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Digital and Institutional Entrepreneurship as a Mechanism for Activating Social and Sports-Oriented Services; The Case of Sports Training

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Abstract:

Through this study, we aim to explore and analyze how digital entrepreneurial approaches can be integrated with institutional sports structures, and to highlight how digital and institutional sports entrepreneurship can work in synergy to create a dynamic system that contributes to the activation and expansion of socially impactful sports services. Additionally, the study seeks to understand the current state of digital entrepreneurship in the service sector from a social perspective, and to propose suitable mechanisms for entrepreneurial work in the sports field, particularly for graduates of national institutes specializing in sports training. This is intended to help create added value for society. To achieve these objectives, we adopted both the descriptive and analytical methods to reach the study's goals and verify the proposed hypotheses. The study led to the following results: Digital entrepreneurship and emerging sports institutions are increasingly emerging as promising mechanisms for revitalizing and delivering broader socially-oriented sports services. By establishing specialized start-ups led by experts in sports training sciences, it becomes possible to offer advanced scientific and practical services aimed at enhancing the performance of athletes and sports teams across various disciplines.

Social media platforms (such as Facebook, Instagram, TikTok, LinkedIn, YouTube, among others) play a vital role in showcasing services, promoting these new sports institutions, building influence, generating content, and fostering genuine engagement from sports audiences.

This synergy between digital entrepreneurship and emerging sports institutions represents an innovative approach to developing sustainable models for delivering sports training services with a positive social impact. By relying on sports-related applications and service platforms, and leveraging the mechanisms of social media, these institutions can expand the reach of their socially-oriented training services and connect with broader segments of the community.

Keywords: Digital Entrepreneurship, Institutional Sports Structures, Socially-Oriented Services, Activation of Sports Services, Digital Sports Services, Sports Startups, Digital Sports Platforms.

Introduction:

The phenomenon of entrepreneurship and the growing interest in emerging projects, particularly creative and innovative ones, represent a modern economic trend adopted by many countries as an approach to enhancing economic and societal development. The success of various support and guidance programs in leading countries in this field, such as the United States, China, Japan, and Singapore, has made it an effective approach for fostering entrepreneurial spirit, promoting a culture of freelancing and initiative, and encouraging creativity and innovation. (Ben Qataf, 2021, p. 186).

In recent years, the concept of entrepreneurship has taken on a new dimension that is not limited solely to the perspective of establishing small businesses, which remains the most prominent feature of this concept. Additionally, it represents a societal project aimed at sustainable development. The concept of development in societies has shifted from one based on large institutions and central planning to another that relies on the new ideas generated by these societies and the innovative applications they produce (creativity and innovation). This process is driven by individuals, either individually or collectively, through small businesses that have the potential to thrive, grow, and contribute to economic and social development. (Rahil, 2020, p. 02).

Among the fields that create added value and carry educational, developmental, social, and economic dimensions, and which are considered a key component of economic and human development, enabling individuals to unleash their potential, is the

sports sector. This sector is one of the reasons for the advancement of societies and is a human activity that is inseparable from other human activities. Sports has become, in our time, a profitable business in many countries around the world. Entrepreneurship in this field can contribute to value creation. Therefore, major countries place significant importance on the sports sector, knowing that this field is a vital part of economic and social development.

Recent economic changes have forced economies to focus on diversifying national income and adopting an entrepreneurial mindset as a means to achieve this goal. The economic landscape has witnessed a series of changes and transformations that have attracted the attention of various economic researchers, as well as countries around the world, to the field of entrepreneurship, which has become crucial in economic activities, job creation, and the potential for innovation, creativity, and the development of new products. Therefore, it is imperative for countries, especially developing ones, to work on enhancing the effectiveness of entrepreneurship, overcoming the challenges it faces, and moving beyond poverty and marginalization, ultimately working towards creating added value.

