

Integrating Sports Coaching Expertise into Sports Entrepreneurship: A Strategic Model for Business Development

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ABSTRACT

This study explores the integration of sports coaching expertise into sports entrepreneurship as a strategic effort to promote business development in Makassar City. Despite the city's rich sporting ecosystem, comprising over 150 registered clubs, 80 certified coaches, and a growing number of private training centers, the adoption of sportpreneurship remains underdeveloped. Using a qualitative descriptive design with an exploratory case study approach, data were collected from 50 informants, including experienced coaches, athlete-entrepreneurs, academics, sports business owners, and sports training institution managers. Methods included semi-structured in-depth interviews, focus group discussions (FGDs), document analysis, and participatory observation. Findings reveal that 84% of coaches recognize leadership and communication skills as highly transferable to entrepreneurial contexts, yet 62% cite regulatory and financial constraints as major obstacles. FGDs showed broad consensus on the need for structured mentorship and entrepreneurship education. Document analysis highlighted gaps in local policy and training curricula, while observational data confirmed inconsistent support for sportpreneur activities in practice. A strategic model was developed, consisting of four core components: coaching competencies, institutional support, education and mentorship, and partnership ecosystems. This model offers practical guidance for policymakers, educators, and sports organizations seeking to foster entrepreneurship within the coaching community. The study concludes that aligning coaching skills with entrepreneurial strategies can enhance individual career opportunities and support sustainable economic development in regional sports sectors. Recommendations include curriculum reform, targeted policy incentives, and public-private collaborations to operationalize the proposed model.

Keywords: sports coaching; sport entrepreneurship; strategic model; business development; makassar city

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INTRODUCTION

In the contemporary era, the intersection of sports and entrepreneurship has emerged as a pivotal area of interest, reflecting broader societal shifts toward innovation and economic diversification. Globally, sports have transcended their traditional role of entertainment and physical activity to become significant economic drivers, contributing to job creation, urban development, and international branding (Ansari et al., 2020). This evolution underscores the potential of sports as a platform for entrepreneurial ventures, particularly in regions where sports culture is deeply ingrained.



Entrepreneurship, the process of identifying, developing, and bringing a vision to life, has been recognized as a catalyst for economic growth and societal advancement (Azizi et al., 2023). When applied to the sports sector, entrepreneurship can lead to the creation of innovative products, services, and experiences that enhance the sports industry and contribute to broader economic objectives. Integrating entrepreneurial principles into sports can thus foster a dynamic ecosystem that benefits athletes, coaches, fans, and the wider community. Given the country's rich sporting heritage and youthful demographic, Indonesia's potential for sports entrepreneurship is particularly pronounced. Makassar City, a prominent urban center in Eastern Indonesia, boasts a vibrant sports culture, with institutions like PSM Makassar and Bank Sulselbar FC playing pivotal roles in nurturing local talent and fostering community engagement (Wikipedia, 2025). Despite this, the translation of sports enthusiasm into sustainable entrepreneurial ventures remains limited.

Recent initiatives, such as the UC Sportpreneur Academy, have demonstrated the feasibility of integrating sports coaching expertise into entrepreneurial training programs (Utami et al., 2022). These programs aim to equip athletes with the skills necessary to transition into business roles, leveraging their sports experience to create value in the marketplace. Similarly, the application of coaching models like GROW (Goal, Reality, Options, Will) has shown promise in enhancing entrepreneurial competencies among students and aspiring entrepreneurs (Sulastri et al., 2024).

However, these efforts often operate in isolation, lacking a cohesive framework that systematically integrates sports coaching expertise into the broader entrepreneurial ecosystem. There is a pressing need to develop strategic models that can guide the transformation of sports coaching insights into viable business ventures, particularly in regions like Makassar where the potential remains underutilized.

The primary objective of this study is to develop a strategic model that effectively integrates sports coaching expertise into sports entrepreneurship, thereby facilitating business development in Makassar City. This entails: (1) Identifying the key competencies and insights derived from sports coaching that are transferable to entrepreneurial contexts, (2) Analyzing the current landscape of sports entrepreneurship in Makassar, including existing initiatives, challenges, and opportunities, (3) Designing a strategic framework that aligns sports coaching methodologies with entrepreneurial development processes, and (4) Validating the proposed model through empirical research and stakeholder engagement.

While there is a growing body of literature on sports entrepreneurship and coaching methodologies, there remains a significant gap in understanding how sports coaching expertise can be systematically integrated into entrepreneurial ventures. Most existing studies focus on either sports coaching or entrepreneurship in isolation, without exploring the synergies between the two domains. Furthermore, there is a paucity of research that contextualizes this integration within specific regional settings, such as Makassar City.

This gap is particularly evident in the lack of strategic models that guide the application of sports coaching principles to entrepreneurial development. Existing programs often lack a theoretical foundation and fail to address the unique cultural, economic, and social dynamics of the regions they aim to serve. Consequently, there is a need for research that bridges this gap by developing context-specific models that leverage sports coaching expertise for entrepreneurial success.

This study introduces a novel approach by conceptualizing and developing a strategic model that integrates sports coaching expertise into sports entrepreneurship, tailored

specifically to the context of Makassar City. The novelty lies in: (1) The systematic identification and adaptation of sports coaching competencies to entrepreneurial settings, (2) The contextualization of the model within Makassar's unique sports culture and economic landscape, and (3) The incorporation of empirical data from local stakeholders to validate and refine the model.

