2019). On the other hand, the main focus of marketing science is focusing on the needs of consumers. Many companies and organizations today have embraced and acted on new marketing concepts. They have realized that focusing on customer needs means paying attention to product quality and providing services to customers (Rusta et al., 2012). In the new situation, the old marketing methods are not effective and are less profitable. Most markets are mature and face stiff competition and much more supply than demand. Under these circumstances, new customers are hard to find and therefore the urgent need to retain existing customers is severe Firms are felt. Companies are constantly looking for ways to stay in touch with valuable customers, because loyal customers are their most important source of profitability. One of these ways is "relationship marketing", a method known as limiting dissatisfied customers and increasing the number of loyal customers (Bose and Bansel, 2012).

Relationship marketing is the process of identifying, establishing, maintaining, growing, and, when needed, ending relationships with customers and stakeholders in a profitable way, as all individuals and organizations involved achieve their goals. It is obvious that this situation is formed in the light of fidelity to the covenant (Aflaki, 2010). Considering the importance of customer satisfaction, in the field of economic activities in the world, customer-oriented attitude and customer satisfaction is considered as one of the principles of business and not paying attention to these principles may be eliminated from the market. It will follow, because if the goods and services meet the customer's expectations, he will feel satisfied and will help the survival of that organization and company by repurchasing himself (re-attending) and encouraging others to buy (Dadkhah, 2019). Sports organizations are no exception and must take steps to protect customers and their satisfaction. Relationship marketing seems to be a good strategy to satisfy and retain sports customers. Kim (2108) has investigated the effect of communication quality in relationship marketing on the behavior of sports club students and has reported a high

relationship between the quality of communication and the behavior of sports club students. In a competitive environment, customer orientation, customer retention and customer satisfaction in organizations is very important, so identifying customer satisfaction plays a key role in the life of organizations, not only in large organizations, but also This is true in sports clubs such as football. Salgen et al. (2106) in a study on football club customer relationship management report a high relationship between relationship management (relationship marketing) with customer acquisition and retention and club profitability. Be and Call (2106) in their study of the effect of relationship marketing on customer presence and purchase of goods with the club name and brand found that according to the relationship that each sports organization has with its customers, customer presence and purchase of club licensed goods increases. Al-Rubaie (2010) in examining the relationship between relationship marketing and customer loyalty showed that relationship marketing explains part of the variance of customer loyalty. Guo (2012) concluded in his research that there is a positive relationship between customer satisfaction and customer relationship and customer experience with customer service experience. Kaiser (2014) in his research entitled Integrating Customer Experience Management with Marketing Research concluded that there is a close relationship between marketing research and customer experience management. Akbari and Kavosh (2016) in their research showed that marketing related to customer satisfaction has a significant relationship. Hosseini Amiri et al. (2015) in their research showed that relationship marketing has an effect on customer loyalty of private and public pools in Tehran. Amirtash et al. (2015) in their research concluded that there is a relatively strong positive relationship between relationship marketing and customer loyalty of public pools in Tehran. Zounemat Kermani and Mir Hosseini (2015) in their research concluded that there is a significant and positive relationship between the components of marketing related to customer loyalty of Bandar Abbas women bodybuilding clubs.

Derakhshani and Mahmoudi (2014) in their research concluded that there is a positive correlation between customer experience management and customer loyalty in the hotel industry. Akbari Asl Hasuni (2014) showed that there is a relationship between customer experience management and organizational productivity in indoor pools in West Azerbaijan province. Afsharian et al. (2014) found that there is a relatively strong positive relationship between marketing related to customer loyalty of public pools in Tehran. Rouhani (2015) showed that network marketing is effective in advancing the goals of the resistance economy.

In the context of a resistance economy, it is very important to pay attention to marketing; In such a way that professional marketers can obtain information about the strengths and weaknesses of production units and target markets and provide accurate information to the production sector to create a balance between the needs of customers and the goods and services provided. , Offer high quality and satisfactory products. It is also possible to pay attention to and support this idea by holding various festivals in the direction of resistance economy (Abdullahi, 2015). Therefore, if all the appropriate factors and contexts of economic growth and prosperity are properly identified and considered, it is the capacity for the Islamic society to free itself from any economic dependence and to resist external pressures and not to allow commodity sanctions. Or services harm the society's economy on which the consistency of society depends (Ramazanpour et al., 2012). The world of sports is also experiencing a new era. Rapid and extensive developments in all aspects of sports, the use of marketing methods and techniques in sports has been considered. On the other hand, the knowledge of sports marketing has become very important for sports federations and clubs in recent years. This skill and

knowledge has become so important that it can be considered as one of the important components of the survival of sports organizations. Finally, considering the fact that little research has been done in this field, and especially research on the relationship between customer experience management and resistance economics and related marketing, especially in sports organizations, has not been reported. This research seeks to determine the relationship between customer experience management with resistance economics and related marketing in private clubs in Iran province to provide the basis for further studies and provide the necessary suggestions to improve conditions and performance in sports organizations. Given the above and the importance of customer experience management and relationship marketing in today's competitive environment as well as competitive pressures between sports clubs and the topic of resistance economics in recent years, the researcher intends to answer the question of what the relationship is between experience management Is there a customer related to resistance economy and marketing in private clubs in Iran province?

