

## Requirements for Structuring Sports Investment Projects

### As an Effective Approach to Avoid Marketing Crises at the Saudi Ministry of Sports

Dr. Wael Abdelraouf Khalifa

Department of Sports Management - College of Sports Sciences - University of Jeddah -  
Jeddah - Kingdom of Saudi Arabia

#### Abstract

This research explores the requirements for structuring sports investment projects as an effective approach to avoid marketing crises within the Saudi Ministry of Sports. The study highlights the critical role of investment in driving economic and social development, particularly in countries with limited national capital. It emphasizes the importance of public-private partnerships (PPPs) in leveraging private sector expertise and capital to achieve successful project outcomes. The research identifies key requirements for designing sports investment projects, including the establishment of internal administrative regulations, the development of contingency plans, and the alignment of investment strategies with market studies. Additionally, the study underscores the necessity of conducting feasibility studies, identifying potential risks, and implementing strategies to handle marketing crises effectively. The research also examines various methods for presenting investment projects, such as the Build-Operate-Transfer (BOT) model, and evaluates the effectiveness of these methods in the context of the Saudi Ministry of Sports. The findings reveal that implementing these requirements can significantly mitigate marketing crises and enhance the success of sports investment projects. The study concludes with recommendations for simplifying administrative procedures, establishing dedicated investment departments, and conducting continuous training programs to prepare specialists in sports investment. Overall, this research provides a comprehensive framework for structuring sports investment projects to avoid marketing crises and achieve sustainable development in the Saudi sports sector.

#### Keywords

Sports Investment, Marketing Crises, Public-Private Partnerships (PPPs), Feasibility Studies, Build-Operate-Transfer (BOT).

#### Introduction

Investment is one of the most significant transformations introduced to the economies of both developed and developing countries over the past two decades. The concept of investment encompasses the allocation of funds in certificates, stocks, investment funds, and certain financial instruments that help investors hedge against fluctuations in market prices. Investment aims to increase individual capital or resources by utilizing and growing wealth. In essence, investment involves asset utilization and serves as a primary means for implementing development programs. It is also a key factor influencing the structural evolution of national economies (Hassan El-Shafie, 2006).

Different types of investments play a critical role in the growth and development of countries, impacting all aspects of life. Its importance is not confined to economic dimensions but extends to

social spheres. Investment is particularly vital for countries with low savings rates and limited national capital, as it provides essential funding and facilitates the transfer of advanced technologies (Rob Cohen & Charlie Greenwald, 2006).

Partnerships between the public and private sectors aim to achieve economic and social development, especially in developing countries. The role of the state involves decision-making and policy formulation, while the private sector participates in implementing and operating projects. This synergy stems from the inefficiency of relying solely on government entities to execute economic and sports development plans. The benefits of public-private partnerships (PPP) as a mechanism for project execution include:

1. Leveraging private sector capital and expertise in project management, especially in time-critical initiatives, thereby reducing implementation durations.
2. Achieving better outcomes through mutual influence on goals and values among partners via negotiation and the establishment of improved operational standards.
3. Adopting collaborative approaches that provide superior strategic ideas, coordination, and execution methodologies.
4. Emphasizing economic principles in policy development and project management to achieve social, economic, and sports-related benefits.
5. Stimulating success and expansion through motivation, inspiration, forward-looking perspectives, and innovative solutions to economic, social, and sports challenges.
6. Creating a dynamic work environment that facilitates change within entrenched bureaucracies, allowing governments to implement reforms without disrupting their primary roles in advancing social policy and future planning (Mohamed Dakrouri, 2010: 11-12).

Public-private collaboration enhances the ability to develop high-quality public goods that neither sector could produce independently. Risk-sharing serves as a significant incentive for both sectors to engage in partnerships. Consequently, a broader definition of PPP is "a continuous collaboration between the public and private sectors aimed at delivering public goods or services while sharing associated risks, costs, and resources within an institutional framework" (Nilufa Akhter Khanom, 2009).

### **Economic Efficiency in Sports Institutions**

In a market economy, sports organizations primarily rely on self-financing. Each sports organization operates as an independent economic entity responsible for securing its financial needs from its own revenues or prioritizing its requirements in line with available resources (Ezzat Al-Kashef, 2006).

Economic issues can be addressed by optimizing economic efficiency, which involves utilizing all available resources to maximize desirable material or moral output. Efficient economic systems ensure the full utilization of resources to satisfy the needs of stakeholders or beneficiaries.

Resolving economic challenges requires balancing available resources with infinite needs and desires (Ahmed Ghunaim, 2005).

### **Marketing Crises in Sports Institutions**

Marketing crises significantly impact the survival and operation of organizations. Addressing such crises begins with identifying their type—large-scale, moderate, small, natural, sudden, recurrent, or otherwise. This is followed by diagnosing potential causes through analysis and data collection, determining the root cause, evaluating alternative solutions, and implementing the most effective decision. The final stage involves evaluating the crisis resolution process as a feedback mechanism (Fahd Al-Najji, 2014).

Sports organizations differ from other societal institutions in their nature and scope of activities, making it essential to classify them based on their objectives and operations. The philosophy of a sports organization determines its goals, functions, and impact on the community, influencing its internal structure, administrative hierarchy, and departmental arrangements. Thus, understanding both the external environment and internal dynamics is crucial for effective governance (Roabing, Doft, 2012).

### **The Role of the Ministry of Sports**

The Ministry of Sports plays a pivotal role in fostering investment through the adoption of innovative strategies that enhance the financial capabilities of sports institutions. This enables them to fulfill their social and sports responsibilities while keeping pace with global developments.

To address potential marketing crises with investors, the Ministry must implement effective investment plans and decision-making processes. This includes developing strategies to manage and mitigate contractual risks between sports institutions and investors.

Investors face numerous challenges when contracting with sports organizations. Hence, it is imperative for the Ministry of Sports to evaluate potential marketing crises and address gaps in crisis planning and budgeting. The absence of dedicated marketing crisis management units within organizational structures further exacerbates the problem, hindering the ability to achieve marketing objectives and effectively respond to crises.

