

The Relationship Between Sports Marketing and Increasing Revenues for Sports Institutions

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Received: 17/12 /2024 Accepted: 26/04 /2025 Published: 30/05 /2025

Abstract: This study investigates the relationship between sports marketing and revenue growth in sports institutions, focusing on marketing strategies and revenue enhancement methods. This study was conducted in multi-bodybuilding halls, aerobic and crossfit sports at Algiers, Djelfa and Msila provinces, involving 56 randomly selected participants including managers and employees. It has revealed significant correlations between sports marketing, institutional revenue, management policies, and barriers to revenue generation. The findings highlight participants' high awareness of these critical topics. The study recommends offering financial and moral incentives to sports marketing professionals and developing comprehensive strategies to train managers with marketing potential. Identifying and fostering creative talents is emphasized as essential for advancing sports marketing and achieving long-term institutional success.

KEY WORDS: Sports Marketing; Revenues; Marketing Obstacles; Marketing Strategy.

المخلص: تبحث هذه الدراسة العلاقة بين التسويق الرياضي ونمو الإيرادات في المؤسسات الرياضية، مع التركيز على استراتيجيات التسويق وطرق تعزيز الإيرادات. وقد أجريت هذه الدراسة الميدانية في قاعات متعددة الرياضات لكمال الأجسام والأيروبيك والكروسفيت على مستوى ولايات الجزائر، الجلفة و المسيلة و شملت 56 مشاركًا تم اختيارهم عشوائيًا من المديرين والموظفين، وكشفت عن وجود علاقات ذات دلالة إحصائية بين التسويق الرياضي، والإيرادات المؤسسية، وسياسات الإدارة، والعوائق التي تحول دون توليد الإيرادات. وأظهرت النتائج وعيًا مرتفعًا لدى المشاركين بأهمية هذه المواضيع الحيوية.

توصي الدراسة بتقديم حوافز مالية ومعنوية للمتخصصين في التسويق الرياضي، وتطوير

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استراتيجيات شاملة لتدريب المديرين الذين يمتلكون إمكانيات تسويقية. كما تؤكد الدراسة على أهمية تحديد ورعاية المواهب الإبداعية باعتبارها ضرورية لتطوير التسويق الرياضي وتحقيق النجاح المؤسسي على المدى الطويل.

الكلمات المفتاحية: التسويق الرياضي؛ العائدات؛ معوقات التسويق؛ الاستراتيجية التسويقية.

1- Introduction:

Sports institutions have historically played, and continue to play, a pivotal role in fostering physical, social, and cultural development among young people. From an athletic perspective, sports halls serve as essential resources for young athletes, who increasingly dedicate significant amounts of time to these facilities due to the growing recognition of the importance of sports in contemporary society.

The success of any institution, including sports organizations, is often driven by profit-oriented objectives. Achieving these objectives necessitates the implementation of comprehensive marketing plans, which consist of a set of policies designed to promote the institution's offerings, irrespective of their nature. Marketing serves as the fundamental core of an institution, directly influencing the realization of its goals. Effective marketing strategies enable organizations to enhance revenues, stabilize operations, expand their reach, and fulfill various other organizational objectives.

1-1 Study Problem:

Based on the aforementioned considerations, the primary research question for this study is as follows:

Is there a relationship between sports marketing and increased revenues for sports institutions?

From this main question, the following sub-questions are derived:

- What is the relationship between management policies and increased revenues for sports institutions?
- How do obstacles in sports marketing affect the revenues of sports organizations?

1-2 Study Hypotheses:

The study is guided by the following primary hypothesis: There is no significant correlation between sports marketing and the revenues of sports institutions at a significance level of 0.05 (α).

From this main hypothesis, the following sub-hypotheses are formulated:

- There is no significant relationship between management policies and increased revenues for sports institutions at a significance level of 0.05 (α).
- There is no significant correlation between the barriers to sports marketing and the revenues of sports institutions at a significance level of 0.05 (α).

1-3 Study Importance:

The importance of this study lies in the central role of marketing, particularly sports marketing, within the broader discipline of management, which has attracted substantial interest from researchers in the field. Both profit and non-profit organizations increasingly acknowledge the positive impacts of adopting marketing strategies on individuals, organizations, and society as a whole.

