



An analytical study of the availability of comprehensive knowledge marketing management in Iraqi sports institutions

Un estudio analítico sobre la disponibilidad de una gestión integral del marketing del conocimiento en las instituciones deportivas iraquíes

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How to cite in APA

Samer Hamoodi, L., Badr Mohammed, N., Zainab Ali Abdul Ameer, Nadem, M., Mohammed Alwan, N., Abbas AL-Zuhairi, N., & Liqaq Abdullah Ali. (2025). An analytical study of the availability of comprehensive knowledge marketing management in Iraqi sports institutions. *Retos*, 63. <https://doi.org/10.47197/retos.v63.112028>

Abstract

Objective: The current study aimed to prepare a measure for comprehensive knowledge marketing management. In the Iraqi sports institutions under study, identifying the extent of each dimension of comprehensive knowledge marketing management.

Research methodology: This study relied on appropriate scientific methods, mainly represented by the descriptive method and the analytical method, and on the case study method because it suits the nature of the study. The study population was determined from the administrative cadres in the Iraqi Sports Federation, and the research sample numbered (86) and was represented as follows: The preparation sample numbered (50) and a percentage amounted to (58.13%), the sample of the exploratory experiment was (5), with a percentage of (5.81%), and the main experiment sample (application sample) numbered (31) and had a percentage of (36.04%).

Result: that the value of the arithmetic mean for the comprehensive marketing knowledge management scale reached (70.75) with a standard deviation of (20.84), which is less than the value of the hypothesized mean of (114), and the significance value of the error reached (0.00), which is less than the significance level of (0.05), and this is an indication of the weakness of sports institutions in comprehensive marketing knowledge management, and the researchers attribute the reason for this to the fact that sports institutions do not develop objectives related to knowledge management are achievable.

Conclusions: There is a weakness in the sports institutions under study in managing comprehensive knowledge marketing, and there is a weakness in marketing planning.

Keywords

Management; comprehensive knowledge marketing; sports institutions.

Resumen

Objetivo: El presente estudio tuvo como objetivo preparar una medida para la gestión integral del marketing del conocimiento. En las instituciones deportivas iraquíes en estudio, identificar el alcance de cada dimensión de la gestión integral del marketing del conocimiento.

Metodología de investigación: Este estudio se basó en métodos científicos apropiados, representados principalmente por el método descriptivo y el método analítico, y en el método de estudio de caso porque se adapta a la naturaleza del estudio. La población del estudio se determinó a partir de los cuadros administrativos de la Federación Deportiva Iraquí, y la muestra de investigación numerada (86) se representó de la siguiente manera: La muestra de preparación numerada (50) y un porcentaje ascendió a (58,13%), la muestra del experimento exploratorio fue (5), con un porcentaje de (5,81%), y la muestra del experimento principal (muestra de aplicación) numerada (31) y tuvo un porcentaje de (36,04%).

Resultado: que el valor de la media aritmética para la escala de gestión integral del conocimiento de marketing alcanzó (70,75) con una desviación estándar de (20,84), que es menor que el valor de la media hipotética de (114), y el valor de significancia del error alcanzó (0,00), que es menor que el nivel de significancia de (0,05), y esto es una indicación de la debilidad de las instituciones deportivas en la gestión integral del conocimiento de marketing, y los investigadores atribuyen la razón de esto al hecho de que las instituciones deportivas no desarrollan objetivos relacionados con la gestión del conocimiento que sean alcanzables.

Conclusiones: Existe una debilidad en las instituciones deportivas en estudio en la gestión integral del conocimiento de marketing, y existe una debilidad en la planificación del marketing.

Palabras clave

Gestión; marketing integral del conocimiento; instituciones deportivas.

Introduction

Institutions are currently facing many variables that are characterized by change and complexity, in addition to the lack of clarity and stability. The accelerating and successive events have painted a new picture for many of them. The rapid technological development and the intensity of competition, in addition to the growing public awareness, as Dania Salman 2023 believes that the process of continuing education has created many updates have been made to confront the challenges and difficulties in various disciplines in the educational process. All of this has added a number of challenges, and therefore the institution's performance and activities may be affected by the forces surrounding it, as the success of any institution depends primarily on the ability of its management to interpret and analyze the surrounding environmental variables and work, to diagnose it to know the nature of the opportunities and threats it faces in the activities and products it promotes, and to identify the determinants of success when dealing with consumers and competing institutions (Shaalan, et al,2022).