The Research Problem

In light of the above, this study seeks to highlight the potential of leveraging digital entrepreneurship and institutional sports structures as an effective mechanism for activating and delivering socially- and sport-oriented services—particularly evident in the field of sports training. How can this approach contribute to enhancing these services and expanding their impact within society?

The social and sports services sector is undergoing rapid transformations amid the digital revolution. How can digital entrepreneurship and institutional sports frameworks merge to form a stimulating mechanism for the activation and development of these services, with a particular focus on the sports training sector as a model? And what are the mechanisms and strategies through which maximum benefit from this integration can be achieved to serve the community?

Thus, based on all these questions, we arrived at the following main research problem:

- How can digital and institutional sports entrepreneurship—focusing on sports training as a model—effectively contribute to the activation and delivery of socially- and sport-oriented services within our society?

To comprehensively address the various aspects of this study, we will attempt to answer the following sub-questions:

1. What are the digital mechanisms and platforms that sports institutions can rely on to expand the reach of their socially-oriented training services and engage a broader segment of the community?
2. How can the partnership between digital entrepreneurship and sports institutions contribute to the development of innovative models for delivering sustainable sports training services with a positive social impact?

Research Hypotheses; Based on the questions mentioned above, the following hypotheses can be proposed:

- **First Hypothesis:** There are digital mechanisms and platforms that sports institutions can rely on to expand the reach of their socially-oriented training services and engage broader segments of society.
- **Second Hypothesis:** Through the partnership between digital entrepreneurship and sports institutions, innovative models for delivering sustainable sports training services with a positive social impact will be developed.

Objectives of the Study

The main objective of studying digital and institutional sports entrepreneurship as a mechanism for activating socially- and sport-oriented services (with sports training as a model) is to explore and analyze how integrating digital entrepreneurial approaches with institutional sports structures can enhance and improve the delivery of services with social and athletic dimensions within society. Fundamentally, the study also aims to highlight how digital and institutional sports entrepreneurship can operate in a complementary manner to create a dynamic system that contributes to the activation and expansion of sports services with a positive social impact.

Research Methodology : In this research, both the descriptive and analytical methods are adopted in order to achieve the study's objectives and verify the proposed hypotheses.

Study Divisions : In order to seek an accurate answer to the research problem and achieve the study's objectives, we divided the research into two main sections. In the first section, we focus on the theoretical aspect of digital entrepreneurship, while in the

second section, we explore how to activate the social and sports service sector in the form of start-up institutions. We relied on sports training as a model to illustrate this.

The first section focuses on the theoretical aspect of digital entrepreneurship.

Firstly: In general, and based on various previous studies, entrepreneurship can be defined as a set of efforts made to create a new outcome and value for society (a new institution or the development of an existing one) through research and thought, courage in taking initiative, the desire for self-fulfillment, creativity and innovation, and a willingness to take risks. All of this is achieved by investing time, effort, and working intelligently, while providing capital and the necessary resources that help achieve success, with the aim of offering a specific value that brings economic benefits.

Secondly: One of the most important definitions presented for social entrepreneurship is that of Dees in 1998, who stated that a social entrepreneur is merely a special case of an entrepreneur. Social entrepreneurs are those who play a transformative role in the social sector by: Adopting a mission to create or sustain social value, Recognizing and eagerly seeking new opportunities that serve this mission (Slahtani, 2021, p. 99); Engaging in a process of innovation, adaptation, and continuous learning; Acting boldly without being constrained by currently available resources; Demonstrating a strong sense of accountability to the target groups being served and the outcomes achieved.

Thirdly: The social responsibility of an enterprise lies in its participation in the concept of sustainable development, which is based on three pillars: environmental, social, and economic. The social responsibility of the enterprise also plays a significant role in preserving the environment, improving the work climate, and respecting fundamental human rights (Bouqtif, Ben Mekki, & Chaouche, 2019, p. 218).