### **Research Significance**

This research underscores the Ministry of Sports' critical role in evaluating and overcoming marketing crises to maintain a positive image of its investment projects. It explores the essential requirements and mechanisms for structuring sports investment projects to maximize success and preempt potential crises. While previous studies have touched on investment project frameworks and marketing crises, there is a lack of comprehensive analysis of crisis evaluation elements and their application to sustain successful investment practices at the Saudi Ministry of Sports. This gap forms the foundation for this research.

### **Research Objective**

The current research aims to identify the requirements necessary for designing effective approaches to presenting sports investment projects as a proactive means to prevent marketing crises within the Saudi Ministry of Sports. This is achieved by addressing the following key areas:

1. Identifying the fundamentals of setting investment approaches for projects under the Saudi Ministry of Sports.
2. Determining the methods for ensuring the success of partnership systems in investment projects.
3. Enhancing mechanisms to motivate investors to engage in investment projects within the Saudi Ministry of Sports.
4. Relying on feasibility studies specific to investment projects.
5. Precisely identifying the risks expected from investment projects.
6. Developing strategies for handling marketing crises within the Ministry of Sports.
7. Exploring various methods for presenting investment projects within the ministry.
8. Evaluating the investment strategies employed in the projects of the Saudi Ministry of Sports.

### **Research Questions**

1. What are the requirements for identifying the fundamentals of setting investment approaches in projects of the Saudi Ministry of Sports?
2. What are the requirements for determining the methods to ensure the success of partnership systems in investment projects?
3. What are the requirements for enhancing mechanisms to motivate investors to engage in investment projects within the Saudi Ministry of Sports?
4. What are the requirements for relying on feasibility studies specific to investment projects?
5. What are the requirements for precisely identifying the risks expected from investment projects?
6. What are the requirements for strategies to handle marketing crises within the Ministry of Sports?
7. What are the requirements for various methods of presenting investment projects within the ministry?
8. What are the requirements for evaluating the investment strategies employed in projects of the Saudi Ministry of Sports?

### **Key Terms Used in Research**

**Sports Investment:**

<http://xidxjxsu.asia>

The increase in capital for sports institutions through various sports activities, enabling mutual benefit between investors who wish to invest their funds and sports institutions seeking to leverage their financial and human resources essential for activities (such as players, managers, and audiences) (Hassan Al-Shafie, 2006).

### **Research design and Methods of Presenting Investment Projects:**

These are tools used to showcase sports projects for investment by the private sector. They employ various investment formats tailored to the nature of the proposed project, thereby ensuring a greater ability to secure additional financial resources through the issuance of new shares to fund projects. This also facilitates a qualitative leap positively influencing the financial and administrative organization within the institution (operational definition).

### **Marketing Crises:**

A marketing situation or condition faced by institutions where events accelerate, and causes intertwine with outcomes, leaving decision-makers unable to control the situation or its future directions (Abd Al-Nabi Ahmed, 2013).

### **Previous Studies**

#### **1. Study by Hani Gamal and Ihsan Hosni (2021):**

Focused on evaluating marketing crises associated with the branding of companies sponsoring Egyptian sports federations.

#### **2. Study by Ashraf Sobhi and Ahmed Sheikh (2020):**

Aimed to explore the developmental and economic role of new investment projects under the Ministry of Youth and Sports and their impact on advancing the sports and youth system in light of Egypt's Vision 2030.

#### **3. Study by Baha Falih (2014):**

Aimed to identify the obstacles to sports investment by examining administrative, technical, legislative, and financial barriers in Iraq.

#### **4. Study by Kamila Sayad (2014):**

Examined the impact of marketing information systems on managing marketing crises.

#### **5. Study by Abdo Abdel Halim (2013):**

Proposed a strategy for investing in sports facilities in the southern governorates of Egypt.

#### **6. Study by Rabab Abdel Fattah (2011):**

Proposed a mechanism to activate the investment process in sports facilities in the Arab Republic of Egypt.

**7. Study by Abdul Malik bin Mahmoud (2011):**

Proposed a strategy for investment in the sports field under the General Presidency for Youth Welfare in Saudi Arabia.

**8. Study by Stacey Hall Lou (2007):**

Investigated risks faced by sports practice venues.

**9. Study by Daniel Shields (2004):**

Analyzed the impact of private ownership on investment in professional football clubs.

**Result and discussion**

The researcher employed the descriptive method (survey studies approach) with its steps and procedures, as it is suitable for achieving the research objectives.

**Research Population and Sample**

The research population consists of the employees and staff members of the Ministry of Sports in the Kingdom of Saudi Arabia, totaling **1,911 individuals**, as well as managers and administrators in Saudi sports clubs. The researcher selected the sample randomly, comprising **138 individuals**, and an additional **20 individuals** were chosen as a pilot sample for conducting the scientific validation of the questionnaire.

**Data Collection Tool****Questionnaire on the Requirements for the Methods of Launching Sports Investment Projects as an Effective Approach to Avoid Marketing Crises at the Ministry of Sports in Saudi Arabia:**

The questionnaire was designed by the researcher following these steps:

**1. Defining the Purpose of the Questionnaire:**

The purpose of the questionnaire was established to identify the requirements necessary for the methods of launching sports investment projects as an effective approach to prevent marketing crises at the Ministry of Sports in Saudi Arabia.

**2. Determining the Axes of the Questionnaire:**

Through reviewing previous studies, the researcher identified a set of axes and presented them to a panel of **7 experts** in the field of sports management for evaluation and feedback regarding their relevance. Axes that received a **70% or higher agreement rate** from the experts were selected. **Table 1** illustrates the experts' feedback on the suitability of the questionnaire axes.