### **Research methodology**

The present research is applied in terms of research purpose and in terms of research method, this research is a descriptive-correlational research that has been conducted in the field. The information required for this research has been obtained through library studies and a questionnaire. The statistical population of this study includes all managers of private clubs in Iran province, of which 530 clubs are equal to inquiries about the affairs of sports and youth clubs in Iran province. Cochran's formula was used to determine the sample size, which is sufficient for a sample size of 530 people with a sample size of 210 people. Therefore, the sample size of the research is 210 people. The sampling method will be stratified random.

### **Research tools**

#### *Mohammadi Alagoz Customer Experience Management Questionnaire (2010)*

This questionnaire consists of 40 questions and its answers are evaluated based on the Likert scale. This questionnaire also measures four components of customer experience management, which are: customer satisfaction (6 questions), loyalty (13 questions), quality (12 questions) and brand (9 questions). The reliability of this questionnaire in the master thesis of Mohammadi Alagoz (2010) after making the questionnaire was done by a researcher in a pilot study among sports clubs in Naghadeh city and its reliability was calculated and through Cronbach's alpha equal to 0.86 to Was obtained. And its validity was confirmed by the professors.

#### *Yousefi Resistance Economics Questionnaire (2015)*

This questionnaire consists of 19 questions that include four dimensions. The dimensions of resistance economics that are included in this questionnaire are: organizational capacity (7 questions), correlation between employees and managers (2 questions), consumption control (2 questions) and the use of domestic production (8 questions), which is the total economy They measure resistance. This questionnaire was made by Yousefi in 2015. The validity of this questionnaire in Yousefi (2015) research has been confirmed by professors and experts and the reliability of the instrument in this research has been obtained using Cronbach's alpha coefficient  $\alpha = 0.94$ .

*Relationship Marketing Questionnaire Aria Manager*

This questionnaire has been prepared by Aria Company, the manager of research and management projects and industrial projects based on software in this specialized field, with the permission of the Companies Registration Office and the Islamic Guidance Organization, and its reliability and validity have been proven in various researches. This questionnaire has 6 dimensions of social factors (5 questions), information exchange (3 questions), trust (3 questions), service quality (13 questions), staff (4 questions) and customer complaint management (4 questions). To assess the validity, a questionnaire designed based on the valid literature of the research was provided to experts and academics. In order to determine the reliability of the questionnaire, Cronbach's alpha coefficient was calculated for the whole questionnaire. The value of this coefficient was 0.86.

To further ensure validity, the questionnaires were approved by expert professors. Cronbach's alpha coefficient was used to calculate the reliability. The reliability of the Customer Experience Management Questionnaire was 0.85, the reliability of the Resistance Economics Questionnaire was 0.88 and the reliability of the Relationship Marketing Questionnaire was 0.83. Statistically, the obtained coefficients were at a high level.

This research is in two levels (frequency, frequency percentage, mean and standard deviation) and inferential statistics (Klogrov-Smirnov, path analysis test using LISREL software and structural equation model test to determine the model fit) and using SPSS software Version 21 was analyzed.

**Research findings:**

Findings showed that out of 210 samples, 163 were male (equivalent to 81.5%) and 37 were female (equivalent to 18.5%). Table 1 shows other demographic characteristics of the sample.

**Table 1.** Describe the demographic characteristics of the sample

Percent	group	group	Variable
5/5	11	Associate Degree	Level of Education
57/5	115	Masters	
32/5	75	MA	
4/5	9	PhD	
13/0	26	20-30 Year	Age
40/0	80	31-40 Year	
33/0	66	41-50 Year	
14/0	28	over the 50 Year	
26/0	52	Less than 5 years	Sports history
34/0	68	6-10 Year	
18/5	37	11-15 Year	
17/0	34	16-20 Year	
4/5	9	21years and up	

In the present study, based on library studies and the study of domestic and foreign articles, the theoretical foundations of research inside and outside the country were

examined. Then, using the results of the theoretical foundations of the research, a set of concepts, definitions and theories related to the subject was developed. Therefore, after gaining sufficient knowledge of the subject, a couple of questionnaires were extracted and compiled based on in-depth interviews with experts in the field of sports management. After ensuring its validity and validity by obtaining expert opinions, the reliability of customer experience management, resilience economics and related marketing questionnaires through Cronbach's alpha was estimated to be 0.88, 0.85 and 0.83, respectively. And a statistical sample of 210 people was provided. These data were analyzed using descriptive statistics and confirmatory factor analysis using SPSS and lisrel software.

The latent external and internal variables and the explicit variables of the model are discussed. Therefore, the aim is to determine the validity or reliability and reliability or reliability of the indicators used. To check the validity and reliability of the model, the amount and level of significance (T-value) of the paths between each of the latent variables with the related indicators are examined.

After ensuring the validity and reliability of each dimension, the standard estimation coefficients, in order to show the effect of each of the indicators on organizational pride and also the fitness index table to reveal the fact that the data are sufficient for the model? Is provided for each dimension.

#### *Confirmatory factor analysis*

The overall validity of the conceptual model is systematically tested using multiple goodness-of-fit criteria.

This means that in the structural equation model, on the one hand, the degree of conformity of the research data and the conceptual model of the research will be examined, whether it has a suitable fit. On the other hand, the significance of relationships in this fitted model is tested. Suitable indicators to ensure the goodness of the model fit (chi-square to the degree of freedom), RMSEA (mean square error of the model) GFI (goodness-fit index), AGFI (adjusted goodness-fit index). Therefore, according to Table 2, the model has a good fit. If the value is less than 3, the closer the value of GFI and AGFI is to one, the better the data model fits. Also, the RMSEA value for good models is below 0.08, for models with average fit is 0.05 to 0.1. All values above 0.1 indicate poor model fit.

