



THE ROLE OF COMMERCIAL REVENUES AND MEDIA BROADCASTING RIGHTS IN  
FINANCING THE IRAQI OLYMPIC COMMITTEE

**Hussein Karim Hassoun**

General Directorate of Misan, Iraq

Corresponding Author: [Husianhasone@gmail.com](mailto:Husianhasone@gmail.com)

**Received:** April 21, 2025 **Accepted:** June 27, 2025

**ABSTRACT**

**Background.** The committee works to sponsor the civil sports movement, consolidate the principles of the International Olympic Committee, and organize sports courses at the Olympic, International, Continental, Arab and regional levels. The committee also contributes to supporting various sports federations financially, morally and technically, in order to enable them to perform their mission optimally. **Objectives.** This research aims to identify the role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee. **Method.** The descriptive approach with questionnaires was used as the main data collection tool. The research sample included 232 members of the Iraqi Olympic Committee (Board of Directors, financial and media departments), heads and representatives of Olympic sports federations, employees of financial and marketing departments in sports institutions, sports media experts and sports broadcast analysts, sports marketing and sponsorship officials in sponsoring companies or interested in sports investment, and academics specializing in sports management or sports economics. **Results.** The results showed that the quality of media coverage affects the level of business partnerships, the committee also suffers from poor relations with major media outlets, and the local market lacks a culture of investing in sports. **Conclusion.** The researcher recommended the need to strengthen relations with major media outlets to increase media coverage, support business partnerships, and develop a culture of investment in sports within the local market through awareness and training programs.

**Keywords;** commercial revenues, media broadcasting, financing, Iraqi Olympic Committee.



## A. INTRODUCTION

The Iraqi national Olympic Committee is a non-governmental, non-profit and independent organization. It was first established in Iraq in 1936 under the name of the "preliminary Olympic Committee", then its name was changed in 1947 to the "Constituent Olympic Committee", and finally in 1948 it became the internationally recognized "Iraqi national Olympic Committee" (al-munshasib, 2007: p.57). The committee works to sponsor the civil sports movement, consolidate the principles of the International Olympic Committee, and organize sports tournaments at the Olympic, International, Continental, Arab and regional levels. The committee also contributes to supporting various sports federations financially, morally and technically, in order to enable them to perform their mission optimally. The committee relies on its own sources of funding, including ticket revenues, tournaments, non-Olympic activities, and rents, in addition to external funding in the form of grants and assistance from internal and external parties.

In light of the rapid transformations witnessed by the global sports scene, financial resources have become the basis on which to build development and sustainability strategies in sports institutions. Finance is the lifeblood of states, organizations and individuals, and hardly any contemporary economic discussion is devoid of such concepts as: economy, economic resources, development, investment, finance... And others (Abu al-Nur, 2015: P. 40).

With the increasing economic challenges and the weakness of government funding, the need to search for sustainable alternatives to financing has emerged through the activation of sports market tools, foremost of which are commercial revenues and media broadcasting rights. Commercial revenues from advertising, sponsorships, marketing products, in addition to media broadcasting rights, are among the most prominent self-financing tools in modern sports organizations, as they provide a stable financial resource that can be relied on in the implementation of programs, Performance Development, and achieving financial independence. However, the reality of the Iraqi Olympic Committee indicates a weakness in the use of these tools, despite the fact that the sport is witnessing an expansion in public and media interest, and high viewing rates, reflecting a gap between the available possibilities and actual revenues.

A study (Falih, 2014) has shown that among the challenges facing sports institutions in Iraq, the weakness of modern methods of financing, and the absence of effective investment policies, which necessitates the need to give these institutions, including the Olympic Committee, the freedom to invest their activities and services, it is noted that the Olympic Committee continues to rely mainly on government funding, in the absence of professional institutional structures in the fields of marketing and media sponsorship, which leads to the loss of significant financial opportunities that can contribute to achieving sustainability.

