



# Knowledge Management and Standards for the Development of Professional Football Clubs in the Kingdom of Saudi Arabia

Nabeih Ssaati

Information Science Department, Faculty of Arts and Humanities

King Abdulaziz University, Jeddah, Saudi Arabia

Nabeihsaati@hotmail.com

Received Date : December 08, 2022 Accepted Date : January 12, 2023 Published Date : February 07, 2023

## ABSTRACT

Sport in general, and football in particular, has become one of the most important elements of soft power. It is a direct influence on the economies of countries and a major player in social and cultural life. From this standpoint, the rational Saudi government has given it the attention it deserves, as it is one of the pillars of all future plans, and it also enjoys with unprecedented financial support, it aims in its entirety to develop Saudi sports. Hence the importance of this research, which is the first of its kind - as far as the researcher knows - and as an extension of that, the research aims to identify the role of knowledge management to determine the criteria that contribute to the development of professional football clubs in the Kingdom of Saudi Arabia, and in this context the research problem was used. The descriptive analysis approach, where twenty studies that dealt with the issue of the role of knowledge management in determining the standards for the development of football clubs, or what is related to it, were analyzed over a period of about ten years. Knowledge. The first of these criteria is the historical legacy, which is the accumulation of experiences and achievements of the years and how to employ this through knowledge management by documenting, preserving, making it available and sharing it in order to reach the competitive advantage and achieve added value.

The aim of this research is to identify the role that knowledge management can play to determine the standards for the development of professional football clubs in the Kingdom of Saudi Arabia, and in order to achieve the goal behind this research in this study, an appropriate approach was used for this purpose, which is the descriptive analytical method so that Description and interpretation of what exists through (8) studies in Arabic, and (12) studies in English that dealt with knowledge management and the development of sports clubs or related matters, during the period from 2013 to 2022. All of these studies aim to provide theoretical or practical solutions to develop Sports clubs, which helps to define standards that help develop professional football clubs in the Kingdom. The general objective of the study: is to identify the role that knowledge management can play in determining the standards for the development of professional football clubs in the Kingdom of Saudi Arabia. The following objectives derive from it:

- ☒ Learn about the historical legacy of football clubs.
- ☒ Identifying the organization in football clubs.
- ☒ Knowing the strategies in football clubs.
- ☒ Knowing the role of information and communication technologies in the development of football clubs.
- ☒ Learn about the steps and procedures for making decisions in football clubs.

Learn about the role of knowledge management in defining standards for the development of professional football clubs in the Kingdom.

On the other hand, the organization also plays a major role in achieving success for football clubs, through an integrated, flexible and harmonious organizational structure that enables the club to achieve its goals. As for the third criterion, it is the strategies. For any organization to reach what it aims for, it is very important to develop a clear strategy that all employees in the organization work to achieve its provisions. With regard to technology, it is certainly a basic criterion to reach Objectives and the implementation of strategies in sports organizations, it is very important to choose the appropriate and modern technology that guarantees athletes to provide their best and helps coaches to develop the capabilities of their players and enables administrators to extract and analyze data in order to make sound decisions, and in this aspect, making decisions in sports clubs is one of the most difficult things that It confronts its administrations on the grounds that decisions in clubs require speed, accuracy and wisdom, and all that the brightest management provides Riffa. In conclusion, there were many recommendations, the most important of which is expanding research in the field of the role of knowledge management in determining the standards for the development of football clubs, in addition to seeking the help of experienced university professors and specialists in knowledge management and attracting university graduates in the field of knowledge management to ensure the application of knowledge management in clubs. And restructuring football clubs in the Kingdom in line with developments in the global arena and includes a site for knowledge management.

**Key words:** Knowledge Management, Sports,- Football, Club Development, Standards

## 1. INTRODUCTION

Sport has become one of the indicators of the progress of countries and the development of peoples. Therefore, our wise leadership attaches great importance to sport, as it is a basis in the Kingdom's Vision 2030. It is also present in the national transformation program and is present in all development programs. It is not surprising that sport has also become a major player in the economies of countries, and has become a pillar fundamental to the future renaissance. It has recently witnessed a great development, as it has turned into an industry devoted to the production of a comprehensive sporting event. Which attracts the attention of athletes of all segments, and all workers in the vicinity of this growing industry, including companies, business entities, and sports management, in addition to a large consumer audience that eagerly follows sports activities. So; Supervising, organizing, and achieving its goals 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, motivated by incentives, codified by institutional systems, and discovering criteria for its development.

This research came to define the role of knowledge management in defining standards that help develop football clubs in the Kingdom, in order to keep pace with the great development witnessed by the sport of football globally, as the research will deal in the general framework with the research problem, its questions, objectives, importance and methodology, and then it will shed light in the framework Theoretical focus on knowledge management, what it is, its objectives, its importance, through sports and sports management, and the relationship between knowledge management and sports management, and down to the curriculum and from it to the results, which came to confirm that knowledge management can play a prominent role in identifying the standards that contribute to the development of football clubs in the Kingdom.

### 1.1. The Importance of this work

Nowadays, sport in general, and football in particular, has become one of the most prominent elements of soft power, in addition to being one of the evidences of the advancement of nations and the progress of peoples. Therefore, it receives direct attention from His Highness the Crown Prince - may God protect him - and it is present in the Kingdom's Vision 2030, as well. It is present in the National Transformation Program, and in Qiddiya [5], as it is part of the Central Jeddah project [6], and the Public Investment Fund recently acquired the English club Newcastle, and Al-Nasr Club contracted with the international star Cristiano Ronaldo, and in light of all that, the importance of this research is evident next to that it is the first Of its kind - according to the researcher's knowledge - as there is no similar one in databases and search engines.