**Table 2:** The appropriateness of some fit indices in factor analysis

Acceptable fit	A good fit	Fitness index
$0.05 \leq p \leq 0.1$	$P < 0/05$	P-Value
$2 \leq x^2/df \leq 3$	$0 \leq x^2/df \leq 2$	$x^2/df$
$0.05 \leq RMSEA \leq 0.1$	$0 \leq RMSEA \leq 0.05$	RMSEA
$0.8 \leq GFI \leq 0.95$	$0.95 \leq GFI \leq 1$	GFI
$0.8 \leq AGFI \leq 0.9$	$0.95 \leq AGFI \leq 1$	AGFI
$0.9 \leq AGFI \leq 0.95$	$0.95 \leq AGFI \leq 1$	NNFI
$0.9 \leq AGFI \leq 0.95$	$0.95 \leq AGFI \leq 1$	CFI
$0.9 \leq AGFI \leq 0.95$	$0.95 \leq AGFI \leq 1$	IFI
$0.9 \leq AGFI \leq 0.95$	$0.95 \leq AGFI \leq 1$	NFI

#### *Confirmatory factor analysis (construct validity) of research variables*

In the first-order confirmatory factor analysis, a model was developed based on the order of the questionnaires. This form of factor analysis is calculated using LISREL software. In the following, the results of the first-order confirmatory factor analysis of all components of the questionnaires of customer experience management, resilience economics and related marketing have been reviewed by LISREL software. Criteria for suitability of model fit have also been investigated. The results show that the validity of all questions of customer experience management, resilience economics and related marketing questionnaires is confirmed because their factor load is more than 0.3 and their significance level is more than 1.96. It should be noted that in the confirmatory factor analysis, the factor load should be above 0.3 and the significance level should not be between (96 1.96). Figure 1 shows the measurement model of customer experience management

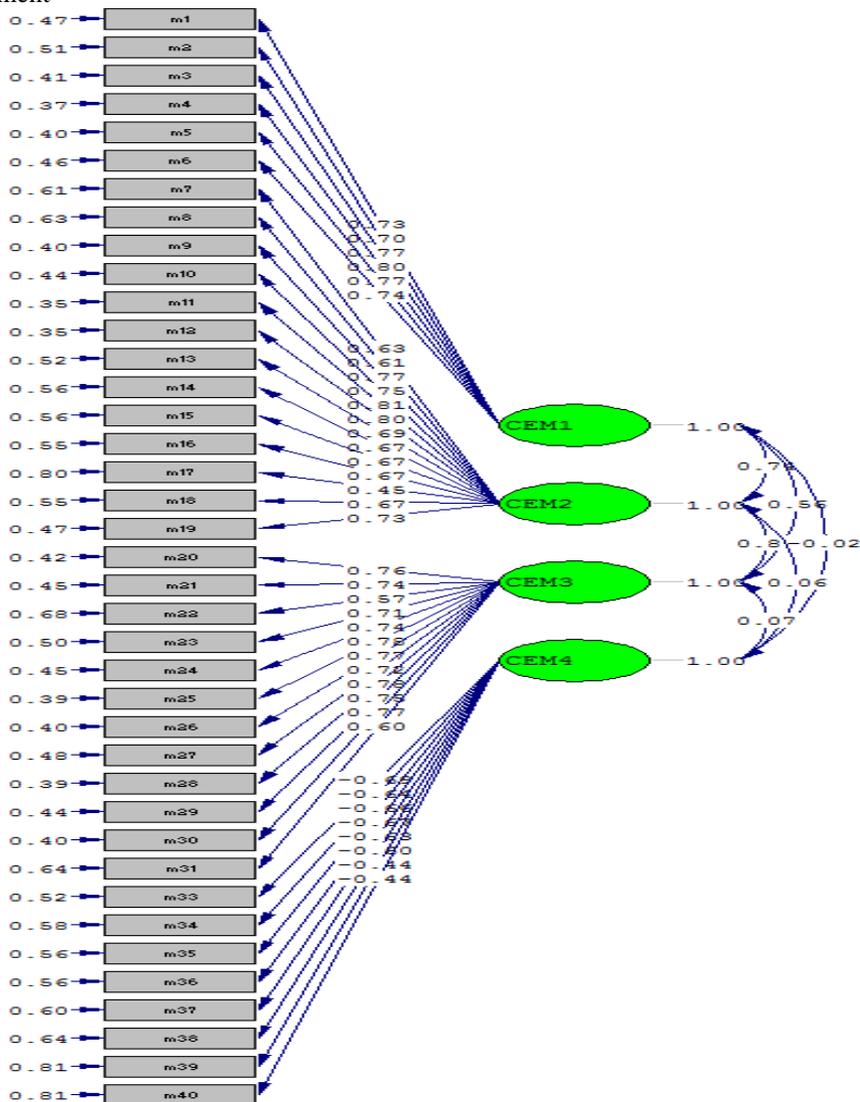
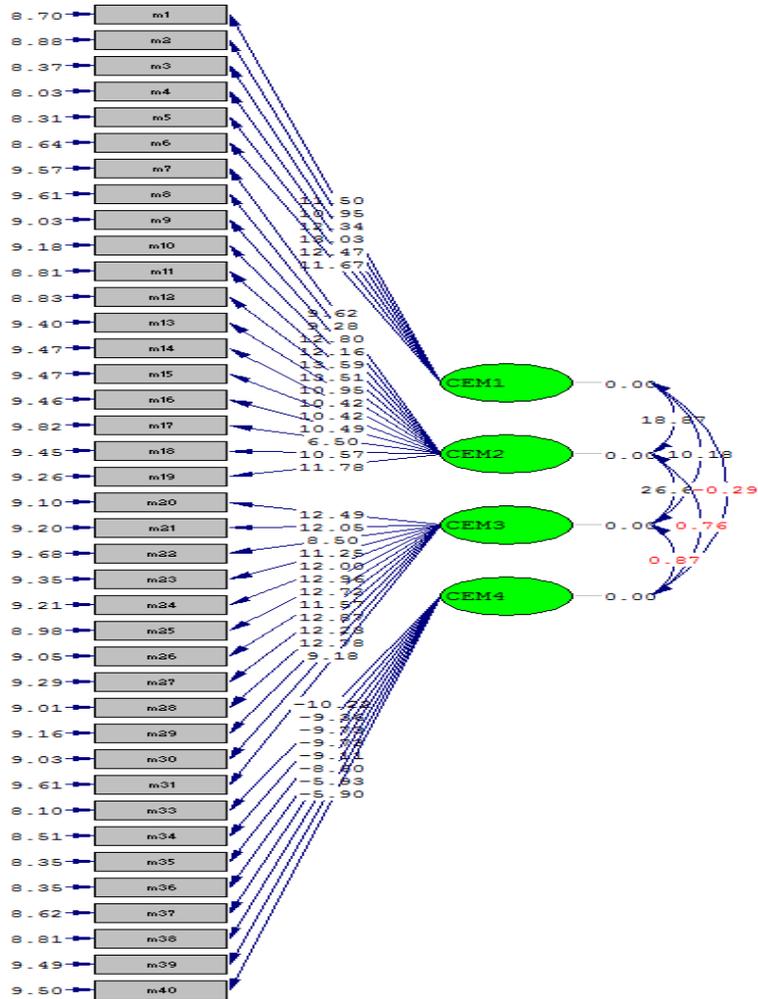