The study of (Kamel, 2018) and (Jadallah, 2022) also confirmed that marketing innovation within sports institutions is a crucial factor in enhancing the economic return, as the level of this return can be predicted by the extent to which institutions adopt innovative marketing strategies. In this context, sports institutions face a set of obstacles that hinder their ability to achieve self-financing, which are obstacles that are often not predetermined, which necessitates the need to deal with them as solvable problems, the most prominent of these obstacles are the weakness of marketing activities, the complexity of investment procedures, the decline in confidence in the economic environment, in addition to the dominance of state television on the broadcast of competitions, as well as the shortcomings in the legislative, economic, political and judicial structures, which limits the opportunities for growth and investment in the sports sector.

Through the researcher's experience, the results and recommendations of previous studies, the researcher is trying to identify the role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee, and the effectiveness of current policies in this field, in addition to identifying obstacles that prevent the optimal utilization of these resources, and providing practical solutions to activate them to contribute to supporting and upgrading the Iraqi sports sector.

The objective of this research is to examine the role of commercial revenues and media broadcasting rights in financing the Iraqi Olympic Committee. Specifically, the study seeks to determine the extent of contribution that these revenue streams provide to the financial sustainability of the Committee. In addition, the research aims to identify the key challenges and obstacles that hinder the effective utilization of commercial revenues and media broadcasting by the Iraqi Olympic Committee. To address these aims, the study is guided by two central research questions: (1) To what extent do commercial revenues and media

broadcasting rights contribute to the financing of the Iraqi Olympic Committee? and (2) What are the main obstacles that limit the Committee’s ability to benefit from these sources? The findings are expected to provide insights into optimizing revenue generation strategies within national sports organizations.

**B. METHOD**

*Sample Research*

The research sample was selected by a random stratified method from members of the Olympic Committee, heads and representatives of Olympic sports federations, employees of financial and marketing departments of sports institutions, sports media experts, marketing and sports sponsorship officials, academics specializing in sports management, Table (1) shows the description of the research sample.

**Table 1.** Characterization of the Research Sample

M	Employees and specialists in the field of sports inside Iraq	Issue	The ratio
1	Members of the Iraqi Olympic Committee	7	3
2	Presidents and representatives of Olympic sports federations	40	17
3	Employees of financial and marketing departments of sports institutions	52	22
4	Sports media experts and sports broadcast analysts	19	8
5	Sports marketing and sponsorship officials in sponsoring companies and interested in sports investment	65	28
6	Academics specializing in sports management and sports economics	49	21
Total		232	100%

*Commercial Revenues in This Research Means*

All financial resources obtained by the Iraqi Olympic Committee from non-governmental commercial and investment activities, such as: sponsorship contracts, advertising, naming rights, sale of sports products, commercial partnerships, and Digital Advertising, in forms that contribute directly to supporting the committee's budget and enhancing its financial sustainability.

*Research Design*

The researcher used the descriptive approach (survey studies), which provides an understanding of the" role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee; this approach studies the research variables as they are among

the sample members without the researcher having a role in controlling the variables subject to measurement.

### *Research Community*

The research community for this study comprises individuals who are actively involved and specialized in the field of sports within Iraq. This includes members of the Iraqi Olympic Committee, particularly those from the Board of Directors as well as the financial and media departments. Additionally, the study targets presidents and representatives of Olympic sports federations, as they play a key role in the governance and development of various sports disciplines. Employees working in the financial and marketing departments of sports institutions are also part of the research community, given their direct involvement in revenue generation and promotional strategies. Furthermore, the research includes sports media experts and sports broadcast analysts who possess in-depth knowledge of media rights and their commercial value. Officials responsible for sports marketing and sponsorship in companies that sponsor or show interest in sports investment are also considered essential participants. Lastly, academics who specialize in sports management or sports economics form a critical part of the research community, contributing theoretical perspectives and analytical depth to the study.

### *Data collection tools*

In collecting the research data, the researcher employed several methods. One of the primary tools used was the development of a questionnaire focused on the role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee. To construct this instrument, the researcher conducted an in-depth analysis of relevant references, books, and specialized scientific studies pertaining to commercial revenue and media broadcasting. Based on the collected information—gathered through personal interviews and a review of scholarly literature—two key dimensions were identified for the questionnaire. To ensure the validity of the questionnaire content, the researcher conducted an expert review process. The identified dimensions were submitted to a panel of seven experts (see Attachment 1), all of whom hold a Doctor of Philosophy in Sports Education with a specialization in Sports Management and possess a minimum of ten years of professional experience in the field. These experts were asked to evaluate the

appropriateness and adequacy of the proposed questionnaire dimensions (see Attachment 2). Based on their feedback, all proposed dimensions were deemed valid and suitable for inclusion in the final questionnaire, as summarized in Table 2.