In the context of the sports sector, a lack of marketing expertise or insufficient opportunities to develop promotional skills can lead to significant challenges. Therefore, this research seeks to emphasize the relationship between sports marketing and revenue growth in sports institutions, highlighting its importance in addressing these challenges and contributing to the success and sustainability of such organizations.

2- General objective of the study:

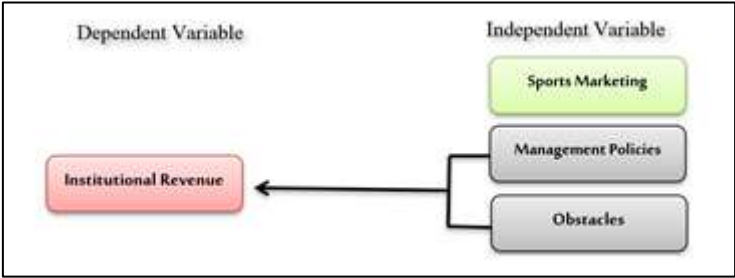
This study aims to address the following key objectives:

- To provide a comprehensive overview of marketing, with a particular focus on sports marketing.
- To explore effective methods for increasing institutional revenues.
- To identify challenges and obstacles that hinder the development of sports marketing within the current environment.
- To conduct an applied analysis of the relationship between sports marketing and revenue growth in sports institutions.

3- Study Model:

A conceptual model has been developed to clarify the research variables and illustrate the relationships and logical effects inherent in the study. The model focuses on the independent variable, sports marketing, and its impact on the dependent variable, institutional revenues.

Figure N°1: Conceptual Study Model



Source: Prepared by researcher

4- The methodological procedures used in the study:

Method and tools:

This study employed a descriptive-analytical methodology, which encompasses two distinct approaches:

- **Theoretical Approach:** This phase involved elucidating key concepts related to the study’s primary focus—sports marketing—through an extensive review of prior studies and relevant literature. This provided a solid theoretical foundation for the research.
- **Fieldwork Approach:** The theoretical framework was applied to the study sample via an electronic questionnaire. The collected data were systematically analyzed using SPSS software to extract meaningful insights. These findings informed a series of recommendations designed to address the study’s objectives effectively.

This dual-method approach facilitated a comprehensive investigation, integrating theoretical analysis with practical application to provide robust and actionable outcomes.

5- Procedural definition of the concepts mentioned in the research:

5-1 The Theoretical Framework of Sports Marketing:

5-1-1 The Concept of Marketing:

The origins of marketing can be traced back to the 17th century, around 1650, when strategies for product design, resource development for production, and advertising methods began to emerge

to attract consumers. However, marketing did not gain significant recognition in Western countries until the mid-19th century. The term "marketing" first appeared as a subject of study at the University of Pennsylvania in the early 20th century. By 1910, it was taught as "Marketing Methods" at the University of Wisconsin, and by 1917, American industrial and commercial companies had begun to acknowledge the importance of marketing in various fields. Since then, marketing has maintained its relevance and expanded its scope. Institutions and organizations that are not profit-oriented, such as hospitals, universities, police departments, and religious and charitable associations, have also embraced marketing as a critical component of their operations (Badawi, 2004, p. 11).

The term "marketing" is derived from the word "market," which denotes a group of buyers and sellers engaged in exchanging opinions, negotiating terms, and conducting transactions to acquire goods or services.

Over time, the concept of marketing has undergone significant evolution, reflecting changes in historical and economic contexts. Today, marketing represents a comprehensive framework encompassing realistic and dynamic efforts aimed at achieving institutional goals. Marketing can be defined as follows:

- It is the core activity of any organization, serving as a dynamic tool to achieve its objectives.
- Marketing is a multifaceted discipline with widespread influence, interacting with and adapting to the diverse factors that shape the marketing environment in which an organization operates.
- It embodies an exchange relationship between an organization's external environment and its internal factors and conditions.

This interactive and evolving process produces a series of outcomes over time, ultimately leading to the achievement of an organization's overarching goals.

Marketing is a systematic approach designed to identify consumer needs, preferences, and desires and to address them by offering goods or services that ensure sustainable, acceptable profits for institutions over the long term.

From this perspective, marketing can be understood as a series of planned and managed operations overseen by the institution's administration. The primary objective is to determine the preferences

and requirements of the target market and adapt the institution's strategies and operations to effectively meet the diverse needs and desires of consumers.