Figure 1: First-order confirmatory factor analysis (standard estimation)

Chi-Square=1713.35, df=796, P-value=0.00000, RMSEA=0.076



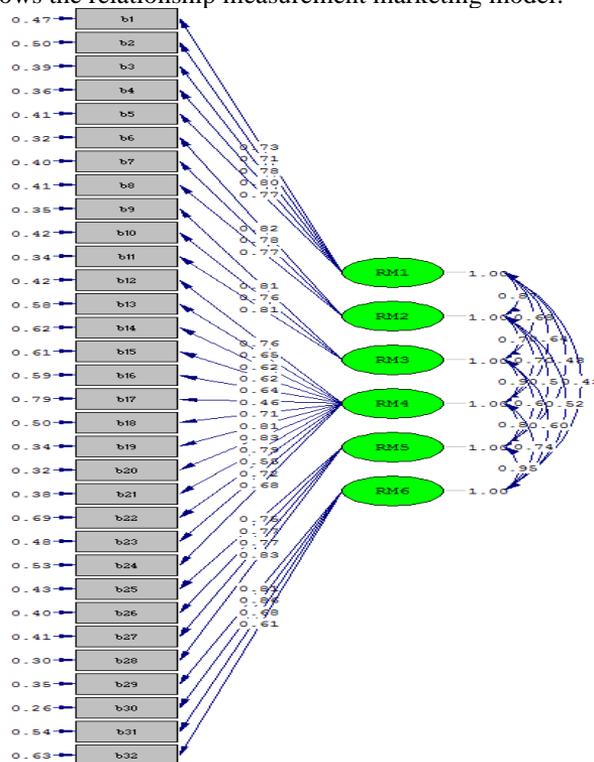
**Figure 2:** First-order confirmatory factor analysis (t-test)  
Chi-Square=1713.35, df=796, P-value=0.00000, RMSEA=0.076

The results of the above diagram show that because the factor load of all questions (except m32 questions) is higher than 0.3 and the significance level is higher than 1.96, therefore, the validity of all questions except question 32 is acceptable. This is the validity of the customer experience management questionnaire in this study.

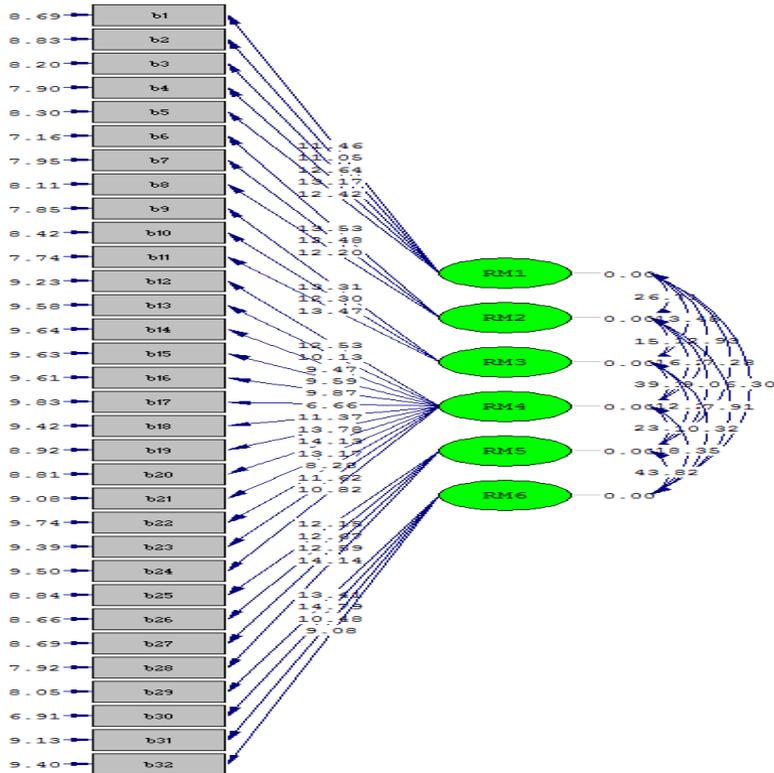
**Table 3:** Results of first-order factor analysis fit indicators (customer experience management)

