



The Role of Sports Marketing in Developing Sports Activities at Soran University

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Abstract

This study aims to develop the available sports capacities at Soran University and to identify the importance of marketing in colleges of physical education. The research was conducted on 31 faculty members from the College of Physical Education at Soran University, who were intentionally selected to represent the study population. The selection was based on specific research variables, including position, years of experience, and academic qualifications.

The validity of the study was statistically verified using SPSS software. The results indicated that the overall level of sports marketing's role in developing sports activities at Soran University was very high, despite issues such as a lack of funding, weak planning, and the absence of qualified personnel. However, statistical analyses revealed no statistically significant differences regarding the role of marketing. The reliability and validity of the questionnaire were confirmed using Pearson correlation coefficients, the extreme groups method, and Cronbach's alpha coefficient, which confirmed its effectiveness as a measurement tool.

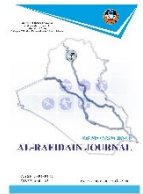
Scientifically, this study contributes to understanding the dynamics of sports marketing within the local context, focusing on the economic and administrative challenges facing sports activities at Soran University. The research addresses the vital role that sports marketing plays in enhancing the performance and sustainability of sports activities at Soran University. With the increasing professional and commercial nature of sports, marketing has become a vital function of modern sports institutions. This study reviews the challenges facing sports marketing at the university level and proposes strategic solutions to leverage marketing in support of and development within the sports sector.

The research problem lies in the university's heavy dependence on government funding, which limits its ability to support and expand sports programs. There is also a clear gap in the existence of strategic marketing plans, weak private sector participation, and poor utilization of internal resources. The researcher believes that without adopting effective marketing practices and diversifying funding sources, the university's sports sector will remain unable to grow and compete.



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دور التسويق الرياضي في تطوير الأنشطة الرياضية في جامعة سوران

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كلية التربية / جامعة سوران

الملخص

تهدف هذه الدراسة إلى تطوير الإمكانيات الرياضية المتاحة في جامعة سوران وتعرف على أهمية التسويق في كليات التربية الرياضية. أجري البحث على أعضاء هيئة التدريس في كلية التربية الرياضية بجامعة سوران ٣١ عضواً الدراسة بالطريقة العمدية وهم يمثلون مجتمع الدراسة. واستند الاختيار إلى متغيرات بحثية محددة، مثل: الوظيفة، وسنوات الخبرة، والمؤهل العلمي. وحُققت صحتها إحصائياً باستخدام برنامج SPSS. أشارت النتائج إلى أن المستوى العام دور التسويق الرياضي في تطوير الأنشطة الرياضية في جامعة سوران كان مرتفعاً جداً، بما في ذلك نقص التمويل وضعف التخطيط وغياب الكوادر المؤهلة. ومع ذلك، كشفت التحليلات الإحصائية عن عدم وجود فروق ذات دلالة إحصائية في دور التسويق. تم التأكد من صحة وموثوقية الاستبيان باستخدام معاملات ارتباط بيرسون، والتميز بين المجموعتين المتطرفتين، ومعامل ألفا كرونباخ، مما يؤكد فعاليته كأداة قياس. تساهم هذه الدراسة علمياً في فهم ديناميكيات التسويق الرياضي ضمن السياق المحلي، مع التركيز على التحديات الاقتصادية والإدارية التي يواجهها الأنشطة الرياضية في جامعة سوران. يتناول هذا البحث الدور الحيوي الذي يلعبه التسويق الرياضي في تعزيز أداء واستدامة الأنشطة الرياضية في جامعة سوران. ومع تزايد الطابع الاحترافي والتجاري للرياضة، أصبح التسويق من الوظائف الأساسية في المؤسسات الرياضية الحديثة. يستعرض هذا البحث التحديات التي تواجه التسويق الرياضي على مستوى الجامعة، ويقترح حلولاً استراتيجية للاستفادة من التسويق في دعم وتطوير القطاع الرياضي.

تكمن مشكلة البحث في اعتماد الجامعة الكبير على التمويل الحكومي، مما يحد من قدرتها على دعم البرامج الرياضية وتوسيعها. كما توجد فجوة واضحة في وجود خطط تسويقية استراتيجية، وضعف مشاركة القطاع الخاص، وسوء استغلال الموارد الداخلية. يرى الباحث أنه بدون اعتماد ممارسات تسويقية فعالة وتنويع مصادر التمويل، سيبقى القطاع الرياضي في الجامعة غير قادر على النمو والمنافسة.