5-2 Definition of Marketing:

Marketing is defined as a management and social process through which individuals and groups fulfill their needs and desires by creating, offering, and exchanging valuable products with others (Kotler, 2001, p. 36).

It is also described as a set of integrated activities conducted by a specialized department within an organization. These activities focus on delivering products to customers or consumers in the desired quantity and quality, at the appropriate time and place, and in alignment with the tastes, preferences, and needs of the target audience. The process is designed to achieve these goals using the simplest and most cost-effective methods available.

5-3 Importance of Marketing:

The significance of marketing is reflected in the following aspects (Darwish & Hassanein, 2004, p. 117).

- Marketing plays a crucial role in enhancing the standard of living within society.
- It creates numerous employment opportunities across communities.
- Marketing adds value to products by generating temporal and spatial utility.
- It fosters innovation and renewal by stimulating demand for goods.
- Marketing aids in the development of strategies and programs to meet the needs of both local and international markets.

In developed countries, marketing is one of the most effective tools for fostering economic growth and progress. It provides critical insights into the business environment, enabling organizations to identify and capitalize on opportunities to achieve their objectives. Furthermore, marketing significantly contributes to job creation by supporting diverse professional fields.

According to (Farid, 2001, p. 83), marketing contributes to the following:

- Providing form utility: Marketing informs production and design departments about consumer preferences and opinions

regarding desired products, including aspects such as shape, quality, and optimal usage methods.

- Creating employment opportunities: The presence of marketing activities within an organization necessitates the hiring of personnel across various domains. These roles are not limited to marketing functions, such as advertising, promotion, and research, but also extend to other areas, including design, production, and human resources, thus supporting diverse fields within the organization.

5-4 Sports Marketing:

The term "sports marketing" has been frequently mentioned in recent times. The increase in sports stadiums, sports products, and equipment has become a focus for marketing these tools and products. It has also become a profitable business and a source of advertising for television networks. Sports fields and events are no longer purely competitive activities; they have grown into a significant business, attracting private companies and institutions to invest in them (Al-Azhari, 2001, p. 113).

5-5 Definition of Sports Marketing:

Sports marketing is a set of sports-related activities designed to generate profit by meeting the needs and desires of individuals and motivating them toward the market (Jibril, 2008, p. 74).

It is defined as a collection of athletic activities designed to facilitate the distribution of sports goods and services from the producer to the consumer, while striving to fulfill the needs and desires of individuals to attain the objectives of the sports organization.

6- The Nature of Revenue:

6-1 Definition of Revenue:

Revenue refers to the financial returns generated by a project or program. These returns can originate from various sources, including material donations (either in-kind or financial), international or local contributions, membership fees, product sales, or even bank interest, among others. Revenue represents the monetary amount, expressed in currency units, credited to an account, such as the credit balance for a road transport company (Kidd & Crandall, 2010, p. 102):

6-2 How Can Revenue Be Utilized?:

- Comparing Investments: Revenue can be used as a tool to compare the returns from different investments to assess which is more profitable.
- Future Project Returns: It can also be used to estimate the future returns of a project based solely on income.

Revenue = Income-derived revenue

Total Revenues = Revenues from price changes + Income

6-3 Types of Revenues:

6-3-1 Current Yield:

The current yield is calculated using the following formula:

$\text{Current Yield} = (\text{Selling Price} - \text{Purchase Price}) / \text{Purchase Price} * 100$

This result indicates the income the investor will realize upon selling the security at its current value. It considers the coupon yield and the prevailing market purchase price of the bond or stock.

Professional Tip:

Dividing the current yield by 365 and multiplying it by the number of days the bond is held provides a reliable percentage indicative of the profit from a short-term investment.

6-3-2 Nominal Yield:

This represents the bond's return as a percentage of its face value and corresponds to the bond's annual coupon payments, which is why it is also referred to as the "coupon yield."

A- Types of Nominal Yield:

- Fixed Yield: The nominal yield remains constant throughout the bond's term.
- Variable Yield: The nominal yield changes over the bond's lifespan based on fluctuations in interest rates.
- Index-Linked Yield: The nominal yield changes depending on the movement of the underlying index.

The Effective Annual Yield includes reinvested interest and is calculated based on compound interest on the investment's returns, unlike the nominal yield.