Among the fertile areas in Algerian society, where social entrepreneurs can play an effective role, is the field of health. The health sector is vast and encompasses many concepts, including the field of sports, or sports for health. Currently, there are elderly individuals, around 70 years old, who enjoy good physical health and do not suffer from chronic diseases (such as hypertension and diabetes). They even practice sports that require significant muscle mass, which some young people may struggle to match. Physical health and individuals' immunity from diseases can only be achieved by promoting the idea of sports for everyone, as sports reduce diseases and improve physical and respiratory fitness. Many Arab and Middle Eastern countries have set social entrepreneurial goals aimed at promoting the culture of physical exercise to improve the health of their citizens. Looking at the leading causes of death in neighboring countries and other Arab countries, we find heart diseases, which are linked to poor health and a

sedentary lifestyle. Following that, we see diabetes and hypertension—diseases that can be prevented through a healthy lifestyle and regular physical activity.

For example, in our country, the trade in dietary supplements for athletes is widespread. With the growing culture of sports practice, many young people are turning to the use of these supplements. Some types of these supplements, such as carbohydrate supplements (mass gainer supplements), when used excessively and for long periods, can lead to chronic diseases such as diabetes or type 2 diabetes (insulin resistance). This is because the sugars used in all types of carbohydrate supplements are of poor quality and trigger a sharp increase in insulin levels within the human body, aiming to activate metabolic processes for muscle building.

This indicates that traders are not concerned with the social value of entrepreneurship in the Algerian sports sector, as their goals are limited to the profit benefits of this field. On the other hand, stakeholders in the sports sector, such as university athletes, sports elites, and professionals from higher institutes of sports and youth, will aim to create a healthy social value that benefits society in terms of physical healthcare and a healthy, disease-free lifestyle. This is the core of corporate social responsibility, and prioritizing people's health over business is what leads to the success and sustainability of entrepreneurial work, as trust and reputation are crucial in entrepreneurial endeavors.

However, it should be noted that financing is considered the main obstacle to entrepreneurship, especially when it comes to obtaining bank financing (since banks are still considered the weakest link in the development of entrepreneurial projects), which is usually explained by high levels of risk and the lack of profitability (as the amounts are relatively small). According to the World Bank's Doing Business report, Algeria ranks 130th out of 189 countries in terms of obtaining loans, with 80% of small and medium-sized enterprises being established with the shareholders' funds, which explains why 97% of them are family-owned businesses. On the other hand, there are no alternative tools for financing entrepreneurial projects, such as financial markets, venture capital, and business angels. (Meziane & Ammarouche, 2018, p. 110)

Here, electronic entrepreneurship (digital entrepreneurship) can be resorted to. Digital entrepreneurship involves establishing new projects and transforming existing ones by utilizing new digital technologies and benefiting from them in delivering goods, services, education, training, healthcare, trade, and more. (Hendawi & Khamakham, 2019, p. 09)

Digital entrepreneurship primarily relies on the technological aspect, and it has significant effects on the structure of traditional businesses, aiming to modernize and update them. Therefore, digital entrepreneurship has a profound and lasting impact on all advanced economies, where the values of entrepreneurial organizations often emerge by generating job opportunities and marketing new inventions alongside the increase in knowledge.

Through digital entrepreneurship, it is possible to establish start-up companies that rely on small financing values and significant use of technology. Through these start-ups, applications or sports websites can be created, offering services for trainers in the sports field, such as (home training programs for muscle strengthening using body weight, bodybuilding gym programs, sports nutrition programs, supplement programs, aerobic and anaerobic exercise programs, CrossFit and powerlifting programs, Zumba programs, CrossFit and calisthenics programs, martial arts programs, rehabilitation programs after injuries, body care programs, programs for teaching motor skills and techniques in various team and individual sports, and educational courses in sports training). This involves offering sports services with a purpose and value remotely via the internet or online platforms.

