



# Marketing information systems and their role in supporting the competitive capabilities of sports clubs

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## **Abstract:**

The current research aims to conduct an analytical study of the role of marketing information systems in supporting the competitive capabilities of sports clubs. This is through learning about the nature of marketing information systems used in sports clubs, the role of information systems in providing leaders with the aspirations of members and the external community, the role of information systems in providing mechanisms to attract investors to support competition, the mechanisms of internal marketing information systems for sports clubs, the role of marketing intelligence in maximizing the capabilities of competitive clubs and mechanisms for developing quality Services provided to increase the competitiveness of sports clubs.

The researcher used the descriptive approach (the method of survey studies). The research community is represented in the employees of the national sports clubs in the Arab Republic of Egypt and the representatives of the boards of directors, club managers, and their employees. The researcher selected the research sample according to the intentional stratification method, and it reached (211) individuals.

To collect data, the researcher used analysis of documents and records, a personal interview, and questioned the role of marketing information systems in supporting the competitive capabilities of sports clubs.

One of the most important results was a deficiency in the role that marketing information systems play in supporting the competitive capabilities of sports clubs. One of the most important recommendations was to pay attention to marketing information systems, which have a major role in maximizing the competitiveness of sports clubs.

## **Keywords:**

Marketing Information Systems - Competitive Capabilities - Information Systems - Administrative Empowerment - Human Resources

## **Introduction:**

In the recent period, the world is witnessing a major technical and scientific revolution in the field of communication and information, as the application of science, knowledge, and technology in every organization has become an important goal for it. Through which organizations seek to obtain tremendous knowledge through various means, but to obtain this goal requires providing a large amount of data and information that enables management to make good decisions for the success of the organization, the most important of which is marketing information. Therefore, it has become necessary to provide information systems in any organization to provide departments with the data and information necessary to rationalize their decisions, and among the most important of these systems is the marketing information system (2: 72).

The current situation has led to the increase and succession of changes and the escalation of the forces of change in many areas, and many technological innovations have emerged that led to the emergence of the information revolution, which is based on major pillars, which are computer technology, communication technology and electronic technology (15:30).

Hence, we see that we live today what is called "the age of technology and information" after we passed the age of the machine and the machine and the industrial revolution. Thus, the two poles of this equation, namely technology and information, are the engine of development dynamics in every aspect of life. This led to an increase in the activity of the developed countries, industrially and commercially, to find ways to exchange information through modern technologies and the information network. This is the so-called information highway that connects the information systems and establishes procedures to prevent the theft of information from the computer network and to ensure that new technological means do not violate cultures Nationalism (9:35).

The age of computers and the information revolution have resulted in operating, storing, and transferring huge amounts of data for marketing and investment work, but the huge volume of data does not guarantee that it will be useful or that it will reach those who need it to decide promptly. Hence, it was necessary to have an information system in any institution that operates and analyzes data and provides it to decision-makers at the appropriate time and with appropriate accuracy (21:15).

And marketing information systems, their role is not limited to the needs of consumers only but extends to cover many areas, including product design, sales activities, and promotional methods, and it deals with other activities such as identifying the required labor in the marketing and investment sector and its skills (2:54).

The marketing information system provides a stream of accurate information and helps link the organization with the surrounding environment and helps managers in analyzing and planning marketing and investment activities, quickly and accurately identifying the needs of the target market and continuously monitoring the problems and investment opportunities that the institution faces. A better understanding of the customer's conditions, which enables the organization to develop appropriate strategies to deal with them, and helps managers to monitor and analyze the environmental forces affecting the marketing and investment activities of the institution (20:20).

The concept of competitiveness has occupied the interest of researchers in the field of economics and management since the 1980s, and the concept of competitiveness analysis of the national economy as a whole and competitiveness at the level of the organization or industry differs (8:15).

The concept of competitiveness is two-fold: the first is the ability to distinguish itself from competitors in terms of quality, and the second is the ability to influence customers, increase their satisfaction and achieve their loyalty (1:25).