6-3-3 Yield to Maturity (YTM):

The yield to maturity (YTM) accounts for the coupon yield, the actual purchase price, and the anticipated redemption price. It is essential to

determine whether you intend to hold the bond for an extended period and use the coupon payments for personal purposes.

The actual YTM represents the comprehensive income for the bondholder, including coupon reinvestment. You will achieve this yield if you retain all coupon payments in your brokerage account and use them to purchase similar bonds. This approach is advisable if you plan to hold the bond for a prolonged period and reinvest the interest payments.

6-3-4 Tax-Equivalent Yield (TEY):

"Municipal bonds" are bonds issued by states, counties, or municipalities. They have a Tax-Equivalent Yield (TEY) and are exempt from taxes. The TEY represents the pre-tax yield required to match the yield on a tax-free "municipal" bond.

6-3-5 Yield to Worst (YTW):

This metric represents the minimum yield achievable without a bond default. It considers the most adverse scenarios for the bond, such as call provisions and sinking fund losses. By calculating the Yield to Worst (YTW), investors can anticipate the potential impact on their income and assess the bond's overall investment merit.

YTW calculations are performed for all possible call dates, providing a wide range of relevant information. These calculations assume no adjustments favorable to the investor.

7- The Practical Framework of the Study:

7-1 Study Population, Sample,:

In alignment with the theoretical framework, research inquiries, data requirements, and objectives of the study, the researcher identified a population comprising 56 participants. A random sample was selected from managers and employees working in sports halls

Spatial scale: This study was conducted in multi-bodybuilding halls, aerobic and crossfit sports at Algiers, Djelfa and Msila.

temporal scale: this study was conducted in October 2024 the electronic questionnaire was distributed through emails and then analyze and draw conclusions and results.

7-2 Study Tool:

A questionnaire was employed as the principal research instrument to achieve the outcomes of the applied study. The questionnaire was

designed using a five-point Likert scale. Validity tests were conducted to ensure its accuracy and ability to capture the required data. Participants were instructed to select only one response for each statement. To determine the direction of responses, the five options were assigned specific weights, as illustrated in the following table:

Table N°1: Five-Point Likert Scale

Likert Scale	Weights
Always	5
Often	4
Sometimes	3
Rarely	2
Never	1

Source: Prepared by researcher

The range of the five-point Likert scale (minimum and maximum limits) was calculated using the weights presented in Table 1. The range was determined as $5 - 1 = 4$. This value was then divided by the number of categories in the scale to compute the cell length: $4 / 5 = 0.8$. This value was added incrementally to the lowest value on the scale, which is 1, until the highest value, 5, was reached.

The resulting scale is illustrated in the table below:

Table N°2: Weighted Averages and Corresponding Directions

Weighted Average	Range	Direction
5	(4.20 - 5.00)	Always
4	(3.40 - 4.19)	Often
3	(2.60 - 3.39)	Sometimes
2	(1.80 - 2.59)	Rarely
1	(1.00 - 1.79)	Never

Source: Prepared by researcher

Table N°3: Cronbach’s Alpha Coefficients for the Study’s Reliability Axes

Study Axes	Number of Items	Reliability Coefficient
Items related to management policy	7	0.942
Items related to barriers	5	0.913
Items related to institutional revenues	10	0.961
Overall direction	22	0.938

Source: Prepared by Researcher

The results in Table 3 indicate that the Cronbach’s Alpha coefficient is high for each item in the questionnaire. The overall Cronbach’s Alpha value for all axes was 0.938, indicating an excellent reliability coefficient. This confirms the validity and reliability of the study's questionnaire, affirming its appropriateness for analyzing results, addressing the research questions, and evaluating the hypotheses.

7-3 Analysis and Description of the Study Sample:

This section presents and analyzes the statistical data related to the personal and professional characteristics of the study sample, including gender, age, educational level, job classification, and years of experience in the institution. The analysis involves examining the sample's features and extracting frequencies and percentages.