### 1.2. The Research Problem

Knowledge management, in which knowledge represents the added value and competitive advantage, is based on its production, sharing and investment. It is also the main driver of the sustainable growth process. It is based on innovation and the use of the human mind as knowledge capital. It also helps to develop and improve life in its various fields, including the sports field. In general, and football in particular, which enjoys the attention of the wise Saudi leadership and the support of the Ministry of Sports. Despite this, professional football clubs in the Kingdom of Saudi Arabia have not yet reached the level of aspirations, as there is a weakness in the role of knowledge management in this aspect. In light of this, the research problem can be identified in the following question:

**What is the role of knowledge management in defining standards for the development of professional football clubs in the Kingdom of Saudi Arabia?**

**The research sub questions focus on:**

- **What is the historical legacy of football clubs?**
- **How does the organization come in football clubs?**
- **What are the strategies followed by football clubs?**
- **What are the techniques used in football clubs?**
- **What are the steps and procedures for making decisions in football clubs?**
- **What is the role that knowledge management can play in defining standards for the development of professional football clubs in the Kingdom of Saudi Arabia?**

## 2. THE THEORTICAL FRAMEWORK OF THE ARTICLE

### 2.1. Knowledge management

[1][9] says that knowledge management is: "The process of capturing, storing, sharing and effectively managing the knowledge and experience of employees to increase the general knowledge of the workforce." [1] 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 the process of converting intellectual assets into added value. [1] believes that "knowledge management is the organized and directed effort by the leadership of the organization and relies on the use of technology in order to collect, classify, organize and store all kinds of direct and indirect knowledge of the organization's activity and make it ready for circulation and publication among all employees in a way that achieves participation and cooperation between individuals and units

organization and raise the efficiency of decision-making in the light of the objectives of the organization.

Through the foregoing, it is clear that knowledge management is an organized effort that depends on generating, extracting, preserving and sharing knowledge in preparation for its application in order to reach the competitive advantage.

## 2.2 The Importance of Knowledge Management

[10] 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 [11], 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 [9], 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. From the foregoing, it is clear that the importance of knowledge management is evident through the goals it seeks to achieve, and it derives its importance through decision-making and its sensitivity and effectiveness.

## 2.3 Knowledge Management Objectives

There are many objectives of knowledge management mentioned [17]:

- Achieving organizational flexibility. Make faster and better decisions.
- Solve problems faster and better. Raise the rate of innovation in the organization.
- Support the development and development of staff capabilities. Encouraging the sharing of experiences and knowledge.
- Provide better products or services. Increase productivity and operational efficiency.

Maximize the use of intellectual capital.

For his part, he believes [1] 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.

From the above, we can summarize the goals of knowledge management in making appropriate decisions, solving problems, sharing experiences, making the most of intellectual capital, employing technology, promoting

creativity and innovation, and reaching the goals of organizations.

## 2.4. Sports

Sport has become an influential factor in the economies of countries, as it has a social, cultural, and third political dimension. It is also the first medical prescription for any patient who visits a doctor. From this standpoint, sport has gained a great position and has become a pillar of the future strategic planning of countries. And as stated in the article [16] Special Adviser to the Secretary-General of the United Nations, sport has proven to be an effective, cheap and flexible tool to promote the goals of peace and development, and sport is also an important enabler of sustainable development in light of the growing contribution it plays in achieving development and peace. It has always played a role in encouraging tolerance and respect and its contribution to the empowerment of women, youth, individuals and societies, and in achieving the desired goals in the areas of health, education and social inclusion.

[9] defines sport as: "Physical competitions that seek to achieve goals and the challenges involved, and they are part of all cultures, past and present." He says [4] that sport is one of the most important aspects of movement that man cares about and society encourages since the beginning of creation, and he defines it as "different types of sporting activities that concern all individuals in terms of their gender, tendencies, needs and ages." The University of Cambridge[8] defines it as: "A game, competition, or activity that requires physical effort and skill, and is played or performed according to specific rules for the purpose of enjoyment or as a job."

In the light of the foregoing, the researcher believes that sport in general is a physical effort to achieve a quality of life, or to achieve a health, moral, or economic return.

## 2.5 Football Sport

[8] defines football as: "It is a sport played between two teams, each consisting of (11) players using a leather ball on a rectangular ground at the end of each end of which there is a goal, and each team tries to house the ball in it as many players as possible. Goals to achieve victory using feet, and only the goalkeeper is allowed to catch the ball with his hand inside the penalty area. And [13] defines it as: "regular football that is organized under the auspices of the International Federation, the Asian Federation, or the local federation, or licensed by them." [8] defines it as: "A game played between two teams of eleven people, where each team tries to win by kicking a ball into the other team's goal."

## 2.6 The Kingdom's Vision 2030 in its sports aspect

"We want to enjoy the coming days and focus on developing our society and developing ourselves as individuals and families, while preserving our religion and traditions" (Downtown Jeddah Project, 2022) Additional words uttered by the faithful Crown Prince Mohammed bin Salman - may God protect him - and then came giant steps to translate them into The ground of reality began with his insightful vision [12] aimed at investing in our strengths that God Almighty has endowed us with from a distinguished strategic location, pioneering investment power, and Arab and Islamic depth. The vision focused on three main axes: An ambitious homeland, A thriving economy and A vibrant society: A full and healthy life emerged from this axis, which resulted in the Quality of Life Program, which in turn included two mathematical components:

**The first:** Enhancing the practice of sporting activities in the community, which means improving the quality of life of the individual and the family by creating a suitable environment and supporting and developing new options that enhance the participation of citizens, residents and visitors in sports, cultural, recreational and tourism activities.

**The second:** achieving excellence in several sports regionally and globally.

Hence, many programs were designed to translate the Kingdom's Vision 2030 into reality, including the Public Investment Fund program, which aims to diversify the economy through local and international investment and strategy. It also seeks to enhance economic and investment sustainability through four axes:

- Launching promising local sectors.
- Launching and supporting major projects.
- Increasing and diversifying the Fund's global assets.
- Developing local real estate projects: In this context, the Qiddiya and Central Jeddah projects came, through which the partnership project between Qiddiya, Al-Hilal and Al-Nasr, and Central Jeddah, Al-Ittihad and Al-Ahly came.

