

AN EVALUATION STUDY OF DECISION-MAKING STRATEGIES FOR INVESTMENT IN SPORTS CLUBS

**Amal Mohammed Babakir, **Khaled Saad bin Zaid Al- Hubaysh*

** Associate Professor College of physical Education and sport – department of sports management*

***director of the Sports civil defense Saudi Arabia*

ABSTRACT

Economic system activity and the opening of investment opportunities for the private sector field athlete is connected with the decision issued by the International Federation of Football Association (FIFA) in a year (2007), which set the standard for sports, financial, legal, administrative, and include infrastructure standards for licensing for clubs national and to participate in international competitions for clubs which has a strong human resources and financial capacity, facilities and sports infrastructure that comply with standards set by the Union for admission to the competition.

The amount of success achieved by any organization depends primarily on the capacity and efficiency of administrative leaders and their understanding of the operations of the administrative functions and the use of appropriate strategy for the resolution of legal, administrative technical and investment, and the investment decision is the essence of the investment process and depends upon its success prompting the researchers to evaluate strategies for the investment decision in clubs Sports.

The absence of accurate scientific information is an obstacle in the decision-making a real investment clubs, sports. Insufficient information and the reality on both sides of beneficial investment opportunities in sports clubs. There is an agreement in the views of a sample study on the importance of attention to infrastructure as a catalyst for the development of private sector investments in sports clubs.

KEYWORDS: EVALUATION. DECISION. STRATEGY. INVESTMENT. SPORT.

INTRODUCTION

economic system activity and the opening of investment opportunities for the private sector field athlete is connected with the decision issued by the International Federation of Football Association (FIFA) in a year (2007), which set the standard for sports, financial, legal, administrative, and include infrastructure standards for licensing for clubs national and to participate in international competitions for clubs which has a strong human resources and financial capacity, facilities and sports infrastructure that comply with standards set by the Union for admission to the competition, which is overseen by the International Federation. This is all in order to develop and improve the quality of football environment, determine the level and configuration of building sports infrastructure for clubs, as well as to make sure that the clubs have the appropriate facilities and infrastructure so that the club has an appropriate stadium that is capable of holding competitions between clubs and provides fans and media space known. In addition to that, the club must have suitable training facilities for the players to help them improve their technical skills and knowledge required in respect of administration and management.

Also, they seek to improve the economic and financial structures of clubs across institutional governance and good observation. This is to confirm and ensure the continuity of international competitions for clubs during the season (Amal Mohammed Ibrahim and Abdel Moneim Ibrahim 2010 p 2)

The criteria for the infrastructure set by the International Federation (FIFA) are regarded as an incentive decision to invest to search for of self-sourcing and external financing plans and the conduct of the activities of the national associations , and an incentive to attract private sector capitals in order to improve the sports environment, as well as to add the ingredients to attract new copes with all the demand trends as well as it targets a distinct of investors which confirms restructure economic processes in the field beside motivating the employees to work and produce. The ownership of the shares of some public sector units transferred to the private sector to the public , with the aim of reforming the financial structure , administrative and marketing of football clubs and open space for private initiatives by encouraging private investment (Amal Mohammed Ibrahim , Abdel Moneim Ibrahim Tawfiq prestige (2012) (p. 86).

This means a magnificent advance in administration and finance systems and the possibility of investing in football clubs, and its entry in the context of the economic cycle , whether as a product or a partner for the production of services or through direct investment in infrastructure and the creation of playgrounds and Technology mathematical tools which confirms the need for a mechanism for the court to support the relationship between the sectors civil , governmental and encourage the private sector to participate to achieve professionalism successful conduct of legislative amendments to shift to investment athlete to re- structure of the sports clubs to serve the system of professional sports across the functions of a full-time management of work , and raise the efficiency of the economic structure of the sport in the areas of marketing and investment. And the need for care in all phases of pre-investment studies, because the success or failure of any project practically pure highly dependent primarily on the accuracy and effectiveness studies and results (financial marketing - technical) interest in the interpretation of the meanings and implications of these findings logical explanation accurate appointed to decision-making Investment proper., / Below Patrick J: Morrissey, Georgel L: Acoimb, Bellg L (1987)