Table N°4: Analysis of Personal and Professional Data for the Study Sample

Personal Data	Category	F	%
Gender	Male	41	74.20%
	Female	15	25.80%
	Total	56	100%
Age	Less than 30 years	13	22.60%
	31 to 40 years	27	48.40%
	41 to 50 years	7	12.90%
	More than 50 years	9	16.10%
	Total	56	100%
Educational Level	Secondary or less	23	41.90%
	University (Bachelor’s)	26	45.20%
	Master's/PhD (Postgraduate)	7	12.90%
	Total	56	100%
Job Classification	Managerial Staff	16	29.00%
	Referee	18	32.50%
	Operational Staff	22	38.50%
	Total	56	100%
Years of Experience	Less than 5 years	13	22.60%
	6 to 10 years	28	48.40%
	11 to 20 years	9	16.10%
	More than 21 years	6	12.90%
	Total	56	100%

F = Frequency.

Source: Prepared by the researcher based on SPSS outputs.

Table 4 shows the distribution of the study population between males and females, with 74.2% being male and 25.8% female. This gender distribution is attributed to the nature of the sports field.

Regarding age groups, 22.6% of the sample were under 30 years old, while the largest proportion (48.4%) were aged between 31 and 40 years. The age group of 41 to 50 years accounted for 12.9%, suggesting that sports institutions primarily rely on younger individuals.

In terms of educational levels, the majority of participants held a university degree (45.2%), followed by those with secondary education or less (41.9%) and postgraduate education (12.9%). This indicates that most study participants had attained university-level education.

For job classifications, the "Operational Staff" group made up 35.5% of the study sample, followed by the "Managerial Staff" and "Referees" categories, which together constituted 61.3%.

Regarding years of experience, the dominant group comprised participants with 6 to 10 years of experience (48.4%), followed by those with less than 5 years of experience (22.6%) and those with 11 to 21 years of experience (29%).

7-4 Calculation of Means and Standard Deviations for Study Variables:

Table N°5: Means, Standard Deviations, and Levels of Sports Marketing

Items of the Sports Marketing Variable			Mean	SD	Dir
1	1	The management adopts a clear approach to sports marketing	4.81	0.66	A
	2	Collaboration is used to develop sports marketing plans for your institution	4.4	0.55	A
	3	Immediate correction of previous marketing mistakes is implemented	4.21	0.81	A
	4	Experts in the sports marketing field are relied upon	4.4	0.91	A
	5	The management policy for sports marketing at your institution is reviewed regularly	4.3	0.77	A
	6	There is no hesitation regarding the management's marketing policy	4.05	0.95	O

	7	Sports marketers are recognized both financially and morally	4.09	1.01	O
	Level of Management Policy Dimension		4.33	0.46	H
2	8	External barriers to sports marketing are present in your institution	4.49	0.73	A
	9	Internal barriers to sports marketing exist in your institution	4.3	0.65	A
	10	There is a strategy for overcoming sports marketing barriers	4.3	0.65	A
	11	Sports marketing challenges in your institution are significant	3.9	1.13	O
	12	There is difficulty in exploiting marketing opportunities for your institution	4.22	0.55	O
	Level of Barriers Dimension		4.22	0.45	H
	Overall Level of Sports Marketing		4.28	0.45	H

SD = Standard Deviation; Dir = Direction; A = Always; O = Often; H = High

Source: Prepared by the researcher based on SPSS outputs.

Table 5 indicates that the overall level of the sports marketing variable in the study sample was high, with a mean of 4.28 and a standard deviation of 0.45. The "Management Policy" dimension of sports marketing ranked the highest, with a mean of 4.33 and a standard deviation of 0.46, signifying a substantial level of performance. These results indicate a strong correlation between the management policies implemented and the effectiveness of sports marketing within sports institutions, as perceived by the study participants.

The "Sports Marketing Barriers" dimension ranked second, also at a high level, with a mean of 4.22. This suggests that barriers exist that hinder sports marketing from the perspective of the study participants.

Table N°6: Means, Standard Deviations, and Level of Institutional Revenues

	Items of the Institutional Revenues Variable	Mean	SD	Dir
1	Marketing is part of your institution’s revenue success	4.23	0.956	A
2	Your marketers have enough experience to promote your services	4.31	0.791	A
3	Training is provided to marketers to	4.13	1.056	O

	improve their skills			
4	There are various sports marketing patterns in your institution	4.18	0.945	O
5	Financial revenues are highly valued in your institution	3.81	0.945	O
6	Management’s policy is supportive and covers marketing efforts	4.21	0.762	A
7	Your institution learns from previous mistakes related to marketing strategies	3.84	1.15	O
8	Opinions and suggestions are welcomed for improving institutional revenues	3.82	1.15	O
9	Your institution has long-term plans to improve revenue strategies	3.94	1.03	O
10	External entities are consulted in case of revenue weaknesses	3.24	1.59	O
Overall Level of Institutional Revenues		3.97	0.572	H

SD = Standard Deviation; Dir = Direction; A = Always; O = Often; H = High

Source: Prepared by the researcher based on SPSS outputs.