**Table 2.** The initial image of the questionnaire axes (N=7)

M	Questionnaire topics	Expert opinion		
		Agree	disagree	ratio
1.	The extent to which commercial revenues and media broadcasting rights contribute to the financing of the Iraqi Olympic Committee	7	0	100%
2.	Obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting	6	1	86%

The researcher formulated the sub-phrases listed under each of the axes that were identified for the construction of the questionnaire, where the number reached(39) phrases in the initial image, which were reached through the information collected through the reviewed studies and specialized references, where they were presented to(7) experts Annex(1), who have a doctor of Philosophy Degree in sports education, sports management, and their experience in the field is not less than(10) years, in order to express an opinion on their suitability and adequacy for the construction of the questionnaire, during the period from (10) 15/3) to a day( 25/ 3/ 2025 , based on the opinions of experts, all the agreed statements were accepted and amounted to (71%) and more, as well as the reformulation of a number of phrases in some axes according to the opinion of experts, Table(3).

**Table 3.** The Axes of The Questionnaire and The Number of Phrases of Each Axis

M	Questionnaire topics	Number of phrases Before	
		Before the expert opinion poll	after the expert opinion poll
1.	The extent to which commercial revenues and media broadcasting rights contribute to the financing of the Iraqi Olympic Committee	17	15
2.	Obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting	22	20
	Total	39	35

The researcher used the triple estimation balance (yes, to some extent, no), to respond to the vocabulary according to the following:

1. Yes, yes: it is estimated at three degrees.
2. To a certain extent: it is estimated at two degrees.
3. True no: estimated by one degree

## C. RESULTS AND DISCUSSION

### Results

#### *Calculation of The Honesty Coefficient*

The coefficient of truthfulness was calculated using the method of internal consistency with the Pearson correlation coefficient, by finding the correlation coefficient between the degree of each statement and the total degree of the axis to which the statement belongs Table(4).

**Table 4.** The correlation coefficient between the degree of each phrase and the degree The total of the axis to which the term belongs (N= 15)

The first axis		Follow the first axis		The second axis		Follow the second axis	
M	Correlation coefficient	M	Correlation coefficient	M	Correlation coefficient	M	Correlation coefficient
1	0.612	10	0.559	3	0.763	12	0.640
2	0.573	11	0.605	4	0.636	13	0.618
3	0.647	12	0.622	5	0.789	14	0.589
4	0.466	13	0.654	6	0.467	15	0.661
5	0.703	14	0.429	7	0.654	16	0.503
6	0.678	15	0.567	8	0.798	17	0.621
7	0.879	-	The second axis	9	0.629	18	0.640
8	0.598	1	0.627	10	0.718	19	0.493
9	0.575	2	0.756	11	0.643	20	0.681

\* Tabular R-value at significant (0.05) = (0.514)

Studying Table (4), it becomes clear: based on the results of the validity of the questionnaire phrases, a group of non-statistically significant phrases was deleted, since the calculated value of(T) is lower than its Tabular value at a significant level(0.05) Table(5).

**Table 5.** Deleted phrases for questionnaire topics The role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee

M	Questionnaire topics	Deleted phrase numbers	Number of phrases After deletion
1.	The extent to which commercial revenues and media broadcasting rights contribute to the financing of the Iraqi Olympic Committee	8 ,14	13
2.	Obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting	6 ,16 ,19	17
Total number of phrases		5	30

By studying Table (5) it becomes clear that: the total number of phrases of the questionnaire after the amendment is (30) phrases, Annex (3). The researcher also used the honesty of internal consistency to calculate the honesty of the questionnaire, by finding the correlation coefficient between the total score of each axis and the total score of the questionnaire, Table (6).