## 3. THE LITERATURE REVIEW WORKS

In the following, we will review some studies that dealt with the issue of knowledge management and standards for the development of football clubs or sports clubs, where (20) studies were identified, (8) in Arabic and (12) in English, in scientific journals, databases and official websites. Organizing and analyzing it, in order to enrich the thesis with the opinions of researchers, where we will shed light on the subject and after it the methodology that was used to reach the results, and then extract the outputs and their relevance to the current study:-

### First: Arabic Studies

- ☒ **The First study:** [18] in the light of the study they conducted to submit a proposal for the application of knowledge management in the Directorate of Youth and Sports in Sohag Governorate in the Arab

☒ Republic of Egypt, that success in all areas of life, including the sports field, depends on intellectual capital, which is one of the pillars of management Knowledge, which in turn guarantees the ability of the organization to achieve growth and development, enhance its efficiency, increase its production and the quality of its services. The researchers used the descriptive approach due to its suitability and the nature of the study, and the researchers reached several results that are summarized in the fact that there are deficiencies in the aspects of applying knowledge acquisition practices for workers and not employing intellectual capital in achieving the desired goals of this sports organization, and there is no indication that there are practices And applications of knowledge management with deficiencies in the use of modern technology, and in light of this, the researchers presented proposals to facilitate the process of acquiring knowledge among workers and then applying knowledge management practices and using modern technology for that. It is related to this study in more than one aspect as it searches for the actual reality of the application of knowledge management and then the obstacles in a sports organization, in preparation for submitting a proposal for the application of knowledge management, which contributes to addressing the problem of not using knowledge management, specifically with regard to intellectual capital and technology.

☒ **The Second study:** For his part, [2] conducted a study on knowledge management as an input for developing the quality of marketing performance in sports organizations in the State of Kuwait. In the light of knowledge management in sports bodies in the State of Kuwait. The researcher used the descriptive survey method due to its suitability to the nature of the study. The researcher reached several results, most notably that knowledge management represents a paramount importance in sports bodies, specifically in administrative activities, and providing leadership aware of the importance of knowledge management contributes to achieving the goals of knowledge management, which also requires the provision of human forces with a high degree of culture and a thorough understanding of the importance of management Knowledge and its role in the Authority, as well as the need to provide modern technology that facilitates the process of transferring and exchanging knowledge and the ease of obtaining information at the right time and place, which helps to support appropriate decision-making. With regard to the sports marketing aspect, the study concluded the importance of knowledge management as a modern approach to the development of sports marketing with emphasis on the methods and methods of modern sports marketing. It is related to this study in that it deals with knowledge management in sports bodies and that it represents a paramount importance and aims to identify knowledge management, its processes and the requirements for its application, among the objectives of this study.

☒ **The Third study:** [17] conducted a study entitled Knowledge Management and its Role as a Strategic Choice for Achieving Outstanding Performance in Sports Institutions, which aimed to ensure that the existence of a conscious organizational leadership interested in applying

☒ knowledge management helps in achieving outstanding performance, and that understanding knowledge management and knowing how to exploit The optimization of tacit knowledge contributes to reaching the goals of sports institutions, and the researcher relied in his study on the exploratory study to reach the study community and then select the sample, and then he used the descriptive approach to obtain information about the variables of the problem and explore the scientific position of the research, and the researcher reached several results I focused on the fact that organizational leadership is a strategic choice to achieve excellence for sports institutions, and that the human forces that work in these institutions can contribute effectively to achieving sports excellence along with the use of information technology. As it is clear, the researcher focused on the organizational aspect of sports institutions and the role of administrative leaders in making appropriate decisions and applying knowledge management in sports institutions, and this differs from this study, which deals with the role of knowledge management in developing professional league clubs, although they are related to the study of knowledge management in the authorities. Sports and the importance of organizational leadership and the role of human resources and information technology in it.

☒ **The Fourth study:**[2] conducted a study aimed at studying the requirements of applying knowledge management and its role in developing creativity and administrative and technical innovation among those in charge of managing sports activity at Al-Azhar University by identifying the role of knowledge management in achieving (originality - fluency - flexibility Mental health) for those in charge of managing sports activity at Al-Azhar University. The researcher used the descriptive approach, and the most prominent results he reached were that there are differences between the responses of the sample members according to the job variable and the workplace, and there is a direct relationship to knowledge management in achieving mental flexibility due to encouraging innovative initiatives and benefiting from existing experiences. The researcher recommended the need to hold training and educational courses for the sports specialist in order to understand the nature of the work he is doing and how to do it to the fullest. The study [14] meets this study in the aspect of knowledge management application, and specifically deals with innovation, tacit knowledge and training, and they are similar in examining this in a sports aspect, which for the researcher is the management of sports activity at Al-Azhar University.

☒ **The Fifth study:**[3] says in his study that dealt with the role of knowledge management in improving the competitiveness of sports clubs that knowledge management has become one of the most important means used in increasing the efficiency of organizations and developing their capabilities, which helps them achieve competitive advantage. Things that are different from others and in different ways convince markets and stakeholders of their uniqueness and distinction. They also help improve operations, improve performance, create an environment for creativity and innovation, speed of

response, increase productivity, and raise efficiency and effectiveness. The researcher used the descriptive approach in two ways, the first is the survey and the second is the study of relationships. The researcher concluded that there is a statistically significant direct correlation between knowledge management and competitiveness in sports clubs, and that the practice of knowledge management within sports clubs contributes significantly to improving the level of competitiveness. It is related to this study in activating the role of knowledge management in many aspects such as creativity, innovation, and raising efficiency, leading to a competitive advantage to achieve the goals of sports clubs.

☒ **The Sixth Study:** In an analytical study conducted by [9] on the level of application of knowledge management in the administrative institutions of sports clubs from the viewpoint of football players in Iraq, the researcher indicated that public and private administrative institutions in sports clubs face various threats due to the surrounding and various changes, developments and variables. Therefore, he sees the importance of using methods and methods of knowledge management in order to be effective and able to compete, and the researcher used the descriptive method with a survey method. The researcher reached several results, the most important of which is that performance evaluation in the administrative institutions of sports clubs is directly related to the objectives of knowledge management, and there is a clear discrepancy in the application of knowledge management in the administrative institutions of sports clubs from the point of view of soccer players in Iraq. The study [9] is an analytical study of the level of application of knowledge management in the administrative institutions of sports clubs from the point of view of soccer players in Iraq. Players, they are one of the pillars of the sport.

☒ **The Seventh study:** In her study on the role of knowledge management and its implications for the management of human resource systems in sports institutions, she says [7] that the importance of managing or applying human resource systems in the sports sector is evident through the interest in developing and developing the capabilities of employees in accordance with international requirements and standards. It embodies the concepts of human improvement and development, as the problem addressed by this study is the role of knowledge management in terms of generation, participation, transfer, storage and organization in the management of human resources. The objectives of the study are to know the role of knowledge management in the development of sports management through the development of human resources. The researcher used the descriptive approach to reach the results, the most important of which was to form, generate, transfer, store and organize knowledge as a reflection on the management of human resources. We see that there is a connection with this study in the aspect of applying knowledge management in sports institutions through the transfer, storage and organization of

knowledge and its reflection on the role of human resources and thus intellectual capital in the organization.