As shown in Table 6, the overall level of the institutional revenue variable in the study sample was high, with a mean of 3.97 and a standard deviation of 0.57. This result suggests a consensus among participants regarding their awareness of key revenue sources, the most effective revenue streams, areas of financial deficits, and other related factors identified in the study.

7-6 Hypothesis Testing:

This section tests the hypotheses at a significance level of $\alpha = 0.05$ based on the study sample.

7-6-1 Testing the First Sub-Hypothesis:

The first sub-hypothesis states: *"There is no relationship between management policy and increased revenues for sports institutions at a significance level of $\alpha = 0.05$."*

Table N°7: Analysis of Variance (ANOVA) Results to Test the Relationship Between Management Policy and Increased Revenues for Sports Institutions at a Significance Level of $\alpha = 0.05$

Variable	Value
Degrees of Freedom (Regression)	1
Sum of Squares (Regression)	3.401
Mean Squares (Regression)	3.401
F-Value	15.33
R ² (Coefficient of Determination)	0.346
Significance Level (F)	*0.001
Degrees of Freedom (Error)	29
Sum of Squares (Error)	6.433
Mean Squares (Error)	0.222
Total Degrees of Freedom	30
Total Sum of Squares	9.834

(*) Statistically significant at a significance level ($\alpha = 0.05$).

Source: Prepared by the researcher based on SPSS outputs.

Table 7's findings reveal that the F-value's significance level is 0.001, which is less than the specified significance level of $\alpha \leq 0.05$. Consequently, it can be concluded that the model is appropriate for testing this hypothesis. Furthermore, the table indicates that the variable *management policy* has a statistically significant effect on the dependent variable, *institutional revenues*, explaining 34.6% of the variance in the dependent variable. This percentage represents an acceptable explanatory power.

Table N°8: Simple Linear Regression Results to Test the Effect of Management Policy on Increasing Revenues for Sports Institutions

Variable	Value
Existence of Effect	Effect exists
Significance Level (T)	*0.001
Coefficient of Determination (R ²)	0.346
Correlation (R)	0.588
T-Value	3.915
Beta (β) Coefficient	0.723
Constant (Intercept)	0.845
Equation	$Y = 0.845 + 0.723x$

Source: Prepared by the researcher based on SPSS outputs.

Table 8 demonstrates a statistically significant impact of management policy on institutional revenues. The T-value for the relationship is 3.915, which is below the critical value of 6.314. The significance level for the management policy is 0.001, which is lower than the

established significance level of $\alpha \leq 0.05$. The R-value indicates a correlation strength of 0.588, signifying a positive relationship between the two variables.

The management policy dimension accounts for 34.6% of the variance in institutional revenues, with the remaining percentage attributable to random error, the omission of other relevant independent variables, or discrepancies between the linear regression model and the actual model. Thus, the model exhibits adequate explanatory power. The β_2 value is 0.723, indicating that a one-unit change in management policy leads to a 0.723-unit change in institutional revenues.

As a result, the findings warrant rejecting the initial null sub-hypothesis and accepting the alternative hypothesis, which asserts: *"A relationship exists between management policy and increased revenues for sports institutions at a significance level of $\alpha \leq 0.05$ within the study sample."*

7-6-2 Testing the Second Sub-Hypothesis:

The second sub-hypothesis states: *"There is no relationship between sports marketing barriers and the revenues of sports institutions at a significance level of $\alpha = 0.05$."*

To test this hypothesis, it is essential to first confirm the validity of the model by examining the results of the analysis of variance for regression (ANOVA).

Table N°9: Analysis of Variance (ANOVA) Results to Test the Relationship Between Sports Marketing Barriers and the Revenues of Sports Institutions

Variable	Value
Significance Level (F)	*0.003
Coefficient of Determination (R ²)	0.261
F-Value	10.259
Mean Squares (Regression)	2.57
Sum of Squares (Regression)	2.57
Degrees of Freedom (Regression)	1
Mean Squares (Error)	0.25
Sum of Squares (Error)	7.264
Degrees of Freedom (Error)	29
Total Sum of Squares	9.834
Total Degrees of Freedom	30

Source: Prepared by the researcher based on SPSS outputs.