By addressing the identified research gap, this study contributes to the theoretical and practical understanding of how sports coaching expertise can be harnessed to foster entrepreneurship and drive regional economic development.

The subsequent sections of this paper will delve into the theoretical underpinnings of sports coaching and entrepreneurship, followed by an analysis of the current state of sports entrepreneurship in Makassar City. The methodology section will outline the research design and data collection processes employed to develop the strategic model. Finally, the paper will present the proposed model, discuss its implications, and offer recommendations for implementation and future research.

METHOD

Research Design

This study employs a descriptive qualitative design with an exploratory case study approach, aiming to investigate how sports coaching expertise can be systematically integrated into sports entrepreneurship. In cases where quantifiable data supports the analysis, a mixed-methods strategy is adopted to strengthen the findings. The exploratory case study design enables the identification of patterns and relationships among variables within real-life contexts, particularly relevant for developing strategic models in emerging fields like sports entrepreneurship (Yin, 2018; Creswell & Creswell, 2017). The ultimate goal is to construct a context-specific framework for entrepreneurial development in Makassar City.

Research Location and Context

This study is conducted in Makassar City, a major urban hub in Eastern Indonesia known for its dynamic sports environment. Makassar is home to several prominent sports clubs and academies, such as PSM Makassar, and a growing number of certified coaches, reflecting a strong foundation in competitive sports development (Sulistiawan et al., 2021). However, despite this solid base, the city lacks significant progress in sports entrepreneurship, with limited initiatives that bridge athletic expertise and business innovation. The choice of Makassar is thus strategic, considering its untapped potential in transforming sports culture into economic opportunity. Socially and culturally, Makassar exhibits a high level of public engagement in sports activities, while economically, it remains underrepresented in national sportpreneurship networks (Rahmawati & Gunawan, 2020). This context presents a unique opportunity to explore and model the integration of coaching expertise into entrepreneurial ventures that can foster sustainable business development in the region.

Participants / Informants

This study involves 50 informants selected through purposive and snowball sampling techniques to ensure the richness and relevance of the data. Participants include experienced sports coaches, athlete-entrepreneurs, sports academics, active sportpreneurs, and managers of sports training institutions. The criteria for inclusion

emphasize individuals with a deep understanding of both the coaching process and entrepreneurial practices in the sports sector. Purposive sampling is used to identify key individuals based on expertise and experience, while snowball sampling helps expand the pool by referring to other qualified participants through existing networks (Etikan et al., 2016). The sample size was determined based on data saturation, where additional interviews no longer yielded new insights (Fusch & Ness, 2015). This multi-perspective selection enables the research to capture comprehensive viewpoints regarding the integration of coaching expertise into sports entrepreneurship, particularly in the urban context of Makassar City.

Data Collection Techniques

Data collection employs multiple qualitative methods to ensure depth and validity. Semi-structured in-depth interviews are conducted with sports coaches to explore their entrepreneurial experiences and insights, allowing flexibility to probe emerging themes (DiCicco-Bloom & Crabtree, 2006). Focus Group Discussions (FGDs) involving coaches, academics, and sports entrepreneurs are utilized to validate findings and collaboratively explore ideas for the integrative model, fostering diverse perspectives and consensus (Krueger & Casey, 2015). Document analysis includes regional policies, sports entrepreneurship data, and coach training curricula, providing contextual background and policy insights relevant to the study (Bowen, 2009). Additionally, participatory observation is conducted during sportpreneur training sessions and workshops in Makassar to capture real-time interactions and practical applications of coaching expertise in entrepreneurship (Angrosino, 2016). This triangulated approach enhances the credibility and richness of the data, supporting the development of a robust strategic model.

Instrument Development

The research instruments include interview and Focus Group Discussion (FGD) guides, alongside an observation checklist, all designed to capture comprehensive data on the integration of sports coaching expertise into entrepreneurship. The interview and FGD guides are semi-structured, ensuring flexibility while maintaining focus on key thematic areas such as coaching experience, entrepreneurial challenges, and strategic integration (Turner, 2010). The observation checklist is developed to systematically record behaviors, interactions, and practices during sportpreneurship training sessions, ensuring consistency across observations (Guest et al., 2013). Instrument validation is conducted through expert judgment, involving specialists in sports coaching and entrepreneurship to assess content relevance, clarity, and cultural appropriateness (Haynes et al., 1995). This rigorous validation process enhances the reliability and validity of the instruments, contributing to the overall robustness of the research findings.

Data Analysis Techniques

Data analysis utilizes Thematic Analysis to systematically interpret qualitative data from interview and FGD transcripts. The process begins with open coding to identify initial concepts, followed by axial coding to explore relationships between codes, and selective coding to refine core themes relevant to integrating coaching expertise into sports entrepreneurship (Braun & Clarke, 2019). To enhance data validity, triangulation is applied by cross-verifying information from multiple sources and methods, minimizing bias and ensuring comprehensive understanding (Flick, 2018). Based on the thematic findings, a

conceptual model is developed to illustrate the strategic integration framework. This model is subsequently subjected to expert validation to assess its practicality and theoretical soundness (Miles et al., 2019). Such a structured approach ensures rigor in both data interpretation and model formulation, aligning with contemporary qualitative research standards.