Wit and Meyer (2005) indicate that an organization has a competitive edge when it possesses the possible means of getting rid of competitors, and customers prefer it. And that the competitive advantage is represented in the delivery of goods and services to the customer consistent with his needs and desires, and it continues if competitors are unable to copy them or weaken by competitors' actions (22: 67).

While Kotler (2000) believes that the service organization should provide the service at the level that the customer expects, the customer compares between what he expected and what happened to him, and if what happened to him was lower than what he expected, he loses his interest in the organization. But if what happened to him coincides with his expectations or exceeds them, then this matter achieves his satisfaction (20:15).

And it is responsible for managing the sports movement in Egypt and the Arab countries and in most countries of the world, some sports organizations are counted, some of them governmental and the other private. Also, there are some countries in which some organizations exist, and they are called private governmental organizations and other organizations called the qualitative sector (10:32).

Sports clubs are clubs of a voluntary nature that are carried out by a group of individuals from the community, whereby any club consists of a group of individuals who alone bear all the procedures for its declaration, as well as the burden of establishing it and equipping it with the facilities and facilities necessary to carry out its activities in addition to providing the necessary financial resources to finance its activities as well (3: 115).

Sports clubs are service institutions in which the administrative process is complete with all its elements, as it affects local and global changes. This is because the sport has a clear impact in the local and global sphere as a manifestation of progress among different peoples, and because it is a youth gathering with its members and employees who are present to complete the exercise of sports, social and cultural activities, it has become imperative for the clubs' administrations to pay attention to marketing information systems that provide great competitiveness as a result of familiarity. With all the surrounding community and make it provide services that would be unique to it and work to attract members and investors and increase the potential of the club.

Given the nature of sports club management, we find that it faces many challenges due to the multiplicity of its objectives, which we impose on it great requirements, and increasing growth in the amount of data to be used, which led to thinking about how to access this data to information that can be used. The basic characteristic that clubs seek is the plurality of activities that make them in constant need to enter large amounts of data. This requires thinking about a method of work that depends on this technology and reaches a good level of performance in the presence of the main factor or mediator for this process, which is the marketing systems that will work to attract investors and provide financial resources for the club, which maximize its capabilities and capabilities to provide better services to members and will not Humiliation comes only through the existence of a good marketing information system for these clubs.

Through this, the senior leadership of the sports clubs must find appropriate solutions to activate the activities and be able to attract members to participate in those activities, which greatly contribute to the formation of their personality and the service of the local community. Through this, they must find attractive means for members to participate in activities so that those activities are unique and able to compete, as the old service concept that includes providing service without regard to its being and its development leads to the inevitability of the absence of the main role of clubs. Consequently, the clubs must assume the responsibility of developing in their activities to increase their competitive ability to reach the best performances that will maximize their role and carry out their duties to the fullest and serve the external community by preparing a generation capable of giving and developing.

Through the researcher's review of the studies and research conducted in this field, the researcher did not find - to his knowledge - any studies that dealt with identifying the role of marketing information systems in supporting the competitive capabilities of sports clubs, which stimulated the researcher's motivation to carry out this research as an attempt to identify this role.

#### **Research goal:**

The current research aims to conduct an analytical study of the role of marketing information systems in supporting the competitive capabilities of sports clubs, by identifying:

1. The nature of the marketing information systems used in sports clubs.
2. The role of information systems in refining leadership skills to understand the aspirations of members and the external community
3. The role of information systems in enabling workers to put in place mechanisms to attract investors to support competition.
4. Mechanisms for training human resources within clubs to deal with marketing information systems.
5. The role of marketing information systems in maximizing the capabilities of workers to support the competitiveness of clubs.
6. Sustainability and administrative empowerment programs for employees and leadership necessary to develop the quality of services provided to increase the competitiveness of sports clubs.