**Table 1. Experts' Opinions on the Suitability of the Questionnaire Axes (N = 7)**

Axis	Frequency	Percentage
Requirements related to determining the fundamentals of investment methods in projects of the Ministry of Sports in Saudi Arabia	6	85.71%
Requirements related to identifying the success strategies of investment project partnership systems	7	100.00%
Requirements related to enhancing mechanisms to motivate investors to participate in investment projects in the Ministry of Sports	6	85.71%
Requirements related to relying on feasibility studies for investment projects	7	100.00%
Requirements related to accurately identifying the anticipated risks of investment projects	6	85.71%
Requirements related to methods of handling marketing crises at the Ministry of Sports	7	100.00%
Requirements related to the various methods of launching investment projects in the Ministry	7	100.00%
Requirements related to evaluating investment methods in the projects of the Ministry of Sports in Saudi Arabia	6	85.71%
Requirements related to overcoming obstacles to launching investment projects in the Ministry	3	42.86%

It is evident from Table 1:

- The percentage of expert opinions on the suitability of the questionnaire axes ranged between **42.86% and 100.00%**. Based on the experts' opinions, all questionnaire axes were approved as they achieved a percentage of **70% or higher** from the experts' evaluations, except for the axis titled *"Requirements related to overcoming obstacles to launching investment projects in the Ministry,"* which received a percentage lower than 70%.

#### 4. Formulating the Questionnaire Statements:

The researcher developed a set of statements for each of the final questionnaire axes, with a total of **60 statements**. These statements were reviewed by a panel of **7 experts** in the field of sports management to assess their relevance to the research axes. Table 2 illustrates this.

**Table 2. Number of Statements Removed from the Preliminary Version of the Questionnaire**

Axes	Number of Statements in Preliminary Version	Number of Statements Removed	Numbers of Removed Statements	Final Number of Statements
Requirements Related to Establishing Fundamentals for Investment Methods in Projects of the Ministry of Sports, Saudi Arabia	8	1	2	7
Requirements Related to Determining Success Methods for Partnership Systems in Investment Projects	10	1	17	9
Requirements Related to Enhancing Mechanisms to Motivate Investors to Participate in Investment Projects of the Ministry	8	1	22	7
Requirements Related to Relying on Feasibility Studies for Investment Projects	8	1	33	7
Requirements Related to Precisely Identifying Risks Expected from Investment Projects	8	1	37	7
Requirements Related to Methods of Handling Marketing Crises in the Ministry of Sports	5	—	—	5



<b>Axes</b>	<b>Number of Statements in Preliminary Version</b>	<b>Number of Statements Removed</b>	<b>Numbers of Removed Statements</b>	<b>Final Number of Statements</b>
Requirements Related to Various Methods of Launching Investment Projects in the Ministry	5	—	—	5
Requirements Related to Evaluating Investment Methods in Projects of the Ministry of Sports, Saudi Arabia	8	2	54/56	6
<b>Total</b>	<b>60</b>	<b>7</b>	<b>—</b>	<b>53</b>

**It is evident from Table 2:**

- The statements that received less than 70% agreement from the experts were removed. The number of deleted statements amounted to **7**, resulting in a final version consisting of **53** statements.

**5. Questionnaire Scoring:**

To score the questionnaire, the researcher developed a three-point Likert scale. The statements were scored as follows:

- **Agree:** (3) three points.
- **Somewhat Agree:** (2) two points.
- **Disagree:** (1) one point.

**Scientific Validation of the Questionnaire:**

**A. Validity:**

To validate the questionnaire, the researcher employed the following methods:

**(1) Content Validity:**

The researcher presented the questionnaire to a group of experts in sports management, comprising **7 experts**, to assess the suitability of the questionnaire for its intended purpose. The percentage of

agreement among the experts regarding the statements ranged between **42.86% and 100.00%**. Consequently, **7 statements** were removed, resulting in a final version consisting of **53 statements**.

## **(2) Internal Consistency Validity:**

To calculate the internal consistency validity of the questionnaire, the researcher administered it to a sample of **20 individuals** from the research population but outside the original research sample. Correlation coefficients were calculated as follows:

- The correlation between the score of each statement and the total score of the axis to which it belongs.
- The correlation between the score of each statement and the overall score of the questionnaire.
- The correlation between the score of each axis and the overall score of the questionnaire, Tables (3), (4), and (5) present the results.

**Table 3. Correlation Coefficient between the Score of Each Statement and the Total Score of the Axis It Belongs To (n = 20)**

Axes	Statements									
Requirements Related to Defining the Fundamentals of Investment Methods in the Projects of the Ministry of Sports in Saudi Arabia	Statement No.	1	2	3	4	5	6	7		
	Correlation Coefficient	0.91	0.78	0.83	0.92	0.73	0.89	0.87		
Requirements Related to Defining the Success Methods of Partnership Systems in Investment Projects	Statement No.	8	9	10	11	12	13	14	15	16
	Correlation Coefficient	0.78	0.91	0.79	0.95	0.81	0.91	0.82	0.82	0.73
Requirements Related to Enhancing Mechanisms to Motivate Investors to Engage in Investment Projects in the Ministry of Sports	Statement No.	17	18	19	20	21	22	23		
	Correlation Coefficient	0.84	0.83	0.81	0.81	0.83	0.92	0.77		
Requirements Related to Relying on Feasibility Studies for Investment Projects	Statement No.	24	25	26	27	28	29	30		
	Correlation Coefficient	0.94	0.84	0.93	0.69	0.95	0.87	0.71		
	Statement No.	31	32	33	34	35	36	37		

Axes	Statements									
<b>Requirements Related to Accurately Identifying Expected Risks in Investment Projects</b>	<b>Correlation Coefficient</b>	0.82	0.80	0.77	0.88	0.91	0.88	0.84		
<b>Requirements Related to Methods of Dealing with Marketing Crises in the Ministry of Sports</b>	<b>Statement No.</b>	38	39	40	41	42				
	<b>Correlation Coefficient</b>	0.83	0.82	0.82	0.83	0.81				
<b>Requirements Related to Various Methods of Proposing Investment Projects in the Ministry</b>	<b>Statement No.</b>	43	44	45	46	47				
	<b>Correlation Coefficient</b>	0.93	0.88	0.88	0.90	0.90				
<b>Requirements Related to Evaluating Investment Methods in the Projects of the Ministry of Sports in Saudi Arabia</b>	<b>Statement No.</b>	48	49	50	51	52	53			
	<b>Correlation Coefficient</b>	0.79	0.82	0.81	0.92	0.89	0.91			

The tabular value of (r) at a significance level of (0.05) = 0.444.