☒ **The Eighth study:** [7] also conducted a study aimed at identifying the degree of application of knowledge management processes in the faculties of physical education in Jordanian universities from the point of view of faculty members, and whether there are statistically significant differences in the degree of application of knowledge management processes due to variables gender, experience, and academic rank. The study has dealt with four processes of knowledge management, namely the formation and generation of knowledge, storage and organization of knowledge, transfer and sharing of knowledge, and the application of knowledge. The results showed that the degree of application of knowledge management in the faculties of physical education was generally high. The results also showed that there were no statistically significant differences in the degree of application of knowledge management processes due to the variables of gender and academic rank. It is clear that there is a correlation between the study [6] and this study with regard to dealing with knowledge management processes in terms of generation, storage, participation and application.

## Second: Foreign Studies

☒ **The Ninth study:** [3] in their study on the knowledge management database in sports, the researchers explained that data-based techniques are the basis for knowledge management in the sports field, as they aim to improve efficiency, and help immediate intervention to address problems faster and more accurately. It also helps to provide better quality of services and improve the product, which enhances the knowledge management approach in achieving the goals of sports organizations by increasing quality, efficiency and effectiveness. The researchers used the descriptive approach in their study, in addition to reviewing the literature on the subject, in order to provide adequate information about databases that could contribute to increasing the effectiveness of knowledge management. The researchers reached results, the most important of which is that technology in general and mathematical databases in particular help in the effectiveness of knowledge management in the sports aspect, and through this, sports organizations can be developed through a cognitive management approach that contributes to following up the athletes' bid in several aspects such as nutrition, fitness level, and mental preparation, in addition to developing games through sharing knowledge while providing high-quality services through applications that help the immediate flow of knowledge, which helps To make the right decisions at the right time. As it is clear, the study [2] focuses ☒ on knowledge databases and technical aspects and their role in developing the performance of athletes in terms of mental preparation, fitness preparation and nutrition, and then linking them to knowledge management, and here you meet with this study, both of which embody the role

of knowledge management in the sports field from a certain side.

☒ **The Tenth study:** On the other hand, [5] studied the impact of the non-educational context on the performance of organizations and the role of knowledge management: a case study of community sports clubs. The non-educational context extends to the sharing of rumors, partial facts and fuzzy information. The study stressed the need to refrain from making decisions without full knowledge and the importance of activating the organizational performance of knowledge management through training, updating procedures and systems, and stimulating knowledge sharing within the organization. As a result of its content, the exclusion of the non-educational context through the acquisition of knowledge, whether implicit or explicit, sharing it and then applying it helps to reach the stated goals of the organization that may possess knowledge of high value, but does not benefit from it. So, it is related to this study in that it focused on an important point, which is that it must be ensured that the knowledge, whether implicit or explicit, is complete and accurate before making decisions based on it, with the importance of not relying on rumors, and focusing on spreading education and sharing knowledge within the organization.

☒ **The Eleventh Study :** In a research on identifying the strategy of knowledge management in the Ministry of Sports and Youth in Iran, he says [8] many organizations suffer from failure in applying knowledge management and benefiting from its outputs, and the reason behind this is not choosing the appropriate strategy for that, because One of the most important ways of success in the application of knowledge management is embodied in the organization having a clear and solid strategy that is known and understood by all employees in the organization. Therefore, this study aimed to identify the optimal strategy for knowledge management. The study used the applied descriptive approach, as well as the dynamic approach, which is based on statistics and numbers, and then evaluated knowledge management processes based on the Nonaka and Takeuchi model, leading to the selection of the appropriate strategy, taking into account the balance between explicit knowledge and tacit knowledge. And it is consistent with this study in that it is looking for the role of knowledge management in a sports organization, and it aimed to reach a strategy which is the same goal of this thesis with a difference in content, so I came out with a conclusion that knowledge management is an important factor in predicting organizational performance in sports organizations so individual and institutional knowledge must be invested By converting tacit knowledge into explicit and vice versa to achieve goals.

☒ **The Twelfth study:** The two researchers [4] conducted a study called Knowledge Management in Botswana: Current Status and Future Direction. Their strategy summarized that sport in Botswana is a potential engine for economic and social development, and knowledge management can play an important role in

translating this possibility into reality. They pointed out that this paper is divided into two parts, the first focusing on the current situation of knowledge management in the sports sector in Botswana, and the second presenting effective proposals to improve knowledge management in the sports sector. The researchers used the descriptive approach in addition to the content analysis approach, and they concluded that knowledge management is present in the sports sector at the individual and organizational level, but there are obstacles and inefficiencies in generating knowledge and exchanging knowledge in the sports sector. It is important to hold training courses and intensive educational lessons, and it is necessary to provide the infrastructure of devices, programs and technologies in order to help preserve, organize, share and apply knowledge. It is related to this study in that it aims to employ knowledge management in activating one of the sports sectors, how to enhance the efficiency of generating, exchanging, sharing and applying knowledge, and ways to deal with organizational obstacles.

☒ **The Thirteenth study:** [6] presented an intellectual discussion paper of the two-way relationship between knowledge management (KM) and intellectual capital (IC) in a specific subset of sports organizations such as professional sports clubs, and the study believes that it can be a management strategy Knowledge about intellectual capital investments is optimal, i.e. it creates value for all stakeholders, but sometimes it may be suboptimal, i.e. it may only create value for a group of stakeholders due to opportunistic investment of intellectual capital which weakens transparency in reporting information Finance and thus mislead managers and investors. Hence, the problem of the study, which aims to understand the bidirectional relationship between knowledge management and intellectual capital in knowledge-based organizations, is evident by focusing on sports organizations in which KM and IC played an important role, as well as future ways of progress in managing, measuring and reporting. In this aspect, it is related to this study and represents an important addition to this study, especially as it studies knowledge management and intellectual capital in professional sports organizations.