The steps of taking the strategic investment decision include study opportunities, analysis of alternatives, choice best options and preparation through initial feasibility studies and detailed in full coordination with the supporting and functional studies (such studies analyze the market, and the site, and supplies) for optimal results. This emphasizes the importance of planning decided before taking any investment to ensure the quality and profitability , time management and accurate feedback information, and the implementation of that means having a clear approach for the future allows to intervene in a timely means to access innovative for-profit , quality and excellence . (Hind Mahjoub, (2011) (p. 159)

THE PROBLEM:

There are challenges facing the investment decision in the Sports Club , where he deals with the environmental variables are not related to the organizational domain, and external organizational forces only as effectors on the investment decision-making , but the multiplicity of parties concerned in the fields (finance, marketing - the potential - and the media the technical body posed by rulers coaches and the administrative system , and the players and the audience , and timing) , in addition to the link between sports management philosophies different economic frameworks between professionalism , and government work and professional field of voluntary and private , all it requires is the climate of administrative organizational a creative to make the investment successful in the sports field and is able to compete , is achieved through the efficiency of specialized professional characterized efficiency and the ability to take responsibility. The amount of success achieved by any organization depends primarily on the capacity and efficiency of administrative leaders and their understanding of the operations of the administrative functions and the use of appropriate strategy for the resolution of legal, administrative technical and investment , and the investment decision is the essence of the investment process and depends upon its success prompting the researchers to evaluate strategies for the investment decision in clubs Sports

IMPORTANCE OF STUDY

As the need to attract investors in the private sector to invest field athlete is urgent, it is required:

- Making a study of strategies for safe investment decisions-making in the field of sports in order to improve the business environment to attract capital and the development of the private sector to improve the environment for the sport.
- This study is regarded an imposing to raise awareness of ways to create an environment and investment incentives in the field of sports.

OBJECTIVES OF THE STUDY:

This study aimed at:

- evaluating investment decision- making strategies in sports clubs .
- Study the information available investment opportunities in sports clubs

QUESTIONS OF THE STUDY:

- What strengths and opportunities that encourage investment decision in clubs
- What weaknesses and challenges facing the investment decision in sports clubs

DEFINITION IN TERMS OF THE STUDY:

STRATEGY: is a set of ideas and principles of significance on the identification of the work and determine the goals and methods, and ways to manage requirements and match the expected goals with results (Hanadi Al-Obaid (2009) (p. 43)

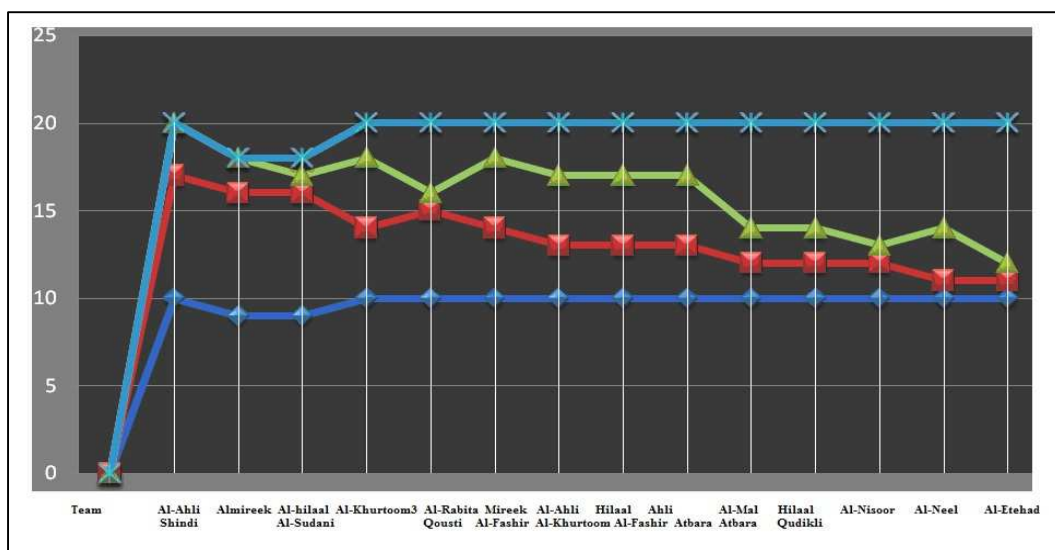
DECISION-MAKING is organized steps to address the problem of choosing one or the position of alternatives to face the prospect of resigning differentiation to achieve specific goals - Charles, Gregory, Stewart, Karr, kidwell, (1995 p91)

PROCEDURES OF THE STUDY:

STUDY METHODOLOGY: The researchers chose the descriptive method for its relevance to both the subject and the objectives of the study.