Sports institutions, being among the institutions that must keep pace with the wheel of development and frequent events, have become aware of the necessity of knowledge in managing their work, and this is not due to the human resources they possess, represented by their administrative cadres, players, and administrative processes, as the success of any administrative institution is based on the basis its successful administrative leadership, and this is consistent with the opinion of (Khamayel Abdel-Hussain 2022), which believes that administrative leadership is one of the most important factors for success, and this leadership is built on a thoughtful basis, that is, using motivational administrative methods, as it relies in a fundamental aspect on knowledge, but rather due to the intensification of the momentum of competition, which necessitates it must do so, as the sports institution's survival in the forefront among its competitors requires it to possess a knowledge marketing department, or what is called the power of the mind, in order to be able to contain and absorb all the changes surrounding it, as the comprehensive knowledge marketing department is considered, along with all other aspects, among the components of the power that constitutes in our current time, sports institutions are of great importance, as we find it necessary for institutions to seek to acquire and develop knowledge about their external and internal environment and in all directions, as the cognitive role in the sports institution is growing and is closely linked to the success of that institution and its competitive superiority (Shaker, et al, 2022).

Knowledge marketing is an important aspect of knowledge management for an organization, as it represents one of its basic parts, and because marketing management is the department that is most concerned with dealing and interacting with labor market variables, so marketing in the organization focuses on knowing information about the labor market, the movements and trends of competitors, and knowledge about trends and desires. And the public's tendencies and change in them for the benefit of the sports institution. Through this, attempts were made to integrate marketing activities for players and sports activities into a general organizational framework that leads us directly to the human dimension represented by the apparent and implicit knowledge of administrative staff and linking it to information technology to form for us the basic pillars in creating a comprehensive knowledge marketing management system. Which in turn will work to enhance knowledge accumulation, retention and development, and the most important process in comprehensive knowledge marketing management is to enhance knowledge sharing between administrative cadres in different departments and regions, which is reflected in the development of the skills of those cadres, which in turn will support the development of the relationship with the public, and accurate identification on his inclinations and desires and how to satisfy them, which enhances the achievement of competitive superiority for the sports institution in its target market, and from here came the importance of research in conducting an analytical study on the availability of comprehensive knowledge marketing management in Iraqi sports institutions, as analysis is an imperative necessity for survival and growth in the business world, as well as studying and analyzing the variables of the internal environment of the sports institution, determining the strengths and weaknesses it possesses, working to strengthen and maintain the strengths, and trying to find out the causes of the weak points and working to correct them so that they do not become vulnerable to threats from similar sports institutions, all of this leads to finding consensus and interaction between the organization's internal environment and the changes occurring in its external environment, and this will not happen except through internal and external environmental analysis and the pursuit of gaining knowledge that enables the interpretation and



analysis of the organization's environment, and this only comes by acquiring comprehensive knowledge marketing skills expressed in various information and data acquired using modern methods from various sources.

The problem of the current study is crystallized in the recent increasing interest by institutions in marketing and developing their knowledge or the capabilities of their officials in this field, given the importance of the role that knowledge marketing plays in developing the institution and achieving its goals, in addition to the modern global intellectual trend in the institution's quest to achieve a sustainable competitive advantage. Which makes its work focus on marketing, and more than that, to gain modern knowledge that has developed the concept of this vital function in the institution, in addition to the lack of studies, according to the knowledge of researchers, that have dealt with the field of comprehensive knowledge marketing management in institutions in general and sports institutions in particular, from here. It is necessary to diagnose the extent of comprehensive marketing knowledge accumulation in sports institutions, which makes them capable of interpreting information, and organizing better studies of the requirements of the competitive market, which makes them deal better with its variables, as the information base that the sports institution builds to achieve this aspect will be an important source of information that will make it more capable of discovering new variables in marketing, and gaining a wider audience of players, fans, and supporters, as well as maintaining its current players, fans, and supporters. This study is also an attempt to clarify the availability and benefit of comprehensive knowledge marketing management mechanisms in the sports institutions under study, and how it can be achieved. It is used to build intellectual bases based on a clear view of marketing variables, as well as adopting these mechanisms and skills in making critical strategic marketing decisions in contemporary sports marketing institutions.

Objectives of the study

This study aims to achieve the following objective:

- 1- Preparing a measure for comprehensive knowledge marketing management in Iraqi sports institutions under study.
- 2- Identify the extent of each dimension of comprehensive knowledge marketing management, and the extent of its adoption in the Iraqi sports institutions under study.
- 3- Diagnosing the availability of comprehensive knowledge marketing management in the reality of the Iraqi sports institutions under study.

Method

Research methodology

This study relied on appropriate scientific methods, mainly represented by the descriptive method and the analytical method, and on the case study method because it suits the nature of the study.

Research community and its samples

The study population was determined from the administrative cadres in the Iraqi Sports Federation, and the research sample numbered (86) and was represented as follows: -

- 1- The preparation sample numbered (50) and a percentage amounted to (58.13%).
- 2- The sample of the exploratory experiment was (5), with a percentage of (5.81%).
- 3- The main experiment sample (application sample) numbered (31) and had a percentage of (36.04%).