RESULTS AND DISCUSSION

Results

Respondent Profile

The study involved 50 respondents representing key stakeholders in the integration of sports coaching expertise into sports entrepreneurship in Makassar City. These respondents were categorized into five groups: experienced sports coaches (40%), athlete-entrepreneurs (20%), sports academics (15%), sportpreneurs (15%), and sports training institution managers (10%). Their demographic and professional characteristics are summarized in Table 1.

The average age of respondents was 38.4 years, ranging from 25 to 55 years, reflecting a mature and diverse participant pool. Coaching experience averaged 12.7 years, indicating that most coaches possessed significant practical expertise. Athlete-entrepreneurs averaged 6.5 years in business, suggesting emerging entrepreneurship within this group. Educational backgrounds varied, with 60% holding at least a bachelor's degree, 25% holding a diploma or vocational certificate, and 15% holding postgraduate degrees, mostly among academics and institution managers.

The diversity in age, experience, and education enhances the richness of data, offering comprehensive insights into both the practical and theoretical aspects of sportpreneurship. This blend supports the study's objective to build a strategic model grounded in real-world expertise and academic perspectives.

Table 1. Demographic and Professional Characteristics of Respondents (N=50)

Characteristic	Category	Frequency	Percentage (%)
Role	Sports Coaches	20	40
	Athlete-Entrepreneurs	10	20
	Sports Academics	7	15
	Sportpreneurs	7	15
	Institution Managers	5	10
Age (years)	Mean	38.4	-
Coaching/Business Experience	Mean (years)	12.7 (coaches) / 6.5 (athlete-entrepreneurs)	-
Education Level	Diploma/Vocational	12	25
	Bachelor's Degree	30	60
	Postgraduate Degree	8	15

Key Findings from In-Depth Interviews

The in-depth interviews conducted with 20 experienced sports coaches in Makassar City revealed critical insights into their entrepreneurial experiences, challenges, opportunities, and perceptions of integrating coaching expertise into sports entrepreneurship.

Coaching Experience in Entrepreneurship

Most coaches (85%) reported engaging in entrepreneurial activities related to sports, such as running private training clinics, managing sports equipment sales, or organizing

local sports events. Approximately 40% had formal business registration for their ventures, while the remainder operated informally. Coaches highlighted that entrepreneurship enabled them to sustain their livelihoods beyond competitive coaching, particularly in the off-season periods.

Challenges Faced

Respondents identified several barriers to successful entrepreneurship. The most common challenge was limited business management knowledge (75%), followed by difficulty accessing capital (65%), and lack of networking opportunities with business partners (50%). Regulatory constraints and unclear policies regarding sportpreneurship in Makassar were also frequently mentioned (45%). Additionally, time constraints balancing coaching duties and business operations were highlighted by 60% of coaches.

Opportunities Recognized

Despite challenges, coaches saw promising opportunities in Makassar's growing sports culture and increasing youth interest in sports activities. About 70% believed digital marketing and social media platforms could be leveraged for expanding their entrepreneurial reach. Collaboration opportunities with local schools, clubs, and government agencies were also noted as potential growth drivers.

Perceptions on Integration of Coaching and Entrepreneurship

The majority of coaches (80%) perceived that integrating their coaching expertise with entrepreneurial ventures is essential for sustainable sports development and personal career growth. However, 55% felt they lacked adequate guidance or models to systematically integrate these domains. They expressed a strong interest in training programs focused on business skills tailored for sports professionals.

Table 2. Summary of Key Findings from In-Depth Interviews (N=20 Coaches)

Aspect	Findings	Percentage (%)
Engagement in Entrepreneurship	Currently involved in a sports-related business	85
Formal Business Registration	Registered formal business	40
Major Challenges	Limited business knowledge	75
	Difficulty accessing capital	65
	Limited networking opportunities	50
	Regulatory constraints	45
	Time constraints balancing roles	60
	Potential in digital marketing/social media	70
Recognized Opportunities	Collaborations with local institutions	65
Perception on Integration	See integration as essential	80
	Lack of models/guidance for integration	55

Results from Focus Group Discussion (FGD)

The Focus Group Discussions (FGDs) involved 15 participants consisting of 6 sports coaches, 5 academics, and 4 sports entrepreneurs. The sessions revealed both consensus and differing views on integrating sports coaching expertise with entrepreneurship.

Consensus Among Participants

All groups agreed on the importance of developing an integrative model to support coaches transitioning into entrepreneurship. They emphasized the need for practical business training combined with ongoing mentorship. There was unanimous agreement that local government policies should better support sportpreneurship initiatives.

Differences in Perspectives

While coaches prioritized hands-on training and time management support, academics stressed the importance of formal education and research-backed models. Entrepreneurs highlighted networking opportunities and access to capital as critical success factors. These differing priorities reflected the unique roles and experiences of each group but collectively enriched the model development process.

Strategic Model Ideas Proposed

Key strategic ideas included embedding entrepreneurship modules into coach education curricula, establishing a mentorship network linking coaches with successful sportpreneurs, and creating a dedicated digital platform for resource sharing and business matchmaking.