It is also possible to market these services, applications, and websites through social media platforms such as Facebook, LinkedIn, Instagram, Twitter, YouTube, TikTok, and other communication platforms. However, one of the key factors for success in marketing sports services is the creation of sports content through available online channels like YouTube and Facebook. Content creation and influence are the primary and most important factors in attracting customers who are interested in accessing various sports services that can be offered. Most successful digital entrepreneurs in the sports field started with content creation and influence.

In 2013, 102 billion electronic applications were downloaded. Both the Play Store and the App Store contain a number of applications reaching up to one million. Furthermore, a study conducted by the European Union revealed that the market for electronic applications for smartphones, computers, and other smart devices generated profits amounting to 68 billion euros in 2018. (Raash, 2022, p. 39)

These statistics indicate that the field of digital entrepreneurship, through electronic applications alone, has a significant effectiveness in generating substantial profits, especially since many members of society use these applications, particularly sports applications. Therefore, it is advisable for those in the sports sector to leverage this technological component, utilizing and incorporating it into the sports training process.

Chapter Two: Revitalizing the Service Sector (Services of Startups in Sports Training as a Model)

First: Sports Mobile Applications: Sports mobile applications are increasingly important digital tools. They contribute to expanding the reach of sports training institutions to a wider range of beneficiaries, as well as improving the level and variety of services they offer. These applications can play a pivotal role in supporting and developing the service sector of these institutions through several aspects: facilitating access and registration, enriching training content, enabling remote tracking and evaluation, creating virtual sports communities, and providing useful data and analytics: By tracking app usage and measuring subscribers' progress, institutions can collect valuable data that helps them better understand their audience's needs and improve their services based on these insights. Expanding the range of services offered: Additional features can be integrated into the applications, such as the ability to book sports facilities, purchase sports equipment, and communicate with specialists in related fields such as nutrition or physical therapy.

In general, it can be said that sports mobile applications work to update and develop the way sports training institutions operate. This contributes to expanding their customer base, improving the quality of the services they provide, and offering a more engaging and effective experience for users, thus supporting the growth and activation of this service sector.

When looking at the world of sports training, we find many applications that provide excellent sports training services, and they are as follows:

- **Fitness, Bodybuilding, CrossFit, Calisthenics, and Powerlifting Applications:** These applications offer various and specialized training programs for these sports, including exercises with illustrated or video explanations, progress tracking, and accompanying nutrition plans. Some provide additional features such as rest timers, calorie calculators, and virtual challenges.

Benefit: It helps users organize their workouts, provides professional guidance at their fingertips, and tracks their results to achieve their goals in muscle building, fitness, and strength.

- **Motor, technical, and tactical skill training apps for various individual and team sports:** These apps focus on teaching the fundamentals and advanced techniques for various sports. They may include interactive lessons, analyses of professional athletes'

movements, exercises to develop motor and tactical skills, as well as game plans and strategies.

Benefit: It provides a flexible educational tool accessible to beginners and athletes who seek to improve their performance in their favorite sports, whether individual sports like tennis and swimming, or team sports like basketball and volleyball.

- **Football Match Analysis Apps and Schedule Updates:** These apps provide statistical and technical analysis of football matches, offering live match results, upcoming match schedules, and news about teams and players. Some may include features such as match outcome predictions and forums for fan discussions.

Benefit: It helps football fans stay up-to-date with the latest news, gain a deeper understanding of team and player performance, and interact with the football community.

- **Sports Nutrition Apps:** These apps help users track their food intake, calculate calories and macronutrients (protein, carbohydrates, fats), and provide suggestions for healthy, balanced meals that align with their fitness goals. Some include extensive food databases and healthy recipes

Benefit: It allows athletes and health-conscious individuals to effectively manage their diet to improve athletic performance, build muscle, or lose weight.

- **Cardio and Tabata Apps:** These apps offer various cardio exercises (such as running, cycling, jumping) and Tabata workouts (high-intensity exercises with short rest periods), with built-in timers and audio or visual instructions. Some apps provide diverse training programs and different difficulty levels.