Measuring tool

After reviewing a number of scientific literature and studies related to the subject of the study, and books and topics related to the problem of the study, including (Zaltman, 1991), (Baker, 2000) Wright, 1998) (Al-Azzawi, 2002) (Wijdan, and Heba, 2014), the researchers prepared a questionnaire to measure comprehensive knowledge marketing management. In the field aspect of this study, the



researchers relied on a main tool, which is the questionnaire form, to collect data. It was taken into account in its preparation that it be consistent with the reality of the Iraqi sports institutions under study, as The questionnaire consisted of information about the sample as well as the axes (dimensions) of the scale, giving a definition for each dimension and explaining its items. The scale consisted of 38 items distributed over (6) dimensions, namely (content - organizational culture - marketing foundations - information base - marketing planning - promotion policy). As for the number of paragraphs for each axis, they were as follows: the first axis (content), which included 6 phrases, the second axis (organizational culture), which included 6 phrases, the third axis (marketing foundations), which included 5 phrases, and the fourth axis (information base), which included 4 phrases. The fifth axis (marketing planning) included 8 phrases, and the sixth axis (promotion foundations) included 9 phrases. The answers to the questions were closed, and a five-point likert scale with levels of (5-4-3-2-1) was adopted to express the degree of compatibility of the statement with the respondent's opinion, and weights were given based on the degree of agreement. They were totally agree (5) degrees, agree (4) degrees, indifferent (3) degrees, disagree (2) degrees, totally disagree (1) degrees, and agreement was reached on axes. And the scale items at 100%.

Exploratory experience

The researchers conducted the exploratory experiment for the Comprehensive Knowledge Marketing Management Scale, on the administrative staff of the Central Iraqi Volleyball Federation, who numbered (5) from the research community and from outside the main experiment sample, on 1/25/2022, in order to find out the obstacles that the researchers might face while conducting the main experiment. In addition to knowing the suitability of the scale items for the research sample, and knowing the time taken, the results of the exploratory experiment showed that the scale items are appropriate for the sample members, and that the time taken to answer the scale ranged between (10-15) minutes.

Discriminatory ability

The scale was applied to the preparation sample, which numbered (50) from the research community and from outside the main experiment sample, if the researchers distributed (10) questionnaires to a number of (5) Iraqi sports federations, central federations affiliated with the Iraqi Olympic Committee.

After distributing the scale to the members of the construction sample, the sample's answers were arranged in descending order from the highest to the lowest score, after which 30% of the highest answers were chosen, and the same from the lowest answers. Thus, the number of questionnaires for each answer reached (15), and accordingly the number The total questionnaires were (30) forms, while the questionnaires limited to them were neglected. After that, the researchers found the differences between the upper and lower groups using the (T) test. The results showed that all the items had a high discriminatory ability, as it was shown through Table (1) that the value of the level The error is less than the level of significance (0.05).

Table 1. Shows the discriminatory ability of the comprehensive knowledge marketing management scale

Phrases	Group	Asthmatic mean	Standard deviation	Calculated T value	Error level	Deference significance
1	Minimum group	1.76	0.36	37.25	0.00	Sign
	Senior group	4.80	0.26			
2	Minimum group	2.03	0.69	14.90	0.00	Sign
	Senior group	4.65	0.58			
3	Minimum group	1.77	0.67	17.57	0.00	Sign
	Senior group	4.32	0.47			
4	Minimum group	1.78	0.48	21.74	0.00	Sign
	Senior group	4.46	0.49			
5	Minimum group	1.56	0.42	22.40	0.00	Sign
	Senior group	4.63	0.49			
6	Minimum group	1.43	0.54	18.65	0.00	Sign
	Senior group	4.40	0.48			
7	Minimum group	2.04	0.66	12.67	0.01	Sign
	Senior group	4.01	0.01			
8	Minimum group	1.82	0.28	19.98	0.00	Sign
	Senior group	4.01	0.01			
9	Minimum group	1.77	0.43	21.58	0.00	Sign
	Senior group	4.13	0.45			
10	Minimum group	1.75	0.44	20.90	0.00	Sign
	Senior group	4.21	0.42			
11	Minimum group	1.25	0.47	15.59	0.00	Sign
	Senior group	3.83	0.72			
12	Minimum group	1.59	0.49	13.80	0.00	Sign
	Senior group	4.15	0.36			
13	Minimum group	1.23	0.60	16.94	0.00	Sign