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1.1 Introduction and importance of the study

Sports marketing is an essential tool in developing sports activities within universities, contributing to providing financial and moral support, attracting audiences and participants, and enhancing the status of the educational institution. At Soran University, sports marketing can play a pivotal role in developing sports programs and events, improving performance levels, and increasing awareness of the importance of sports among students and the community.

The College of Physical Education and Sports Sciences at Soran University today seeks to address the expected changes and challenges of modern society. Physical education and sports sciences are certainly active fields in society, influencing and being influenced by it. This approach necessitates the preparation of public sports institutions to meet the requirements of marketing and competition. Keeping pace with these rapid and successive changes necessarily requires these institutions to adopt new concepts to establish foundations and trends that align with modern management systems, thus transforming administrative systems to keep pace with global administrative development. The researcher emphasizes the important role of sports marketing in developing private sports activities at Soran University, aiming to invest in excellence to achieve the social, economic, and cultural returns desired by both the investor and the beneficiary. Sports marketing is considered a crucial part of the administrative process within sports institutions.

Sport has evolved into a unique and dynamic social system with its own objectives, structures, and features on a global scale. The 21st century has witnessed rapid developments in administrative sciences, coinciding with the technological revolution that has reshaped the functioning of many sectors, including sports management. Within this context, sports marketing has emerged as one of the most complex and essential functions in modern sports organizations.

The success of sports management in achieving its objectives depends largely on its ability to address and overcome the various challenges and barriers it faces. This is particularly critical in sports marketing, which differs significantly from traditional marketing due to the dual nature of sport as both a product and a service.

As sports organizations strive to meet the needs and desires of individuals and communities, the establishment of a solid foundation of scientific principles in sports marketing becomes essential. Effective marketing strategies not only contribute to organizational success but also promote the growth and popularity of sports in society. In fact, marketing activities have become a top priority for most successful sports institutions, enabling them to expand their reach, engage fans, and generate sustainable revenue.

Recognizing and addressing the obstacles facing sports marketing is vital for the advancement of sports organizations. Therefore, this study aims to explore the key challenges and propose effective strategies that enhance the marketing performance of sports entities.

In today's increasingly competitive sports environment, sport marketing has evolved into a strategic function that plays a central role in the success of sports organizations. Unlike traditional marketing, sport marketing involves managing complex relationships between fans, athletes, sponsors, media, and governing bodies. As sports continue to globalize and digital technologies transform how fans consume content, sports marketers face unprecedented challenges in engagement, branding, and revenue generation. Understanding these challenges and crafting strategic responses has become essential for sports managers. This includes adopting data-driven marketing techniques, creating immersive fan experiences, and adapting to the shifting expectations of global audiences. This academic work explores how strategic marketing can be leveraged to overcome barriers and foster long-term organizational growth in the sports sector.

(David shilbury, 2020, 404) (Westerbeek, 2017,282)

1-2 Research Problem:

In the modern world, sports have attained a distinguished status in many countries and are increasingly associated with cultural and civilizational advancement. As a result, numerous nations have sought effective means to support sports activities, including the adoption of alternative funding sources beyond direct governmental support. This is based on the understanding that government support alone is often insufficient unless complemented by contributions from the private sector.

Accordingly, the participation of the private sector and the use of marketing strategies in promoting sports activities have become an urgent necessity. This urgency is driven by the growing number of sports events and participants, as well as the need to elevate athletic performance and achieve honorable representation in regional and international competitions.

In recent years, sport has played a crucial role in the marketing process. It has become an essential tool for promoting and advertising companies that rely on sports as a platform to market their products—often through sponsoring the broadcasting of major tournaments and prominent sporting events.

At the University of Soran, various entities have shown interest in supporting and sponsoring sports activities. These companies tend to take advantage of sports events—such as festivals and tournaments—as opportunities for advertising and promotion. However, despite this engagement, university sports still face numerous challenges, the most pressing of which is financial instability. There is a lack of effective marketing planning and strategic tools to support the development and sustainability of sports activities at the university.

The College of Physical Education and Sports Sciences at Soran University - Kurdistan Region suffers from shortcomings in marketing sports activities, whether in terms of improving infrastructure, increasing financial revenues, or

supporting sports and educational programs. Challenges associated with the management of these facilities, lack of funding, and the absence of effective marketing and investment plans to utilize sports activities more effectively in training players and athletes and providing community services, are also highlighted. Based on this, the research aims to identify the main reasons for these challenges and opportunities and propose possible solutions to improve the role of marketing.