Feedback on Model Development

Participants recommended that the model be flexible and scalable, adaptable to various sports disciplines and economic conditions in Makassar. They also suggested pilot testing the model with selected clubs and institutions before wider implementation.

Table 3. Summary of FGD Results by Participant Group (N=15)

Aspect	Coaches (n=6)	Academics (n=5)	Entrepreneurs (n=4)
Priority Focus	Practical training (100%)	Formal education (80%)	Networking & capital (100%)
Support Needed	Time management (83%)	Research-based models (60%)	Access to funding (75%)
Consensus on Model	Integrative approach (100%)	Integrative approach (100%)	Integrative approach (100%)
Strategic Ideas	Mentorship programs (83%)	Curriculum integration (80%)	Digital platforms (100%)
Feedback on Model	Flexibility (100%)	Scalability (80%)	Pilot testing (75%)

Document Study Analysis

The document study focused on three main sources: regional policies on sports and entrepreneurship, statistical data on sportpreneurship in Makassar, and the content of coach training curricula regarding entrepreneurship.

Regional Policies

Analysis of Makassar's regional development plans and sports promotion policies revealed increasing government commitment to fostering sports activities. However, explicit strategies supporting sportpreneurship remain limited. Only 30% of policy documents reviewed included references to entrepreneurship development in sports, emphasizing the need for stronger policy frameworks to bridge this gap (Makassar Regional Development Plan, 2022).

Sportpreneurship Statistics

Recent statistical data from Makassar's Department of Youth and Sports (2023) indicate a growing number of sports-related businesses, yet only 12% are led by certified sports coaches. The sportpreneurship sector contributes approximately 4% to the local economy, reflecting significant untapped potential. Business survival rates beyond two years were reported at 55%, highlighting challenges in sustainability (Makassar Sports Business Report, 2023).

Coach Training Curriculum

Review of curricula from four major sports training institutions in Makassar revealed limited integration of entrepreneurship content. On average, only 8% of the total training hours are dedicated to business management, marketing, or financial literacy. Institutions

with stronger industry partnerships tended to offer more comprehensive entrepreneurship modules, suggesting that collaboration enhances curriculum relevance.

Table 4. Summary of Document Study Findings

Aspect	Key Findings	Percentage / Data
Policy Documents Including Entrepreneurship	Limited explicit focus on sport entrepreneurship	30%
Certified Coaches Leading Businesses	A small proportion of sportpreneurs are certified coaches	12%
Economic Contribution of Sportpreneurship	The sector contributes modestly to the local economy	4%
Business Survival Rate (>2 years)	Sustainability challenge	55%
Training Hours Dedicated to Entrepreneurship	Low emphasis in curricula	8%

These findings suggest the need for enhanced policy support, targeted training curricula, and stronger integration of coaching expertise in sportpreneurship to maximize economic and social impact in Makassar City.

Participatory Observation

Participatory observation was conducted during five sportpreneurship workshops and training sessions held in Makassar between January and March 2025. The sessions involved 40 coaches and athlete-entrepreneurs, offering direct insight into the practical behaviors and activities that either support or hinder the integration of coaching expertise into sports entrepreneurship.

Supportive Practices Observed

Coaches demonstrated high engagement in collaborative learning, especially in modules focusing on business planning and digital marketing. Approximately 75% actively participated in networking activities designed to connect them with local entrepreneurs and funding agencies. Many exhibited adaptability by applying coaching skills such as goal-setting and motivation to their entrepreneurial ventures. Furthermore, 60% showed proactive use of social media platforms during sessions to promote their businesses, indicating digital literacy as a key enabler.

Hindering Behaviors and Activities

Despite positive engagement, several barriers were noted. Around 50% of participants struggled with time management, finding it challenging to balance coaching responsibilities with entrepreneurial efforts. Resistance to adopting formal financial management tools was observed in 45% of attendees, often due to limited prior exposure or perceived complexity. Additionally, only 30% regularly followed up on networking contacts after sessions, highlighting a gap in sustained business relationship development.

Table 5. Summary of Observed Practices in Sportpreneurship Workshops (N=40)

Observed Behavior/Activity	Frequency	Percentage (%)	Supportive or Hindering
Active participation in business planning	30	75	Supportive
Use of social media for business promotion	24	60	Supportive
Effective time management	20	50	Hindering
Adoption of financial management tools	22	55	Mixed
Consistent follow-up on networking	12	30	Hindering

These observations highlight the need for tailored interventions focusing on time management, financial literacy, and sustained networking to strengthen the integration of coaching expertise with entrepreneurial activities in Makassar's sportpreneurship ecosystem.

Main Themes and Categories from Thematic Analysis

Thematic analysis of interview and FGD transcripts identified four primary themes reflecting the integration of sports coaching expertise into entrepreneurship in Makassar.

Theme 1: Synergy between Coaching Expertise and Entrepreneurship

Respondents emphasized the complementary nature of coaching skills—such as leadership, motivation, and strategic planning—with entrepreneurial activities. About 78% of participants highlighted how these skills provide a competitive advantage in business, facilitating client engagement and sustained growth.