#### **Search questions:**

1. What is the nature of the marketing information systems used in sports clubs?
2. What is the role of information systems in refining leadership skills to understand the aspirations of members and the external community?
3. What is the role of information systems in enabling workers to put in place mechanisms to attract investors to support competition?
4. What are the mechanisms for training human resources within clubs to deal with marketing information systems?
5. What is the role of marketing information systems in maximizing the capabilities of workers to support the competitiveness of competitive clubs?
6. What are the sustainability and administrative empowerment programs for workers and leaders needed to develop the quality of services provided to increase the competitiveness of sports clubs?

#### **Search procedures:**

Research Method:

The researcher used the descriptive method (surveys) as it is the appropriate approach to the nature of this research.

**Community and Research Sample:**

The research community is represented in the employees of the national sports clubs in the Arab Republic of Egypt and the representative of the members of the boards of directors and managers of the clubs and their employees. The researcher selected the research sample according to the intentional stratification method and it reached (211) individuals, and the following table shows a description of the research population and sample.

**Table (1)**

Characterization of the research population and sample

Sector	Clubs	Number of clubs	Main Sample
Alexandria and Lower Egypt	331	10	81
Great Cairo	151	8	65
Al Qanah	81	4	25
North Upper Egypt	77	3	17
South Upper Egypt	97	4	23
Total	737	29	211

**Data collection instruments:**

The researcher used the following in collecting the research data:

*First:* Analysis of documents and records:

The researcher analyzed documents and records of sports clubs in the Arab Republic of Egypt to know the actual preparation of workers and how to manage marketing information systems. And then the researcher was able to identify the actual numbers. As well as learning about the methods of applying marketing information systems within those clubs, as well as the existing human resources training programs to develop their capabilities to deal with this type of information, which benefited the researcher in developing the axes and phrases of the questionnaire.

*Second:* The personal interview:

The researcher conducted personal interviews with several officials in the sports clubs under discussion to learn about the nature of work and how to manage the marketing information systems inside them and the mechanisms that would raise the efficiency of the human element within the clubs to be able to strengthen the competitiveness of these clubs and through that, the researcher was able to identify the nature of The marketing information systems process and its role in supporting sustainable development to increase the competitiveness of these clubs.

*Third:* Questionnaire the role of marketing information systems in supporting sustainable development to achieve the competitive capabilities of sports clubs

**Research steps:**

A- The exploratory study:

The researcher conducted an exploratory study of data collection tools, where he applied them to a sample from the research community and outside the main sample, to identify their relevance and relationship to the application to that sample.

B- Application of the search:

After identifying the sample and testing data collection tools and ensuring their validity and reliability, the researcher applied them to all members of the sample under study.

C- Correcting the questionnaire forms:

After completing the application, the researcher corrected the forms according to the existing instructions and

explained previously, and after completing the correction process, the researcher monitored the scores in preparation for treating them statistically.

The statistical method used:

After collecting the data and tabulating it, it was processed statistically, and to calculate the results of the research, the researcher used the following statistical methods:

- Percentage. Correlation coefficient
- Cronbach's Alpha Factor. Relative weight
- Chi-square.

The researcher satisfied the level of significance at (0.05). The researcher also used the SPSS program to calculate some statistical parameters.

Presentation, discussion, and interpretation of results:

The answer to the first question states:

What is the nature of marketing information systems used in sports clubs?

**Table (2)**

The relative weight, percentage, and Chi-square of the sample opinions for terms of the first axis (The nature of marketing information systems used in sports clubs) (N = 211)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
1	The club has comprehensive information about the available marketing activities that can be used.	42	141	28	436	68.88	107.90
2	The club has a department for marketing information systems with its organizational structure.	-	37	174	248	39.18	238.93
3	The club collects marketing information and data that helps in setting prices that meet the club's goals and suit the target customer.	8	109	94	336	53.08	84.46
4	The club sets an appropriate budget to collect data and information that help increase its competitiveness.	2	52	157	267	42.18	177.96
5	The club works to study the strategies followed by the clubs and other competing bodies in collecting information and data.	-	48	163	259	40.92	199.52
6	The club identifies strengths and weaknesses in the information and data collected.	19	63	129	312	49.29	87.17
7	The club makes a continuous assessment of the investment	3	41	167	258	40.76	209.55

	situation in the market and its position among the competing bodies.						
8	The club's employees are trained to collect the information and data necessary to make investment decisions scientifically	3	55	153	27 2	42.97	164.97
	The total score for the axis				23 88	47.16	

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

It can be seen from Table (2) that the percentage of opinions of the research sample in terms of the first axis (the nature of marketing information systems used in sports clubs) ranged between (39.18%: 68.88%).