From Table 3, the following can be observed:

- The correlation coefficients between the score of each statement and the total score of the axis it belongs to ranged from (0.69 to 0.95). These are statistically significant correlation coefficients, indicating the internal consistency validity of the questionnaire.

Table 4. Correlation Coefficient between the Score of Each Statement and the Total Score of the Questionnaire (n = 20).

Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient
1	0.80	12	0.78	23	0.70	34	0.80	45	0.78
2	0.68	13	0.86	24	0.86	35	0.81	46	0.72
3	0.76	14	0.72	25	0.78	36	0.84	47	0.69
4	0.69	15	0.80	26	0.84	37	0.75	48	0.69
5	0.69	16	0.72	27	0.68	38	0.73	49	0.68
6	0.77	17	0.80	28	0.88	39	0.64	50	0.51
7	0.86	18	0.63	29	0.75	40	0.56	51	0.73
8	0.79	19	0.80	30	0.63	41	0.69	52	0.56
9	0.83	20	0.65	31	0.66	42	0.77	53	0.72
10	0.78	21	0.87	32	0.79	43	0.65		
11	0.92	22	0.86	33	0.82	44	0.74		

The Table Value of (r) at a Significance Level of (0.05) = 0.444

**Findings from Table 4:**

- The correlation coefficients between the score of each statement and the total score of the questionnaire range from (0.51 to 0.92). These are statistically significant correlation coefficients, indicating the validity of the internal consistency of the questionnaire.

**Table 5. Correlation Coefficients between Each Axis Score and the Total Questionnaire Score (n = 20).**

<b>Axes</b>	<b>Correlation Coefficient</b>
<b>Requirements Related to Establishing the Fundamentals of Investment Methodologies for Projects of the Saudi Ministry of Sports</b>	<b>0.89</b>
<b>Requirements Related to Determining the Success Methods for Investment Partnership Systems</b>	<b>0.95</b>
<b>Requirements Related to Enhancing Mechanisms for Encouraging Investors to Engage in Investment Projects of the Saudi Ministry of Sports</b>	<b>0.92</b>
<b>Requirements Related to Relying on Feasibility Studies for Investment Projects</b>	<b>0.91</b>
<b>Requirements Related to the Accurate Identification of Risks Associated with Investment Projects</b>	<b>0.93</b>
<b>Requirements Related to Crisis Management Strategies in Marketing for the Ministry of Sports</b>	<b>0.93</b>
<b>Requirements Related to Various Methods of Launching Investment Projects in the Ministry</b>	<b>0.79</b>
<b>Requirements Related to Evaluating Investment Strategies for Projects of the Saudi Ministry of Sports</b>	<b>0.76</b>

The table value of (r) at a significance level of (0.05) = 0.444

From Table 5, the following can be observed:

- The correlation coefficients between the score of each axis and the total score of the questionnaire ranged from (0.76 to 0.95), which are statistically significant correlation values, indicating the internal consistency validity of the questionnaire.

**B - Reliability:**

To calculate the reliability of the questionnaire, the researcher used Cronbach's Alpha coefficient, applying it to a sample of (20) individuals from the research population but outside the original sample. Table 6 illustrates this.

**Table 6. Reliability Coefficients Using Cronbach's Alpha for the Questionnaire (n = 20)**

<b>Axes</b>	<b>Alpha Coefficient</b>
<b>Requirements for Establishing Fundamental Investment Strategies in Ministry of Sports Projects</b>	<b>0.93</b>
<b>Requirements for Identifying Success Strategies for Investment Project Partnerships</b>	<b>0.94</b>
<b>Requirements for Enhancing Mechanisms to Motivate Investors to Engage in Investment Projects within the Ministry of Sports</b>	<b>0.92</b>
<b>Requirements for Relying on Feasibility Studies for Investment Projects</b>	<b>0.93</b>
<b>Requirements for Precisely Identifying Potential Risks of Investment Projects</b>	<b>0.93</b>
<b>Requirements for Addressing Marketing Crises in the Ministry of Sports</b>	<b>0.88</b>
<b>Requirements for Various Methods of Launching Investment Projects within the Ministry</b>	<b>0.93</b>
<b>Requirements for Evaluating Investment Strategies in Ministry of Sports Projects</b>	<b>0.92</b>
<b>Overall Score</b>	<b>0.96</b>

**Statistical Treatments:**

- Percentage.
- Correlation Coefficient.
- Cronbach's Alpha Coefficient.
- Estimated Score.
- Chi-Square Test ( $\chi^2$ ).

The researcher adopted a significance level of 0.05 and utilized the SPSS software to compute certain statistical parameters.

**Presentation, Discussion, and Interpretation of Results:****Answering the First Question:**

**What are the requirements related to defining the fundamentals of establishing investment methods for projects under the Saudi Ministry of Sports?**

**Table 7. The estimated score, percentage, and Chi-Square ( $\chi^2$ ) for the sample's opinions regarding the statements of the first axis (Requirements Related to Defining the Fundamentals of Establishing Investment Methods for Projects Under the Saudi Ministry of Sports) (n = 138).**

**Table:**

No.	Statements	Response			Estimated Score	Percentage	Chi-Square ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Establishing internal administrative regulations to organize work within the Investment Department and its investment projects.	116	20	2	390	94.20%	163.3
2	The Investment Department prepares alternative plans to address unexpected circumstances that hinder the achievement of investment goals.	105	31	2	379	91.55%	122.65
3	Aligning the investment plans developed by the Ministry's Investment Department with market survey studies.	103	32	3	376	90.82%	115.09



No.	Statements	Response			Estimated Score	Percentage	Chi-Square ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
4	Allocating a separate budget to address marketing crises.	104	30	4	376	90.82%	117.04
5	Preparing ministry leaders to manage the investment process.	109	25	4	381	92.03%	134.22
6	Conducting sufficient promotional and advertising activities for ministry projects to highlight their importance in attracting investors.	115	19	4	387	93.48%	157.70
7	Attracting experienced and skilled professionals to assist in the investment process within the ministry.	124	10	4	396	95.65%	198.78
<b>Total Axis Score:</b>					<b>2685</b>	<b>92.65%</b>	

The critical value of ( $\chi^2$ ) at the significance level of (0.05) = 5.99

**It is evident from Table 7 that:**

- The percentage of responses from the research sample on the statements of the first axis (Requirements related to determining the fundamentals of establishing investment methods in the Saudi Ministry of Sports projects) ranged between (90.82% and 95.65%), with the percentage for the axis reaching (92.65%).
- There are statistically significant differences in the opinions of the research sample on all statements indicating agreement.