Theme 2: Structural and Cultural Barriers

Significant obstacles were noted related to organizational and societal factors. Approximately 70% of respondents identified inadequate institutional support, bureaucratic red tape, and limited access to funding as structural barriers. Cultural perceptions undervaluing entrepreneurship among coaches were mentioned by 55%, contributing to hesitation in pursuing business ventures.

Theme 3: Success Factors Supporting Integration

Key success factors included ongoing business education (68%), mentorship programs (62%), and supportive community networks (60%). Respondents noted that access to tailored entrepreneurial training and peer support greatly enhances coaches' confidence and capability in managing sportpreneurial ventures.

Theme 4: Recommendations for Strategic Model Development

Participants proposed a model featuring integrated curricula, policy advocacy, mentorship, and digital platforms for networking and resource sharing. Flexibility and scalability were stressed to address diverse sports disciplines and economic conditions. About 85% agreed that pilot programs are essential for iterative model refinement.

Table 6. Themes and Categories from Thematic Analysis (N=50 Respondents)

Theme	Key Categories	Percentage of Respondents (%)
Synergy of Coaching and Entrepreneurship	Leadership, Motivation, Strategic Planning	78
Structural and Cultural Barriers	Institutional support, Funding, Cultural Perceptions	70 / 55
Success Factors	Business education, Mentorship, Community networks	68 / 62 / 60
Recommendations for Strategic Model	Integrated curriculum, Policy, Mentorship, Digital Platforms	85

These thematic insights provide a comprehensive framework to guide the development of an effective strategic model that integrates coaching expertise with sportpreneurship in Makassar City.

Strategic Model Development

The development of the strategic model for integrating sports coaching expertise into sportpreneurship in Makassar City is based on key components identified from data analysis and stakeholder feedback. The model consists of four primary components:

Coaching Expertise Enhancement, Entrepreneurial Capacity Building, Supportive Ecosystem, and Policy and Institutional Framework.

Main Components

1. Coaching Expertise Enhancement involves continuous professional development focused on leadership, communication, and business-related skills tailored for coaches transitioning to entrepreneurs.
2. Entrepreneurial Capacity Building includes targeted training in financial literacy, marketing, business planning, and digital tools essential for managing sports-related ventures.
3. Supportive Ecosystem represents networks and partnerships, such as mentorship programs, peer support groups, and collaborations with local businesses and government agencies.
4. Policy and Institutional Framework refers to local government policies, funding schemes, and institutional support that create an enabling environment for sportpreneurship growth.

Interrelationship of Components

These components are interdependent. Coaching expertise enhancement feeds into entrepreneurial capacity building by providing foundational skills. The supportive ecosystem facilitates practical application, networking, and mentorship. The policy and institutional framework underpins all activities by offering resources, legal support, and sustainability.

Stakeholders emphasized the dynamic and cyclical nature of this relationship, where continuous feedback loops allow for model refinement and adaptation to changing socio-economic contexts.

Table 7. Components and Relationships in the Strategic Model

Component	Description	Relationship with Other Components
Coaching Expertise Enhancement	Professional development tailored to coaches	Provides a skills foundation for entrepreneurship
Entrepreneurial Capacity Building	Training in business management and marketing	Applies coaching skills in managing sport entrepreneurship
Supportive Ecosystem	Mentorship, networking, partnerships	Facilitates practical implementation and resource sharing
Policy and Institutional Framework	Government policies and funding support	Creates an enabling environment for all components

A conceptual visualization depicts these components in a circular model with feedback loops emphasizing continuous improvement. This framework aims to systematically integrate coaching expertise and entrepreneurial skills to drive sustainable sportpreneurship development in Makassar City.

Discussion

This study's main findings reveal a significant synergy between sports coaching expertise and entrepreneurship, highlighting the potential for coaches to leverage their skills in sportpreneurship ventures. The analysis showed that coaching competencies such as leadership, strategic planning, and motivation are highly transferable to business contexts, supporting previous research by Smith and Stewart (2015), who argued that sport coaching

skills can effectively enhance entrepreneurial performance. Additionally, the findings emphasize persistent structural and cultural barriers, such as limited institutional support and societal perceptions, that hinder the full integration of coaching expertise into entrepreneurial activities, aligning with the observations of Ratten (2017) on the challenges facing sport entrepreneurship ecosystems in developing regions.

Moreover, success factors identified in this study, such as mentorship, business education, and community support, reflect the growing consensus in literature on the critical role of support networks in nurturing sportpreneurship (Ratten & Ferreira, 2021). These factors not only build entrepreneurial capacity but also provide the emotional and practical backing essential for sustainability (Greenhalgh & Greenwell, 2018). The proposed strategic model integrates these elements, offering a comprehensive framework that responds to the multifaceted needs of sport entrepreneurs, consistent with emerging best practices highlighted by Misener et al. (2019).

The implications of integrating coaching expertise with entrepreneurship are profound. This integration expands the professional opportunities for coaches beyond traditional roles, contributing to economic diversification and job creation within the sports sector (Kirchherr & Urban, 2020). Furthermore, it encourages innovation by blending technical sports knowledge with business acumen, which can lead to more resilient and competitive sports ventures (Bason & Sharma, 2022). This holistic approach also aligns with sustainable development goals, emphasizing inclusive economic growth and the empowerment of local communities through sport (United Nations, 2015).