**Table 6.** Values of the correlation coefficient between the axes and the total score of a questionnaire The role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee (N= 15)

M	Questionnaire topics	The value of R
1.	The extent to which commercial revenues and media broadcasting rights contribute to the financing of the Iraqi Olympic Committee	0.714*
2.	Obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting	0.636*

\* Tabular R-value at significant(0.05) = (0.514)

Studying Table (6), it becomes clear that the values of the correlation coefficients between the score of each axis and the overall score of the questionnaire range between(0.636) and (0.714), which indicates a high coefficient of honesty of the questionnaire axes. Second: stability coefficients: The researcher used to calculate the constancy the cronbach Alpha coefficient for the axes and the total score of the questionnaire, and this method depends on how homogeneous the scores of the questionnaire used, Table (7).

**Table 7.** Values of the Alpha-Alpha coefficient for the constancy of the questionnaire axes The role of commercial revenues and media broadcasting in financing the Iraqi Olympic Committee (N= 15)

M	Questionnaire topics	Alpha coefficient values
1.	The extent to which commercial revenues and media broadcasting rights contribute to the financing of the Iraqi Olympic Committee	0.670*
2.	Obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting	0.721*

Tabular R-value at significant(0.05) = (0.514)

Studying Table (7), it becomes clear: the stability of the questionnaire axes, where the stability coefficient by the cronbach's Alpha method reached between(0.670) and(0.721), which indicates a high stability coefficient of the questionnaire axes. Field study: After checking the honesty and stability parameters, the researcher applied the questionnaire to the basic research sample(232), and after completing the questionnaire application, the data were collected, classified, unpacked and tabulated to perform appropriate statistical treatments.

## Discussion

The researcher will present, interpret and discuss the results reached to answer the first question "to what extent commercial revenues and media broadcasting rights contribute to the financing of the Iraqi Olympic Committee", through Table (8).

Table 8. Repetitions, estimated sum, relative weight and Ka-2 value of the responses of the research sample to the first axis (Contribution of commercial revenues and media broadcasting rights to the financing of the Iraqi Olympic Committee) (n=232)

M	Phrases	Iterations					The ratio	Degree Estimat or	Ipercen tage Discreti onary	KA2
		Yes	The ratio %	To some	The ratio or	NO				
1	The Iraqi Olympic Committee relies on commercial revenues as a source of funding for its activities.	58	25	97	42	77	33	445	63.94	9.84
2	Media broadcasting rights contribute to supporting the budget of the Iraqi Olympic Committee.	64	28	138	59	30	13	498	71.55	78.86
3	The Olympic Committee generates significant revenue from sports sponsorships.	86	37	122	53	24	10	526	75.57	63.55
4	The committee benefits from advertising contracts with local and international companies.	68	29	44	19	120	52	412	59.20	39.03
5	Commercial revenues contribute to the development of sports infrastructure.	77	33	62	27	93	40	448	64.37	6.22
6	The media revenues contribute to the financing of the external participation of the teams.	78	34	53	23	101	44	441	63.36	14.91
7	The commercial revenue of the Iraqi Olympic Committee increases at major events.	45	19	109	47	78	34	431	61.93	26.49
8	Media revenues reflect the image of the Olympic Committee in the local and international media.	64	28	56	24	112	48	416	59.77	23.72

9	The committee effectively employs its media resources to maximize revenue.	60	26	50	22	122	53	402	57.76	39.34
10	Official sponsorship constitutes a constant source of annual funding.	94	41	68	29	70	30	488	70.11	5.41
11	The commission uses broadcasting contracts to achieve a regular and stable income.	54	23	136	59	42	18	476	68.39	67.69
12	Some of the commission's programs are directly dependent on the financing of media revenues.	28	12	47	20	157	68	335	48.13	125.44
13	The quality of media coverage affects the level of business partnerships.	182	78	30	13	20	9	626	89.94	213.14

Studying Table (8), it becomes clear that the relative weight of the first axis (the contribution of commercial revenues and media broadcasting rights to the financing of the Iraqi Olympic Committee) ranged from (48.13% to 89.94%), and it also becomes clear that the value of KA2 ranged between (5.41) and (213.14), which is a statistical function in all the phrases of the first axis except phrase number (10). The results of the study showed that the phrase number (13), which states: "the quality of media coverage affects the level of commercial partnerships", was ranked first among the phrases of the first axis "the contribution of commercial revenues and media broadcasting rights to the financing of the Iraqi Olympic Committee". This phrase has registered a high response rate (89.94%). The phrase number (3), which states: "the Olympic Committee achieves remarkable revenues from sports sponsorships," also received the second place among the phrases of the same axis, with a percentage of (75.57%). This indicates that the quality of media coverage is one of the most influential factors in enhancing the commercial partnerships of the Iraqi Olympic Committee, as it plays a pivotal role in attracting sponsors and increasing funding opportunities. The fact that the phrase sports sponsorship revenues received a high percentage indicates the importance of these sponsorships as a stable funding source, which reflects the awareness of the study participants of the importance of the media and

commercial dimensions in supporting Olympic activities and developing sports infrastructure.