☒ **The Fourteenth Study:** This paper examines whether knowledge management, along with innovation concepts such as the attitude towards innovation and open innovation, leads to a direct or indirect impact on the organizational performance of sports clubs. [3]believes that it is very important for sports clubs to benefit from knowledge management by taking advantage of internal and external sources of knowledge while promoting a positive attitude towards innovation, which helps these clubs to perform better in the organizational aspect. The researchers used the descriptive approach in their study. The researchers concluded that knowledge management has a positive impact on the organizational performance of sports clubs through two different mediators, the first is innovation in sports clubs, and the second is the organizational performance of these clubs. In this context, related to this study, innovation is pivotal in knowledge management and it is the basis of this

study. Through innovation, it is possible for professional football clubs to achieve competitive advantage and thus achieve their goals.

☒ **The Fifteenth study:** [8] says that knowledge management is gaining increasing importance as a source of competitive advantage. Despite this, knowledge management initiatives may sometimes be unsuccessful, because there are many influences that affect the way knowledge management is applied in organizations, and the organizational context in this Organizations plays a major role in organizational planning and implementation of knowledge management. The researcher used the descriptive approach, where he analyzed the content by reviewing the literature of the subject and then studying the case and being in a specialized sports institute. The researcher recommended, after completing the study, to present a strategy for reviewing the performance of knowledge management through the interaction of three research approaches: action research, systematic action research, and critical action research. Education and facilitating the organization of knowledge management through the systematic integration of knowledge management practices, which leads to access to sustainable competitive advantage. Competitive advantage is undoubtedly a strategic goal for the development of professional football clubs, and that is what this study deals with, hence the link between the two studies. Through overcoming obstacles, enhancing education and systematic integration of knowledge management practices, the goals of the organization are achieved.

☒ **The Sixteenth study:** For its part, [7] links innovation and sport, saying: Sport and innovation are two concepts that are rooted in several aspects of our lives, and they are related - on the other hand - to other modern concepts of interest to us, such as strategies, leadership, sustainability, It also confirms that innovation can contribute to improving athletic performance. Rather, it may be the difference between a winner and a loser, as it leads to changing the way training is practiced, and the way the audience communicates and communicates, and believes that the success of innovation is embodied in improving performance and increasing competition, based on the generation and sharing of knowledge through various entities related to the sports field. From the foregoing, it is clear that the strategy of the study (Ratten, 2018) revolves around employing innovation to improve performance, and improving performance is the basis for success in the field of professional football league, and hence it is associated with this study.

☒ **The Seventeenth study:** On the other hand, [5] says in his study on knowledge management practices in sports organizations, that knowledge management has become in organizations of all kinds the main factor in success and survival in competition and the ability to create and innovate, and from here it is very important to study howthe impact of different knowledge management practices on the way in which sports institutions deal. Therefore, this paper aims to discover the elements of knowledge management in the educational and teaching process in the mathematical field and then present them in the form of an educational

curriculum based on modern technology to preserve, organize and share knowledge in preparation for its application in the field. Implicit or explicit, and then applied in the field, and when its effectiveness is proven, it is gained through the player's impression and monitoring of this knowledge. If the impression is good, the official authority captures and structures it, and then represents its content in the educational process. The researcher concluded that knowledge management is one of the most effective sources for sharing and creating knowledge among players through the effective use of its practices that start with creating knowledge, then applying it, acquiring it, capturing it, structuring it, and finally representing it as a scientific subject. This paper emphasized the importance of including knowledge in educational and sports institutions. The study is distinguished by the fact that it touched on the educational aspect, which is one of the pillars of knowledge management, and from here it gained its importance for this study. The researcher studied knowledge management practices in sports organizations, and from this aspect it deals with topics related to this study.

- ☒ **The Eighteenth study:** [1] began their study entitled The Role of Knowledge Management in Sports Organizations, with defining words that embody the interdependence of steps, as they indicated that the popularity of sports contributed to the establishment of sports facilities and sports stadiums in which athletes are active and apply their ideas related to sports. They increase the attachment of their fans and enjoy organizational support that extends to information and communication technology and the media. Most of all, knowledge management is related to the sports organization, ensuring its sustainability and achieving long-term competitive results and adding values to it thanks to the creation, codification, exchange, transfer and harnessing of knowledge to achieve sports goals. After using the descriptive approach, the researchers explained that by accessing data and digital contents, sharing knowledge, and forming a knowledge store, it is possible for the sports organization to develop, improve its capabilities, and achieve its goals. concerned. It is clear that the strategy of the study is based on an interconnected chain that begins with popularity, the establishment of facilities and stadiums, and the performance improves, so the popularity increases and revenues increase with it, so the organizational performance that is linked to knowledge management stabilizes, which in turn guarantees its sustainability and achieving competitive results, and the problem of the study is that sports organizations do not benefit from the huge amount of The knowledge available in the databases, and aims to employ them in achieving the objectives of the organizations, and hence linked to this study.
- ☒ **The Nineteenth study:** [4] believes that in the sports industry, intangible resources such as mass loyalty, talented players and management experience are of great importance that help provide competitive value to the team, which confirms that intellectual capital is one of the main assets for success Sports clubs and achieving added value, as the value of intellectual capital means a higher market

share for clubs, and therefore clubs must develop their intellectual capital first and foremost.

In general, the study focuses on the role of intellectual capital in creating the added value of football clubs in light of the growing concept of knowledge management. The aim behind this is to identify the role of intangible assets in establishing the fixed identity of the sports organization and creating added value. The strategy followed is that it focuses on examining the intellectual capital in the organization and its role in the football industry after the shift from physical capital in the era of the industrial revolution to the era of intellectual capital in the light of the knowledge era. Hence, the connection with this study is evident, as it focuses on investing intellectual capital in the development and development of sports clubs.