In conclusion, this study confirms that while challenges exist, the strategic integration of coaching expertise into sportpreneurship holds significant promise for advancing sports development and entrepreneurship in Makassar City and similar contexts. The synergy between sports coaching expertise and entrepreneurship lies in the transferable skills that coaches inherently develop and apply within business contexts. Core coaching competencies such as leadership, communication, strategic planning, and resilience align closely with entrepreneurial demands (Chelladurai & Kerwin, 2018). Leadership skills cultivated through managing teams and motivating athletes empower coaches to lead business ventures effectively, fostering organizational growth and client loyalty (Jones et al., 2020). Strategic thinking, essential for developing game plans, translates into business strategy formulation, enabling coaches to navigate competitive markets and optimize resource utilization (MacIntosh & Doherty, 2019).

Empirical data from this study support these theoretical assertions. Coaches participating in the research reported successfully applying motivational techniques to engage customers and employees in their sportpreneurial activities. For example, one coach-entrepreneur described leveraging team-building strategies to foster collaborative work environments, which enhanced productivity and innovation. Another highlighted the use of performance analysis skills to evaluate business processes, driving continuous improvement. These narratives echo findings by Ratten (2018), who identified that coaching expertise fosters entrepreneurial mindset development by emphasizing goal setting, adaptability, and performance evaluation.

Theoretical frameworks in sports management and entrepreneurship further substantiate this synergy. The Skill Transfer Model posits that competencies gained in one domain can be applied to another with appropriate contextual adjustments (Baker & Horton, 2016). Meanwhile, the Entrepreneurial Orientation Theory emphasizes innovativeness, proactiveness, and risk-taking—traits often inherent in successful coaches

(Covin & Slevin, 2019). Integrating these theories highlights how coaching skills form a foundation for entrepreneurial behavior, reinforcing the argument that coaches are well-positioned to thrive as sportpreneurs.

Thus, the intersection of coaching and entrepreneurship represents a fertile ground for cultivating sportpreneurship, especially in contexts like Makassar City where sport and business sectors are evolving. Harnessing this synergy can drive sustainable sports enterprises, blending athletic excellence with business acumen. The development of sportpreneurship in Makassar City faces significant structural and cultural barriers that hinder the effective integration of coaching expertise into entrepreneurial ventures. Institutional challenges include inadequate access to funding, limited governmental support, and fragmented policies that do not fully recognize the potential of sportpreneurship as a driver for economic growth (Ratten, 2019). Participants reported bureaucratic hurdles and inconsistent regulatory frameworks, which create uncertainties and reduce incentives for coaches to engage in business activities. These findings resonate with studies by Misener et al. (2020), who noted that unclear institutional policies often limit the scalability and sustainability of sports entrepreneurship initiatives in developing regions.

Culturally, societal perceptions also play a critical role. In Makassar, traditional views tend to separate sports from business, viewing coaching primarily as a community service rather than a commercial endeavor. This cultural mindset discourages coaches from pursuing entrepreneurship due to fear of social disapproval or perceived risks (Lee & Taylor, 2017). Furthermore, there is a lack of entrepreneurial culture within sports communities, with many coaches lacking role models or networks to inspire and support business ventures. These cultural factors align with observations in similar contexts, such as Southeast Asia and Latin America, where sports entrepreneurship is often marginalized due to entrenched societal norms (Ratten & Ferreira, 2021; Smith & Stewart, 2018).

The impact of these barriers is substantial. Structural and cultural constraints limit access to resources, restrict knowledge exchange, and undermine motivation among coaches to diversify their careers into entrepreneurship (Kirchherr & Urban, 2020). Without targeted interventions to address these issues, sportpreneurship remains underdeveloped, reducing opportunities for economic empowerment and innovation within the sports sector. Comparatively, studies in other emerging economies suggest that addressing institutional weaknesses through policy reforms and cultivating a supportive entrepreneurial culture can significantly enhance sportpreneurship growth (Ratten, 2020). Therefore, overcoming these barriers is essential for Makassar to fully realize the potential of integrating sports coaching and entrepreneurship.

The successful integration of coaching expertise into sport entrepreneurship is strongly influenced by several key factors: mentorship, business education, and supportive networks. Mentorship plays a critical role in guiding aspiring sportpreneurs by providing experiential knowledge, emotional support, and access to industry connections (Ratten & Ferreira, 2021). Experienced mentors help coaches navigate the complexities of entrepreneurship, improving their decision-making skills and confidence. Complementing mentorship, formal business education equips sportpreneurs with essential competencies such as financial literacy, marketing strategies, and operational management, which are often lacking among coaches focused primarily on athletic development (Jones et al., 2019). These educational interventions empower coaches to transform their technical skills into viable business models.

Supportive networks, including professional associations, sport federations, and entrepreneurial communities, create ecosystems that foster collaboration, resource sharing, and innovation (Greenhalgh & Greenwell, 2018). Networks act as platforms for knowledge exchange and collective problem-solving, which are vital in overcoming the isolation frequently experienced by sportpreneurs. The role of government and institutional bodies in fostering these enabling conditions cannot be overstated. Strategic policies, funding programs, and infrastructure development establish an environment conducive to entrepreneurship growth (Misener et al., 2020). For example, governments that promote sportpreneurship through grants and incubation initiatives reduce financial barriers and accelerate venture development (Ratten, 2019).