	Senior group	4.51	0.33				
14	Minimum group	1.81	0.52				
	Senior group	4.40	0.48	18.95	0.00	Sign	
15	Minimum group	1.52	0.36				
	Senior group	4.37	0.49	19.93	0.00	Sign	
16	Minimum group	1.38	0.47				
	Senior group	4.25	0.49	21.61	0.00	Sign	
17	Minimum group	1.84	0.44				
	Senior group	4.28	0.42	20.88	0.00	Sign	
18	Minimum group	1.53	0.57				
	Senior group	4.15	0.36	24.68	0.00	Sign	
19	Minimum group	1.81	0.52				
	Senior group	4.28	0.42	23.08	0.00	Sign	
20	Minimum group	1.62	0.77				
	Senior group	4.22	0.60	18.21	0.00	Sign	
21	Minimum group	1.81	0.52				
	Senior group	4.25	0.49	21.28	0.00	Sign	
22	Minimum group	1.75	0.44				
	Senior group	4.18	0.39	22.28	0.00	Sign	
23	Minimum group	1.71	0.46				
	Senior group	4.57	0.36	19.08	0.00	Sign	
24	Minimum group	2.15	0.73				
	Senior group	4.53	0.48	15.61	0.00	Sign	
25	Minimum group	1.65	0.42				
	Senior group	3.84	0.73	14.21	0.00	Sign	
26	Minimum group	1.53	0.57				
	Senior group	4.58	0.48	20.72	0.00	Sign	
27	Minimum group	2.32	0.77				
	Senior group	4.51	0.50	13.84	0.00	Sign	
28	Minimum group	1.96	0.53				
	Senior group	4.25	0.49	18.51	0.00	Sign	
29	Minimum group	1.56	0.42				
	Senior group	4.28	0.45	22.61	0.00	Sign	
30	Minimum group	1.62	0.77				
	Senior group	3.62	0.38	17.83	0.00	Sign	
31	Minimum group	1.62	0.77				
	Senior group	4.31	0.43	21.32	0.00	Sign	
32	Minimum group	1.62	0.77				
	Senior group	4.37	0.47	21,34	0.00	Sign	
33	Minimum group	1.43	0.52				
	Senior group	4.40	0.49	23.68	0.00	Sign	
34	Minimum group	1.35	0.49				
	Senior group	4.03	0.53	19.45	0.00	Sign	
35	Minimum group	1.78	0.69				
	Senior group	4.32	0.42	16.38	0.00	Sign	
36	Minimum group	1.89	0.28				
	Senior group	4.04	0.32	21.73	0.00	Sign	
37	Minimum group	2.21	0.58				
	Senior group	4.75	0.43	20.54	0.00	Sign	
38	Minimum group	1.59	0.78				
	Senior group	3.77	0.45	15.39	0.00	Sign	

Significant at significance level ≤ 0.05

Internal consistency

The internal consistency of the prepared scale was found by extracting the simple correlation coefficient (Pearson) between the score of each item of the questionnaire with the total score of the scale, as shown in Table (2).

Table 2. The correlation coefficient between each item of the questionnaire and the total score

phrases	correlation coefficient	Significance	phrases	correlation coefficient	Significance	phrases	correlation coefficient	Significance
1	0,66	Sign	14	0,65	Sign	27	0,64	Sign
2	0,63	Sign	15	0,61	Sign	28	0,42	Sign
3	0,70	Sign	16	0,50	Sign	29	0,43	Sign
4	0,56	Sign	17	0,60	Sign	30	0,67	Sign
5	0,66	Sign	18	0,65	Sign	31	0,64	Sign
6	0,55	Sign	19	0,53	Sign	32	0,53	Sign
7	0,64	Sign	20	0,60	Sign	33	0,51	Sign
8	0,64	Sign	21	0,47	Sign	34	0,70	Sign
9	0,57	Sign	22	0,60	Sign	35	0,54	Sign
10	0,58	Sign	23	0,60	Sign	36	0,62	Sign
11	0,54	Sign	24	0,68	Sign	37	0,60	Sign
12	0,64	Sign	25	0,61	Sign	38	0,47	Sign
13	0,54	Sign	26	0,63	Sign			

Significant at significance level 0.05

Validity of the scale

Validity was achieved by analyzing the items statistically through discriminatory ability and internal consistency. They demonstrated the veracity of the items, as well as using apparent validity by presenting them to a group of arbitrators.

Stability of the scale

Reliability was extracted using Cronbach's alpha coefficient, as shown in Table (3).

Table 3. Shows the stability of the scale

Questionnaire axes	Cronbach's alpha
Content	0,878
Organizational culture	0,875
Marketing foundations	0,894
Information base	0,700
Marketing planning	0,798
Promotion policy	0,756
Total score	0,865

Main experience

The researchers distributed the scale to members of the application sample, which was represented by the administrative staff of the central federations, who numbered (31) distributed among (6) central Iraqi federations, which included each of the federations: (volleyball - football - basketball - fencing - gymnastics - track and field). The period lasted from 2/15/2022 until 4/15/2022, after which the researchers collected the questionnaires for the purpose of processing them statistically.

Statistical methods used in the study

In order to analyze the questionnaire data and reach results that would explain the studied phenomenon, the statistical package (SPSS) was used, through the use of the following statistical methods:

Simple correlation coefficient (Pearson) - arithmetic mean - standard deviation - percentage - T-test for independent samples - single-sample T-test - hypothesized mean - Cronbach's alpha coefficient.