Sports marketing at the University of Soran remains a relatively new field, with limited academic expertise among those involved. Furthermore, there is a notable weakness in building partnerships with commercial enterprises and a lack of clear vision in how to implement sports marketing strategies effectively. Therefore, this study seeks to explore this issue from multiple perspectives—economic, technical, social, and athletic—and aims to determine the impact of marketing support on enhancing sports programs and achieving the aspirations of student-athletes at Soran University. This will be assessed from the viewpoint of faculty members in the field of sports.

The researcher believes that sports marketing is a critical tool for overcoming many of the obstacles currently facing the university's sports sector. If sports marketing can be effectively integrated and its potential utilized, it could enable a reorganization of the financial support system for university sports. Many current investments in the sports field are conducted without proper marketing studies, leading to excessive and often unnecessary spending on deals that do not align with institutional needs—ultimately resulting in financial loss. Therefore, paying greater attention to the sports market, especially by institutions concerned with sports marketing, is essential and must align with the broader developments of market economies.

1-3 Research Objectives:

- Study the reality of marketing available sports capabilities at Soran University.
- Understand the importance of marketing in the Faculty of Physical Education and Sports Sciences at Soran University.

1-4 Research Hypothesis:

- What is the current status of sports marketing at Soran University?
- What are the future expectations and prospects for the development of sports marketing at Soran University?

1-5 Research Domains:

1-5-1 Human Domain:

The study includes all faculty members of the School of Physical Education at Soran University for the academic year 2024–2025.

1-5-2 Time Domain:

The research was conducted during the period from February 26, 2024, to June 9, 2025.

1-5-3 Geographical Domain:

The study was carried out in the Kurdistan Region, specifically at the School of Physical Education, Soran University.

1-6 Definition of Research:

1-6-1 Marketing:

Marketing is a process based on scientific study and understanding of consumers, enabling an organization to deliver products or services that meet the needs of its target market while achieving its profitability goals.

This definition is aligned with Philip Kotler's well-known explanation of marketing as:

"Marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return."

(Kotler, 2016, 17)

1-6-2 Sport Marketing:

Sport marketing refers to the process of identifying and analysing market opinions and prevailing trends, and then directing sports products and services to align with those trends. It involves understanding consumer needs in the sports sector and designing marketing strategies that respond effectively to those preferences.

According to Mullin, Hardy, and Sutton (2014), sport marketing is defined as:

"The application of marketing principles and processes to sport products and to the marketing of non-sport products through association with sport."

(Mullin, 2014, 482)

3. Research population:

3.1 Research Methodology:

The researcher employed the descriptive method, as it is considered the most appropriate approach for the nature and objectives of this study.

3.2 Population of the Study:

The study population consisted of all faculty members of the School of Physical Education at Soran University for the academic year 2024–2025, with a total of **35 individuals**.

3.3 Research sample:

The study sample was selected using a **purposive sampling** method. It included **31 faculty members** from the School of Physical Education at Soran University, who represent the study population. The selection was based on specific research variables such as **job position, years of experience, and academic qualification**.

3.4.1 Questionnaire Form:

After consulting relevant scientific references in the field of sports management and reviewing the findings of previous related studies, the researcher developed a questionnaire to gather the opinions of faculty members in the field of physical education. The aim was to explore the potential for using the *Musataha* system in the development of sports facilities and the School of Physical Education.

The following steps were followed in the preparation of the questionnaire:

3.4.2 Steps for Preparing the Questionnaire:

The researcher developed three main sections for the questionnaire and presented them to a panel of experts and academics in the field of sports. A total of **nine (9) experts** (Appendix 3) reviewed the proposed content to evaluate the relevance of the sections to the research objectives. The experts were asked to give their opinions regarding the appropriateness of each section and to suggest any modifications, deletions, or additions they deemed necessary.

Table (١) presents the level of agreement among the experts on the questionnaire's sections.

Table (1): Percentage of Expert Approval on the Questionnaire Sections (N = 9)

No.	Section	Yes (f)	Yes (%)	No (f)	No (%)
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1	Studying the importance of marketing in the School of Physical Education at Soran University	9	100%	0	0%
2	Identifying the sources of marketing in the School of Physical Education at Soran University	9	100%	0	0%
3	Main future expectations for sports marketing in the School of Physical Education at Soran University	8	88.88%	1	11.12%

As shown in Table (1), the percentage of expert approval for the proposed questionnaire sections ranged between 88.8% and 100%.