(*) Statistically significant at a significance level of $\alpha = 0.05$.
The data in Table 9 indicate that the significance level for the F-value is 0.003, which is below the established significance threshold of $\alpha \leq 0.05$. The computed F-value is 10.259, exceeding the critical value of 4.183. Consequently, the model is deemed valid for evaluating this hypothesis.
The sports marketing barriers dimension accounts for 26.1% of the variance in the dependent variable, *institutional revenues*, demonstrating an acceptable level of explanatory power and indicating a statistically significant impact on the dependent variable.
Table N°10: Simple Linear Regression Results to Test the Effect of Sports Marketing Barriers on the Revenues of Sports Institutions

Category	Value
Sports Marketing Obstacles Dimension	
Constant	1.751
Sports Marketing Obstacles	0.527
(T) Calculated Value	
Constant	2.499
Sports Marketing Obstacles	3.203
(R) Correlation	
Constant	/
Sports Marketing Obstacles	0.511
(R ²) Determination Coefficient	
Constant	/
Sports Marketing Obstacles	0.261
(T) Significance Level	
Constant	0.018
Sports Marketing Obstacles	0.003
Effect Presence	
Constant	No effect
Sports Marketing Obstacles	Effect present
Equation	$Y = 1.751 + 0.527x$
T-table value	$\alpha = 0.05: 1.684$
Standard Error ϵ	$(0.05 = \alpha)$

Source: Prepared by the researcher based on SPSS outputs.
Table 10 illustrates a statistically significant effect of sports marketing barriers on institutional revenues within the study sample. The T-value for sports marketing barriers is 3.203, which is less than the critical

value of 6.314. Additionally, the significance level for sports marketing barriers is 0.003, which is below the established significance level of $\alpha \leq 0.05$.

The R-value of 0.511 indicates a moderate positive correlation between the two variables. The sports marketing barriers dimension accounts for 26.1% of the variance in the dependent variable, *institutional revenues*, while the remaining percentage is attributable to random error in the equation, the exclusion of other relevant independent variables, or discrepancies between the linear regression model and the actual model. This result demonstrates acceptable explanatory power.

The value of β_2 is 0.527, indicating that a one-unit change in sports marketing barriers will lead to a corresponding change of 0.527 in institutional revenues.

Based on these results, there is sufficient justification to reject the second null sub-hypothesis and accept the alternative hypothesis, which

states:

"There is a relationship between sports marketing barriers and the revenues of sports institutions at a significance level of $\alpha \leq 0.05$ in the study sample."

Conclusion

In conclusion, after addressing both the theoretical and practical aspects of the research, the key findings and recommendations are summarized as follows:

Study Findings:

- There is a high level of awareness regarding sports marketing and the revenues of sports institutions from the perspective of the study sample.
- A significant relationship exists between sports marketing and the revenues of sports institutions at a significance level of $\alpha = 0.05$, according to the study sample.
- A significant relationship exists between management policy and increased revenues for sports institutions at a significance level of $\alpha = 0.05$, according to the study sample.
- A significant relationship exists between sports marketing barriers and the revenues of sports institutions at a significance level of $\alpha = 0.05$, according to the study sample.

Study Recommendations:

Based on the study results, the researcher provides the following recommendations:

- Support sports marketing professionals, both internally and externally, with moral and financial incentives, as they are pivotal to the success of sports institutions' plans.
- Develop a strategy to identify skilled and talented marketers among managers and provide training to equip them for leadership roles. This will enable qualified administrative leadership capable of leveraging creative potential to advance sports marketing. Discovering and fostering creative marketers is the first step toward successful sports marketing.
- Provide opportunities for all employees to develop specific procedures for completing assigned tasks, allowing them the freedom to showcase their creativity in sports marketing.
- Reduce centralization and encourage participation in decision-making and opinion-sharing to enhance the institution's revenues.
- Implement effective communication systems to support successful marketing efforts and further improve revenues.
- Increase the focus of top management on training sports marketing professionals to overcome barriers hindering the institution's marketing plans.

Conflict of Interest:

The authors declare no conflict of interest.

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