The amount of index obtained	Scope acceptance range	Absolute fit indicators
0/076	Values less than 0.08 indicate a good fit range of the model and values above 0.1 indicate a poor fit of the model.	RMSEA
0/0000	Values above 0.05	P-Value
2/22	Values less than 3	$\chi^2/df$
0/90	Values above 0.8	GFI
0/91	Values above 0.8	AGFI
The amount of index obtained	Scope acceptance range	Relative fit indices
0/91	Values of 0.80 or higher	CFI
0/92	Values of 0.80 or higher	IFI
0/94	Values of 0.80 or higher	NFI
0/93	Values of 0.80 or higher	NNFI

The results of the first-order factor analysis model fit indices in Table (3) show that all the first-order factor analysis fit indicators of customer experience management were approved. Figure 3 shows the relationship measurement marketing model.



**Figure 3:** First-order confirmatory factor analysis (standard estimation)  
 Chi-Square=1160.05, df=549, P-value=0.00000, RMSEA=0.075



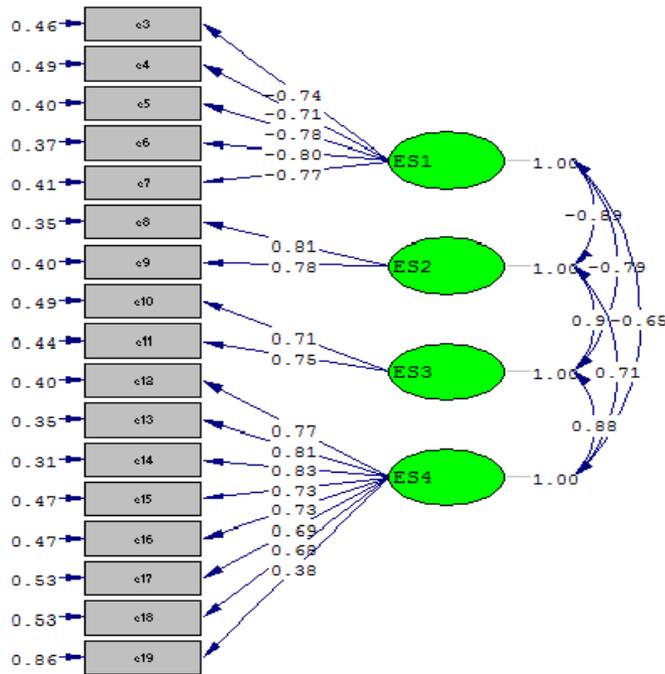
**Figure 4:** First-order confirmatory factor analysis (t-test)  
 Chi-Square=1160.05, df=549, P-value=0.00000, RMSEA=0.075

The results of the above diagram show that, because the factor load of all questions is higher than 0.3 and the level of significance is higher than 1.96, therefore, the validity of all questions related to the dimensions of marketing is acceptable, which means that The validity of the marketing questionnaire is related to this research.

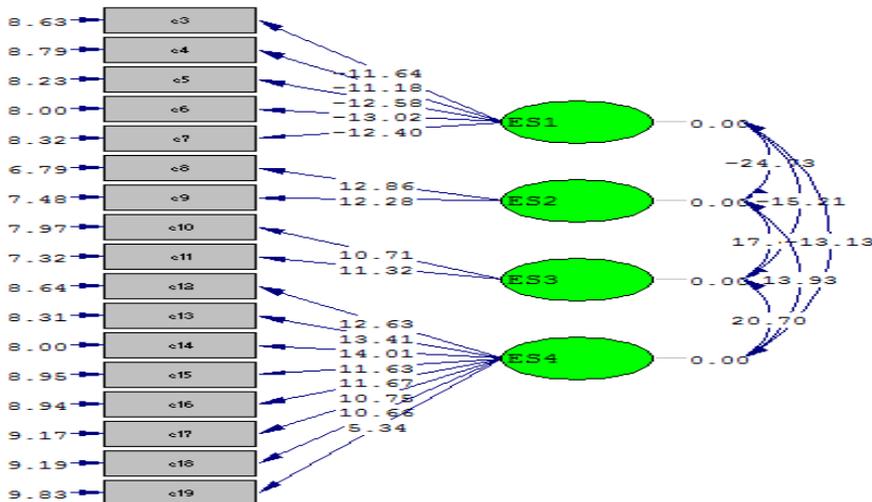
**Table 4:** Results of first-order factor analysis fit indicators (relational marketing)

The amount of index obtained	Scope acceptance range	Absolute fit indicators
0/075	Values less than 0.08 indicate a good fit range of the model and values above 0.1 indicate a poor fit of the model.	RMSEA
0/0000	Values above 0.05	P-Value
2/11	Values less than 3	$\chi^2/df$
0/93	Values above 0.8	GFI
0/95	Values above 0.8	AGFI
The amount of index obtained	Scope acceptance range	Relative fit indices
0/91	Values of 0.80 or higher	CFI
0/93	Values of 0.80 or higher	IFI
0/94	Values of 0.80 or higher	NFI
0/91	Values of 0.80 or higher	NNFI

The results of the fit indices of the first-order factor analysis model in Table (4) show that all the fit indices of the first-order factor analysis of relational marketing were confirmed. Figure 5 shows the measurement model of the resistance economy.