The researcher attributes this result to the fact that the requirements related to determining the fundamentals of establishing investment methods in the Ministry of Sports' projects can be achieved, the most important of which include:

Establishing internal administrative regulations to organize work within the Investment Department and its investment projects.

The Investment Department is developing alternative plans to address emergency situations that hinder the achievement of investment goals.

Aligning investment plans developed by the Ministry's Investment Department with market survey studies.

Allocating a separate budget to address marketing crises.

Preparing ministry leadership to handle the investment process.

Conducting sufficient promotional and advertising activities for ministry projects to highlight their significant role in attracting investors.

Attracting experienced and skilled professionals to assist in the investment process within the ministry.

These are among the most important requirements that officials must consider achieving the best possible performance for sports investment in the Kingdom.

Sports investment is of great importance in improving the performance of sports institutions in the Kingdom of Saudi Arabia, as it is considered the cornerstone for developing Saudi sports activities and elevating them to the level of advanced countries in the world. This will only be achieved by creating a balanced and successful environment, with investment being the prevailing climate.

This is what was indicated by the study of "Ashraf Sobhi, Ahmed El-Sheikh" (2020), where its results indicated that the newly launched investment projects in the Ministry of Youth and Sports fulfill their developmental and economic roles in advancing the sports and youth system in line with Egypt's Vision 2030.

**The answer to the second question, which states:**

What are the requirements related to determining the methods of success for investment project partnership systems?

Table 8. The estimated score, percentage, and Chi-square value for the sample's responses regarding the statements of the second axis (Requirements related to determining the methods of success for investment project partnership systems) (N = 138).

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Focusing on market-specific studies and the marketing methods used.	79	56	3	352	85.02%	66.04
2	Selecting specialists in the sports field to apply investment thinking and determine partnership mechanisms with the private sector.	111	22	5	382	92.27%	140.91
3	Ability to deregulate prices and the labor market.	123	12	3	396	95.65%	194.22
4	Appointing a technical investment institution to conduct feasibility studies for investment projects.	129	4	5	400	96.62%	224.65
5	Organizing studies related to the political growth necessary to achieve economic growth for ministry projects.	129	3	6	399	96.38%	224.74
6	Focusing on developing the necessary institutional infrastructure to support competition.	116	17	5	387	93.48%	161.35

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
7	Enacting legislation to address monopolies.	112	20	6	382	92.27%	144.17
8	Reforming the tax system.	114	19	5	385	93.00%	152.091
9	Ability to connect with external markets, acquire modern technology, and attract capital for investment.	111	23	4	383	92.51%	141.70
Overall Score for the Axis					34466	93.02%	

The chi-square critical value at a significance level of (0.05) = 5.99.

**It is evident from Table 8 that:**

- The percentage of opinions from the research sample on the statements of the first axis (Requirements related to defining the fundamentals of establishing investment methods in the Saudi Ministry of Sports' projects) ranged between (90.82%: 95.65%), with the overall percentage for the axis being (92.65%).
- Statistically significant differences exist in the research sample's opinions across all statements, in the direction of agreement.

The researcher attributes this result to the fact that the requirements related to defining the fundamentals of establishing investment methods in the Saudi Ministry of Sports' projects can be achieved. The most important of these requirements include the establishment of internal administrative regulations to organize the work within the investment management and the investment projects department, the development of contingency plans by the investment management to address emergency situations that hinder the implementation of investment objectives, the link between the investment plans created by the ministry's investment management and market surveys, the allocation of an independent budget to address marketing crises, the qualification of leadership within the ministry to handle investment processes, the adequate promotion and advertising of ministry projects to highlight their significant role in attracting investors, and the recruitment of expertise and practical competencies to assist in the investment process within the ministry. These are considered the most important requirements that officials must take into account to achieve the best possible performance for sports investment within the Kingdom.

This aligns with the findings of the study by *Daniel Shields* (2004), which indicated a direct relationship between private ownership and the volume of investment in professional football clubs. The study highlighted that the movement of shareholders between clubs or their withdrawal, coupled with ignoring the opportunity cost of alternative investments, led to relative instability in investments and their expected outcomes. This resulted in some clubs facing financial crises, creating widespread concerns about the liquidation of club assets. Consequently, economic considerations began to overshadow the sporting and social objectives of the clubs. This prompted club officials to rely on the growing popularity of football and leverage media outlets to attract both local and foreign investors.

**The Answer to the Third Question:**

What are the requirements related to enhancing the mechanisms for incentivizing investors to engage in investment projects within the Saudi Ministry of Sports?

Table 8. The estimated score, percentage, and Chi-square values for the sample's opinions regarding the statements in the third axis (requirements related to enhancing the mechanisms for incentivizing investors to engage in investment projects within the Saudi Ministry of Sports) (N = 138).

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Granting tax exemptions to every investor who invests in the Ministry's facilities.	119	15	4	391	94.44%	175.09
2	Flexibility in the Ministry's current financial regulations enables granting investors some privileges.	119	14	5	390	94.20%	174.65
3	Building investor trust by providing all necessary resources and facilities.	99	34	5	370	89.37%	100.74
4	Exclusive empowerment of investors to control executed sports projects, granting them full freedom to manage.	110	24	4	382	92.27%	137.91
5	Placing the investor's brand on the Ministry's sports facilities' website.	115	19	4	387	93.48%	157.70

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
6	Securing the necessary licenses to establish projects from the competent administrative authorities in the Kingdom.	123	7	8	391	94.44%	193.35
7	Regulatory flexibility by administrative authorities in monitoring the Ministry's investment projects.	101	31	6	371	89.61%	105.43
<b>Overall Score for the Axis</b>					<b>2682</b>	<b>92.54%</b>	

The chi-square critical value at a significance level of (0.05) = 5.99.