- ☒ **The Twentieth study:** [5] believes that sports activities are divided into three categories, either recreational sports, amateur sports, or professional sports, and of course each of them has different goals, but all of them need technology that now provides accurate data that cannot be obtained through Traditional methods help athletes reach their goals. Athletes of all kinds and games always strive to achieve better results, and there is no doubt that science and technology can help them meet their aspirations and achieve a competitive advantage for them, through rapid motor learning using technology, but more than that. The future will have a smart electronic coach who follows the training and procedures of the athletes, and provides him with scientific advice based on the information available from the personal history of the athlete, and integrated into the information available in the "sports cloud", which means that the world of training may change forever in the future. From the foregoing, it is clear that the previous study is associated with this study in that it employs technology, which is one of the pillars of knowledge management to achieve mathematical goals. And by analyzing previous studies, we can see that they dealt with many axes that are concerned with knowledge management in sports organizations, and they meet this message in many axes:-

- ✓ The ninth, eighteenth, and twentieth studies focused on the role of information and communication technology and data analysis, which is one of the pillars of knowledge management in the sports field and the financial gains it can achieve, by providing and making available digital data and knowledge necessary to achieve the competitive advantage of the sports organization and at the same time improve its returns The ninth study indicated that the techniques based on data monitoring and analysis aim to improve performance, raise efficiency and improve quality in addition to addressing problems, while the eighteenth study goes that the role of technology in achieving the goals of knowledge management is embodied in accessing data and digital contents and sharing Knowledge and storing it contributes to the development of the organization and improving its capabilities, while benefiting from experiences and historical legacy. As for the twentieth study, it has shown that sports activities are of three types, the first is a



recreational sport, another is amateur, and the third is professional. As is evident from the past three studies, the establishment of a mathematical knowledge database With the use of modern technology in preserving, organizing, transferring, sharing and applying it contributes to achieving the goals of the organization, and providing appropriate knowledge at the right time in order to make appropriate decisions at the right time is an important addition to the organization. The goals and strategies of the organization may be a major reason behind the failure of knowledge management to achieve the goals for which it was established.

- ✓ On the organizational and strategic side, the first, third, seventh, thirteenth, and nineteenth studies focused on intellectual capital. The third study stressed the importance of searching for knowledge, especially tacit ones, which are stored by those with expertise and experience in organizations, and save, make available, and share them within the sports organization to benefit from its outputs in Achieving the goals of the organization, achieving growth and development, and enhancing the efficiency of the organization and the quality of its production and results. As for the first study, it confirmed that success in sports organizations depends on technology, intellectual capital, and it is one of the pillars of knowledge management, which guarantees the organization achieving growth and development, enhancing efficiency and increasing productivity, while the seventh study In particular, she referred to the importance of the role played by leadership in sports organizations in this aspect through the application of human resources systems, which extends to governance, coinciding with developing the capabilities of employees who represent intellectual capital, motivating them and encouraging them to present future ideas that enhance the status of the organization and the transfer and sharing of knowledge. Which they hoard with the rest of the organization's employees, in reference to the historical legacy as for the nineteenth study, it showed that intellectual capital in sports institutions has become one of the main assets, through which clubs can obtain a market share and achieve added value. Therefore, it is important to focus on how intellectual capital can be built through holding training courses and knowledge seminars. To enhance the knowledge of employees, and the nineteenth study linked the employment of intangible resources such as the loyalty of the masses, which is driven by the historical legacy, the management experience and the talent of the players in achieving the competitive advantage, while the thirteenth study indicated the importance of intellectual capital and how it is able to achieve the competitive advantage through a strategy that addresses the future, although it has focused on the negative effects of the misuse of intellectual capital.
- ✓ While the fourth, fifth, fourteenth and sixteenth studies focused on strategies through creativity and innovation, the focus of the fourteenth study was on the impact of innovation on organizational performance in sports organizations. It focused on the concepts of innovation as a tributary to knowledge management and its role in positively affecting the organizational performance of sports clubs The fourth

study referred to the historical legacy and then reviewed the importance of promoting a positive attitude towards innovation, motivating and encouraging it, which helps clubs achieve competitive advantage, while the sixteenth study linked knowledge management through innovation in sports organizations and the ability to improve performance, which is what I went The fourth study also linked innovation to other factors such as originality, fluency, and mental flexibility. The fifth study referred to the role of cognitive innovation in increasing efficiency and effectiveness and raising production as an important strategy for sports organizations.

- ✓ Education also had an aspect of interest in some studies, as the tenth, fifteenth and seventeenth studies referred to it. The seventeenth study showed the importance of the educational process in stimulating creativity and innovation. Through education and holding seminars, conferences and training courses, this can contribute to making the right decisions. , and building confidence among employees and motivating them to extract tacit knowledge and share it with the rest of the employees, as it indicated the need to present sports in the form of a curriculum that enhances governance, while the tenth study went to the importance of overcoming rumors and vague information and providing the full truth through education, while the fifteenth study has It centered on the systematic integration of knowledge management practices in order to contribute to achieving the goals of the organization by overcoming negative influences and benefiting from data science and employing it in accessing knowledge that leads to achieving successive successes for sports organizations, which extends to data related to athletes in terms of nutrition, physical capabilities and daily training. Studies have recommended the importance of intensifying education, seminars and training courses for the year Lean and enhance governance in the sports field, which are themes that address strategies and organization.
- ✓ As for the tenth, eleventh and fifteenth studies, they dealt with knowledge management in the sports field from a different perspective, as the three studies focused on the reasons for the failure of knowledge management in some organizations. There are many influences that affect knowledge management from multiple sides and in different forms, the most important of which is the organizational context, which if it does not keep pace with the requirements of knowledge management, it will not achieve the desired success. Therefore, the fifteenth study focuses on the importance of the role of leadership and making appropriate decisions in sports organizations in order to achieve success What is hoped for knowledge management, in addition to relying on rumors, partial facts, and vague information in decision-making, as stated in the tenth study, leads to failure in the application of knowledge management, so it is important to exclude these negative factors that do not help knowledge management to achieve the desired success, which extends to governance .

- ✓ The second study and the twelfth study focused on the financial aspect of sports organizations. The second study focused on sports knowledge marketing, where the researcher pointed out the importance of the role that knowledge management plays in the marketing process of sports organizations, which he sees as one of the most important factors for the success of the organization, explaining that the provision of human and technical competencies Hadith helps a lot to take appropriate decisions in this regard, given that this contributes to expanding the circle of knowledge, investing appropriate opportunities, and increasing revenues. In the same direction, the twelfth study goes, as it believes that sport is a potential engine for economic and social development, and knowledge management can play an important role in translating this possibility into reality.
  - ✓ The sixth study was distinguished by the fact that it relied on the opinions of soccer players in the level of knowledge management application in the administrative institutions of public and private sports clubs in Iraq. An important axis from which sports clubs, whether public or private, can start to achieve the hoped-for success. It relates directly to the objectives of knowledge management.
- The eighth study focused on the role of knowledge management operations, specifically, as stated in the study, formation and generation of knowledge, storage and organization of knowledge, transfer and sharing of knowledge, and the application of knowledge management in a Jordanian sports organization, meaning that this study dealt with the organizational

and strategic aspects, and the results of the study showed that there was no There are statistically significant differences in the degree of application of knowledge management processes due to the variables of gender, experience or historical heritage, and academic rank who participated in the study.

