



The Role of Knowledge Management in the Development of Sports Clubs in the Kingdom of Saudi Arabia

Nabih Saifuddin Saati

Information Science Department, Faculty of Arts and Humanities

King Abdulaziz University, Jeddah, Saudi Arabia

nabeiksaati@hotmail.com

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ABSTRACT

This article aims to identify the role that knowledge management can play in the development of sports clubs in the Kingdom of Saudi Arabia, and as an extension of that, to identify the requirements that help apply knowledge management in sports clubs in the Kingdom and the challenges facing the application of knowledge management in them, and to find out what it can offer Knowledge management to develop these clubs and bring them to a height that touches the aspirations of their fans, especially since sport has become at the present time one of the witnesses of the progress of nations and the progress of peoples, and to achieve this, the quaternary analysis approach was used to identify gaps and stand on strengths and weaknesses, opportunities and expected risks.

In addition, in this article, we try to identify the role that knowledge management can play in the development of sports clubs, and the following objectives branch out from it:

- Knowing knowledge management, its importance, objectives and operations.
- Determine the challenges facing the application of knowledge management.
- Determine the requirements for the application of knowledge management.
- Identify the relationship between knowledge management and sports management.

This article is considered the first of its kind - as far as the researcher knows - has come up with many results, where the challenges facing the application of knowledge management in sports clubs have been identified, and the requirements for the application of knowledge management in these clubs have been identified, and in the light of that and through the application of the quaternary analysis approach The strengths, weaknesses, available opportunities and expected risks were identified in the sports clubs in the Kingdom of Saudi Arabia, leading to the role that knowledge management can play to enhance the strengths and overcome the weaknesses and invest in the available opportunities and avoid the expected risks in these clubs, in order to ensure the development of sports clubs.

The research recommendations focused on the importance of supporting the Ministry of Sports, sports federations and sports clubs in the Kingdom of the principles and foundations of knowledge management in the sports field in general and in club departments in particular and including it as an administrative department in the organizational structure of clubs and attracting experts in knowledge management with the aim of applying knowledge management in it and then employing it to achieve goals desired. Finally, the research article pointed to the importance of using qualified national cadres from university graduates in knowledge management, in addition to employing technology in its application, all of which will contribute to the development of sports clubs. The research also recommended expanding studies in the field of the role of knowledge management in developing sports clubs in general in the Kingdom. Saudi Arab.

Key words: knowledge Management - Challenges – Knowledge Management Strategy - Developing Sports Clubs- SWOT Analysis

1. INTRODUCTION

Sport worldwide has witnessed - in recent years - a great development, as it has turned into an industry aimed at producing a comprehensive sporting event. What created what we know today as the integrated sports scene, which attracts the attention of athletes of all segments, and all workers near this growing industry, including companies, business entities, and sports management, in addition to a large consumer audience that eagerly follows sports coverage through various media channels? The value of the global sports market amounts to (388.3) billion dollars, at an annual growth rate of (3.4%), and is expected to reach (599.9) billion dollars in 2025 and reach (826) billion dollars by 2030 [17] so ; Supervising, organizing, and achieving the goals behind it requires knowledge management that is based on innovation and creativity, and is based on technology and education, in which human resources play a major role, are motivated by incentives, and are codified by institutional systems, so that they provide knowledge, extract it, make it available, and invest it to be a strategic resource for clubs that help them to Raising the level of performance in order to be able

to compete and be innovative, so as to achieve the competitive advantage and represent the added value and contribute to achieving its goals. In confirmation of this, [11] say that sport is an important engine for societal and economic development, and knowledge management can play an active role in this trend.

Nowadays, sport in general, and football in particular, has become one of the witnesses to the advancement of nations and the progress of peoples, and it has become one of the most prominent elements of soft power, so it receives attention from leaders and governments. In light of this, knowledge management can contribute to the development of sports clubs, by providing knowledge, extracting it, making it available, investing it, stimulating creativity and innovation, and employing technology, and from here this research gains its importance, as it is the first of its kind - as far as the researcher knows - where the researcher did not find In databases and scientific search engines, there is a similar study for it, whether in Arabic or English.

Concerning the research Problem, believes that knowledge management aims to support and improve the performance of organizations' work. By providing knowledge, extracting it, making it available, and investing it, it can represent a strategic resource for it that helps it raise the level of performance so that it is able to compete and be innovative, and since the club is considered as an organization as well. indicated that knowledge management can contribute to supporting and improving his business and help him achieve competitive advantage and represent added value, as well as enable him to achieve his goals. In light of this, this research comes to identify the role that knowledge management can play in integration with sports management in sports clubs. Hence, the research problem can be identified in the following question:

- **What is the role that knowledge management, which can play it in the development of sports, clubs in the Kingdom of Saudi Arabia?**

On other hand, when we deal with the research Questions, we can formulate it according to the following sub questions:-

- What is knowledge management and what is its importance, objectives and operations?
- What are the challenges facing the application of knowledge management?
- What are the requirements for applying knowledge management?
- What can knowledge management provide for the development of sports clubs in the Kingdom of Saudi Arabia?

By answering the above questions, we will learn about the role that knowledge management can play in the development of sports clubs in the Kingdom of Saudi Arabia. In viewpoints of the research limitations, we can summarized it in the following two items: Established limits: The research dealt with the role of knowledge management in the development of sports clubs in the Kingdom of Saudi Arabia and Spatial boundaries Saudi Arabia as well as the Temporal boundaries: 2023.

[13] see that the term knowledge management appeared officially in the late eighties of the last century through scientific conferences and publishing books as well as through the field of business, but knowledge management in its broad sense existed many centuries before that, through the uses of philosophers, librarians and teachers . And he says at the end of the twentieth century, knowledge management gained great importance in light of the successes achieved by organizations thanks to it, and if we go back to the roots and origins of knowledge management, we find that there are two characteristics: the first says that it exists within any society in which the process of science and learning takes place, such as societies Craftsmanship, commercial, political, etc., that is, it is as old as time, civilizations, and the material legacies left by previous nations. The second says that its inception was in the modern era and is characterized by increasing focus and giving it a scientific character because of the enormous wealth and successes achieved by the organizations under it coinciding with the technical developments.

Goes to the fact that the historical development of knowledge management went through several stages:

- **The Nomadic Age:** which witnessed a focus on physical effort and the provision of basic needs to live with atrophy in the cognitive aspect.
- **The Agrarian Age:** It was characterized by focusing on physical effort as well, with a simple exploitation of knowledge embodied in creating primitive tools, taming animals, and identifying plant species.
- **Mercantile Age:** This stage witnessed the growth of knowledge work in light of merchants' need for knowledge in markets, transportation and communications, and interest in science and research began.
- **Industrialized Age:** This stage followed the industrial revolution in the seventeenth century and focused on production. Here, knowledge work began to expand at the expense of physical work, as the process of creativity, innovation and specialization began to spread.
- **The Information & Knowledge Age stage:** It is the current stage where it witnesses an expansion in the role of knowledge work at the expense of physical work. The means of transportation, communication, and preserving, retrieving and sharing knowledge developed, society transformed into a knowledge society, and knowledge management concepts prevailed. From the foregoing, it is clear to us that the researchers converge on the fact that knowledge management in its broad sense has existed since ancient times, but as a science, it appeared at the end of the last century.