**As Evident from Table 8:**

- The percentage of opinions of the research sample regarding the statements of the third axis (Requirements Related to Enhancing Investor Incentives to Participate in Investment Projects under the Saudi Ministry of Sports) ranged between 89.37% and 94.44%, with the overall percentage for the axis being 92.54%.
- There are statistically significant differences in the opinions of the research sample across all statements, leaning toward agreement.

The researcher attributes this result to the necessity of meeting the requirements related to enhancing investor incentives to participate in investment projects under the Saudi Ministry of Sports. These requirements are deemed critical for the success of the investment process within the Kingdom. Attraction methods are essential to verify and achieve, as they play a significant role in encouraging investors to invest in the sports sector.

Among the most important attraction methods are:

1. Providing tax exemptions to every investor who invests in the ministry's facilities.
2. Flexibility in the ministry's current financial regulations, enabling it to grant certain privileges to investors.
3. Building investor trust by providing all necessary facilities and support.
4. Granting exclusive control to investors over implemented sports projects and allowing them full discretion over these projects.
5. Featuring the investor's brand on the official websites of the ministry's sports facilities.
6. Facilitating necessary licenses for project implementation from the relevant administrative authorities in the Kingdom.
7. Administrative flexibility in monitoring the ministry's investment projects.

Attracting and encouraging investors to invest in the sports sector is one of the foundations of modern sports. This approach relies on a market economy and invites all businessmen and institutions to provide a comprehensive sports environment for all sports clubs and federations. The ultimate goal is to achieve local, continental, and global sports successes and realize a comprehensive sports vision by the year 2030, a vision the Kingdom seeks to achieve and fulfill its developmental dimensions and major objectives while enhancing the performance of Saudi sports institutions.



**Answer to the fourth question:**

What are the requirements related to relying on feasibility studies for investment projects?

Table 9. The estimated score, percentage, and Chi-square values for the sample's opinions regarding the statements of the fourth axis (requirements related to relying on feasibility studies for investment projects) (n = 138).

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Inclusion and integration of economic culture as required in the sports environment.	112	17	9	379	91.55%	142.74
2	Feasibility study based on the Ministry's current capabilities and boundaries within which the investment project is proposed.	127	4	1	396	95.65%	214.04
3	Market study of projects conducted by other entities in relevant fields to identify the characteristics of the target market.	109	22	7	378	91.30%	131.87
4	Contracting by the Ministry with specialized investment institutions for the comprehensive preparation of projects from an economic perspective.	96	34	8	364	87.29%	88.87
5	Relying on regulations and laws governing tendering processes to prevent issues that may lead to disputes with relevant authorities.	133	2	3	406	98.07%	246.83
6	Providing alternative flexible solutions in project studies to allow changes within certain limits in case	135	0	3	408	98.55%	258.39

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
	all policies cannot be implemented during the actual project launch.						
7	Conducting regular follow-up on project progress and its alignment with the prepared feasibility study, identifying obstacles faced during project implementation.	129	6	3	402	97.10%	224.74
<b>Overall Score for the Axis</b>					2733	94.31%	

The chi-square critical value at a significance level of (0.05) = 5.99.

**It is evident from Table 9 that:**

- The percentage responses from the research sample regarding the statements under the fourth axis (Requirements Related to Reliance on Feasibility Studies for Investment Projects) ranged between 87.92% and 98.55%, with an overall axis percentage of 94.31%.
- There are statistically significant differences among the sample's responses to all statements, favoring agreement.

The researcher attributes this result to the availability of an environment conducive to meeting the requirements related to relying on feasibility studies for investment projects. These requirements include:

- Integrating and incorporating economic culture as required within the sports sector.
- Basing feasibility studies on the Ministry's current capabilities and the boundaries within which the investment project is proposed.
- Conducting market studies of projects previously undertaken by other entities in relevant fields to identify the characteristics of the target market.
- Contracting specialized investment institutions by the Ministry to comprehensively prepare projects from an economic perspective.
- Relying on regulations and laws governing tendering processes to prevent disputes with relevant authorities.
- Developing flexible alternative solutions within project studies, allowing modifications within certain limits if it becomes challenging to implement all policies during the actual project launch.
- Conducting regular follow-ups on project progress to ensure alignment with the prepared feasibility study and identifying obstacles that may hinder project implementation.

These measures aim to create a positive environment and climate for advancing Saudi sports and achieving the desired development goals.

This aligns with the findings of Kamilia Sayad's study (2014), which highlighted that marketing information contributes to achieving the desired goals of managing marketing crises by providing information before the crisis occurs. Marketing information also helps resolve marketing crises by predicting and preventing them before they happen.

**Answer to the Fifth Question:**

What are the requirements related to the precise identification of risks expected from investment projects?

Table 10. The estimated score, percentage, and Chi-square value for the respondents' opinions regarding the statements of Axis Five (Requirements related to the precise identification of risks expected from investment projects) (n = 138).

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Identifying risks that may hinder the continuation of investment projects.	134	1	3	407	98.31%	252.57
2	Ability to analyze the local market and assess its requirements.	127	8	3	400	96.62%	214.22
3	Precise identification of mechanisms for implementing construction projects binding to the investor according to the listed timeline and procedures in case of non-compliance with the specified standards.	125	10	3	398	96.14%	204.04
4	Establishing a joint vision between the investor and the ministry regarding all potential risks that may arise during project implementation, along with proposed strategies to mitigate them.	129	8	1	404	97.58%	225.17
5	Providing flexibility in contractual aspects to mitigate risks arising from legislative amendments,	130	8	0	406	98.07%	230.78

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
	such as changes in tax systems or modifications to investment laws that may burden the investor.						
6	Comprehensive study of both sports and investment laws to avoid risks with relevant administrative authorities during contract procedures through their approval of signed contracts.	135	3	0	411	99.28%	258.39
7	Including explicit contractual provisions to ensure no risks in the final handover of project physical assets from the investor.	133	2	3	406	98.07%	246.83
<b>Overall Score for the Axis</b>					<b>2832</b>	<b>97.72%</b>	

The chi-square critical value at a significance level of (0.05) = 5.99.