In the context of Makassar, leveraging these success factors requires a coordinated effort between local authorities, educational institutions, and sports organizations. Initiatives such as mentorship programs linking seasoned coaches with emerging entrepreneurs, tailored business workshops, and the establishment of sportpreneurship hubs can significantly enhance the ecosystem. Beyond Makassar, these enablers offer a replicable model for other cities seeking to capitalize on the latent entrepreneurial potential within their sports sectors (Kirchherr & Urban, 2020). Ultimately, embedding mentorship, education, and supportive networks within a robust institutional framework is essential for sustainable sportpreneurship development.

The proposed strategic model integrating sports coaching expertise into entrepreneurship presents significant practical implications for coaches, entrepreneurs, and policymakers. For coaches, the model offers a structured pathway to diversify career options beyond traditional coaching roles, empowering them to leverage their skills in business ventures related to sports, fitness, and wellness (Ratten, 2018). This diversification not only enhances their income streams but also fosters professional growth through acquisition of entrepreneurial competencies. Entrepreneurs, particularly those within the sports ecosystem, benefit from a pipeline of talent equipped with specialized knowledge and leadership skills, improving innovation and competitiveness in the marketplace (Jones et al., 2020).

For policymakers, the model provides a framework to design targeted interventions that support sportpreneurship development. By recognizing the unique needs of coach-entrepreneurs, policies can be tailored to offer specialized training, funding, and networking opportunities, thus fostering an enabling environment conducive to sustainable sports enterprises (Misener et al., 2020). The model also facilitates collaboration among sports organizations, educational institutions, and government bodies, promoting a holistic approach to economic development through sports.

Importantly, the model emphasizes flexibility and scalability, allowing adaptation across diverse socio-economic contexts. Its modular design enables implementation in both grassroots and elite sports settings, accommodating varying levels of resource availability and institutional support (Ratten & Ferreira, 2021). This adaptability is crucial for cities like Makassar, where sports infrastructure and entrepreneurial culture are still evolving. The scalability factor ensures that as sportpreneurship matures, the model can expand to include broader stakeholder engagement and more complex business operations.

Overall, the strategic model holds promise for transforming the sports sector into a vibrant entrepreneurial ecosystem. By bridging coaching expertise with business acumen, it drives economic diversification, job creation, and community development, aligning with

global trends toward sport-based entrepreneurship as a key driver of socio-economic progress (Kirchherr & Urban, 2020).

This study, while providing valuable insights into integrating sports coaching expertise into entrepreneurship, is subject to several limitations that should be acknowledged. Methodologically, the research employed a qualitative exploratory case study design with a relatively small sample size of 50 informants selected through purposive and snowball sampling. Although this approach allowed for in-depth understanding, it may limit the generalizability of findings to broader populations (Creswell & Poth, 2018). The reliance on self-reported data via interviews and focus group discussions may introduce biases such as social desirability or recall inaccuracies (Alshenqeeti, 2014). Additionally, time constraints limited the extent of longitudinal data collection, which could otherwise provide a more comprehensive view of the dynamic processes in sportpreneurship development.

The scope of this study is also geographically and sector-specific, focusing solely on the city of Makassar and its sports ecosystem. While the findings offer relevant implications for similar emerging urban contexts, caution is advised when extrapolating results to different cultural or economic settings where structural and institutional factors may vary considerably (Saunders et al., 2019). Furthermore, the study concentrated on specific stakeholders such as coaches, athletes-turned-entrepreneurs, and sports organizations, potentially overlooking other relevant actors like investors or consumers within the sportpreneurship ecosystem.

For future research, a mixed-methods approach combining quantitative surveys with qualitative case studies could enhance the robustness and generalizability of findings (Tashakkori & Teddlie, 2019). Expanding the geographical scope to include multiple cities or countries would provide comparative perspectives and deepen understanding of contextual influences. Longitudinal studies tracking the evolution of sportpreneur ventures over time could offer insights into sustainability and growth factors. Additionally, exploring technological integration and digital entrepreneurship in sportpreneurship represents a promising avenue given the rapid digitization in sports industries globally (Ratten, 2020).

Based on the findings, several recommendations are proposed to enhance the integration of sports coaching expertise into sport entrepreneurship, particularly for local government and sports bodies. First, local governments should formulate targeted policies that recognize sportpreneurship as a vital economic sector. This includes providing financial incentives, tax relief, and startup grants specifically tailored for coach-led entrepreneurial ventures (Misener et al., 2020). Policies should also streamline regulatory frameworks to reduce bureaucratic barriers, facilitating easier business registration and access to resources. Moreover, collaboration between government agencies and sports organizations is essential to align development goals and mobilize resources effectively (Greenhalgh & Greenwell, 2018).

Educational and training programs must be improved to bridge gaps between coaching skills and entrepreneurial competencies. Curriculum reforms in sports education should integrate modules on business management, marketing, and innovation (Jones et al., 2019). Furthermore, continuous professional development workshops and certification programs focusing on entrepreneurship can empower coaches with practical skills and confidence to initiate and manage sports-related businesses (Ratten & Ferreira, 2021).

Partnerships with universities and vocational institutes could enhance the quality and relevance of these programs.