There are statistically significant differences between the opinions of the research sample regarding the terms (1, 3) and towards the approval to some extent, and there are also statistically significant differences between the opinions of the research sample in the phrases (2, 4, 5, 6, 7, and 8) and the direction of disagree.

The researcher attributes this result to the fact that there is a decrease in the marketing information systems used in sports clubs and they are not being used adequately. Therefore, knowledge of the needs and nature of the target market is relied on to unstructured and unscientific information that may lack modernity. Also, the clubs do not have a management of marketing information systems in their organizational structure. The clubs do not have adequate information about the available marketing activities that can be used, and the clubs do not collect sufficient marketing information and data that help in setting prices that achieve the goals of the club and suit the target customer. It also does not specify an appropriate budget. To collect data and information that help increase its competitiveness and not study the strategies followed by clubs and other competing bodies in collecting information and data. Likewise, the clubs do not make a continuous assessment of the investment situation in the market and its position among the competing bodies, and no attention is paid to training the club's employees to collect information and data necessary to make investment decisions in a scientific way, which plays a major role in maximizing the competitiveness of these clubs.

This is what was indicated by the study of Mustafa Kamel Jaber (2016) (12), where its results indicated the absence of a specialized department in the directorates of youth and sports in the governorates, which was the reason why sports facilities suffer from clear deficiencies in the marketing and investment aspect.

This is what was indicated by the study "Yasser Khalil" (2005) (14), as its results indicated the automation of manual works through the computer and the improvement of the job capabilities of workers.

The answer to the second question states:

What is the role of information systems in providing leaders with the aspirations of members and the outside community?

**Table (3)**

The relative weight, percentage, and Chi-square of the sample opinions for terms of the second axis (The role of information systems in providing leaders with the aspirations of members and the external community) (N = 211)

No	Statements	Response	Relati		Chi-
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		Agree	To some extent	Disagree	ve weight	%	square
9	Information systems provide leaders with complaints and observations made by reluctant members and beneficiaries and work to solve all their problems.	1	43	168	254	40.13	216.58
10	The information helps to familiarize the leaders with the program and the activities to be marketed that are needed by the members of the General Assembly and the surrounding community.	48	96	67	403	63.67	16.62
11	Information systems seek in the first place to meet the needs of reluctant members and beneficiaries by enlightening leaders about the actual needs of the members.	26	123	62	386	60.98	68.37
12	Information systems provide data and statistics on competing clubs and facilities for leaders to reach the provision of service to the beneficiaries and hesitant at the level that the beneficiaries expect, which makes it preferable to other sports clubs and establishments.	2	43	166	258	40.76	207.14
13	Information systems provide leaders with the required information about the target market and develop surveys for this to ensure the success of the proposed marketing projects.	3	25	183	242	38.23	274.16
14	Leaders seek to define their competitive position between competitors and the site they want to reach by gaining the loyalty and trust of beneficiaries and their support for it, depending on the information provided on the nature of competitiveness.	4	101	106	320	50.55	94.02
15	Leaders seek to have a permanent relationship characterized by loyalty, welcome and continuous communication between them and the beneficiary members through the services provided that make them exclude any other alternative	28	149	34	416	65.72	132.24

	available to them in the surrounding environment.					
	The total score for the axis				2279	51.43

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

It can be seen from Table (3) that the percentage of opinions of the research sample in the phrases of the second axis (the role of information systems in providing leaderships with the aspirations of members and the external community) ranged between (38.23%: 65.72%).