The researcher believes that all previous studies are directly related to this study, whether in terms of historical legacy, organization, strategy, technology or decision-making, which the studies focused on, as well as those studies that dealt with the issue of the reasons for the failure of knowledge management in some sports organizations sometimes. Also, the study that examined the issue of sports knowledge marketing is an important addition, given that it studies the financial aspect, which is pivotal in the sports field.

### 3. ACHIEVED NUMERICAL RESULTS

As shown in the figure 1, many countries in the world are showing interest in developing their sports clubs and sports in general, through knowledge management. Perhaps the largest number of studies that dealt with the subject was Egypt, where three studies were conducted during the specified period, and at the same level came Iran. Then England with two studies, then Iraq, Turkey and Algeria with the same number, and finally Kuwait, Botswana, Australia, Macedonia and Jordan with one study.

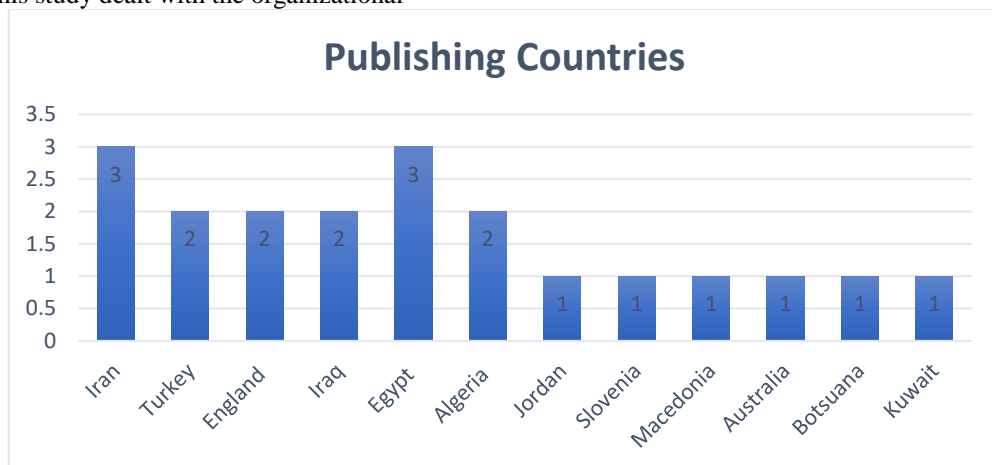


Figure 1: Countries of Publication of Previous Studies

A quick look in the Table 1 below shows us that the studies on the role of knowledge management in the development of sports clubs in general and football clubs in particular are on the rise, which confirms that interest in it is moving in an upward direction with the passage of time. The beginning was in 2013 with a study One, then in 2015 and 2016 with the same number, after which the number rose to two studies in 2017, and in 2018 it

returned to the number one, and then the start was from 2019, when studies rose to number two, and in 2020 the studies that dealt with the subject rose to Six studies, and the same number is repeated in 2021, and through this we discover that the issue of the role of knowledge management in identifying the criteria for developing football clubs is increasing with the passage of time.

**Table 1:** Countries and Years of Publication of Previous studies

Publication years	Published countries	Serial
1	<b>Kuwait</b>	1
2	<b>Algeria</b>	2
3	<b>Egypt</b>	3
2	<b>Iraq</b>	4
1	<b>Jordan</b>	5
2	<b>Turkey</b>	6
3	<b>Iran</b>	7
1	<b>Botswana</b>	8
2	<b>England</b>	9
1	<b>Australia</b>	10
1	<b>Macedonia</b>	11
1	<b>Slovenia</b>	12
20		Sum

☒ **Criteria for the development of football clubs:**

By going deeper into the merits and details of previous studies, whether in Arabic or English, we can see that there are many criteria that contribute to the development of football clubs / sports clubs, perhaps the most prominent of which are:

- **First / The historical legacy:** [17] says that the historical legacy in general represents a sober momentum that the present elevates and the future is built upon. Therefore, organizations of all kinds and fields seek to work to preserve their historical heritage, prevent it from deteriorating, and spare it the effects of internal and external risks. Through proactive plans that extend to benefiting from modern digital technology for surveying, diagnosing, preserving and monitoring to be able to manage, disseminate, make available and use knowledge to achieve goals and strategies. The talk in previous studies came to reinforce this.
- **Second / Organization / Organizational Structure:** [18] says, "Organization is the administrative function that relates to the development of the organizational structure of the organization and identifies human resources to ensure the achievement of goals." [15] believes that "the organizational structure is a division of administrative roles and the granting of powers to administrative levels for guidance, evaluation and development to ensure the best results." [2] believes that knowledge organization is all forms of knowledge that organizations deal with and that result from The interaction of its elements, consisting of experiences, expertise, information and decisions that constitute the intellectual base that guides the activities of workers in the organization. In fact, the organizational structure in sports clubs philosophizes the conduct of business within the club's corridors accurately, as indicated by previous studies, many of which paid remarkable attention to this aspect, which reflects the importance of its role in the development of sports clubs.

**Third / Strategies:** [11] believes that the knowledge management strategy "is that strategy that depends on the activity that it exercises and is based on creative knowledge and acts as a basic guide for knowledge management between the two cycles of radical innovation and the creation of new knowledge. Its importance is evident in the effective role it reflects in the strategy The competitiveness of the organization and how to achieve a response to the needs of the beneficiaries and facilitate the use of knowledge assets and the sharing of knowledge among workers to achieve the goals. For his part, [14] indicated that the strategy is the link between the organization represented in goals, values, resources, capabilities, building and systems, and the sector climate represented in competitors, customers and suppliers. [13] believes that knowledge is a strategic resource that can be employed to reach competitive advantage, which is based on valuable and unique internal resources and capabilities, which are difficult and expensive to imitate by competitors, and indicates that knowledge management strategy is related to knowledge creation, organization, storage and transfer. Its application enhances the company's ability to gain and maintain a competitive advantage. This confirms the outputs of previous studies.