All sections were accepted based on these approval rates, which the researcher considered satisfactory and appropriate for the purposes of the study.

3.5 Selection of Appropriate Statements for Each Section Related to the Research Topic:

The researcher prepared and formulated a number of statements for the questionnaire, with a total of **23 statements** distributed across the main sections of the questionnaire, as shown in Table (2).

Table (2): Number of Statements in Each Section

No.	Section	Number of Statements
1	Studying the importance of marketing in the School of Physical Education at Soran University	9
2	Identifying the sources of marketing in the School of Physical Education at Soran University	3
3	Main future expectations for sports marketing in the School of Physical Education at Soran University	11
	Total	23

3.6 Scientific Validity of the Questionnaire:

The researcher conducted the necessary scientific procedures to ensure the validity and reliability of the questionnaire using the following:

Validity

a. Expert Validity:

The initial version of the questionnaire was presented to a panel of **9 experts**. Based on their feedback and suggestions, necessary modifications were made, and the questionnaire was revised accordingly until it reached its final form.

Table (3) presents the percentage of expert agreement regarding the questionnaire items.

Table (3): Frequencies and Percentages of Expert Agreement on the Questionnaire Items per Section

Stat eme	Agre emen	Stat eme	Agre emen	Stat eme	Agre emen	Stat eme	Agre emen	Stat eme	Agre emen	Stat eme	Agre emen
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nt No.	t %	nt No.	t %	nt No.	t %	nt No.	t %	nt No.	t %	nt No.	t %
Section One	100%										
1	100%	7	81.8 %	10	90.9 %	16	90.9 %	22	81.8 %	28	90.9 %
2	100%	8	90.9 %	11	81.8 %	17	100%	23	90.9 %		
3	90.9 %	9	90.9 %	12	90.9 %	18	100%	24	90.9 %		
4	90.9 %			13	90.9 %	19	91.2 %	25	87.4 %		
5	81.8 %			14	100%	20	100%	26	100%		
6	90.9 %			15	100%	21	100%	27	90.9 %		

As shown in Table (3), the frequencies and percentages of expert opinions regarding the questionnaire sections and their respective items ranged between 100% and 90.91% for **the sections, and between 100% and 81.8% for the individual items.**

3.١.1 Internal Consistency Validity:

The researcher assessed internal consistency validity by calculating the correlation coefficients between the sections of the questionnaire and the total score of the questionnaire, as well as the correlation coefficients between each item's score and its corresponding section using Pearson's correlation coefficient formula. The results are presented in **Tables (4).**

Table (4): Correlation Coefficients Between Each Section Score and the Total Questionnaire Score

Sample Size (n) = 10

No.	Section	Correlation Coefficient (r)
1	Studying the Importance of Marketing in the School of Physical Education at Soran University	0.809
2	Identifying the Sources of Marketing in the School of Physical Education at Soran University	0.794
3	Main Future Expectations for Sports Marketing in the School of Physical Education at Soran University	0.811

As shown in Table (4), the correlation coefficients between the total score of each section and the overall questionnaire score ranged from 0.794 to 0.811. All coefficients are statistically significant at the 0.01 level, with a critical value of 0.463. This indicates a strong correlation between the sections.

Table (5): Correlation Coefficients Between Each Item Score and the Score of Its Corresponding Section

Item No.	Correlation (r)	Item No.	Correlation (r)	Item No.	Correlation (r)	Item No.	Correlation (r)	Item No.	Correlation (r)	Item No.	Correlation (r)
Section 1		Section 2		Section 3							
1	0.646	7	0.527	10	0.656	16	0.687	22	0.608	28	0.729
2	0.719	8	0.516	11	0.687	17	0.589	23	0.592		
3	0.762	9	0.615	12	0.680	18	0.691	24	0.577		
4	0.753			13	0.522	19		25			
5	0.781			14	0.576	20	0.604	26	0.794		
6	0.746			15	0.671	21	0.710	27	0.706		

The critical correlation coefficient at the 0.01 significance level is 0.463. Table (5) presents the correlation coefficients between each item's score and the score of the section to which the item belongs. It is evident that all calculated correlation coefficients exceed the critical value of 0.463 at the 0.01 significance level, ranging from 0.519 to 0.794. This indicates a strong correlation between the items and their corresponding sections.