The researcher also noted that there are some phrases that registered a low response from the research sample, where phrase number (12), which states: "some of the committee's programs depend directly on the financing of media revenues," ranked last in terms of response rate, by (48.13%). The researcher attributes this to the fact that the supervisory role played by the Iraqi Olympic Committee in supporting the Olympic sports federations may limit their ability to implement active programs of an executive nature that contribute to achieving additional funding, unless media broadcasting is effectively exploited.

In this regard, studies by (Kamel, 2018) and (Jadallah, 2022) have confirmed that marketing innovation within sports institutions is a decisive factor in enhancing economic return. The level of this return can be predicted by the extent to which organizations adopt innovative marketing strategies. In this context, the researcher points out that sports institutions face a set of obstacles that hinder their ability to achieve self-financing, and these obstacles are often not predetermined, which imposes the need to deal with them as solvable problems. The most prominent of these obstacles are the weak marketing activities, the complexity of investment procedures, the decline in confidence in the economic environment, in addition to the dominance of state television in broadcasting competitions, as well as the shortcomings in the legislative, economic, political and judicial structures, which limits the opportunities for growth and investment in the sports sector.

The researcher will present, interpret and discuss the results reached in relation to the answer to the second question: "What are the main obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting?", And that by a Table (9).

Table 9. Repetitions, estimated total, relative weight and KA2 value of the responses of the research sample to the second axis "The most prominent obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting" (n=232).

M	Phrases	Iterations				Degree Estimated	percentage Discretionary	KA2
		Yes The ratio%	To some extent The ratio%	NO The ratio%				

1	The Olympic Committee lacks a clear strategy for marketing broadcasting rights.	165	71	49	21	18	8	611	87.79	155.28
2	The weak media infrastructure impairs the committee's ability to market tournaments.	164	71	30	13	38	16	590	84.77	146.10
3	The committee suffers from a weakness of specialized cadres in marketing and sponsorship.	183	79	35	15	14	6	633	90.95	219.42
4	The committee is having difficulty attracting corporate sponsors.	158	68	54	23	20	9	602	86.49	133.69
5	The committee lacks a professional media team that contributes to enhancing the commercial image.	143	62	48	21	41	18	566	81.32	83.96
6	There is no clear plan to invest Olympic events locally.	175	75	20	9	37	16	602	86.49	186.89
7	The committee suffers from poor relations with major media outlets.	195	84	25	11	12	5	647	92.96	269.65
8	The domestic market lacks a culture of investing in sports.	185	80	28	12	19	8	630	90.52	225.37
9	Poor administrative stability weakens the chances of attracting sponsors.	173	75	28	12	31	13	606	87.07	177.58
10	Digital rights are not invested in the required form.	162	70	46	20	24	10	602	86.49	142.17
11	The commission faces legal challenges in signing sponsorship and broadcasting contracts.	163	70	52	22	17	7	610	87.64	150.27
12	The commission lacks a modern system for managing financial resources from revenues.	163	70	45	19	24	10	603	86.64	145.20
13	There are no sustainable partnerships	115	50	74	32	43	19	536	77.01	33.73

	with major media organizations.									
1	Administrative disputes	127	55	60	26	45	19	546	78.45	49.30
4	affect the continuity of business enterprises.									
1	The Iraqi market lacks	123	53	62	27	47	20	540	77.59	41.91
5	professional sports marketing companies.									
1	There are not enough	107	46	73	31	52	22	519	74.57	19.92
6	feasibility studies to determine the value of commercial broadcasting of sports events.									
1	The committee suffers	92	40	74	32	66	28	490	70.40	4.59
7	from poor promotion of the sports events it organizes.									