**Fourth / data analysis / technology:** Technology plays a major and growing role in sports clubs in general and in particular in the aspect of data analysis. Agents that are rapidly evolving, flexible, integrative and interactive. [18] believes that knowledge management is a process that deals with the development, storage, retrieval and dissemination of facts, experiences and knowledge within the organization to help perform its work and improve it using modern technology methods and means. There is no doubt that the organization of knowledge flows within the organization is of great importance, and in this context Information and communication technology plays the role of facilitator in knowledge management, as it facilitates the operation of documents and documents, data storage, facilitates access to information, and promotes the exchange and sharing of ideas, and more than that, information technology provides solutions for knowledge management, and it is a tool used to increase efficiency and effectiveness. On its official website of FIFA the International Federation of Football Associations (FIFA) stated that harnessing technology

in football has opened many parallel paths for the benefit of the entire football community, and that this will lead to a better reshaping of the way football is presented, leading to increase the efficiency of the game around the world.

- **Fifth/ Decision-making:** One of the most important features of knowledge management is that it helps the departments of organizations in general, whether sports or non-sports, to make appropriate decisions at the right time, and in this context [2] says that applying knowledge includes making appropriate decisions at the right time He adds [7] that the acquisition of knowledge includes decision-making, and the fact that decisions in sports clubs may be more difficult than in other organizations because they require speed in making appropriate decisions, which reinforces the importance of the role of knowledge management in football clubs.

## 5- CONCLUSION AND RECOMMENDATIONS

From the foregoing, it is clear that the foundations for the superiority of clubs in general, and football clubs in particular, can be summed up in five aspects driven by knowledge management. Organization, which is the administrative function that is related to the development of organizational structures through which powers are granted to ensure the best results, in steps that begin with the selection of competencies, smooth workflow and harmony in tasks so that work is complementary, then strategies that are considered as the light that illuminates the path of the organization towards its goals, and it is important that The strategies are realistic and achievable. Data analysis, which depends entirely on technology, has become a direct factor in developing performance and improving results for all sports activities in general and football in particular, thus increasing revenues and expanding the fan base, and finally making decisions that must be It is appropriate, temporary, and based on the outputs of data

analysis and knowledge management data. All of the above requires an information system that organizes, provides and shares knowledge. The researcher recommends a set of recommendations as follows:

- In light of the growing importance of football as an industry that has political, economic, cultural and social dimensions, it is important to conduct more studies and research in the field of the role of knowledge management in the development of football clubs.
- The use of experienced university professors and specialists in knowledge management to ensure the application of knowledge management in professional football clubs in the Kingdom, in order to reach its desired goals.
- Attracting university graduates with a specialization in knowledge management to occupy leadership positions in sports clubs.

- Restructuring football clubs in the Kingdom in line with developments on the global scene and future strategies.
- Development is usually accompanied by some challenges, so it must be overcome and not stop at a certain limit. Rather, the development of this game, which has a growing public passion, must extend until it touches their aspirations.

## REFERENCES

1. Al-Shammari, Tarfa. and Marghalani, Muhammad. (2020). Measurement of knowledge management in organizations. Scientific Publishing Center. King Abdulaziz University. Jeddah.
2. Abdul Rahman, Tariq. (2017). Knowledge management as an input to enhance organizational creativity in the central government agencies in the Kingdom of Saudi Arabia. Institute of Public Administration. Riyadh. Saudi Arabia.
3. Antar Zaidan, M., & Mostafa. (2020). Knowledge management and its role in improving the competitiveness of sports clubs. Assiut Journal of Physical Education Sciences and Arts, 54 (conference special issue (2)), 481-516.
4. Al-Karawi, Hello. (2011). The relationship between sport and politics. Babylon. Iraq.
5. Qiddiya Project. (2022). Available via: <https://qiddiya.com/ar/>
6. Central Jeddah project. (2022). Available at: <https://www.jeddahcentral.com/ar>
7. Al-Malkawi, Ibrahim. (2007). Knowledge management: practices and concepts. Al-Warraq House. Amman. Jordan.
8. Cambridge University. (2022). What is Sport. Cambridge. UK. Available at: <https://dictionary.cambridge.org/dictionary/english/sport>
9. Smartmind. (2020). What is Knowledge Management, and Why Is It So Important? Available at: <https://www.starmind.ai/resources/what-is-knowledge-management-and-why-is-it-so-important>
10. Al-Matani, Nujud. (2021). Supporting management information systems for knowledge management applications in the Ministry of Environment, Water and Agriculture in the Kingdom of Saudi Arabia. Faculty of Arts and Humanities. Department of Information Science. King Abdulaziz University. Jeddah.
11. Alsulami, Asad. (2021). A proposed strategy for knowledge management to develop human competencies in higher education institutions in light of the Kingdom's 2030 vision. College of Arts and Humanities. Department of Information Science. King Abdulaziz University. Jeddah.
12. Saudi Vision 2030. (2022). Available via: <https://www.vision2030.gov.sa/ar/v2030/overview/>

13. Cardoso, A. M. B., Lima, C. R. O. D. P., & Ferreira, C. W. S. (2018). Prevalence of urinary incontinence in high-impact sports athletes and their association with knowledge, attitude and practice about this dysfunction. *European journal of sport science*, 18(10), 1405-1412.

14. Grant, R. M. (2021). *Contemporary strategy analysis*. John Wiley & Sons.

15. Lee, M. Y. (2019). *Self-Managing Organizations: Exploring the Dynamics and Consequences of Radically Decentralizing Authority* (Doctoral dissertation).

16. Lemke, W. (2015). *The Role of Sport in Achievement of Sustainable Development*. United Nation. Available at: <https://www.un.org/ar/chronicle/article/20132>

17. Nibusiness. Access (2022). *Knowledge Management and Business Growth*. Available at: <https://www.nibusinessinfo.co.uk/content/advantages-and-disadvantages-knowledge-management>

18. Robbins, S. P., DeCenzo, D. A., Coulter, M. A., & DeCenzo, D. A. (2019). *Fundamentals of Management*, eBook. Pearson Higher Ed.