What [18] said is that knowledge management is: "a systematic approach to take advantage of the collective experience in the organization to reach added value through the acquisition, transfer and application of knowledge at all levels in a coherent and fruitful manner." As for [13], she believes that knowledge management is "the process of generating, collecting, sharing, and using knowledge to improve organizational performance." believes that knowledge management is focused on building intellectual capital that relies on collective effort and the dissemination of knowledge in a comprehensive administrative process that begins with generating knowledge and employing it in decision-making, problem-solving and strategic planning. asserts that knowledge management is "the processes that help organizations generate, obtain, organize, disseminate, use, and

employ knowledge for decision-making, problem-solving, learning, and strategic planning."

[15] says that knowledge management is "The process of capturing, storing, sharing and managing employees' knowledge and experiences effectively to increase the general knowledge of the workforce." [4] believes that knowledge management is: "The organized effort directed by the leaders of the organization and based on the use of technologies in order to form, collect, classify, organize and store all kinds of direct and indirect knowledge of the organization's activity and make it ready for circulation and dissemination among all employees in a form It achieves participation and cooperation between individuals and units of the organization and raises the efficiency of decision-making processes in the light of the organization's strategies. It is also a process of converting intellectual assets into benefit. The researcher believes that all definitions express knowledge management well, and that they centered on the following points: Knowledge management is an organized effort based on generating, extracting, preserving, making available, sharing and applying knowledge to achieve the goals of the organization and it depends on collaboration and knowledge sharing. It aims to reach competitive advantage and benefit. Knowledge management is one of the modern concepts that has spread widely in recent decades in light of its effectiveness and ability to make a difference and help organizations achieve goals. Organizations of all kinds and fields, including sports organizations, are promoting knowledge management until they reach the goals for which they were built.

2. RESEARCH METHODOLOGY

The major objective of this research is to identify the role that knowledge management can play in the development of sports clubs in the Kingdom of Saudi Arabia, and in order to achieve the goal behind this research, the approach that will be used is the **SWOT analysis** method to identify gaps and identify strengths and weaknesses And the available opportunities and expected risks, down to the data and information that help to identify the role that knowledge management can play in the development of sports clubs in the Kingdom of Saudi Arabia. The general structure of this article focus on:

- ☒ The general framework, including the introduction, the research problem, its importance, objectives, questions, terminology, limits and general structure.
- ☒ An introduction to knowledge management: its definition, its origin and development, its importance, its objectives, in addition to its operations.
- ☒ An introduction to sports: its definition, history, football, the Kingdom's 2030 vision in its sports aspect, sports management and the relationship between knowledge management and sports management.
- ☒ The research approach, which is the four-way analysis approach to identify the strengths and work to enhance them and identify the weaknesses in order to overcome them and access the available opportunities and focus on investing them and discovering the expected risks to avoid

- ☒ them, leading to the role that knowledge management can play through all of the above in the development of clubs sports in the Kingdom of Saudi Arabia
- ☒ View search results.

3- THE IMPORTANCE, OBJECTIVES AND REQUIREMENTS OF KNOWLEDGE MANAGEMENT

Firstly, The Importance of KM can be described as: Through the previous definitions and the historical sequence, the importance of knowledge management is evident, and we will review some of the opinions of specialists in this aspect: [6] believes that knowledge management acquires its importance through the goals it seeks to achieve, the first of which is providing knowledge permanently and translating it into practical behavior to raise the level of performance of the organization. As for (Al-Salami, 2021), he believes that the importance of knowledge management is evident in the trends that organizations face in affecting the decision-making process, such as increasing the complexity of knowledge areas, increasing the frequency of market volatility, rapid response to subtle changes, and job rotation. As for [15], he argues that the importance of knowledge management is summarized in that it helps to improve efficiency, increase productivity, retain important information within the company, and harness intellectual assets, employee experience, and knowledge in improving decision-making. As for [8], it goes to the fact that the importance of knowledge management can be summarized in the following points:

- Knowledge management is a great opportunity for organizations to reduce costs and increase revenues.
- It helps to coordinate the various activities of the organization in the direction of achieving the objectives.
- Enhancing the organization's ability to maintain organizational performance based on experience and knowledge.
- It allows identifying the required knowledge, documenting what is available, sharing it and applying it.
- It is a tool for active organizations to invest intellectual capital.
- It is a tool for stimulating and encouraging creativity.
- Contribute to motivating organizations for renewal and development.
- Facilitate access to competitive advantage and benefit.
- Supports efforts to benefit from all tangible and intangible assets to achieve goals.
- Contribute to maximizing the value of knowledge by focusing on content.

It becomes clear to us that the above researchers highlighted pivotal points that represent the importance of knowledge management, where [15] talked about efficiency, increased productivity, harnessing intellectual assets, and improving decision-making, which are points he met with when they talked about efficiency, outstanding performance, and capital Intellectual, which are also points he talked about (increases, 2008) and he added an important point embodied in reducing costs and increasing revenues, and the researchers focused on providing knowledge and applying it to achieve efficiency and touch the approved strategies of the organization. Through what was presented above, we find that knowledge management is of great importance embodied in increasing revenues, which is a strategic goal for every profit-making organization. It also helps to reduce costs, and even contributes to increasing productivity

by motivating and encouraging employees, which leads to access to competitive advantage and added value. Which generally means achieving the goals for which the organization was built.

In view point of KM Objectives: There are many goals of knowledge management summarized by [18] in: achieving organizational flexibility, making decisions faster and better, solving problems faster and better, raising the rate of innovation in the organization, supporting the development and development of staff capabilities, stimulating the sharing of experiences and knowledge, and providing products or services. Better services, increase productivity and operational efficiency, and make the most of intellectual capital.

For his part, he believes [4] that the objectives of knowledge management are summarized in the following:-

- Obtaining, organizing and storing knowledge assets.
- Realizing the best value of the knowledge assets and intellectual capital of organizations.
- Make the organization act intelligently in order to ensure its continuity.
- Transforming tacit knowledge into explicit knowledge.

While believes that the objectives of knowledge management are: generating new knowledge, accessing valuable knowledge from external sources, using accessible knowledge for decision-making, improving explicit knowledge embodied in processes, products and services, and improving the use of knowledge available in documents and rules. Data and software, facilitating knowledge growth through culture and incentives, transferring existing knowledge to other departments in the company, and measuring the value of knowledge assets.

It is clear to us from the foregoing that [18] touched on several objectives of knowledge management, the first of which is the speed of decision-making in addition to solving problems, stimulating innovation, sharing experiences and competence, and finally intellectual capital. Intellectual capital and knowledge sharing. On their part, Najm and the increases added important points, and we conclude from the context of the researchers' talk that knowledge management has predetermined goals and must be applicable and important to be in line with the organization's strategy and keep pace with its internal regulations in order to help obtain knowledge assets and invest capital Intellectual money is what leads to taking appropriate decisions in a timely and effective manner, and knowledge management provides a favorable environment for creativity and innovation, and providing products and services that meet the aspirations of stakeholders.