3-٦-2 Questionnaire Reliability:

The researcher used Cronbach's Alpha coefficient to measure the reliability of the dimensions and items of the questionnaire, as shown in Table (6).

Table (6) illustrates the Cronbach's Alpha coefficients used to assess the reliability of the questionnaire's dimensions.

Sample size: n = 10.

No.	Dimension	Reliability Coefficient (Cronbach's Alpha)
1	Study of the Importance of Marketing in the School of Physical Education at Soran University	0.911
2	Identification of Marketing Sources in the School of Physical Education at Soran University	0.907
3	Major Future Expectations of Sports Marketing in the School of Physical Education at Soran University	0.921

3-٧ Administration of the Questionnaire:

The researcher administered the final version of the questionnaire to the study sample, consisting of **31 participants**, during the academic year **2024–2025**. The distribution and completion of the questionnaire took place **in the presence of the researcher** to ensure clarity and accuracy in responses. Upon completion, all questionnaires were collected, and the data were **organized and coded** for subsequent **statistical analysis using appropriate methods**.

٣-٨ Statistical Treatments Used:

The researcher employed appropriate statistical methods suited to the nature of the study data using the SPSS statistical software. The following procedures were applied:

- **Frequencies and Percentages:**
Used to analyses expert validity (face validity), response distributions, and general result interpretations.
- **Pearson Correlation Coefficient:**
Applied to measure the **degree of correlation** between each questionnaire item and its corresponding domain, as well as between each domain and the total score of the questionnaire.
- **Cronbach's Alpha Coefficient:**
Used to calculate the **reliability** (internal consistency) of the questionnaire and its subdomains.

4. Presentation, Analysis, and Discussion of Results

This chapter presents, analyzes, and discusses the findings obtained from the questionnaire applied to the faculty members of the School of Physical Education at Soran University. The purpose is to assess the current state and future prospects of sports marketing at the university. The results are presented according to the questionnaire's three main axes:

4.1 Results Related to the First Axis: The Importance of Sports Marketing at the School of Physical Education

The analysis of responses showed a high level of agreement among the participants on the significance of sports marketing in enhancing the image of the university, increasing community engagement, and attracting external investments. Most of the statements under this axis received approval rates above 85%, reflecting a strong awareness of the strategic value of marketing within the sports sector.

Discussion:

These results indicate that the faculty members acknowledge the role of marketing as an essential administrative function that contributes to the development of sports activities and facilities. This aligns with modern trends in university sports management, where marketing is used to promote institutional identity and partnerships.

4.2 Results Related to the Second Axis: Sources of Sports Marketing

The analysis revealed that the most commonly cited sources of sports marketing included university events, sponsorships, academic collaborations,

and local community outreach. Faculty members agreed that social media and digital platforms are underutilized and offer significant potential.

Discussion:

The findings suggest that while some traditional marketing sources are in place, there is a clear need for adopting more dynamic and digital approaches. Enhancing the visibility of sports programs through social networks and collaborations with the private sector could greatly improve marketing outcomes.

4.3 Results Related to the Third Axis: Future Prospects of Sports Marketing at Soran University

Participants expressed optimistic expectations regarding the development of sports marketing. Key prospects included the establishment of a dedicated marketing unit within the sports faculty, developing marketing curricula, and organizing regular sports events aimed at the public.

Discussion:

The responses point to a positive outlook and a willingness to embrace change. However, translating these expectations into reality requires strategic planning, investment in human resources, and a shift in institutional policy toward supporting marketing initiatives.

4.4 General Interpretation

The overall findings of the questionnaire indicate a strong agreement among the faculty regarding the current need and future potential for sports marketing in the university. Statistical analyses support the consistency and reliability of the results, providing a solid foundation for recommending improvements and future strategies.