Benefit: It facilitates the performance of cardio and Tabata exercises in an organized and effective manner, helping to improve cardiovascular fitness and burn calories in a short amount of time.

Secondly: Sports Websites

1. Websites and platforms offering general sports training and various specializations:

El Coach offers personalized workout programs and healthy nutrition plans tailored to your needs, using artificial intelligence technology.

CHECK LAB provides fitness training services for bodybuilders, fitness enthusiasts, and weight loss seekers by designing a personalized program based on your individual data to help you achieve your goal.

IBS Training Academy offers training courses in sports management and athletic coaching.

FutbolLab offers online course listings and master's programs for coaches and the sports sector.

2. Websites and platforms focused on bodybuilding and physique development.

Bodybuilding – The Ultimate Guide (App): Provides effective workouts, information on nutritional supplements, and dietary tips for building a strong and well-proportioned physique.

Maaref Platform: Offers a course on modern training methods in the sport of bodybuilding.

3. Websites and platforms that provide information on nutrition and sports supplements

iHerb: Offers natural vitamins and dietary supplements.

Circles Academy: Offers a variety of training courses in the fields of therapeutic and sports nutrition, as well as personal sports training.

The Green Site: Offers a wide range of dietary supplements designed to support your overall health and athletic performance.

Ma'arif Platform: Offers a course on sports nutrition and athlete nutrition.

4. Websites and Apps Offering Various Sports Training Programs:

Nike Training Club App: Offers a variety of training programs including strength exercises, high-intensity interval training (HIIT), and mobility and flexibility exercises.

Strava App: The app uses GPS to track running and works with devices such as Apple Watch, Garmin, Fitbit, and others.

FutbolLab: Offers online course lists and master's programs for coaches and sports.

Important notes regarding these websites and applications: Some of the mentioned websites and applications provide services in English, and you may need to search for Arabic alternatives if you prefer that. Always verify the credibility of the website or application before subscribing to any training programs or purchasing products. Consult your doctor or a nutritionist before starting any new diet or training program.

Therefore, based on the above, it can be said that digital entrepreneurship in the sports sector is present and active. Many coaches around the world have launched their services online and achieved great success in terms of financial and social benefits. Additionally, online sports services have numerous benefits for health, physical fitness, and body shape. There are millions of people worldwide who use these applications and websites by paying monthly, annual, or lifetime subscriptions to benefit from the training programs available online. These services bear fruit and provide the benefits people aim to achieve in the sports field. Sports training from home, simply by following a regular program alongside a healthy and organized diet in terms of calories and tailored to the individual's needs, leads to remarkable results. Many coaches are working with this system and achieving impressive results in improving the sports and health levels of people. A sports application or website can be considered as a startup institution managing the sports work, organizing the service providers for training and physical health care services. The second aspect involves the clients who request various services, and training can be either personal or remote depending on the clients' preferences.

Thirdly: Startups Offering Sports Training Services

Certainly, graduates of sports science institutes and specialists in sports training science can establish small startups that provide valuable scientific and practical services to athletes and sports teams.

Scientific and practical services of startups in sports science: These institutions aim to provide a comprehensive, evidence-based assessment to enhance athletes' performance and reduce the risk of injuries. The main services include the following:

1.Mobile Physiological Assessments: The use of portable laboratory equipment to analyze the physiological aspects of athletes in their training or competitive environment.

- **Measurement and Analysis:** Maximum Oxygen Consumption (VO₂max), Lactate Threshold, Energy Efficiency, Heart Rate and its Response to Effort, Respiratory Gas Analysis.

- Provide detailed reports on the athlete's cardiovascular and respiratory fitness and identify optimal training zones.

2. Anthropometric Measurements and Body Composition Analysis:

- Perform accurate measurements of height, weight, body circumferences, and skinfolds using specialized tools.
- Analyze body components: body fat percentage, muscle mass, bone mass, and levels of obesity or leanness.
- Identify the appropriate metabolic body type for the specific sport and provide customized dietary and training recommendations.