THE STUDY COMMUNITY: economic Experts and specialists - experts and specialists in the field of sports school professors of physical education and sport.

Selected sample of the study: The research sample was selected in a manner intended sample their details and the number 61 in Figure 1.



THE STUDY INSTRUMENTS the questionnaire was selected as a tool for data collection

STEPS TO BUILD THE QUESTIONNAIRE : The researchers adopted on the relevant theoretical literature and determine the relative importance of each area in the measurement and adoption in determining the number of items that should be prepared , as the method was specified phrases declarative in construction and researcher reached to a set of axes , and to validate the identified and the extent of its representation to the subject Find then presented to a group of experts to legalize the validity and extent of coverage of the subject of research to find the honesty and firmness objectivity in the light of observations and opinions of selected items of significant statistically using the chi-square (Chi Square) at the level of significance (0.05) , the value of (Ca 2) calculated when the largest of its table value would be in favor of the answer that correspond to more iterations of expert opinions (valid or not valid) in this case depends field , but when the value of (Ca 2) calculated less than Table value does not depend area, because there is no agreement by the experts on its validity and in the light of that three axes was adopted. Table (1) shows that.

Table (1) shows the results of Chi-square test for expert opinions about the validity of the questionnaire

Axis	Arithmetic mean	Standard deviation	Calculated value Ca 2	Tabular value	Significance level
The first	4.000	0.3750	11.26	3.84	significant
The second	3.000	0.4559	11.26		Significant
The third	4.000	0.6544	11.26		Significant

* The value of Ca 2 degrees of freedom when the spreadsheet (2-1) = 1 and the error rate (0.05) is equal to (3.84). Determining the relative importance of items and axes according to a sliding scale consists of (1-5) grades given class (5) of the area of the most important, and the degree of (1) the area of least importance

Table (2) between the axes and percentage and their relative importance and the number of items for each axis

Sequence	Axes	Data analysis for importance			
		Degree acquired by axis	Relative importance for the axis	Number of items after rounding	Notes
1		50	97.33%	8	adopted
2		50	97.33%	5	adopted
3		50	97.33%	9	adopted

Total score = number of field experts × higher degree of importance = 9 × 5 = 45

Validity of items (logical analysis) : Experience the pilot :

Exploratory experiment was conducted on a sample of (9) , to ascertain the extent and clarity of instructions and items

For validity two types of truth, namely:

VALIDITY CONTENT:

Validity of items and assess the measure of each item to measure the dimensions of the researcher and took 80% of the areas as acceptance. The items have been modified in the light of the observations, so it was accepted items which obtained the approval of experts and delete items is sincere .Validity Construction: Believe it or configuration depends on the hypothesis and experimental verification of the compatibility of degrees of items with the property or concept to be measured, and methods of analysis items are signs of this kind of honesty. The researcher relied on two methods for the analysis of items to check the veracity of the construction method is the two extremes and the coefficient of internal consistency, as follows:

Table (3) value (coefficient of discrimination) calculated using the items of the scale of extremist groups

No.	Supreme group		Minimum group		Calculated value T	Significance level
	Arithmetic mean	Standard deviation	Arithmetic mean	Standard deviation		
1	3.00	0.00	1.60	0.55	5.71*	significant
2	1.80	0.45	3.00	0.00	6.00*	significant
3	3.00	0.00	1.20	0.45	9.00*	significant
4	3.00	0.00	2.60	0.55	1.63	significant
5	2.40	0.55	1.80	0.45	1.89	significant
6	1.60	0.55	3.00	0.00	5.71*	significant
7	2.60	0.55	1.60	0.55	2.88*	significant
8	1.80	0.45	3.00	0.00	6.00*	significant
9	3.00	0.00	2.20	0.45	4.00*	significant
10	3.00	0.00	1.20	0.45	9.00*	significant
11	2.60	0.55	1.60	0.55	2.88*	significant
12	1.80	0.45	3.00	0.00	6.00*	significant
13	3.00	0.00	1.20	0.45	9.00*	significant
14	3.00	0.00	2.60	0.55	1.63	significant
15	2.40	0.55	1.80	0.45	1.89	significant
16	1.60	0.55	3.00	0.00	5.71*	significant
17	2.60	0.55	1.60	0.55	2.88*	significant
18	1.80	0.45	3.00	0.00	6.00*	significant
19	3.00	0.00	2.20	0.45	4.00*	significant
20	3.00	0.00	1.20	0.45	9.00*	significant
21	2.60	0.55	1.60	0.55	2.88*	significant