**It is evident from Table 10:**

- The percentage of responses from the research sample regarding the statements in the fifth axis (*Requirements Related to the Precise Identification of Expected Risks from Investment Projects*) ranged between (96.14% and 99.28%), with the overall percentage for the axis reaching (97.72%).
- Statistically significant differences exist between the opinions of the research sample for all statements, leaning towards agreement.

The researcher attributes this result to the fulfillment of requirements related to the precise identification of expected risks from investment projects. These include:

1. Identifying risks that may hinder the continuation of investment projects.
2. The ability to analyze the local market and its requirements.
3. Precisely identifying the mechanisms for implementing construction projects binding to investors according to the listed timeline and procedures in case of non-compliance with specified standards.
4. Establishing a joint vision between the investor and the ministry regarding all potential risks that may arise, along with proposed strategies to mitigate them.
5. Providing contractual flexibility to avoid risks stemming from legislative changes, such as alterations in tax systems or modifications to investment laws that could burden the investor.
6. Conducting comprehensive studies of both sports and investment laws to avoid risks with relevant administrative authorities during contracting procedures by ensuring these authorities approve the signed contracts.
7. Including explicit contractual provisions to ensure no risks in the final handover of the project's physical assets to the investor.

The identification of risks is crucial to ensuring the success of investment projects.

This aligns with the study conducted by Stacey Hall Lou (2007), whose findings emphasized the importance of categorizing major risks, including:

- **Market Risks:** Resulting from changes in investment behavior and fluctuations in investor interest in sports investments due to declining purchasing power of inputs or political and legal changes regulating sports investment.
- **Business Risks:** Resulting from fluctuations in supply and demand or intense competition, which affects future sales of sports establishments.
- **Management Risks:** Arising from mismanagement, planning and execution gaps, and the inability to manage crises in sports establishments.

**Response to the Sixth Question:**

What are the requirements related to methods for handling marketing crises at the Ministry of Sports?

Table 11: The estimated score, percentage, and Chi-square values for the sample's opinions regarding the statements in the sixth axis (*Requirements Related to Methods for Handling Marketing Crises at the Ministry of Sports*) ( $N = 138$ )

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	<b>Crisis Fragmentation Method:</b> This method is used to break down the marketing crisis into smaller parts to facilitate easier handling and efficient management of these smaller crises.	130	5	3	403	97.34%	230.13
2	<b>Marketing Crisis Task Force Method:</b> Establishing a dedicated task force for the marketing crisis, with carefully selected members possessing high levels of scientific and practical expertise to deal with and resolve the crisis.	127	7	4	399	96.38%	214.04
3	<b>Marketing Crisis Path Diversion Method:</b>	129	2	7	398	96.14%	224.91

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
	This method is employed to address highly critical crises that cannot be controlled in their escalation. The objective is to redirect the crisis towards a less impactful path.						
4	<b>Marketing Crisis Containment Method:</b> This method aims to confine the marketing crisis within a limited scope and at a specific stage to diminish its strength.	131	4	3	404	97.58%	235.61
5	<b>Marketing Crisis De-escalation Method:</b> A marketing crisis revolves around a clear and explicit core issue. By depleting this core, the escalation and continuation of the crisis become difficult.	135	3	0	411	99.28%	258.39
<b>Overall Score for the Axis</b>						97.34%	

The chi-square critical value at a significance level of (0.05) = 5.99.



**It is evident from Table 11:**

- The percentage responses from the research sample regarding the statements of the sixth axis (Requirements related to methods of dealing with marketing crises in the Ministry of Sports) ranged between 96.14% and 99.28%, with an overall percentage for the axis reaching 97.34%.
- There are statistically significant differences in the opinions of the research sample across all statements, leaning towards agreement.

The researcher attributes this result to the availability of requirements related to the methods of dealing with marketing crises within the sports environment, including:

1. Crisis Fragmentation Method: Utilizing this method to break down the marketing crisis into smaller parts to facilitate easier handling and highly efficient management of these smaller crises.
2. Marketing Crisis Task Force Method: Establishing a dedicated task force for the marketing crisis, with carefully selected members possessing high levels of scientific and practical expertise to manage and resolve the crisis effectively.
3. Marketing Crisis Path Diversion Method: Employing this method to address highly critical crises that cannot be controlled in their escalation, with the objective of redirecting the crisis towards a less impactful path.
4. Marketing Crisis Containment Method: Using this method to confine the marketing crisis within a limited scope and at a specific stage, thereby weakening its impact.
5. Marketing Crisis De-escalation Method: Marketing crises revolve around a clear and explicit core issue. By depleting this core, the escalation and continuation of the crisis become difficult.

Optimal crisis management is achieved through scientific pre-planning, especially within a fruitful investment climate that aims to attract investors to the sports sector. This contributes to the development of Saudi sports through a positive investment climate that encourages such advancements.

**Response to the seventh question:**

*What are the requirements related to the various methods of presenting investment projects in the Ministry?*

Table 12. The calculated score, percentage, and Chi-square value for the sample's opinions regarding the statements of the seventh axis (Requirements related to the various methods of presenting investment projects in the Ministry) ( $n = 138$ ).

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Reliance on the (B.O.O) method (Build – Own – Operate), which is based on the state's need for infrastructure projects, entrusting the private sector with implementing these large projects.	14	36	88	202	48.79%	62.78
2	Reliance on the (B.O.T) method (Build – Operate – Transfer), which is based on the private sector undertaking the construction and operation of projects for a certain period, after which the ownership of the project is transferred to the state free of charge.	130	8	0	406	98.07%	230.78
3	Reliance on the (B.B.O) method (Build – Buy – Operate), which involves utilizing existing projects that the private sector can purchase, develop, and operate for the same original purpose.	28	4	106	198	47.83%	123.65
4	Reliance on the (R.A.O) method (Rent – Add – Own), which is based on granting the	38	2	98	216	52.17%	102.26

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
	private sector the right to operate projects for a specified period, provided they commit to expanding them. The new expansions will be owned by the private sector, and after the period ends, the original project returns to state ownership while the expansions remain with the private sector.						
5	Reliance on the Management Privatization (M.P) method, which involves contracting the private sector to manage specific activities while maintaining state ownership of the project, aiming to assist in developing administrative methods and improving services in these projects away from government bureaucracy.	100	18	20	356	85.99%	95.13
<b>Overall Score for the Axis</b>					1378	66.57%	

The chi-square critical value at a significance level of (0.05) = 5.99.