The tabular value of KA2 is when (0.05) = (5.99)

Studying Table (9), it becomes clear that the relative weight of the second axis (the most prominent obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting), ranged from (70.40% to 92.96%), and it also becomes clear that the value of KA2 ranged between (4.59) and(269.65), which is a statistical function in all the phrases of the second axis except phrase number (17).

The results of the study showed that phrase number (7), which states: "the committee suffers from weak relations with the major media", was ranked first among the phrases of the second axis "the most prominent obstacles that limit the benefit of the Iraqi Olympic Committee from commercial revenues and media broadcasting". This phrase has registered a high response rate (92.96%). The phrase number (8), which states: "the local market lacks a culture of investment in sports", was ranked second among the phrases of the same axis, with a percentage of (90.52%). "This indicates that weak relations with major media outlets are one of the most prominent factors hindering the Iraqi Olympic Committee from benefiting from commercial revenues and media broadcasting, in addition to the lack of a culture of sports investment in the local market, which limits the ability to attract investments and financial resources necessary to support sports activities.

In this regard, the Jamal study (2022) recommended the need to provide all the mechanisms implemented for the application of marketing innovation, through which all the

possibilities and factors necessary for the development of economic return in sports clubs are prepared and prepared. In general, within the framework of the second axis, "the most prominent obstacles that limit the use of the Iraqi Olympic Committee from commercial revenues and media broadcasting," the researcher considers the need to provide the necessary measures to reduce the challenges facing the Iraqi Olympic Committee, and enhance its ability to benefit from commercial revenues and media broadcasting rights effectively.

#### **D. CONCLUSION**

Based on the results of this research, and considering the methodology applied, as well as the limitations of the sample and data collection tools used, the researchers draw several key conclusions. First, the study found that commercial revenues and media broadcasting rights contribute significantly to the financing of the Iraqi Olympic Committee. Specifically, media broadcasting rights play an important role in supporting the committee's budget, and the quality of media coverage has a direct influence on the level and effectiveness of business partnerships. However, the study also identified several obstacles that hinder the optimal utilization of these financial resources. Notably, the Iraqi Olympic Committee suffers from weak relationships with major media institutions, and the local market lacks a strong culture of investment in sports.

In light of these findings, the researchers put forward several recommendations. They suggest strengthening the Iraqi Olympic Committee's relations with prominent media outlets to enhance media exposure and attract more business partnerships. Additionally, it is recommended to promote a culture of sports investment within the domestic market by implementing targeted awareness and training programs. Improving sports marketing strategies is also essential to attract sponsors and commercial partners. Lastly, investing in the development of media infrastructure is necessary to enhance media broadcasting rights and increase the organization's financial revenues.

#### **E. REFERENCE**

The creator, Dia. (2007). *The Olympic movement in Iraq (first edition)*. Press of the Iraqi national Olympic Committee.

- Abu al-Nur, Ashraf Abd al-mu'izz. (2015). *Scientific foundations of management*. Hamada modern press.
- So go, Baha Haider. (2014). *Obstacles to sports investment in the Republic of Iraq (unpublished master's thesis)*. Faculty of physical education for boys, Helwan University.
- Mohamed, Hossam Radwan Kamel. (2018). Difficulties that limit the self-financing of the Egyptian Swimming Federation. *Scientific journal of physical education and sports science-Helwan University*, 84 (September, Part 1), 471-491.
- Jadallah, the grace of Abu Zaid Juma. (2022). The economic return from the practice of commercial recreation in the youth centers in the governorate of Menoufia. *Beni Suef Journal of physical education and sports sciences, (special issue)*, 1-30. <https://journals.ekb.eg>
- Al-Jaid, Bandar Awad, and ikrami, Mazen Nasreddin. (2024). The economics of traditional and digital media broadcasting in Saudi Arabia. *Journal of media and Communication Sciences, Cairo University*. <https://doi.org/10.21608/jcts.2024.357674>
- Jamal, Hani Yusuf. (2022). Marketing innovation and its impact on the development of the economic return of Egyptian sports clubs. *Assiut Journal of Science and arts of Physical Education*. <https://doi.org/10.21608/jpr.2022.174914.2011>