There are statistically significant differences between the opinions of the research sample in terms (10, 11, and 15) and the direction of approval to some extent, and there are also statistically significant differences between the opinions of the research sample in terms (9, 12, 13, 14) and the direction of disagree.

The researcher attributes that result to the fact that there is a deficiency in the role of information systems in providing leaderships with the aspirations of members and the external community due to the lack of interest in updating information systems and relying on them in decision-making, especially investment. There is also a deficiency in presenting information systems, complaints, and notes submitted by reluctant members and beneficiaries to leaders and work To solve all their problems, and it does not help with sufficient coverage to familiarize the leaders with the program and the activities to be marketed that are needed by the members of the General Assembly and the surrounding community, and it does not strive sufficiently to meet the needs of reluctant members and beneficiaries by enlightening the leaders about the actual needs of the members. It also does not provide data and statistics on competing clubs and establishments for the leaderships to reach the provision of service to the beneficiaries and hesitant at the level that the beneficiaries expect, which makes it preferable to other sports clubs and establishments, as well as it does not provide the leaders with the required information about the target market and sets up surveys for this to ensure the success of the proposed marketing projects. It also does not seek to determine its competitive position between competitors and the site it wants to reach by gaining the loyalty and confidence of the beneficiaries and their support for it depending on the information provided on the nature of competitiveness and the lack of a permanent relationship characterized by loyalty, welcome and continuous communication between it and the beneficiary members through the services provided. It lets them rule out any other alternative available to them in the surrounding environment.

This is what was indicated by the study of Mustafa Kamel Jaber (2016) (12), where its results indicated that sports facilities are not interested in improving the mental image of the beneficiaries of the services provided in the sports facility, nor do they provide activities that improve this image.

This is what was indicated by the study of Eecrig, et al., (2001) (17), whose results indicated that there is a positive effect of TQM on the continuation of competitive advantage. The study provided a model for measuring the extent of linking the sources of total quality management and the efficiency of sources of continuous competitive advantage and better performance.

The answer to the third question states:

What is the role of information systems in providing mechanisms to attract investors to support competition?

**Table (4)**

The relative weight, percentage, and Chi-square of the sample opinions for terms of the third axis (The role of information systems in providing mechanisms to attract investors to support competition) (N = 211)

N	Statements	Response	Relati	Chi-
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o		Agree	To some extent	Disagree	ve weight	%	square
16	Attention is being paid to the infrastructure and construction to increase the investor's attraction to the club.	36	83	92	366	57.82	25.72
17	Tax exemptions are granted to every investor who invests within the club.	-	37	174	248	39.18	238.93
18	The data provides information on current investors and target market mechanisms to maximize competitive value.	17	47	147	292	46.13	131.75
19	There is flexibility in the current financial regulations of the club that enables it to give investors some powers.	5	33	173	254	40.13	230.37
20	The club management seeks to convince the community institutions of the importance and positive role of the club in the development of the individual and society.	63	144	4	481	75.99	140.48
21	Participation with civil societies and popular and executive leadership in implementing the club's investment activities.	17	50	144	295	46.60	123.48
22	It takes into account gaining the investor's confidence by providing him with all the facilities and facilities offered to him.	53	107	51	424	66.98	28.70
The total score for the axis					2360	53.26	

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

It is clear from Table (4) that the percentage of opinions of the research sample in the phrases of the third axis (the role of information systems in providing mechanisms to attract investors to support competition) ranged between (39.18%: 75.99%).

There are statistically significant differences between the opinions of the research sample regarding the phrases (20, 22) and towards approval to some extent, and there are also statistically significant differences between the opinions of the research sample in the phrases (16, 17, 18, 19, 21) and the direction of disagree.