Finally with regards to K M Implementation Requirements, we say that For the application of knowledge management, specific requirements must be available in the organization that help achieve the desired goals behind knowledge management, and in this aspect he says The requirements for the application of knowledge management in sports bodies are summarized in two aspects:

- First: Organizational Culture: In this context, it is of great importance that the Sports Authority provide sufficient spaces for thinking, creativity, and proposal submission, as well as promoting an organizational culture that supports knowledge and it's sharing.
 - Second: Organizational Leadership: The necessity of providing a strategic vision for knowledge management in the Sports Authority, and the leadership motivates its application at all levels within the Authority.
- Also in this context, [5] says that there is a set of requirements that lead knowledge management to success in any organization, namely:

- ☒ First: It provides a technical and organizational base on which to build.
- ☒ Second: Availability of a standardized, flexible knowledge structure that is able to keep up

Through what was reviewed above, it is clear to us that focused on the general framework of knowledge management requirements related to organizational culture and organizational leadership. He talked about the organization's strategy and its integration with knowledge management. He also talked about goals and providing an appropriate environment. As for [5], he highlighted knowledge friendship, which includes sharing knowledge. He also referred to adopting the process of change, which is a focal point. In general, we conclude from the above that there are requirements that must be met in the organization in order to benefit from the application of knowledge management, which are many and varied, as the researchers explained, and we can summarize them as follows:

•**Supporting senior management:** Whenever senior management supports knowledge management practices, this facilitates reaching goals and overcoming obstacles that may face the application of knowledge management.

•**Infrastructure: Knowledge management** needs an infrastructure that helps it take practical steps within the organization, such as the availability of appropriate technical devices, auxiliary organizational structures, modern programs, and advanced devices.

•**Human Resources:** Human resources are related to intellectual capital, its development and development through education, training and the provision of competencies that help achieve the goals of knowledge management.

4- CHALLENGES FACING THE APPLICATION OF KNOWLEDGE MANAGEMENT:

In fact, there are many challenges facing the application of knowledge management, including what was mentioned by [18], which he summarized in the following points:

- Difficulty finding ways to efficiently capture and record knowledge.
 - Difficulty motivating people to share reuse and apply knowledge.
 - The difficulty of aligning knowledge management with the general objectives and strategies of the organization sometimes.
 - Difficulty choosing the appropriate technology that helps in integrating knowledge management with information systems.
- For his part, [16] sees that there are two main factors that pose a challenge to the application of knowledge management in organizations, especially sports, including:

The first: There is resistance to change in general and in particular in old sports such as baseball, American football and basketball, unlike modern sports. In light of this, we find that few sports organizations benefit from knowledge management and data mining technology in the sports field.

Second: Not sharing knowledge. Sports clubs that have realized the competitive advantages of knowledge management and data search technology do not share their knowledge with other clubs, naturally in order to preserve the competitive advantage.

While [11] sees that, the challenges can be divided into four types:

A- Cultural Challenges: It is very important to prepare the knowledge society so that it is not resistant to it.

B- Infrastructure challenges: Technology, whether it is related to systems or even artificial intelligence, is a very important component of knowledge management.

C- Consolidating the link between the components of the system: by strengthening the processes of interaction and communication between the various elements, especially between knowledge and practice communities and between the organization's leadership and knowledge leadership.

D- Applying the knowledge management system as a whole: that is, in all aspects. Knowledge-oriented technology is necessary in this context, and includes software information management systems, intellectual asset management systems, and value chain management systems.

As for [2], he believes that the obstacles are generally of two types:

First: administrative obstacles: which are summarized in time, organizational culture, skills, support, and technology.

Second: Organizational Obstacles: It is because specialists in knowledge management and some other departments such as learning management are isolated from each other in most organizations, and then the opportunities available for the process of communication and communication between them are reduced.

From the foregoing, it is clear to us that the opinions of researchers in this context differed, as [18] focused on the difficulty of capturing and sharing knowledge. It also touched on harmonizing knowledge management with the goals and strategies of the organization in addition to choosing the appropriate technology. Its types are available according to needs.

As for [10], it talked about the difficulties from a different side, focusing on the possession of knowledge from specific parties and its monopoly, while [11] divided the challenges into internal cultural ones related to the culture of the organization and others related to infrastructure in addition to the components of the system. And applying it, and he meets with that with Al-Bilawi, who talked about these points in the midst of his talk about the administrative and organizational obstacles.

5- SPORTS MANAGEMENT

Sports management is a field of business that focuses directly on sports in light of the great development it has witnessed in recent decades, includes many specialized areas such as administrative, financial, legal and ethical aspects, and requires working directly with athletes, coaches and related organizations in order to achieve the general goals of sports organizations. [14] from the University of Louisiana, USA, stated that the scientific character of sports management appeared for the first time in the early twentieth century when professional sports competitions began and the need for more effective management and organizational leadership became urgent. He goes on to say: The University of Wisconsin was the first to respond to this. Requirements By offering a course entitled "Management and Organization" in 1911 due to the growing demand for the need to better manage competitive games, and with the advent of the thirties of the last century, American colleges and universities began to offer regular courses in sports management, and with the increasing spread of sports games, a new and intense interest in the industry emerged. Sports from colleges and universities.

☒ Definition of Sports Management

[12] 2011) says that the main elements of sports management are summarized in the goals that are achieved with limited tools and through people, so the goal of administrative work in sports is what the workers do under the guidance of the manager effectively, efficiently and at the lowest costs, stressing that the administrative procedures pass through the application of areas of knowledge.[1] defines it as: "the skills related to planning, organizing, directing, monitoring, budgeting, leadership, and evaluation within an environment that offers sports, physical activities, or recreational activities."

☒ Components of Sports Management

With regard to the components of sports management, [1] see that sports management consists of four main components: individual work, teamwork, the organization, and the administrative leader.

Individual work: Sometimes individual work is better than teamwork, especially when the work needs a great focus because teamwork may confuse it. Team goals.

Teamwork: or working as a single team, which is important in all organizations and is an important factor in their success. If we talk about the field of football, it is a team game that depends on the integration and consistency of roles, and on that the coaches put plans and strategies to reach the opponents' goal, achieve victories, and then championships and achievements.

Organization: In the end, there is an organization that you work to achieve its goals, whether your work is on an individual or collective level.

Leader: The leader is the motivator and guide who leads the group to achieve the objectives of the organization. In the world of football, there is an administrative leader who is the club president, and there is a field leader who has a role no less important than the role of the administrative leader or club president.

☒ Sports management skills

There are specific skills that are important for workers in sports management to have, and [1] argue that these skills are summarized in the following:

First: Technical skills: It is the efficiency in performing the work by employing the technical skills enjoyed by the employees in the organization, in order to achieve the desired goals for which the organization was built.

Second: Human skills: It is the ability to work as one group and effectively as a work team with distinct relationships and characterized by cooperation, harmony and good relations that help achieve the objectives of the organization.

Third: Intellectual comprehension skills: which is related to the ability to link the precise parts with each other to form a clear vision of the workflow method through a comprehensive view of the data and variables.