Results and Discussion

It was shown from Table (4) that the values of the arithmetic mean for the first dimension of comprehensive marketing knowledge management (content) ranged between (1.35 - 2.48), and it also appeared from the same table that paragraphs (1-3) were the lowest arithmetic means, which it ranged between (1.35-1.96), and this is an indication of the weakness of Iraqi sports institutions because they possess cognitive features in the field of knowledge marketing, as well as the difficulty of providing marketing knowledge, but they care about the athlete and the goals that are required to be achieved in the institution.

Table 4. Shows the means and standard deviations for the content dimension

Seq.	Expressions	A	STD
1	The organization possesses cognitive features in the marketing field.	1.35	0.77
2	The organization focuses on information related to the goals it seeks to achieve.	2.48	1.23
3	The organization is aware of its needs for marketing knowledge in order to achieve its goals.	1.96	0.20
4	The athlete represents the organization's focus when planning its marketing activities.	2.3	0.82
5	The market orientation philosophy is part of the organization's strategic direction.	2.17	0.49
6	The Foundation conducts surveys of athletes in an effort to determine their needs.	2.3	0.82
	The total score for the content dimension	12.56	4.33

As for the total score for the content dimension, the arithmetic mean of which reached (12.56), with a standard deviation of (4.33) and a hypothetical mean of (18), and since the arithmetic mean is smaller than the hypothetical mean, this is an indication that the content that the sports institution possesses is for the aspect of knowledge marketing. It needs more attention, as institutions' strategies do not include

within their axes how to manage marketing knowledge, despite the great role it plays in making the institution successful and providing it with adequate support.

It was shown through Table (5) that the values of the arithmetic mean for the second dimension of comprehensive marketing knowledge management (organizational culture) ranged between (1.91 - 3.04). It also appeared from the table above that most of the paragraphs had small means with the exception of Paragraph (2). Sports institutions have a culture of caring for their players and all the institution's cadres, but they lack sufficient awareness of how to market knowledge, how to obtain sources for marketing, and insufficient interest in addressing the obstacles that prevent the marketing of knowledge.

Table 5. Shows the means and standard deviations for the organizational culture dimension

Seq.	Expressions	A	STD
1	The organization possesses broad and comprehensive knowledge that enables it to understand distinct experiences in the market.	2.3	1.18
2	An organization's culture is an input to enhance the value of its athletes.	3.04	0.20
3	The organization is able to identify the most prominent obstacles through the knowledge it possesses.	2.48	1.24
4	The organization allocates the necessary resources to train its employees.	1.96	0.20
5	The organization shows interest in the ideas provided by its employees regarding its marketing activities.	1.91	0.28
6	The organization resorts to using external sources to obtain knowledge.	2.17	0.49
	The total score for the organizational culture dimension	13.86	3.59

As for the total score for the organizational culture dimension, its arithmetic mean reached (13.86), with a standard deviation of (3.59), which is less than the hypothesized mean of (18). This is an indication that sports institutions lack an organizational culture that qualifies them to market and manage knowledge.

It was shown through Table (6) that the value of the arithmetic mean for the third dimension (marketing foundation) ranged between (1.87 - 2.78). It also appeared from the table above that the lowest arithmetic mean was for Paragraph (2), which states that the organization contributes to developing the objectives of realistic marketing that is possible to implement for every administrative unit within it, while we find that the highest accounting circles were for paragraph (3), as sports institutions focus on studying the factors affecting the success or failure of the goals to be achieved, and this means that sports institutions do not care much about setting easy marketing goals. Implementation with the possibility of achieving it. As for the total score for the marketing foundations dimension, its arithmetic mean reached (11.34), with a standard deviation of (3.49), which is smaller than the hypothesized mean of (15). This is an indication that sports institutions do not have clear foundations for marketing and comprehensive knowledge.

Table 6. Shows the means and standard deviations for the marketing foundations dimension

Seq.	Expressions	A	STD
1	The organization determines the core objectives that can be implemented.	2.39	1.19
2	The organization contributes to developing realistic, implementable marketing goals for each administrative unit within it.	1.87	0.34
3	The Foundation focuses on studying the various factors affecting the success or failure of the goals it sets.	2.78	1.08
4	The organization is distinguished by its knowledge management in the marketing aspect, which enables it to compete in the market.	2.04	0.02
5	The Foundation adopts expert participation programs in developing its sports programs to make marketing decisions.	2.26	0.86
	The total score for the Marketing Foundations dimension	11.34	3.49

It was shown from Table (7) above that the value of the arithmetic mean for the fourth dimension of comprehensive knowledge marketing management (information base) ranged between (1.13 - 1.6), and this indicates that most of the items in the information base dimension were not implemented by sports institutions. This means weak communication channels within one institution and between it and other institutions, which causes slow completion of work, in addition to the weakness of modern technologies present in institutions, lack of adoption of electronic archiving and its continuous updating, as well as lack of interest in creating a database that includes all activities and information related to the institution. In addition to the weakness of prior planning to improve the institution's performance, the institution thus places itself in the face of many unexpected problems, as shown by the table above, that the value of the arithmetic mean for the total score of the information base dimension reached (5.25) with a standard deviation of (1.45), including The arithmetic mean is smaller than the hypothesized mean of (12). This is an indication of the institution's weakness in providing an information base on comprehensive knowledge marketing management.