**Figure 5:** First-order confirmatory factor analysis (standard estimation)  
Chi-Square=340.05, df=173, P-value=0.00000, RMSEA=0.07



**Figure 6:** First-order confirmatory factor analysis (t-test)  
Chi-Square=340.05, df=173, P-value=0.00000, RMSEA=0.07

The results of the above diagram show that because the factor load of all questions (except questions e1-e2) is higher than 0.3 and the significance level is higher than 1.96, therefore, the validity of all questions of the dimensions of resistance economics except questions one and Two is acceptable, which is the validity of the Resistance Economics Questionnaire in this study.

**Table 5:** Results of first-order factor analysis fit indices (resistance economics)

The amount of index obtained	Scope acceptance range	Absolute fit indicators
0/070	Values less than 0.08 indicate a good fit range of the model and values above 0.1 indicate a poor fit of the model.	RMSEA
0/0000	Values above 0.05	P-Value
1/96	Values less than 3	$\chi^2/df$
0/90	Values above 0.8	GFI
0/94	Values above 0.8	AGFI
The amount of index obtained	Scope acceptance range	Scope acceptance range
0/92	Values of 0.80 or higher	CFI
0/91	Values of 0.80 or higher	IFI
0/92	Values of 0.80 or higher	NFI
0/94	Values of 0.80 or higher	NNFI

The results of the fit indices of the first-order factor analysis model in Table (5) show that all the fit indices of the first-order factor analysis of customer experience management were approved.

#### *Path analysis (structural equation model)*

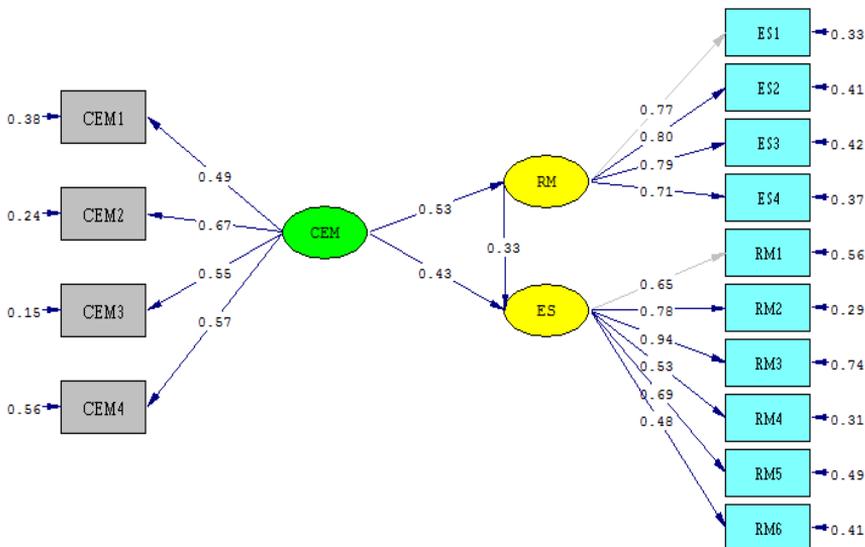
In order to test the conceptual model of the research and also to test the model hypotheses, data analysis by structural equation model (path analysis) was used. Structural equation modeling is a comprehensive statistical approach to test hypotheses about the effect of latent exogenous and endogenous variables. Through this approach, we can test the acceptability of theoretical models in a specific community using correlation, non-experimental and experimental data. For this purpose, the maximum likelihood method in LISREL 8.8 software has been used to estimate. To examine the research model, which includes an exogenous latent variable (customer experience management) and two endogenous latent variables (relational marketing and resistance economics). Before approving the structural relationships, it is necessary to make sure that they are suitable and fit.

In this study, the SEM model was used to test the hypotheses. In this model, the amount of chi-square in degrees of freedom is less than 3. Also, the root value of the estimated variance of the approximation error (RMSEA) is less than 0.09. Also, the Adaptive Fitness Index (CFI), Good Fit Index (GFI), Adjusted Fit Goodness Index (AGFI), Incremental Fitness Index (IFI), Normalized Fitness Index (NFI) and Abnormal Fitness Index (NNFI) are all close to 9 / 0 and more, so the fitting model is almost shown and approved.