☒ **Sports Management Specializations**

[9] believes that sports management disciplines are summarized in communications and media relations, organizational behavior, sports economics, financial management, sports marketing, sponsorship, sales, facilities and events management, sports law, sports governance, and sports ethics. As for [12] he believes that the areas of sports management are:

First: Technology management: that is, how to deal with technology in general, especially in the sports field.

Second: Making decisions: There are two steps that must be taken before making decisions, the first of which is collecting information and the second is analyzing this data in order to address two points. The first is to solve problems and the second is to seize the available opportunities.

Third: Organizational policies: Organizational policies must be clear, as well as the manner in which they are dealt with and who are the persons who enjoy power, whether formal or informal.

Fourth: Change Management: The change may be in the administration or the site, there may be new changes in the organizational policies, or there has been a change in the devices and technologies used. It may be internal or external, which requires quick interaction.

Fifth: Motivation: Motivating employees is an art that requires skill. It boils down to how to motivate employees to achieve the general goals of the organization and at the same time achieve their personal goals.

Sixth: Taking the initiative: There are stages in the business life cycle, particularly in the sports field, that require taking the initiative, especially when it comes to favorable opportunities or making decisive and quick decisions.

For his part, [3] believes that management in the fields of sports does not differ from its counterparts in other fields, as it includes the following:

First: Planning: There are many definitions of planning, the most important of which is what Bennett went to as “the process of defining project goals and appropriate methods to guide individuals in doing their work to achieve these goals easily and smoothly.”

Second: Organization: It is, as Louis Brown says, that organization is an arranged state in which the parts are linked to each other, so that each part has a specific function that is related to the whole.

Third: Guidance: It aims to help the individual to understand himself and the problem under discussion and to exploit his own capabilities of skills, abilities, preparations and inclinations to deal with it wisely and rationally.

Fourth: Oversight: It is about making sure that the business is proceeding in the direction of achieving the goals in a satisfactory manner, and that the plans set for achieving them have been achieved.

Fifth: Evaluation: The concept of evaluation is that it is an important element of management, as through it we can know the extent to which the educational process achieves the goals to be achieved.

Sixth: Decision-making: It is the heart of management and it is a tool for renewal, creation, innovation, encouragement of knowledge, and a means of influencing the behavior of individuals and groups and directing them to work for the common good and achieving goals.

The researcher concludes from the above that what he went to [12] reflects well the disciplines of sports management, given that it accommodates all the disciplines mentioned by other researchers. To organizational behavior, sports economy, financial management, marketing, sponsorship, sales, facilities and events management, and it is based on the law, is based on governance, and does not overlook sports ethics. Financial, financial management falls under it, and if it is organizational, organizational behavior comes under it. As for motivation, it includes media relations, financial management, organizational behavior, sports marketing, sponsorship, sales, and the initiative is related to organizational behavior and sports marketing. Extends to take Decisions. Likewise, control falls under organizational policies, although it extends to technology management and decision-making.

6- THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND SPORTS MANAGEMENT

From the foregoing, we can conclude that there is a close relationship between knowledge management and sports management, and in this context says that societies have transformed from information societies to knowledge societies, and in light of this the flow of knowledge and the dominance of competition based on scientific creativity, technological development, and concern for the human being as a head Intellectual money to explode in this era of cognitive administrative behavior in an unprecedented way to extend to sports management.

Knowledge management processes can embody this relationship, as knowledge generation aims to generate new knowledge capital that contributes to identifying problems, finding effective solutions for them, and access to competitive advantage and added value, and falls under it among the disciplines of sports management, initiative and motivation, as it depends a lot on the use of technology, also the The acquisition of knowledge as it goes [7], which is related to obtaining knowledge and extracting it from its various sources, whether internal or external, implicit or explicit, and this includes initiative and decision-making as well as the use of technology, and benefiting from social media in that. As for storing knowledge, it is a matter that includes technology

management, so that knowledge management systems are used to store and organize it, and here also highlights the role of organizational policies. Then comes the stage of knowledge sharing, which is the process of sharing knowledge through education, training and modern means of dissemination. As for the application of knowledge, it includes as explained [5] Decision-making as a basic step, and then through that technology is used in the application of knowledge management, and in this context organizational policies are used to help in the application process, whether on the administrative, logistical or even financial aspects.

It is possible to summarize all of the above in the following tables [1-5] so that we show the processes of knowledge management, which we talked about previously and summarized in generating, acquiring, storing, sharing and applying knowledge, and in turn what falls under it from administrative disciplines such as initiative, motivation, technology, decision-making and organizational policies.

Knowledge management processes are closely related to sports management disciplines. If sports management relies on initiative, motivation, technology management, appropriate decision-making, organizational policies, and governance, then this requires knowledge generation, acquisition, storage, sharing, and application, as shown in the following:

Knowledge generation: says that knowledge generation aims to identify the knowledge gap between the knowledge currently applied in the organization, and the knowledge that must be applied, according to two elements, the first is the goals and future plans of the organization, and the second is the best in the world in the field of work of the organization, and then work to bridge the gap between them by directing efforts towards them.

If we want to achieve this, it is very important that there be initiatives from the administration that include developing leaders in the organization: by developing a general strategy for developing leaders, discovering promising leadership talents, refining their talent, and enhancing content through knowledge management, and this includes development through preparing and designing specialized programs imbued with expertise and experience, and organizing specialized courses. There must also be a stimulus that begins with creating a work environment conducive to creativity in clubs through distinct knowledge standards that contribute to improving and developing work, raising productivity, providing an attractive environment in sports organizations, and promoting a culture of caring for the human element as a priority and as a major factor in attracting and stabilizing athletes, so that all of this is consistent with Best practices in international clubs. When we talk about the application of knowledge management, the steps are not complete except with digital transformation. Improving the level of use of digital technology in sports clubs is the basis for their upgrading and development, through the use of the latest means of sports technology in terms of applications, systems and

programs, and through the above, the link between knowledge management and sports management is evident.

Acquisition of knowledge: In the same direction comes the process of acquiring knowledge, as there is some knowledge that does not need generation, but acquisition and acquisition as a prelude to organizing, storing and making it available for participation among the employees of the organization in order to apply it to achieve the desired goals. In fact, people have different capabilities to acquire knowledge, whether it is audio, visual, written, or otherwise, so it is important to know what is appropriate to your capabilities in order to take the appropriate decision to employ it in acquiring knowledge, and it is also very important to take the initiative to follow the latest scientific journals in The specialization in which you work to get acquainted with the latest developments in it and gain knowledge from it, and you must also participate in workshops, discussion meetings and seminars that raise topics related to the field of interest, specifically in the Saudi sports field, as there are multiple regulations and regulations codified for the sports movement.

And the acquisition of knowledge is either through remembering, such as the player remembering the coach's instructions in a specific situation easily and quickly, and then understanding what he remembers well with which he can implement it on the field so that he achieves the desired results and employing that in solving the problems that he faced in the past, which may be in The world of football is wasting opportunities, obtaining cards, or lack of concentration, or it may be through deep analysis that leads to creativity and innovation so that the player has deeply understood the idea and reached a stage with which he can use the knowledge he has gained in creativity and innovation.