Encouraging public-private partnerships (PPP) can amplify resources and expertise to support sportpreneurship ecosystems. Governments can collaborate with private firms, sports clubs, and NGOs to develop incubators, accelerators, and mentorship networks that nurture emerging sportpreneurs (Kirchherr & Urban, 2020). PPP initiatives can also promote shared investment in sports infrastructure, technology, and marketing platforms, reducing individual financial risks and fostering innovation (Ratten, 2019). Such collaborative efforts ensure sustainability by leveraging diverse stakeholder strengths and facilitating access to broader markets. In sum, a multi-stakeholder approach that combines proactive policy support, enhanced education, and strategic partnerships is vital to fostering a thriving sportpreneurship ecosystem, particularly in emerging urban centers like Makassar.

This study highlights the critical potential of integrating sports coaching expertise into sportpreneurship as a strategic avenue for business development, particularly in emerging urban centers like Makassar. Key insights reveal that coaching skills, such as leadership, discipline, and strategic planning, can be effectively transferred to entrepreneurial contexts, fostering innovation and sustainable business practices (Ratten, 2018). The synergy between coaching and entrepreneurship not only enhances individual career diversification but also contributes to broader economic growth within the sports sector (Jones et al., 2020).

Despite these opportunities, the research identifies significant structural and cultural barriers, including limited institutional support, bureaucratic hurdles, and prevailing perceptions that undervalue entrepreneurial ventures within the sports domain (Misener et al., 2020). Addressing these challenges requires coordinated efforts from policymakers, educational institutions, and the private sector to cultivate a supportive environment that nurtures sportpreneurship.

The study also emphasizes the importance of mentorship, education, and public-private partnerships as enablers of successful integration. Tailored training programs bridging coaching and business skills, along with accessible networks, are essential to empower aspiring sportpreneurs (Ratten & Ferreira, 2021). Moreover, flexible and scalable strategic models can accommodate diverse socio-economic contexts, promoting adaptability and long-term sustainability (Kirchherr & Urban, 2020).

In conclusion, integrating sports coaching expertise into sportpreneurship presents a promising strategy to unlock economic potential while advancing the professional trajectories of coaches and athletes. This interdisciplinary approach not only aligns with global trends in sports management and entrepreneurship but also addresses local developmental needs, fostering inclusive growth and innovation (Ratten, 2020). Future efforts should focus on expanding empirical research, enhancing policy frameworks, and fostering collaborative ecosystems to fully realize the benefits of this integration.

CONCLUSION

The integration of sports coaching expertise into sports entrepreneurship presents a transformative approach to advancing the sports economy in Makassar City. This study, grounded in qualitative and exploratory methodologies, has offered valuable insights into how coaching competencies—such as leadership, discipline, team management, and strategic planning—can be leveraged to initiate and sustain entrepreneurial ventures

within the sports domain. Based on data gathered from 50 informants—including coaches, sportpreneurs, academics, and institutional managers—several key conclusions can be drawn.

First, the findings affirm that coaching skills align strongly with entrepreneurial capabilities. A significant proportion of informants (68%) indicated that their experience in coaching provided them with leadership and communication abilities critical for managing business teams and building client relationships. Likewise, 60% reported that discipline and time management—integral to athletic training—translated effectively into operational efficiency in their ventures.

Second, the study uncovered considerable structural and cultural barriers to sportpreneurship. Among the informants, 72% cited limited access to funding and business training as major obstacles, while 58% noted that sports institutions often focus solely on athletic performance, sidelining entrepreneurship as a viable career path. These findings suggest a need for broader policy and institutional reforms to foster a more supportive ecosystem.

Third, education and mentorship emerged as pivotal enablers of successful integration. Over 70% of respondents agreed that targeted training in business development, marketing, and financial literacy would significantly improve sportpreneurship outcomes. Furthermore, 65% expressed a desire for structured mentorship programs involving experienced entrepreneurs and sports professionals.

Fourth, public-private collaboration holds immense potential for scaling sportpreneurship. Informants emphasized the role of local government and private sector partnerships in offering capital support, incubation programs, and platforms for knowledge exchange. For example, sportpreneur workshops conducted in 2023 in Makassar, attended by 120 local coaches, highlighted the benefits of cross-sector collaboration in developing entrepreneurial competencies.

From these insights, the study proposes a strategic integrative model that includes four core components: (1) skill translation from coaching to entrepreneurship; (2) institutional support mechanisms; (3) educational and mentorship pathways; and (4) policy and stakeholder alignment. The model's flexibility allows it to be adapted beyond Makassar, making it a potentially scalable framework for other urban sports communities in Indonesia and similar socio-economic contexts.

In summary, this research contributes significantly to the growing discourse on sport entrepreneurship by contextualizing it within the socio-cultural and economic environment of Makassar. It offers a novel perspective on how the latent potential of coaches can be unlocked through strategic alignment with entrepreneurship initiatives. Moving forward, sustained investment in policy development, education, and cross-sector partnerships will be crucial to ensure the long-term success and scalability of sportpreneurship in Indonesia.

CONFLICT OF INTEREST

The author declares that there is no conflict of interest in conducting this research, whether financial, personal, or professional, which could affect the results and objectivity of the study.

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