The researcher attributes this result to the low role of information systems in providing mechanisms to attract investors to support competition and the lack of sufficient interest in the investor, who always seeks to provide him with all needs to encourage him to enter the sports field and his sense of safety in his dealings. No attention is paid to the infrastructure and construction to increase the investor's attraction to the club, which is considered one of the first steps to give interest to the investor for investment due to the convenience of the place, and the clubs' administration cannot grant tax exemptions to every investor who undertakes the investment process inside the clubs and the lack of flexibility in the current financial regulations of the club that

enables him to Give investors some powers because there are no laws and regulations that allow this, which constitutes an obstacle for the investor and an unwillingness to carry out aspects of investment activities. The data also do not provide information on current investors and the target market mechanisms to maximize the competitive value. Participation with civil societies and popular and executive leadership in implementing the club's investment activities does not take into account gaining the investor's confidence by providing him with all the capabilities and facilities provided to him.

This is what was indicated by the study of Sahar Necati (2007) (5), where its results indicated that companies neglected to collect information on current and potential customers in terms of income level, tastes, and needs. It also neglected to create a comprehensive database that contains all the information needed to work and make information available to the public, and the lack of information about the target market, which reflects negatively on the effectiveness of marketing information systems.

The answer to the first and fourth question states:

What are the mechanisms of the internal marketing information systems for sports clubs?

**Table (5)**

The relative weight, percentage, and Chi-square of the sample opinions for terms of the fourth axis (Mechanisms of internal marketing information systems for sports clubs) (N = 211)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
23	The internal records system provides the necessary information and data on the clients that the club deals with.	51	126	34	439	57.82	68.14
24	The hardware and software used in the club can quickly enter and retrieve data and information.	17	139	55	384	69.35	110.82
25	The club has a system of internal records that is constantly updated.	59	145	7	474	60.66	138.12
26	The club works to train employees of the Marketing Information Systems Department to use the internal records system accurately and efficiently.	2	34	175	249	74.88	240.92
27	The club relies on investment research in planning and monitoring investment decisions.	-	43	168	254	39.34	216.58
28	The club provides the necessary budgets to conduct investment research.	2	51	158	266	40.13	180.98
29	The club determines the appropriate schedule for the completion of investment research.	-	25	186	236	42.02	289.77
3	The club relies on a set of	2	24	185	239	37.2	283.86

0	research and programs that enable it to maintain the current investors.					8	
	The total score for the axis				254 1	50.1 8	

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

It is clear from Table (5) that the percentage of opinions of the research sample in terms of the fourth axis (mechanisms of internal marketing information systems for sports clubs) ranged between (37.28%: 74.88%).

There are statistically significant differences between the opinions of the research sample regarding the phrases (23, 24, 25) and the direction of approval to some extent, and there are also statistically significant differences between the opinions of the research sample in the phrases (26, 27, 28, 29, 30) and the direction of disagree.

The researcher attributes this result to the weakness of the internal marketing information systems mechanisms for sports clubs, as the internal records system does not work adequately to provide the necessary information and data about the clients that the clubs deal with, and the devices and software used in the club do not have sufficient capacity to quickly enter and retrieve data and information and constantly updated. Also, there is no policy to train employees of the Marketing Information Systems Department to use the internal records system accurately and efficiently, and not to rely on investment research in the planning and control processes for investment decisions. The necessary budgets for conducting investment research are not provided, and the clubs do not specify the appropriate timetable for the completion of investment research and lack accreditation. On a set of research and programs that enable him to maintain the current investors.

This is what Tariq Hashem's study (2010) (6) indicated, where its results indicated that there are no rules for marketing data in joint-stock companies, not using modern methods and programs in processing the data and information obtained.

This is what was indicated by the study of Sahar Najati (2007) (5), where its results indicated that the companies' marketing information system does not meet their needs for the necessary information to help in making decisions.

This is what was indicated by the study of Roger Hartley and Masoud Al-Muhaidib (2007) (18), as its results indicated that there is an urgent need to provide systems for operating and analyzing educational information and decision support. The study also identified the most important basic factors and conditional variables that must be taken into account. When developing educational decision support systems such as the local conditions of the community, the degree of technology use and assimilation, the extent of the educational director and administrator's activity, the quality of the procedures and interventions for change.

The answer to the fifth question, which states:

What is the role of marketing intelligence in maximizing the capabilities of competitive clubs?