Storage of knowledge: As for storage, he sees that it is about receiving knowledge coming from the generation or acquisition of knowledge and dividing it according to the management of the organization and its divisions, tasks and responsibilities and communities of practice, and then organizing the organization's knowledge according to its importance, then archiving, tabulating and storing the organization's knowledge automatically to facilitate the process Refer to it when needed, with the need to update it continuously. In fact, storing knowledge is very important when it comes to tacit knowledge that leaves with the departure of its owners for whatever reason, so it is very important to convert this knowledge into explicit knowledge and then keep it in a safe place and retrieve it when needed, until the benefit from the knowledge is complete in Clubs must keep all data related to their members in the organizational memory, especially since clubs are considered among the organizations that witness a rapid turnover of work, so it is necessary to ensure that knowledge has been stored in safe and organized places so that it can be referred to in record time when needed and in a smooth format. And a blog in an easy-to-understand manner for those working in the sports field.

Sharing knowledge: says that knowledge sharing is one of the most important activities of knowledge management, and its aim is to develop intellectual capabilities and strengthen the

knowledge stock in the organization through the exchange of ideas, knowledge and experiences as a means to achieve the goals of the organization, and believes that sharing knowledge It means the dissemination and sharing of knowledge of both types, explicit and implicit, among the members of the organization. The first can be published through reports, minutes of meetings, internal bulletins and periodicals, and the second can take place through dialogues and meetings. It is important in this aspect that the owner of knowledge has the desire and motivation to share knowledge, and here comes the role of management. in stimulating knowledge sharing. In fact, participation does not have to be present, but it can be through social media or through modern technology and achieves all its objectives in a record time, in which information is increased, knowledge is deepened and perceptions are broadened through knowledge-based scientific discussions, in addition to working as one team and integration. With others in order to achieve a common interest and common goals that may have been difficult to reach in isolation.

The application of knowledge management: goes with regard to the application of knowledge that it is the primary and main goal of knowledge management, as all of the above will not work unless applied on the ground, and from here the importance of this stage is evident, as it is the stage of using knowledge to reach the goals of the organization The application of knowledge is a strategic goal that means investing knowledge in solving problems, increasing productivity and raising the level of performance, and this will only be achieved through the presence of a knowledge management team in sports clubs so that it helps solve the problems that these clubs suffer from, work to achieve their goals and seek to bridge the gaps Legislative and achieving consistency between all the club's regulations and those approved by the Ministry of Sports, coinciding with updating and developing the regulations and applying the penalties stipulated by the laws and regulations without complacency, in addition to setting policies, general frameworks, guidelines and models for developing employee competencies in line with the needs of the organization, and applying knowledge works Employing knowledge, both implicit and explicit, in motivating club members, participating in decision-making, encouraging and monitoring incentive rewards, and raising the spirit of the club.

Morale and urging the sharing of knowledge among them with the need to develop leaders within the system so that they have a positively influential role on the overall performance so that knowledge is applied in the right ways that lead to positive results and lead to creativity and

innovation and push everyone to the constant search for development and progress and giving and giving and helping the workers in the club in their different segments to reinforce the application of knowledge. It is worth noting the essential role that information and communication technology plays in all knowledge management processes, whether knowledge generation, acquisition, storage, sharing or application. Therefore, the success of knowledge management depends largely on the technology used, its quality and competencies.

7- THE RESEARCH METHODOLOGY BASED ON SWOT ANALYSIS

Achievement cannot be achieved in a vacuum or by sheer coincidence, but rather comes as a result of tireless effort and continuous knowledge work made by sincere men who employ all their energies, experiences and knowledge in order to serve their country with the motive of a strong love that sits in their depths and pushes them to give without limits. Knowledge management in all its fields plays a prominent role in In this context, and as an extension of that, and in order to search for a better tomorrow for sport, which today has become one of the indicators of people's progress and signs of progress of nations, we will use the following SWOT analysis approach to identify the strengths to enhance them through knowledge management and the weaknesses to avoid them with the help of knowledge management and the opportunities available to invest them with the support of Knowledge management and expected risks to be overcome by employing knowledge management.

[10] see that the SWOT analysis is a tool for strategic analysis in all areas of life. This analysis is divided into four sections in two internal and external environments as follows:

☒ The internal environment:

- **Strengths:** "elements of strength in the organization that distinguish it from others" [10].

- **Weaknesses:** Weaknesses in the Organization.[10]

External Environment:

- **Opportunities:** "These are the opportunities that exist abroad and it is important to seize them, which may not be available to anyone else" [10].

- **Threats:** "Those that come from outside and cause danger to the organization" [10].

8- ACHIEVED RESULTS

The role that knowledge management can play in developing sports clubs:

By applying the SWOT approach to this research, we reached the strengths, weaknesses, available opportunities, and expected risks, and then we reviewed the role that knowledge management can play in strengthening the strengths, avoiding the weaknesses, investing in the available opportunities, and overcoming the expected risks. Knowledge management can play a role in developing professional football clubs in the Kingdom, as shown in the following:

Table 1: Strengths and Weaknesses

| Internal Environment | |
|---|--|
| Weakness Points | Strengths Points |
| <ul style="list-style-type: none"> - Regulation on paper sometimes differs in reality. - Lack of diversity in experiences. - The lack of a nutritionist in some clubs. - The lack of specialized analysts before and after the match and the opponents. - Lack of capacity development trainers. - Non-application of the administrative professionalism system. - Not making extensive use of competencies. - Non-qualification of administrative cadres through seminars, courses and conferences. - Lack of administrative stability in clubs. - Delay in implementing privatization. - The strategy is in many aspects theoretical and does not touch reality. - Multiple activities in one club and not specializing in games. - Non-compliance with some aspects of governance. - The vision is not clear with regard to governance and finance, and we are content with what is issued by the Ministry of Sports - Weak financial resources. - High spending on sports activities. Debt accumulation. - Subsidies are sometimes delayed. - Distributing match income in an impractical way. - The club's official website needs to be developed, updated, and kept abreast of developments. - Social media is important to be more effective. - Not to expand the use of technology and keep up with developments. | <ul style="list-style-type: none"> -The presence of a passionate youth and sports leadership. -Existence of specialized national cadres. -There is an official approved organization. Provide detailed strategy. Having strategies to increase revenue. -Availability of giant sports facilities. -The widening segment of sports practitioners and fans. The presence of distinguished sports clubs. The historical momentum of Saudi sports activity. There is an active social responsibility. Teaching sports as a specialty in universities. -Existence of systems and regulations that enhance governance. -Good government support for sports activities. There is work to increase revenue. -There is a technical use. The great role of media and social media. |