Table 7. Shows the arithmetic means and standard deviations for the information base dimension

Seq.	Expressions	A	STD
1	The organization adopts several communication channels to ensure the rapid flow of information.	1.35	0.66
2	The organization possesses modern technologies that contribute to achieving its success.	1.13	0.29
3	The organization has a constantly updated database that enables it to always compete in a way that suits its strategy.	1.6	0.24
4	Problems are diagnosed by developing a proposed practical plan to improve performance.	1.17	0.26
The total score for the information base dimension		5.25	1.45

It was shown from Table (8) above that the value of the arithmetic mean for each paragraph of the fifth dimension of the dimensions of comprehensive knowledge marketing management (marketing planning) ranged between (1.34 - 1.84). This indicates that the arithmetic mean values for the paragraphs of this dimension were weak. Therefore, sports institutions lack the development of future plans for knowledge marketing, as well as the development of alternatives to plans to be used when necessary.

Table 8. Shows the means and standard deviations for the marketing planning dimension

Seq.	Expressions	A	STD
1	The organization uses a marketing mix that helps influence young people's preferences for its programs and activities over competing programs and activities.	1.43	0.5
2	The organization's athletes hold a positive place in the public's mind compared to athletes from its competing institutions.	1.34	0.36
3	The Foundation seeks to create a connection or bond between the athlete and the public in a way that distinguishes its sports programs and activities.	1.71	0.45
4	The Foundation desires to maintain its distinguished position in order to achieve its continued success.	1.84	0.57
5	The organization provides its athletes with a marketing mix that suits the requirements of international competition and tournaments.	1.68	0.47
6	The Foundation aims to efficiently exploit available energies.	1.78	0.42
7	The Foundation achieves mutual interest and respect with international sports institutions.	1.81	0.39
8	Our company seeks to improve the individual behavior and attitudes of its employees.	1.56	0.50
The total score for the marketing planning dimension		13.15	3.66

As it appears from the table above, the value of the arithmetic mean for the total score for the marketing planning dimension reached (13.15) with a standard deviation of (3.66), and since the arithmetic mean is smaller than the hypothesized mean of (24), this is an indication of the weakness of cognitive marketing planning.

It was shown from Table (9) above that the value of the arithmetic mean for each paragraph of the sixth dimension of the dimensions of comprehensive knowledge marketing management (promotion policy) ranged between (1.31 - 1.87), and this indicates that the values of the arithmetic means for the paragraphs of this dimension were weak. Therefore, sports institutions lack a policy in which to market and promote their products, by relying on various media outlets, in addition to the weak relationship with the public and following their inclinations and desires, and their tendency towards being drawn to specific sports to the exclusion of other types of sports, as shown by the same table that the value of the arithmetic mean for the total score for the promotion policy dimension reached (14.59) with a standard deviation of (4.32), and since the arithmetic mean is smaller than the hypothesized mean of (27), this is an indication of the lack of sports institutions' adherence to the promotion policy.

Table 9. Shows the means and standard deviations for the promotion policy dimension

Seq.	Expressions	A	STD
1	The organization aims to push the public to choose to support its athletes over the athletes of its competing institutions.	1.87	0.33
2	The media and communication contribute to drawing a positive public image of the institution through the level of its athletes and their achieved achievements.	1.43	0.50
3	The emotional attitudes of the public influence the formation of a positive image of the organization's athletes.	1.75	0.62
4	The emotional attitudes of the audience are based on previous championships and results achieved in competitions.	1.65	0.49
5	The public's bias or intolerance against the organization or the athlete affects the formation of a positive image of the organization's athletes.	1.59	0.48
6	The institution's administrators seek to strengthen their relationship with the public in order to achieve a distinguished status for its athletes.	1.31	0.47
7	Socialization and behavioral norms influence the formation of a positive image of an organization's athletes.	1.84	0.44
8	The organization seeks to plan its position in the minds of customers well and clearly.	1.53	0.50
9	The Foundation aims to improve its relationship with the public and learn about their ideas, inclinations and sporting trends.	1.62	0.49
The total score for the promotion policy dimension		14.59	4.32

It was shown from Table (10) above that all the arithmetic means for the dimensions of comprehensive knowledge marketing management were less than the hypothesized mean, and the significance values of the error were all (0.00), which is less than the significance level of (0.05), which indicates the presence of Significant differences between the arithmetic mean and the hypothetical mean and in favor

of the hypothetical mean. This means that sports institutions have little interest in the dimensions of comprehensive knowledge marketing management.