**Table (6)**

The relative weight, percentage, and Chi-square of the sample views for terms of the fifth axis (The Role of Marketing Intelligence in Maximizing Competitive Club Capabilities) (N = 211)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
31	The club studies the strategies that the investors deal with.	5	39	167	260	41.07	207.51
32	The club has an information and	2	56	153	271	42.81	166.47

	marketing intelligence system.						
33	The club works to find unconventional strategies that help preserve marketing capabilities.	4	45	162	264	41.71	191.16
34	The club is using marketing intelligence as a means of capturing marketing opportunities.	-	28	183	239	37.76	276.29
35	Information systems provide the size of the audiences that will have a link with the club through marketing intelligence.	12	40	159	275	43.44	173.24
36	The club designs an intelligence system to maintain its competitive edge during marketing crises.	2	50	159	265	41.86	184.05
37	The club works to provide reports on the investment status of the market.	2	47	162	262	41.39	193.60
38	The club trains employees on the methods and means of the Marketing Intelligence System.	1	46	164	259	40.92	201.51
39	The club's marketing information and intelligence system provide accurate market data on an ongoing basis.	3	38	170	255	40.28	220.56
40	The club's marketing information and intelligence system provide accurate data on old and new clients.	11	43	157	276	43.60	167.47
The total score for the axis					2626	41.48	

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

It is clear from Table (6) that the percentage of opinions of the research sample in the phrases of the fifth axis (the role of marketing intelligence in maximizing the capabilities of competitive clubs) ranged between (37.76%: 43.60%).

There are statistically significant differences between the opinions of the research sample on all statements and in the direction of disagree.

The researcher attributes this result to the weak role of marketing intelligence in maximizing the capabilities of competitive clubs. Marketing intelligence has an effective role in increasing the ability of marketing clubs, which can define club management with its marketing capabilities and the nature of the target market as well as the optimal choice for investors. Nevertheless, club management does not have a system of marketing information and intelligence and does not study the strategies that investors deal with. It works to find unconventional strategies that help to maintain marketing capabilities and does not use marketing intelligence as a means to seize marketing opportunities. Information systems provide the size of the public sectors that will have a link with the club through marketing intelligence. The marketing information and intelligence system do not provide accurate data on the market on an ongoing basis. The Marketing Information and Intelligence System does not provide accurate data on old and new customers, nor does it design an intelligence system to maintain its competitiveness during marketing crises, and it also does not train workers on the methods and means of the Marketing Intelligence System.

This is what Tariq Hashem's study (2010) indicated (6), where its results indicated that there is no system for marketing intelligence that specializes in following up everything that happens in the market, especially about collecting information about the market and competition, and the lack of accurate follow-up to develop the market share of companies.

The answer to the sixth question, which states:

What are the mechanisms for developing the quality of services provided to increase the competitiveness of sports clubs?

**Table (7)**

The relative weight, percentage, and Chi-square of the sample views for terms of the sixth axis (Mechanisms for developing the quality of services provided to increase the competitiveness of sports clubs) (N = 211)

No	Statements	Response			Relative weight	%	Chi-square
		Agree	To some extent	Disagree			
41	Leaders and workers are keen to raise the level of quality of sports service provided in terms of cleanliness of places for practicing all sports.	146	54	11	557	87.99	135.25
42	The activities and services provided by the club are distinguished by the fact that they attract large numbers of new beneficiaries	77	127	7	492	77.73	103.32
43	Clubs management is characterized by its high ability to find quick ways to solve problems and the low number of complaints from the beneficiary members.	67	125	19	470	74.25	80.11
44	There is a constant follow-up by the leaderships to monitor the cleanliness of the seating areas for families and rest houses and the cleanliness of gardens, parks, and roads.	157	48	6	573	90.52	172.73
45	The leaderships are keen on the quality of cultural services provided to members in terms of the level of cultural seminars and the strength and efficiency of their axes and the returns from them.	24	163	24	422	66.67	183.14
46	The leaderships are keen to select the administrative and technical cadres to manage the various sporting activities.	78	128	5	495	78.20	108.81
47	It clearly shows the leadership's interest in monitoring the level of security measures in the club.	179	27	5	596	94.15	255.28
48	The leaderships are working hard to facilitate and facilitate additional services for members to pay (electricity, phone, and national ID bills) in addition to training services for members' children (such as supplement groups, computers, and languages).	3	194	14	411	64.93	327.02
49	The club trains the working administrators on the latest data analysis programs.	18	46	147	293	46.29	130.93
The total score for the axis					4309	75.64	