Table 2: Available Opportunities and Expected Risks

| External Environment | |
|--|--|
| Expected Risks | Available Chances |
| <ul style="list-style-type: none"> - Delay and hesitation in making decisions sometimes. - Some young people turn away from pursuing and practicing sports activities and turn towards video games and the Internet. - The presence of external pressures that may affect decision-making. - The steady rise in the costs of implementing sports activities. - The reluctance of many investors and sponsoring companies from the sports field. - Sometimes the negative impact of sports media. | <ul style="list-style-type: none"> -The possibility of emulating international clubs in terms of organization, strategies, governance, finance and technology. - The strategy: - Expect the privatization of clubs to be adopted soon. -The presence of distinguished Saudi sports talents. - The Saudi youth's thirst for practicing and following up on sports activities. - The expansion of followers of Saudi sports activities abroad. -The great role of sports media. |

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| - Sometimes the negative impact of social media. | - Supporting the Ministry of Sports to implement governance. - Investing in club headquarters. - Sponsorship of major companies for sports activities. - Investing in media momentum and social media financially. - Interest in sports tourism. - The presence of specialized sports channels, pages and websites |
|--|---|

- ❖ The role of knowledge management in the development of sports clubs in the Kingdom:
 - The internal environment
 - Strengths and how to enhance them through knowledge management

Table 3: Strengths and how to enhance them through knowledge management

| How to enhance it ?? | Strength Points |
|---|---|
| - The Ministry of Sports is led by a passionate young man who always aspires for the best, and the help of those with knowledge, expertise, experience and specialized scientific competencies reinforces this. | - The presence of a passionate youth and sports leadership. |
| - The nature of the Saudi people is a lover of sports, practice, educational attainment and culture, and the role of knowledge management comes to rearrange ideas and cumulative experiences and establish an organizational structure that is based on specialization. | - Existence of specialized national cadres. |
| - In the basic regulations of clubs issued by the Ministry of Sports, there is an approved organization for clubs, but it sometimes differs from what is in effect on the ground, and knowledge management can help these clubs to correct the situation. | - There is an official approved organization. |
| - The Ministry of Sports requires clubs to develop a strategy for the management of clubs, and this is a good thing. The strategy is a plan for managing the organization's knowledge in line with its strategy and objectives. However, it is very important that there be a follow-up to the implementation of this strategy on the ground. | - Provide detailed strategy. |
| - Among its strategies, clubs put an item aimed at increasing revenues, a point that embodies the importance of this aspect for clubs. | - Having strategies to increase revenue. |
| - The country provides giant sports facilities for practicing sports activities, as well as excellent sports facilities for clubs, which helps to provide a suitable work environment that encourages sharing knowledge and working as one team. | - Availability of giant sports facilities. |
| - Sport for young people is a love, so they practice it and then encourage it with passion. The Kingdom's Vision 2030 has contributed to increasing the number of sports practitioners, and it is important that this approach continue. | - The widening segment of sports practitioners and fans. |
| - Saudi sports clubs have been able to have a historical legacy, media momentum and a wide audience, and to maintain that, they must be led by knowledge leaders who lead them to achieve competitive advantage and added value. | - The presence of distinguished sports clubs. |
| - Over the course of nearly a hundred years, with the support of wise Saudi leaders and the supervision of empowered sports leaders, Saudi sport has created a huge | - The historical momentum of Saudi sports activity. |

| | |
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| <p>legacy locally, regionally, continentally and globally, and work will continue to increase this historical momentum in light of the interest enjoyed by Saudi sports and the availability of intellectual capital and qualified cadres.</p> | |
| <ul style="list-style-type: none"> - The club represents society and therefore has a responsibility to take care of the society from which it is located. This is an approach used in international clubs and motivated by the Ministry of Sports. When we talk about social responsibility, we are talking about the human being, who represents the center of development and progress. | <ul style="list-style-type: none"> - There is an active social responsibility. |
| <ul style="list-style-type: none"> - Some Saudi universities have begun to teach sports as a science and grant a master's degree in it, and it is important to move forward in this direction and expand it. | <ul style="list-style-type: none"> - Teaching sports as a specialty in universities. |
| <ul style="list-style-type: none"> - One of the important points that the Ministry of Sports focuses on is governance, but there are many clubs that are not good at dealing with this important aspect, and here comes the role of knowledge management to help clubs implement governance. | <ul style="list-style-type: none"> - Existence of systems and regulations that enhance governance. |
| <ul style="list-style-type: none"> - Sport receives great attention from the wise Saudi leadership, and His Highness the Crown Prince gives it his personal attention. It is an excellent opportunity to develop sports by activating the role of knowledge management in the various sports bodies. | <ul style="list-style-type: none"> - Good government support for sports activities. |
| <ul style="list-style-type: none"> - There are steps towards increasing revenues, but these steps are not sufficient and knowledge management can play a prominent role in this aspect by sharing knowledge, attracting investors and employing technology. | <ul style="list-style-type: none"> - There is work to increase revenue. |
| <ul style="list-style-type: none"> - Clubs use technology, albeit in a limited way, and knowledge management comes to enhance this aspect by expanding the use of technology and employing it in the development of clubs. | <ul style="list-style-type: none"> - There is a use of technology. |
| <ul style="list-style-type: none"> - The media is the reflective mirror of the sporting event, and it is of great importance that the media keep pace with the great sporting development and serve as a light that illuminates the path of sports progress alike with social media by raising the profile and focusing on research, creativity, innovation and development. | <ul style="list-style-type: none"> - The great role of media and social media. |

❖ Weaknesses and how to avoid them through knowledge management

Table 4: Weaknesses and how to avoid them through knowledge management

| How to avoid it? | Weakness Points |
|---|--|
| <ul style="list-style-type: none"> - It is important that the organization in the organization is compatible with knowledge management, flexibility, adaptation to the environment, ease of communication, and its ability to respond quickly to changes, and depends on specialization and division of labor to help the flow of information and allow the transfer and sharing of knowledge. | <ul style="list-style-type: none"> - The organization on paper sometimes differs from it on the ground. |
| <ul style="list-style-type: none"> - Intellectual capital is one of the most important tributaries of knowledge management, regardless of nationality or gender. In this context, the idea is focused on obtaining tacit knowledge from intellectuals and experts. | <ul style="list-style-type: none"> - Lack of diversity in experiences. |
| <ul style="list-style-type: none"> - Looking at the professional European clubs, we find that it is a priority to have a specialized nutrition officer, who has knowledge and experience in this field to support the physical and | <ul style="list-style-type: none"> - Lack of a specialized nutrition officer in some clubs. |