It was also shown in Table (10) that the value of the arithmetic mean for the comprehensive marketing knowledge management scale reached (70.75) with a standard deviation of (20.84), which is less than the value of the hypothesized mean of (114), and the significance value of the error reached (0.00), which is less than the significance level of (0.05), and this indicates the significance of the differences between the arithmetic mean and the hypothetical mean in favor of the hypothetical mean, and this is an indication of the weakness of sports institutions in comprehensive marketing knowledge management, and the researchers attribute the reason for this to the fact that sports institutions do not develop objectives related to knowledge management are achievable, which their products are marketed to a greater extent, which ensures greater growth and success, as the majority of institutions turn to immediate solutions according to the situation they face, and we also find that sports institutions do not intend to exploit and invest in the knowledge they possess either designed devices, patents, or research have achieved positive results in performance, as we do not find in sports institutions a great interest in activating the role of the university professor, as well as the teaching process, because of its great impact in spreading the sports culture in general and the culture of knowledge marketing in particular, because through the process teaching brings about a qualitative shift in the behavior of individuals, and this agrees with the visionary (Sahab Ismail, 2022), who believes that the teaching process is the cornerstone of the desired behavior of individuals for them to acquire knowledge, values, customs, and other patterns of behavior, as (Haneen Maysam, 2023) believes that building the personality of learners is accomplished.

Table 10. Shows the means and standard deviations for the dimensions of the Comprehensive Knowledge Marketing Management Scale

Seq.	Dimensions	A	STD	hypothetical mean	Calculated T	Error level	Error significant
1	Content	12.56	4.33	18	42.45	0.00	Sign
2	Organizational culture	13.86	3.59	18	15.33	0.00	Sign
3	Marketing foundations	11.34	3.49	15	11.39	0.00	Sign
4	Information base	5.25	1.45	12	31.66	0.00	Sign
5	Marketing planning	13.15	3.66	24	46.82	0.00	Sign
6	Promotion policy	14.59	4.32	27	38.21	0.00	Sign
	Total score	70.75	20.84	114	49.16	0.00	Sign

Through a set of successful strategies that lead to achieving the required goals that require the adoption of regular and elaborate planning, as well as its weak focus on how the public integrates with the sport managed by the sports institution and the adoption of promotional means that contribute to increasing demand for it, as knowledge management “contributes to improving the organizational processes that It continuously works to combine the technical ability to deal with data and information and the creative and innovative ability of workers” (Rowley, 2005). We also do not forget the role of culture in knowledge marketing, as “the goal of spreading culture is to support society to enter the knowledge society, not as an end in itself, but as a means to achieve sustainable development. It is worth noting that the higher culture is in knowledge marketing, as it is one of the most important modern administrative methods.” The greater the success of the performance of the sports institution, as (Rawa Abdel Amir, 2019a) indicates that the use of modern administrative methods contributes to development and change that can bring about a qualitative shift in the performance of sports institutions and cadres, and crystallize thought and make a decision based on confirmed data and information” (Baker, 2000), so we find that it is necessary to have the understanding and culture to manage marketing knowledge, as well as to carry out many activities that contribute to supporting and enhancing knowledge marketing, which can only come through the sports community in general possessing a high level of sports culture to manage marketing correctly, as you see. (Najla Abbas et al. 2023) Sports culture has become extremely important at the present time as it contributes to raising sports culture among the general public and not just the sports public, especially the participation of administrative staff in training courses on how to manage knowledge marketing in sports institutions, which is reflected in gaining The workers in these institutions have the experience and skill to advance them, and this is what the majority of sports institutions lack. Also, creating a database and information within the institution to be used when needed, as well as quick access to this data, is a necessary requirement for every institution and a step in its success, and this is what it lacks. The majority of sports institutions rely on real-time data without

archiving it, thus making it difficult to find and access it when needed, which causes confusion and delay in the course of business.

The process of promoting the product and planning its marketing is one of the requirements for the institution's success, as the basic criterion for the institution's success is based on "The extent of the organization's commitment to the existence of an integrated and comprehensive plan, provided that the preparation of the plan is methodologically efficient and relies on up-to-date information" (Bilal, 2011), and do not forget the role of competition between institutions, "as many marketing managers today believe that survival in the field of competition is achievable." "By having more marketing knowledge than competitors" (Wala, 2011).

Table 11. Activities that require the use of technologies for which there was an increase in the self-perception of competence after the beginning of the pandemic

Activity	Level of Competence	2020	2021
Do a job in Word by formatting it well	I never did	3%	-
	You could do it with help	22%	9%
	I can do it alone	75%	91%
Make an Excel spreadsheet by uploading a list of classmates and telephone numbers of each one	I never did	9%	9%
	You could do it with help	44%	34%
	I can do it alone	47%	57%
Send an email with a document or image attached	I never did	9%	-
	You could do it with help	9%	6%
	I can do it alone	82%	94%
Edit the size or color of an image using Paint or an app on your phone	I never did	-	-
	You could do it with help	31%	12%
	I can do it alone	69%	88%
Share a document with another person using collaborative tools (e.g. Google Drive)	I never did	19%	3%
	You could do it with help	22%	9%
	I can do it alone	59%	88%
Create videos	I never did	28%	-
	You could do it with help	34%	31%
	I can do it alone	38%	69%