4-1: Axis One – Studying the Importance of Marketing in the School of Physical Education at Soran University

The following table presents the opinions of the study sample regarding the importance of marketing in developing the performance of the School of Physical Education at Soran University, based on nine key statements:

No.	Statements	Yes (Number)	Yes (%)	No (Number)	No (%)
1	Marketing provides the necessary funds to achieve the objectives of the School of	30	83.3%	6	16.7%

	Physical Education at Soran University				
2	Marketing is one of the planning tools that ensures achieving the goals of the School of Physical Education	30	83.3%	6	16.7%
3	Marketing is one of the most difficult challenges facing administrative bodies and sports colleges	30	83.3%	6	16.7%
4	Government funding is not sufficient to meet the needs and ambitions of the School of Physical Education	27	75.0%	9	25.0%
5	Marketing provides vital facilities required by the School of Physical Education	30	83.3%	6	16.7%
6	Marketing helps in maintaining the buildings and sports facilities of the school	30	83.3%	6	16.7%
7	Marketing enables the school to increase its activities and events	27	75.0%	9	25.0%
8	Marketing helps cover all employee expenses in the school	30	83.3%	6	16.7%
9	Marketing contributes to raising the performance level and achieving better results for the School of Physical Education at Soran University	30	83.3%	6	16.7%

Analysis and Discussion of Axis One Results:

- The table shows that the majority of respondents (83.3%) believe that marketing plays a central role in securing financial resources, infrastructure, and improving performance in the School of Physical Education.
- High approval rates regarding marketing's role in maintenance, goal achievement, and staff expense coverage reflect an advanced awareness of the role of marketing in modern sports administration.
- However, some statements, such as Statement 4 and 7, received slightly lower agreement (75%), indicating some reservations or differing perspectives among participants about marketing's ability to compensate for government funding shortfalls or expand activities.

The results indicate a **general consensus among the academic staff** on the importance of marketing as an administrative and financial tool that contributes to the development of the School of Physical Education at Soran University. This underscores the need to adopt institutional policies that activate sports marketing through clear plans and strategies.

It is evident from **Table (7)** that the percentage of agreement among the research sample regarding the statements of the first axis ranges between **75% and 83.3%**. The sample unanimously agreed on the **importance of marketing in the School of Physical Education at Soran University** in providing the

necessary financial resources to meet the institution's needs. Marketing is considered a key element in planning, achieving the college's objectives, and enabling the practice of various activities and participation in local and international championships. It also supports the school in achieving the desired accomplishments.

Hassan El-Shafei (2011) emphasizes the need to provide sufficient funding to achieve the goals of sports institutions and obtain the best results, as **financing is one of the most important main components of activity within the institution.**

(El-Shafei, 2011, 48)

4.2 Second Axis: Identifying the Sources of Marketing at the School of Physical Education – Soran University

No.	Statements	Yes Count	No %
10	The college relies on government funding represented by the Ministry of Higher Education and Scientific Research	36	100%
14	The utilization of material resources includes:		
	a) Renting stadiums and halls to individuals and sports teams.	12	33.3%
	b) Advertising products of various economic institutions.	12	33.3%
15	c) Educational courses for those wishing to improve their sports skills.	6	16.7%
	d) Subscription fees from individuals wishing to practice activities at the School of Physical Education.	6	16.7%

It is evident from Table (8), related to the second axis concerning the sources of marketing for the School of Physical Education, that statement number (10) received unanimous agreement from the research sample with a percentage of (100%), indicating that the college relies entirely on government support represented by the Higher Education and Scientific Research Grant. The researcher believes that full reliance on government support does not fulfill the college's goals nor meet its needs. This finding is consistent with the results of studies by Hisham Talaat Abdel Hakim, Emad Daloul, Khaled Hassan Abu Shaisha, and Amir Maher Ishaq.

Furthermore, the research sample unanimously (100%) agreed on the absence of both direct and indirect marketing sources for the college. The rate of utilization of material and human resources ranged between (16.7% - 83.3%) in favor of non-utilization, indicating a clear weakness in exploiting these resources. Specifically, the college does not adequately utilize its material resources such as renting out stadiums and halls to individuals and sports teams or advertising economic institutions' products.

The findings of the study by Abdo Mahmoud Abdel Halim confirm the inability of sports institutions to rely on their current internal resources and the

weakness of their capacities to develop them. There is also a lack of economic investment in youth sports facilities, which should ideally be leveraged financially and managerially. These facilities could provide part of the financial return needed for maintenance and renewal.

Self-marketing could potentially meet the financial needs of sports organizations through various methods. emphasizes that self-financing sources for sports are numerous and diverse, including licensing the use of logos and trademarks on products and services, advertising on players' clothing and equipment, advertising on sports facilities, and investing in facilities and services. These are varied marketing methods that can be effectively exploited.