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| health structure of the players, which helps to provide their best. While in some of our clubs there is no dietitian. | |
| - Data analysis is a turning point in the world of sports in general and football in particular, as it helps in revealing detailed information, which helps and supports appropriate decision-making, which is a primary goal of knowledge management. | - The lack of specialized analysts before and after the match and analysing competitors' bids. |
| - In the European teams, there are specialized coaches who have the experience to develop capabilities, stimulate creativity, and invest in skill and fitness stocks by sharing knowledge in general and implicit ones in particular. | - Lack of capacity development trainers. |
| - Organization is an axis in knowledge management, and it is different in European clubs than in Saudi clubs. There is a board of directors that has no direct relationship with the football team, and there is an executive board that the football team is linked to and is fully professional. Professionalism is an integrated process. Whoever manages professionals must be professional. | - Non-application of the administrative professionalism system. |
| - We have young competencies armed with science and knowledge that inspire pride and do not find a place for them in clubs, which are supposed to open their doors to creators, innovators and people of knowledge so that they can contribute to achieving the competitive advantage of sports clubs. | - Not making extensive use of competencies. |
| - Education is one of the pillars of knowledge management and it is pivotal in all areas of life, specifically in the field of sports in general and football in particular. Therefore, it is very important that the capabilities of administrative cadres be developed continuously and regularly through seminars, courses and conferences locally and abroad. | - Non-qualification of administrative cadres through seminars, courses and conferences. |
| - Clubs are characterized by high dynamism, which requires quick decisions based on knowledge and based on data analysis, which helps departments to stabilize and implement their programs comfortably. | - Lack of administrative stability in clubs. |
| - Intellectual concepts about privatization have grown in the light of knowledge management, which is central to the success of organizations thanks to increased efficiency and effective decision-making, achieving competitive advantage and adding value to the organization. | - Delay in implementing privatization. |
| - The strategy is important, as it is a plan to manage the knowledge of the organization, but the most important thing is to activate the strategy and apply it on the ground in order to achieve the goals behind it, and this is difficult to achieve except through the application of knowledge management. | - The strategy announced in some clubs is in many aspects theoretical and does not touch reality. |
| - Specialization is an advantage that helps creativity and innovation. Preoccupation with games other than football may lose the administration's focus on the football team, and vice versa, it may distract it from other games so it does not achieve its goals, so it is better to adopt a one-game club. | - Multiple activities in one club and not specializing in games. |
| - Governance is the system through which the organization is managed, hence the necessity of adhering to the application of governance strictly. Governance is capable of preserving the competitive advantage, added value and sustainability when it is associated with knowledge management. | - Non-compliance with the application of governance in some clubs. |
| - Transparency is a feature of knowledge management, and it is of great importance that there be transparency in sports organizations so that the vision is clear to everyone so that debts do not aggravate, while adhering to regulations and systems. | - The vision is not clear with regard to governance and finance, and we are satisfied with what is issued by the Ministry of Sports only. |
| - In European clubs, financial resources depend on television broadcasts, sponsorships, advertisements, commercial sales, match tickets, in addition to selling player contracts and | - Weak financial resources. |

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| <p>sometimes means of communication, and all of this depends on the competitive advantage and the added value that knowledge management guarantees.</p> | |
| <ul style="list-style-type: none"> - One of the most important goals of knowledge management is making appropriate decisions, and this is what FC Bayern Munich did when it decided to adopt a method of rationalizing spending, so it was the only club among the adults in Europe that achieves net profits, and it regulates the contracting process according to material needs and capabilities, and does not enter into the contracting race . | <ul style="list-style-type: none"> - The steady rise in spending on sports activities. |
| <ul style="list-style-type: none"> - It is a problem that most clubs around the world suffer from, and to confront it, knowledge management can be employed in more than one channel, such as rationalizing spending, making sound decisions at the right time regarding contracts, and activating the role of scouts in contracts. | <ul style="list-style-type: none"> - Debt accumulation. |
| <ul style="list-style-type: none"> - Delayed subsidies sometimes put clubs in great embarrassment and cost them additional debts represented in commissions and penalties for late payment. | <ul style="list-style-type: none"> - Subsidies are sometimes delayed. |
| <ul style="list-style-type: none"> - One of the most important goals of knowledge management is to make sound decisions, and in this aspect, it is better for the method of distributing the income of the matches to depend on the percentage of audience attendance, so whoever has an attendance rate of 50% gets 50% and so on. | <ul style="list-style-type: none"> - Distributing match income in an impractical way. |
| <ul style="list-style-type: none"> - Technology helps to organize, preserve and share knowledge, and the club's official website is the front page for visitors, so it is very important to give it all the attention as it is in the European professional clubs, so it is important to share knowledge with all members of the club. | <ul style="list-style-type: none"> - The club's official website needs to be developed, updated, and kept abreast of developments. |
| <ul style="list-style-type: none"> - As an extension of talking about information technology, which is one of the most important tributaries of knowledge management, social media is important for the interaction of fans with their club and a factor of attraction and spread, and more than that, as it can be a source of revenue. | <ul style="list-style-type: none"> - Social media is important to be more effective. |
| <ul style="list-style-type: none"> - Now, technology is one of the most important knowledge management tools, at the same time it is one of the most important means of growth and development, and keeping pace with its developments is pivotal for continued growth. | <ul style="list-style-type: none"> - Not to expand the use of technology and keep up with developments. |
| <ul style="list-style-type: none"> - The media and social media are among the important fields of knowledge that establish the basis for the dissemination and sharing of knowledge. They also activate feedback, take into account the opinions of experts, and experienced people. Knowledge management can help in extracting the positive aspects and avoiding the negative ones. | <ul style="list-style-type: none"> - Sometimes the negative impact of media and social media. |

❖ External Environment

Available opportunities and how to invest them through knowledge management:

Table 5: The Available opportunities and how to invest them by supporting knowledge management

| How to invest it ?? | Available Opportunities |
|---|--|
| <ul style="list-style-type: none"> - Knowledge management relies on sharing knowledge to improve performance, make appropriate decisions, and thus reach a competitive advantage. Technology facilitates the process of communicating with international clubs, which provide information within good limits for those who wish to follow their example. | <ul style="list-style-type: none"> - The possibility of emulating international clubs in terms of organization, strategies, governance, financial, technical, and others. |
| <ul style="list-style-type: none"> - The Shura Council recommended approving the privatization of clubs, and the Council of Ministers approved it, and it is proceeding slowly towards implementation. Privatization greatly helps knowledge management in achieving its goals, as it establishes | <ul style="list-style-type: none"> - It is expected that clubs will be privatized soon. |