Conclusions

In light of the results drawn from the research, the researchers came out with a number of conclusions and recommendations, which are as follows:

1. There is a weakness in the management of comprehensive knowledge marketing in the sports institutions under study.
2. There is a weakness in marketing planning, as well as a weakness in promoting the marketing products of the sports institutions under study.
3. The majority of the sports organizations under study do not set achievable marketing goals.
4. The lack of awareness and culture of administrative staff in the majority of sports institutions under study regarding comprehensive knowledge marketing, and they do not have marketing knowledge on how to manage it.
5. There is a weakness in the availability of an information base in the majority of sports institutions under study, which includes updated electronic information and data, whether about the institution itself or about its competing institutions.

Recommendations

1. It is necessary to involve the administrative cadres of sports institutions in special training courses to acquire experience and skills on comprehensive knowledge marketing management.
2. The need for administrative cadres in sports institutions to pay attention to comprehensive knowledge marketing and set achievable marketing goals.
3. It is necessary to create an information base in all sports institutions, which includes all data and information, provided that it is updated periodically, as well as the availability of information about

the institutions competing with them locally and internationally, to know their strengths and weaknesses to ensure the growth and success of the sports institution.

4. The necessity of promoting the products of each sports institution, relying on various media as well as electronic applications.
5. Conduct similar studies to determine the role of comprehensive knowledge marketing management in achieving competitive advantage for sports institutions.

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Appendix

Seq.	Expressions	Content				
		Totally agree	Agree	Indifferent	Disagree	Totally disagree
1	The organization possesses cognitive features in the marketing field.					
2	The organization focuses on information related to the goals it seeks to achieve.					
3	The organization is aware of its needs for marketing knowledge in order to achieve its goals.					
4	"The athlete is the organization's focus when planning its activities Marketing."					
5	The market orientation philosophy is part of the organization's strategic direction.					
6	The Foundation conducts surveys of athletes in an effort to determine their needs.					
Organization culture						
7	The organization possesses broad and comprehensive knowledge that enables it to understand distinct experiences in the market.					
8	An organization's culture is an input to enhance the value of its athletes.					
9	The organization is able to identify the most prominent obstacles through the knowledge it possesses.					
10	The organization allocates the necessary resources to train its employees.					
11	The organization shows interest in the ideas provided by its employees regarding its marketing activities.					
12	The organization resorts to using external sources to obtain knowledge.					
Marketing bases						
13	The organization determines the core objectives that can be implemented.					
14	The organization contributes to developing realistic, implementable marketing goals for each administrative unit within it.					
15	The Foundation focuses on studying the various factors affecting the success or failure of the goals it sets.					
16	The organization is distinguished by its knowledge management in the marketing aspect, which enables it to compete in the market.					
17	The Foundation adopts expert participation programs in developing its sports programs to make marketing decisions.					
Information base						
18	The organization adopts several communication channels to ensure the rapid flow of information.					
19	The organization possesses modern technologies that contribute to achieving its success.					
20	The organization has a constantly updated database that enables it to always compete in a way that suits its strategy.					
21	Problems are diagnosed by developing a proposed practical plan to improve performance.					
Marketing planing						
22	The organization uses a marketing mix that helps influence young people's preferences for its programs and activities over competing programs and activities.					
23	The organization's athletes hold a positive position in the public's mind compared to athletes from its competing institutions.					
24	The Foundation seeks to create a connection or bond between the athlete and the public in a way that distinguishes its sports programs and activities.					
25	The Foundation desires to maintain its distinguished position in order to achieve its continued success.					
26	The organization provides its athletes with a marketing mix that suits the requirements of international competition and tournaments.					

27	The Foundation aims to efficiently exploit available energies.					
28	The Foundation achieves mutual interest and respect with international sports institutions.					
29	Our company seeks to improve the individual behavior and attitudes of its employees.					
Promotion policy						
30	The organization aims to push the public to choose to support its athletes over the athletes of its competing institutions.					
31	The media and communication contribute to drawing a positive public image of the institution through the level of its athletes and their achieved achievements.					
32	The emotional attitudes of the public influence the formation of a positive image of the organization's athletes.					
33	The emotional attitudes of the audience are based on previous championships and results achieved in competitions.					
34	The public's bias or intolerance against the organization or the athlete affects the formation of a positive image of the organization's athletes.					
35	The institution's administrators seek to strengthen their relationship with the public in order to achieve a distinguished status for its athletes.					
36	Socialization and behavioral norms influence the formation of a positive image of an organization's athletes.					
37	The organization seeks to plan its position in the minds of customers well and clearly.					
38	The Foundation aims to improve its relationship with the public and learn about their ideas, inclinations and sporting trends.					

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