(Kotler, Philip, 2015, 94) (Abdel hamid, samir, 1999, 111) (El shafie, hassan, 2011, 64) (Abdel Halim, Abdo Mahmoud, 2013, 73) (Abdullah, Mohammed, 2018, 93)

Axis 3: Key Future Expectations of Sports Marketing at the School of Physical Education, University of Soran

No.	Statement	Yes	%	No	%
16	The lease system helps increase marketing sources for the sports college.	30	83.3%	6	16.7%
18	It contributes to reducing the burden of large sports facilities on the college budget.	36	100%	0	0%
19	The college has unused spaces that can be utilized by the lease system such as:	36	100%	0	0%
	• Building a fully equipped swimming pool with its facilities				
	• Multi-purpose halls (sports – social)				
	• Multiple open multi-purpose fields				
21	There are legal obstacles to applying the lease system.	30	83.3%	6	16.7%
22	Ownership of the land helps the college establish investment and marketing projects.	27	75%	9	25%
23	Investment and marketing face administrative and legal problems.	27	75%	9	25%
24	The lease system is an unconventional funding source that helps improve the services provided.	27	75%	9	25%
25	The lease system works to develop the sports fields and facilities in the college.	36	100%	0	0%
26	Many factors encourage the college to invest and market using the lease system in the clubs.	27	75%	9	25%
27	It creates new job opportunities and helps reduce unemployment.	27	75%	9	25%
28	The lease system helps the sports college:				

is evident from Table (9) that the approval rates of the research sample regarding the statements about the Build-Operate-Transfer (BOT) system ranged between 66.7% and 83.3%, favoring positive responses. The sample viewed the BOT system as an effective method for the College of Physical

Education at Soran University to develop its financial resources. The system allows the college to retain land ownership while transferring the management and operational rights to the private sector during the contract period, after which full ownership reverts to the college.

However, the absence of specific regulations to implement such financing methods poses significant challenges. It is the responsibility of the Ministry of Higher Education and Scientific Research to develop clear legal frameworks and provide the necessary directives to enable the college to apply these methods successfully. The researcher agrees with the sample's perspective regarding the importance of the BOT system as a successful privatization model that enhances financial resources and improves sports infrastructure.

The BOT approach is widely recognized in the literature as a strategic financing and management tool that facilitates private investment in public sports facilities, fosters local capital markets, and reduces governmental financial burdens while maintaining strategic control (Smith & Stewart, 2017). Moreover, clear legal regulations and effective cooperation between public and private sectors are crucial for the success of BOT projects (Andrews & Kim, 2019, 98).

Furthermore, BOT projects contribute to rapid development in sports infrastructure, create employment opportunities, and encourage competitive sports at local and international levels (Brown, 2021). This model ensures that while private investors benefit from the project during the contract period, ownership remains with the public sector, ensuring long-term sustainability and public interest.

(Smith, 2017, 49) (Andrews, 2019, 65) (Brown, 2021, 86)

5. Conclusions and Recommendations

Based on the presentation and discussion of the results, the following conclusions can be drawn:

5. Conclusions and Recommendations

5.1 Conclusions:

1. The study revealed the significant role of marketing in the School of Physical Education at Soran University as an effective tool for securing the necessary financial resources to achieve the school's goals and support various sports activities.
2. It was found that the school heavily relies on government funding, which limits its ability to diversify funding sources and effectively utilize its material and human resources.

3. There is a clear underutilization of the university available assets, such as renting sports facilities and advertising opportunities, indicating an urgent need to develop innovative marketing strategies.
4. The Build-Own-Operate-Transfer (B.O.O.T) system represents a promising financing method that can contribute to resource development and support the improvement of sports facilities; however, legal and administrative challenges hinder its implementation.
5. The absence of clear regulatory frameworks and laws that enable the application of modern financing methods is a major barrier to sports investment and the development of the university self-generated resources.

5.2 Recommendations:

1. It is essential to diversify the funding sources for the School of Physical Education by developing self-marketing strategies that capitalize on existing resources such as facility rentals, advertising, and sponsorships.
2. Formulating and enforcing clear regulations and legal frameworks to support the implementation of the B.O.O.T system and other unconventional financing methods is crucial.
3. Enhancing cooperation between the university and the private sector to facilitate the execution of investment and marketing projects that generate sustainable financial returns.
4. Providing training for university staff in sports marketing and investment project management to improve performance and achieve desired objectives.
5. Encouraging future research focused on modern sports marketing strategies and ways to apply them effectively in universities and sports institutions in the region.

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