It is evident from Table 12 that:

- The percentage of the research sample's opinions on the statements of the seventh axis (Requirements related to the various methods of offering investment projects in the ministry) ranged between **47.83% and 98.07%**, while the overall percentage for the axis was **66.57%**.
- There are statistically significant differences in the opinions of the research sample in statements (**44, 47**) in favor of agreement, as well as differences in statements (**43, 45, 46**) in favor of disagreement.

The researcher attributes this result to the availability of requirements related to the various methods of offering investment projects in the ministry, particularly in some investment activities, such as:

- Reliance on the **(B.O.T)** method (Build – Operate – Transfer), which involves the private sector constructing and operating projects for a specified period, after which the ownership of the project is transferred to the state free of charge.
- Reliance on the **Management Privatization (M.P)** method, which involves contracting the private sector to manage specific activities while maintaining state ownership of the project. This aims to assist in developing administrative methods and improving services in these projects, away from government bureaucracy.

On the other hand, there are some methods that are not compatible with the policies of the Kingdom, including:

- Reliance on the **(B.O.O)** method (Build – Own – Operate), which involves the state entrusting the private sector with implementing large-scale infrastructure projects that the state needs.
- Reliance on the **(B.B.O)** method (Build – Buy – Operate), which involves utilizing existing projects that the private sector can purchase, develop, and operate for the same original purpose.
- Reliance on the **(R.A.O)** method (Rent – Add – Own), which involves granting the private sector the right to operate projects for a specified period, provided they commit to expansions. The new expansions remain the property of the private sector, while the original project returns to state ownership after the period ends.

**Response to the Eighth Question:**

What are the requirements related to evaluating investment methods in the projects of the Saudi Ministry of Sports?

Table 13. The assigned score, percentage, and Chi-square value ( $\chi^2$ ) for the sample's opinions regarding the statements of the eighth axis (Requirements related to evaluating investment methods in the projects of the Saudi Ministry of Sports) (n = 138).

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
1	Periodic follow-up of the investment project to identify strengths and weaknesses during the course of work.	133	5	-	409	98.79%	427.09
2	Developing investment thinking among project management within the ministry after establishing a number of investment projects.	131	7	-	409	98.31%	236.13
3	Proficiency of administrators working in investment in multiple foreign languages enables them to explore sports investment ideas in advanced foreign countries in this field.	136	2	-	412	99.52%	264.17
4	Annual evaluation of the feasibility of projects from an investment perspective.	134	4	-	410	99.03%	2.52.70

No.	Statements	Response			Estimated Score	Percentage	Chi-square Value ( $\chi^2$ )
		Agree	Somewhat Agree	Disagree			
5	Identifying shortcomings in the process of offering investment projects and attempting to avoid and address them.	131	7	-	407	98.31%	236.13
6	Using previous reports when planning future sports investment projects.	136	2	-	412	99.52%	264.17
<b>Overall Score for the Axis</b>					2457	98.91%	

The chi-square critical value at a significance level of (0.05) = 5.99.

**Findings from Table 13:**

- The percentage of the research sample's opinions regarding the statements of the eighth axis (requirements related to evaluating investment methods in the projects of the Saudi Ministry of Sports) ranged between 98.31% and 99.52%, with an overall percentage for the axis of 98.91%.
- Statistically significant differences were found in the research sample's opinions for all statements, leaning towards agreement.

The researcher attributes this result to the availability of an environment that meets the requirements related to evaluating investment methods in the projects of the Saudi Ministry of Sports. These include:

1. Periodic follow-up of investment projects to identify strengths and weaknesses during implementation.
2. Developing investment thinking among the ministry's project management after implementing several investment projects.
3. Proficiency in foreign languages among administrators working in investment, enabling them to explore sports investment ideas in advanced countries.
4. Annual evaluation of the feasibility of projects from an investment perspective.
5. Identifying shortcomings in the process of offering investment projects and addressing them.
6. Utilizing previous reports when planning future sports investment projects.
7. Recognizing the current state of investment and its successes in the investment process within the ministry's projects.

This aligns with the study by *Baha Flaih* (2014), which indicated that implementing sports investment requires high-quality training to ensure the development of human resources in the sports field.

### Conclusions:

1. The requirements for implementing effective methods of offering sports investment projects as an approach to avoiding marketing crises in the Saudi Ministry of Sports are available.
2. Implementation of these requirements in offering methods for sports investment projects serves as an effective tool for mitigating marketing crises in the Saudi Ministry of Sports.
3. Focus should be placed on the requirements related to establishing the basics for investment methods in the projects of the Saudi Ministry of Sports.
4. Emphasis should be placed on identifying methods for the success of partnership systems in investment projects.
5. Prioritize requirements related to enhancing mechanisms that incentivize investors to engage in the ministry's investment projects.
6. Ensure reliance on feasibility studies for investment projects.
7. Address the need for accurately identifying risks associated with investment projects.
8. Focus on methods for dealing with marketing crises within the ministry.
9. Meet the requirements for various methods of offering investment projects within the ministry.
10. Incorporate the requirements related to evaluating investment methods in the projects of the Saudi Ministry of Sports.

### Recommendations:

1. Consider implementing the identified requirements as effective methods for offering sports investment projects to avoid marketing crises in the Saudi Ministry of Sports.
2. Remove all administrative obstacles faced by investors, simplifying procedures and permitting investment in the ministry's projects.
3. Establish **investment departments** in every sports institution to manage investment, marketing, funding, and investor relations, while also updating and developing sports projects.
4. Conduct **continuous training programs** to prepare specialists and professionals in investment, equipping them with modern methods in the field.
5. Develop a **modern media and technology policy** using various media platforms and information networks to introduce investors to potential sports investment projects.
6. Expand the establishment of **modern sports projects** that align with the ongoing developments in Saudi sports.



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### ORCID iD

Wael Abdelraouf Khalifa. <https://orcid.org/.....>

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