**Table 6:** Results of fitting indices

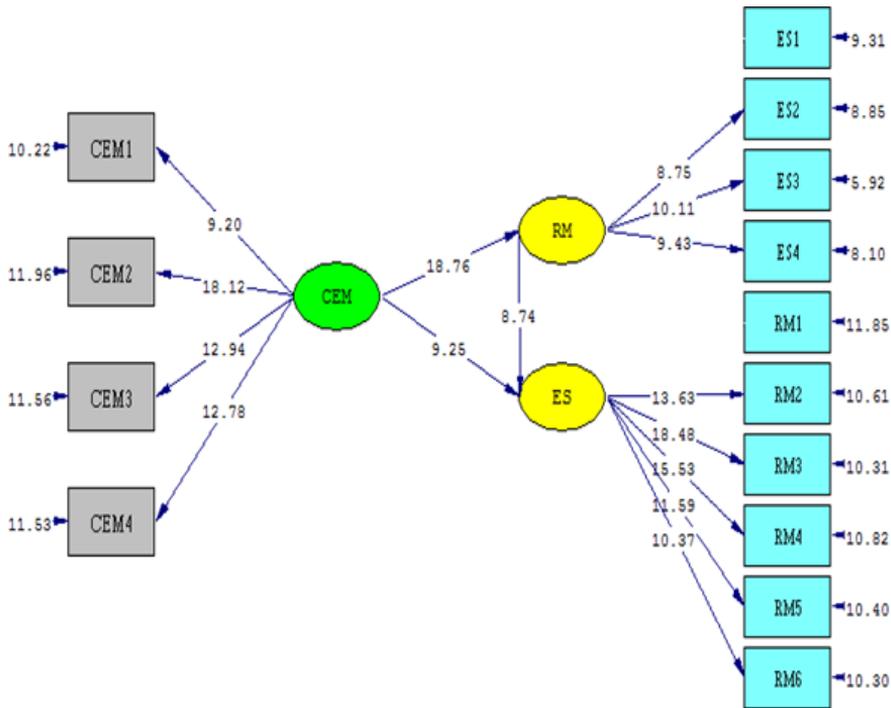
The relationship between customer experience management and resistance economics and marketing		
The amount of index obtained	Scope acceptance range	Absolute fit indicators
0/072	Values less than 0.09 indicate a good fit range of the model and values above 0.1 indicate a poor fit of the model.	RMSEA
0/0000	Values above 0.05	P-Value
2/02	Values less than 3	$\chi^2/df$
0/92	Values above 0.8	GFI
0/94	Values above 0.8	AGFI
The amount of index obtained	Scope acceptance range	Relative fit indices
0/93	Values of 0.90 or higher	CFI
0/92	Values of 0.90 or higher	IFI
0/95	Values of 0.90 or higher	NFI
0/92	Values of 0.90 or higher	NNFI

Figures (7) and (8) show the significant numbers (coefficients) and standardized estimates (coefficients) of the structural equation model for the conceptual model of the relationship between customer experience management and relationship marketing and resistance economics.



Chi-Square=1117.16, df=553, P-value=0.00000, RMSEA=0.072

**Figure 7:** Standard estimation model based on coefficients



Chi-Square=1117.16, df=553, P-value=0.00000, RMSEA=0.072

Figure 8: Model of significance coefficients

Table 7: Model output results regarding the relationship between customer experience management and relationship marketing

Result	R <sup>2</sup>	T-value	Route coefficient β (	Variable	
				The dependent variable	independent variable
Confirmation	0/28	18/76	0/53	Relationship marketing	Customer experience management

According to Table 7, it can be said that the path coefficient between the variables of customer experience management and related marketing is equal to 0.53. The statistical value of t (significance coefficient) for both variables is equal to 18.76, and since this value is greater than 1.96, the first hypothesis of the research is confirmed. Also, the results of Table 7 showed that the exogenous variable of customer experience management predicts 0.28 of the changes of the related marketing variable.

Table 8: Model output results regarding the relationship between customer experience management and resistance economics

Result	R <sup>2</sup>	T-value	Route coefficient β (	Variable	
				The dependent variable	independent variable
Confirmation	0/18	0/43	0/43	Economic Strength	Customer experience management

According to Table 8, it can be said that the path coefficient between the variables of customer experience management and resistance economy is equal to 0.43. The statistical value of t (significance coefficient) for both variables is equal to 9.25 and since this value is more than 1.96, the second hypothesis of the research is confirmed. Also, the results of Table 8 showed that the exogenous variable of customer experience management predicts 0.18 of the changes of the resistance economy variable.

**Table 9:** Model output results regarding the relationship between relational marketing and resistance economics

Result	R <sup>2</sup>	T-value	Route coefficient )β (	Variable	
				The dependent variable	independent variable
Confirmation	0/10	8/74	0/33	Economic Strength	Relationship marketing

According to Table (9), it can be said that the path coefficient between the relationship marketing variables and the resistance economy is equal to 0.10. The statistical value of t (significance coefficient) for both variables is equal to 8.74 and since this value is more than 1.96, the third hypothesis of the research is confirmed. Also, the results of Table 9 showed that the exogenous variable of relational marketing predicts 0.10 of the variables of the process of resistance economy process.

## Discussion and Conclusion

The overall purpose of this study was to investigate the relationship between customer experience management and resistance economics and related marketing in private clubs in Iran province. The first hypothesis of the study was related to the relationship between customer experience management and resistance economy in private clubs in Iran province, which based on the research findings there is a significant relationship between customer experience management and resistance economy in private clubs in Iran province. And customer experience management predicts 0.18 of resistance economy changes. This result is to some extent in line with the results of Derakhshani and Mahmoudi (2014) and Akbari Asl Hasouni (2014) researches. This finding suggests that one of the strategies for success for clubs in the context of a resistance economy is to consider customer perception and experience as an important factor, because the customer based on his previous experience of interacting with a club, decided to Repeats attendance or enjoys the services of that club. Therefore, timely and organized communication with the customer and gaining his satisfaction through sufficient attention to his experience in interacting with sports clubs, is the most appropriate way to retain existing customers and attract new customers in private sports clubs in a resilient economy. At a time when the goods and services of clubs cannot be significantly different from the products of other competitors, customer loyalty can increase the lowest profitability of clubs, because the volume and frequency of purchases or The number of loyal customers is higher and they stay in touch with the clubs for a longer period of time and introduce the clubs to others. Club managers should also know that service quality is a profitable strategy for clubs. They must believe that investing in service quality leads to the profitability of the organization. Improving the quality of service leads to attracting new customers and also enables clubs to retain their current customers. Providing better customer service leads to

repetitive purchases and the spread of positive word-of-mouth advertising to potential customers. As a result, it improves the performance of clubs in a resilient economy.