The tabular (Chi- square) value at the level of significance (0.05) = 5.99

It can be seen from Table (7) that the percentage of opinions of the research sample in terms of the sixth axis (mechanisms for developing the quality of services provided to increase the competitiveness of sports clubs) ranged between (46.29%: 94.15%).

There are statistically significant differences between the opinions of the research sample in the statements (41, 44, and 47) and the direction of approval, and there are also statistically significant differences between the opinions of the research sample in the phrases (42, 43, 45, 46, and 48) and towards the approval to some extent. . There are also statistically significant differences between the opinions of the research sample on the statement (49) and in the direction of disagree.

The researcher attributes this result to the failure of the mechanisms to develop the quality of services provided to increase the competitiveness of sports clubs to the required extent. Despite the keenness of leaders and workers to raise the level of quality of sports service provided in terms of cleanliness of places where all sports are practiced and their clear interest in following up the level of security measures in the club and its continuous follow-up by monitoring the cleanliness of the seating places for families and restrooms and the cleanliness of gardens, parks and roads, but there are many deficiencies in the ability of Club management to find quick ways to solve problems, the decrease in the number of complaints from the beneficiary members, the lack of interest in holding cultural seminars, the strength and efficiency of the axes in them and the return from them, as well as the lack of interest in selecting the administrative and technical cadres to manage the various sports activities and the failure to train the administrators working on the latest programs for data analysis, and not to strive Continuing to facilitate and facilitate additional services for members to pay (electricity, phone and national ID bills) in addition to training services for members' children (such as education groups, computers and languages).

This is what was indicated by the study of Mustafa Kamel Jaber (2016) (12), where its results indicated that sports facilities suffer from a clear deficiency in the quality of service within these establishments, which is reflected negatively on the level of competitive marketing ability within sports facilities. Sports facilities do not pay attention to the needs of the members, which can be one of the main factors of attraction for members, such as (paying electricity and phone bills, extracting the national number, and supplement groups for their children).

#### **Conclusions:**

1. There is a deficiency in the role that marketing information systems play in supporting the competitive capabilities of sports clubs.
2. The weak nature of the marketing information systems used in sports clubs.
3. The weak role of information systems in providing leaderships with the aspirations of members of sports clubs and the outside community.
4. The limited role that information systems play in providing mechanisms to attract investors to support competition in sports clubs.
5. Weak internal marketing information systems for sports clubs.
6. The low role of marketing intelligence in maximizing the capabilities of competitive sports clubs.
7. The leadership's interest in developing the quality of services provided to increase the competitiveness of sports clubs, but not reaching the required level.

#### **Recommendations:**

In light of the research results, the researcher recommends the following:

1. Paying attention to marketing information systems, which have a major role in maximizing the competitive ability of sports clubs.
2. Removing all obstacles that hinder sports clubs from implementing marketing information systems that contribute to supporting sports clubs 'revenues.
3. Establishing a department for marketing and marketing information systems in each sports club, which is responsible for supplying officials through marketing activities and works to increase the competitiveness of the club.

4. Studying the strategies followed by the clubs and other competing bodies in collecting information and data and using them to find non-traditional mechanisms to maximize the club's competitiveness.
5. Holding continuous training courses to prepare specialists and workers in the field of investment and to refine them using modern methods of investment.
6. The ability of information systems to provide information to leaders about complaints and observations submitted by reluctant members and beneficiaries, and to work on solving all their problems.
7. Establishing a modern information and technology policy through information networks that in turn contribute to informing investors of the proposed sports projects in which they can invest.

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