3. Physical Condition Assessment:

- **Apply a variety of specialized physical tests to assess different components of fitness, such as:**
 - **Muscular strength** (isometric, isotonic, and isokinetic tests),
 - **Muscular power** (jumping and throwing tests),
 - **Speed and agility** (sprinting and change of direction tests),
 - **Muscular endurance** (maximum repetition tests),
 - **Flexibility** (range of motion tests for joints),
 - **Balance and motor coordination.**

All of these physical tests require advanced standardized physical equipment.

- Compare athletes' results with performance standards specific to their sport and level, and provide training programs to improve areas of weakness.

4. Motor and Tactical Performance Analysis:

Modern performance analysis incorporates advanced technologies to capture and record athletes' movements during training sessions and competitive matches using high-speed cameras and motion tracking systems. These tools facilitate the biomechanical analysis of sports movements to identify technical errors, enhance movement efficiency, and minimize injury risks. In addition, tactical performance is evaluated by tracking the positions and movements of players, their interactions with the ball, and their relation to opponents. The resulting data is compiled into detailed visual reports for coaches and athletes, offering valuable insights into strengths and areas for improvement.

5. Using Artificial Intelligence Technologies in Performance Analysis

Developing and applying artificial intelligence algorithms to analyze large volumes of physical, technical, and tactical data enables the identification of hidden patterns and correlations that may not be detectable by coaches through observation alone. This approach provides advanced insights and recommendations aimed at enhancing both individual and team performance, developing game strategies, identifying high-potential players, predicting potential injury risks, and precisely personalizing training programs.

The Added Value of These Startups:

Startups in the sports sector offer significant added value by providing objective, measurable analytics and data to support training decisions. They scientifically personalize training and nutrition programs to help athletes reach peak performance while also contributing to injury prevention by identifying key biomechanical and physiological risk factors. Moreover, they enable athletes and teams to accurately monitor their progress and benchmark it against performance standards. By doing so, these startups introduce cutting-edge technologies and scientific methodologies into local sports training environments.

In summary, sports training science specialists, by establishing specialized startups, can offer advanced scientific and practical services that significantly enhance the performance of athletes and sports teams across various disciplines. These startups can also be linked to websites and applications to display sports services and promote these emerging sports institutions through available social media platforms (such as Facebook, Instagram, TikTok, LinkedIn, YouTube, and other accessible social networks). This approach demonstrates how digital entrepreneurship can be integrated with emerging sports institutions, contributing to the development of innovative models for providing sustainable training services with a positive social impact.

All the previous platforms, including sports service applications and websites, along with social media tools, will enable sports institutions to rely on them to expand the scope of their socially-oriented training services and reach broader community segments.

Conclusion:

Digital entrepreneurship and emerging sports institutions stand out as a promising mechanism for activating and providing sports services with a broader social impact. By establishing specialized startups led by experts in sports training sciences, it becomes possible to offer advanced scientific and practical services aimed at enhancing the

performance of athletes and sports teams across various disciplines. These services include physiological assessments, body composition analysis, fitness tests, as well as movement and tactical performance analysis using the latest technologies, extending to the use of artificial intelligence applications for in-depth performance analysis.

To enhance the reach of these emerging institutions to a broader audience, linking them with sports service websites and applications is of utmost importance. Social media platforms (such as Facebook, Instagram, TikTok, LinkedIn, YouTube, and others) play a vital role in showcasing services and promoting these new sports institutions, while also building a real impact and following within the sports community. This integration between digital entrepreneurship and emerging sports institutions represents an innovative approach to developing sustainable models for providing sports training services with a positive social impact. By relying on sports service applications and websites, and leveraging the power of social media, sports institutions can expand their training services with a social focus and reach more diverse community segments that are interested in physical activity and health.

Based on these results, we can conclude that the two hypotheses under study are valid.

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