The second hypothesis of the research was related to the relationship between relationship marketing and resistance economy in private clubs in Iran province, which based on the research findings between relationship marketing and resistance economy in private clubs in Iran province is significant. And relational marketing predicts 0.10 of changes in the resistance economy. This result is partly in line with the results of research by Akbari and Kavosh (2015), Hosseini Amiri et al. (2015), Rouhani (2015), Amirtash et al. (2015), Zonemat Kermani and Mir Hosseini (2015), Afsharian et al. (2014), Al-Rubaie (2010), Kim (2108), Salgen et al. (2016) and B. and Cal (2106) are in the same direction. In the context of a resistance economy, it is very important to pay attention to marketing; In such a way that professional marketers can obtain information about the strengths and weaknesses of production units and target markets and provide accurate information to the production sector to create a balance between the needs of customers and the goods and services provided. , Offer high quality and satisfactory products. At present, in our country, sports organizations need to attract and retain customers more than ever due to privatization and the resistance economy. Relationship marketing seems to be a good strategy to satisfy and retain sports customers. Therefore, clubs can hire people with sufficient knowledge, skills and abilities (for example, qualified coaches) to develop relationship marketing in their club. Also, in the conditions of resistance economy, clubs should make optimal use of the available facilities and manpower, pay attention to the expertise and competence of employees to make decisions in times of economic crisis, increase employees' abilities to deal with economic problems, optimally manage resources and prevent waste. Resources, cost-effective management in all sectors, optimal use of employees' capabilities and potentials and paying attention to their efficiency and supporting and encouraging innovative, creative and thoughtful employees and involving employees in the decision-making process while increasing Relationship marketing, increase customer satisfaction. In fact, the professionalism of the club staff can help improve the quality and consequently increase the satisfaction and re-presence of sports customers. . In general, it can be said that relationship marketing is the foundation and also one of the most important factors in increasing customer satisfaction. In general, relational marketing is very important in customer satisfaction, so it can be suggested that due to the constant changes in the market and the addition of other competitors in the context of a resilient economy, clubs should try to improve relationships by considering Components of related marketing in different sectors, to satisfy them. And ultimately lead to an increase in customers. The third hypothesis of the research was related to the relationship between customer experience management and relationship marketing in private clubs in Iran province, which based on the research findings there is a significant relationship between customer experience management and relationship marketing in private clubs in Iran province . And customer experience management predicts 0.28 of relational marketing changes. This result is somewhat in line with the results of research by Kaiser (2014) and Go (2012). Over the past two decades, many organizations have come to realize the importance of customer satisfaction and have found that retaining existing customers is far less costly than attracting new customers. In addition, the existence of a strong relationship between customer satisfaction and profitability has been accepted and providing and promoting customer satisfaction has become a very important operational goal of most organizations. Therefore, clubs can achieve the desired economic results by using customer experience management and by influencing the customer experience as well as their own experience and finally by empowering experiences. Clubs

should also monitor the interaction between themselves and their customers and provide them with valuable goods and services with the right knowledge and understanding of the needs and values of customers in order to build loyalty and satisfaction in them. While until recently the focus was on attracting new customers was the main policy of organizations, today strategic and business policies are focused on maintaining and improving customer loyalty and increasing trust in the organization. Loyal customers mainly expand their purchases and the cost of selling to such customers is much lower than new or potential customers, and regular customers constantly recommend the organization to others. It seems that in today's business world, paying attention to the principles of relational marketing and customer experience management can play a major role in retaining current customers and thus the profitability of private clubs and can for clubs. As a sustainable competitive advantage. Therefore, due to the positive relationship between customer experience management and relationship marketing, clubs can use both customer experience management and relationship marketing in sports clubs to retain existing customers and attract new customers in Provide private sports clubs in this competitive pressure between sports clubs. Finally, by summarizing the presented materials, it can be acknowledged that sports clubs can, by using both customer experience management and relationship marketing in sports clubs in a resilient economy, retain existing customers and attract Provide new customers in sports clubs. Therefore, in a resilient economy, clubs should relate to the optimal use of existing facilities and manpower, attention to the expertise and competence of employees to make decisions in times of economic crisis and increase the ability of employees to deal with economic problems while increasing marketing. Increase customer satisfaction. To acquaint their employees with the benefits of customer experience management and its implementation framework, as well as to teach their employees the skills necessary for optimal communication with the customer to succeed in the successful implementation of CEM in sports organizations. Finally, interested researchers are advised to review the model studied in this study in other provinces. Researchers can also examine the impact of customer experience management and relationship marketing on customers' willingness to return to sports clubs. On the other hand, it is recommended that future research examine the relationship between resistance economics and other variables such as internal marketing, innovation, productivity, social capital, intellectual capital and knowledge management. From a practical point of view, it is suggested to the clubs that in conditions of resistance economy with optimal management of resources and prevention of waste of resources, cost-effective management in all sectors, optimal use of capabilities and potentials of employees Paying attention to their efficiency and supporting and encouraging innovative, creative and thoughtful employees and involving employees in the decision-making process while increasing relationship marketing and customer experience management to increase their customer satisfaction.

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