| | |
|---|--|
| <p>intellectual capital and organization, depends on education, and stimulates creativity and innovation.</p> | |
| <ul style="list-style-type: none"> - The human being is the focus of knowledge management, and mathematically, the Saudi youth have a passion and passion for sports in general and football in particular. Therefore, you find that the clubs are full of players and include talented people who must be nurtured in a different way that extends to thought and culture while developing capabilities from childhood in a program similar to the Mawhiba program that It is based on science and knowledge. | <ul style="list-style-type: none"> - The presence of distinguished Saudi sports talents, who are eager to practice and follow sports. |
| <ul style="list-style-type: none"> - Statistics say that about 67% of the Saudi people are from the youth segment that receives the required attention, especially in the sports aspect, as sports are present in the Kingdom's Vision 2030 and in the various development programs. The role of knowledge management in this aspect comes through organizing and reaching goals. | <ul style="list-style-type: none"> - The Saudi youth's thirst for practicing and following up on sporting activities. |
| <ul style="list-style-type: none"> - One of the most important strategies of European clubs is to expand abroad, remove geographical barriers, and build bridges for fans outside borders through technology. Saudi football is well followed in the Gulf countries and some Arab countries, so it is necessary to motivate and attract these fans, and knowledge management stimulates the sharing and sharing of knowledge. | <ul style="list-style-type: none"> - The expansion of followers of Saudi sports activities abroad. |
| <ul style="list-style-type: none"> - Sports media is important for defining the role of knowledge management and how sports clubs can reach their goals, but this must coincide with a well-defined strategy for the role played by sports media. | <ul style="list-style-type: none"> - The great role of sports media. |
| <ul style="list-style-type: none"> - Governance is pivotal in knowledge management, which is based on adherence to rules and regulations and stimulates transparency and clarity. The Ministry of Sports' support for governance comes as a reinforcer of this aspect. | <ul style="list-style-type: none"> - Supporting the Ministry of Sports to implement governance. |
| <ul style="list-style-type: none"> - Club headquarters can generate good income for clubs if innovation and creativity are stimulated cognitively, and invested well so that festivals are organized, shops are opened, tourists are received, and subscribers are allowed to enter. | <ul style="list-style-type: none"> - Investing in club headquarters. |
| <ul style="list-style-type: none"> - The revenues of the clubs in the largest clubs in Europe depend largely on the sponsorship of the big companies. As for us, in general, the big companies and banks are still far from their mission to support youth and sports, and it is important for these parties to play their role and sponsor clubs and sports activities. Knowledge management can play an important role in this context through the transfer and sharing of knowledge between companies and recipients. | <ul style="list-style-type: none"> - Sponsorship of major companies for sports activities. |
| <ul style="list-style-type: none"> - The media message is supposed to be purposeful, constructive, and attractive to the sporting event, and it is necessary to pay attention to social media, as it is effective and influential in the sporting event, and it can be used to increase revenues and expand the fan base, as is the case in Europe. The role of knowledge management is to enhance this aspect by making appropriate decisions and investing in available opportunities. | <ul style="list-style-type: none"> - Investing in media momentum and social media financially. |
| <ul style="list-style-type: none"> - Sports and tourism are two pillars of the Kingdom's Vision 2030, and they are cognitive that can represent competitive advantage and added value. In light of this, it is important to raise the concept of sports tourism as is the practice in Europe. A major tourist destination for Munich tourists. | <ul style="list-style-type: none"> - Interest in sports tourism. |

❖ Expected risks and how to overcome them with the help of knowledge management:

Table 6:Expected risks and how to avoid them through knowledge management

| How to avoid it ??? | Expected Risks |
|--|---|
| <ul style="list-style-type: none"> - Decision-making in sports matters requires quick and accurate interaction at the same time. Here, the role of knowledge management emerges, which means knowledge perception through intellectual capital through expertise, experience, creativity and innovation, knowledge storage, sharing and application. | <ul style="list-style-type: none"> - Delay and hesitation in making decisions sometimes. |
| <ul style="list-style-type: none"> - Sport has health, psychological and economic benefits, and it also brings the athlete to a prominent social level, so everything that any young person desires is available in the sports field whenever it is under knowledge management, and the link between youth and sports remains and they are linked by a bridge that depends on social media, media and incentives. | <ul style="list-style-type: none"> - Some young people turn away from pursuing and practicing sports activities and turn towards video games and the Internet. |
| <ul style="list-style-type: none"> - Sport is part of an international, continental, regional and local system, and therefore it is affected by all relevant decisions issued by these bodies. In light of this, it is necessary to invest in the available opportunities, continuous development and the adoption of strategic knowledge planning. | <ul style="list-style-type: none"> - The presence of external pressures that may affect decision-making. |
| <ul style="list-style-type: none"> - This is a reality that all clubs suffer from, and to confront it, it is important to develop plans and programs to reduce costs, by benefiting from expertise and people with experience to enhance the organization’s knowledge in this context, and using technology to organize and store it in order to retrieve it and share it in preparation for its implementation. | <ul style="list-style-type: none"> - The steady rise in the costs of implementing sports activities. |
| <ul style="list-style-type: none"> - It is important for companies and institutions to be made aware that investment in the sports field has a positive economic and media return, and it is very important to provide the necessary legal umbrella to protect investors and reassure them, while facilitating the search for investment opportunities and providing the necessary technology to activate these investments, and open the doors to foreign investments in The sports field, with the application of governance and the adoption of transparency as levers for knowledge management, and this is also part of the company's social responsibility. | <ul style="list-style-type: none"> - The reluctance of some investors and sponsoring companies from the sports field. |
| <ul style="list-style-type: none"> - Sometimes the sports media deviate from its message, so the role of knowledge management comes as a guide to the sports media through the transfer and sharing of knowledge and adherence to regulations, systems and governance standards. | <ul style="list-style-type: none"> - Sometimes the negative impact of sports media. |
| <ul style="list-style-type: none"> - Social media has become an importance under which it cannot be bypassed, but sometimes it deviates from its constructive framework. Therefore, the role of knowledge management comes to restore it to the transfer and sharing of knowledge to achieve common goals while adhering to regulations, systems and governance standards. | <ul style="list-style-type: none"> - Sometimes the negative impact of social media. |

9- CONCLUSION AND RECOMMENDATIONS

At the beginning, we reviewed the general framework of the research, the research problem, which we identified in a question the role that knowledge management can play in the development of sports clubs in the Kingdom of Saudi Arabia, and then we touched on the importance of research and made it clear that sport in general has become one of the witnesses to the advancement of nations and the progress of peoples. It is a major player in the economies of countries, as it has social and media dimensions, and perhaps most importantly of all, it has become one of the most prominent elements of soft power, so it is gaining increasing attention in all countries of the world. It is possible for us to do knowledge management in developing sports clubs in the Kingdom, and other goals emerged from this goal such as identifying the requirements and challenges facing the application of knowledge management in sports clubs and in the same direction we talked about research questions, and then we clarified the approach that was used, which is a quaternary analysis approach to analyze gaps, identify strengths and weaknesses, available opportunities and expected risks, and identify the role that knowledge management can play in enhancing strengths and avoiding weaknesses. I shed light on the limits and terminology of research and its general structure. After that, we discussed knowledge management, its concept, origin, development, importance, and objectives, then its application requirements and fields, and then we shed light on knowledge management processes, its definition, importance, and objectives. After that, we touched on sports in general and football in particular, and the conversation extended to sports management where we got to know it and explained its components, skills and specializations, and then we reviewed the relationship between knowledge management and sports management. Next, we dealt with the findings of the research through the use of quadrilateral analysis and the role of knowledge management in enhancing strengths and overcoming weaknesses, investing in available opportunities and avoiding expected risks, leading to recommendations that the researcher believes will enhance opportunities for employing knowledge management in development of sports clubs in the Kingdom of Saudi Arabia. The research recommends, in light of the results and outputs, the following: First: The importance of supporting the Ministry of Sports, sports federations and sports clubs for the principles and foundations of knowledge management. Second: Inclusion of knowledge management within the organizational structure of sports clubs and various sports departments. Third: Attracting experts in knowledge management who have extensive experience and expertise in how to apply knowledge management. To benefit from their experiences and practices to ensure the quality of knowledge management application. The use of qualified national cadres from university graduates in knowledge management. Fourth: Organizing courses, seminars and conferences to inculcate knowledge awareness among workers in sports clubs in the Kingdom. Fifth: Expanding studies on the role of knowledge management in developing sports clubs in the Kingdom

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