Statistical methods used in the study used statistical packages SPSS) STATISTICAL PACKAGES FOR SOCIAL SCIENCES and so percentages and average calculations. - Standard deviation - the arithmetic mean (LEST SIGNIFICANT coefficient of rank correlation for Pearson to find consistency and honesty and objectivity of the questionnaire. - Charts

PRESENTATION AND DISCUSSION OF THE RESULTS:

Table 4 shows the response to the imposition of the first there is an inverse relationship between the absence of accurate scientific information about available investment table and the success of private sector investment.

No	Items	M	H	%
1	Investment opportunities in sports club in Sudan are promising and feasible	3.17	0.98	%83.4
2	Clarity of procedures and information associated with investing with sports club	2.51	1.02	80.2

3	The granted customs exemptions reduce the cost of capital for the potential investor	3.50	0.83	%70
4	.The tax system for investment in club sports is catalyst	2.68	1.07	%53.6
5	Sports clubs have administrative units to study the obstacles facing sports investments	3.17	0.98	63.4
6	Investment in clubs is away from bureaucracy and possible profit	3.50	0.83	%70

Table (5) illustrates the response of the research sample for the second axis there is a positive correlation between the developments of basic infrastructure and encourage the private sector to increase capital

No	Items	M	H	%
7	Infrastructures for clubs are encouraging to invest	.2	1.07	%93.6
8	Investment opportunities in sports clubs are available for all	1.50	0.83	%93.6
9	Legislation in sports field are stimulating to invest	3.76	0.96	%75.2
10	Legislation in sports field are characterized by bureaucracy	3.76	0.96	%75.2
11	Coordination is available between clubs and unions to distribute investment opportunities in sports clubs	2.68	1.07	%93

Table (6) illustrates the response of the research sample for the third axis there is a positive correlation between the development of basic infrastructure and encourage the private sector to increase the capital invested the club sports.

No	Items	M	H	%
12	Clubs have a deliberate plan to attract private sector investment	3.76	0.96	%75.2
13	The private sector has sufficient information about level of profits to invest in sports clubs	0.2	1.07	%63.6
14	Investment is an effective way for the development of sports clubs	1.50	0.83	%87.6
15	Investment in clubs is an effective way to develop competencies	0.2	1.07	%93.6
16	Investment in clubs is an effective way to develop foreign trade for the investor	1.68	1.07	%53
17	The future of investment in the club is an effective way to expand foreign trade	3.76	0.96	%75.2
18	There is a perception to the future of expansion of sports clubs in Sudan	3.76	0.96	%75.2

RESULTS:

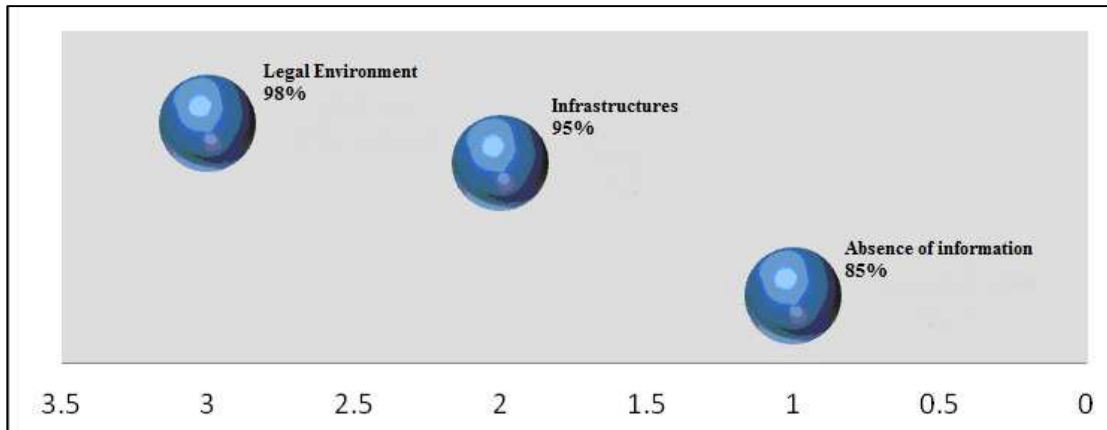


Figure 2 illustrates the challenges facing investment in sports clubs from the viewpoint of the research sample

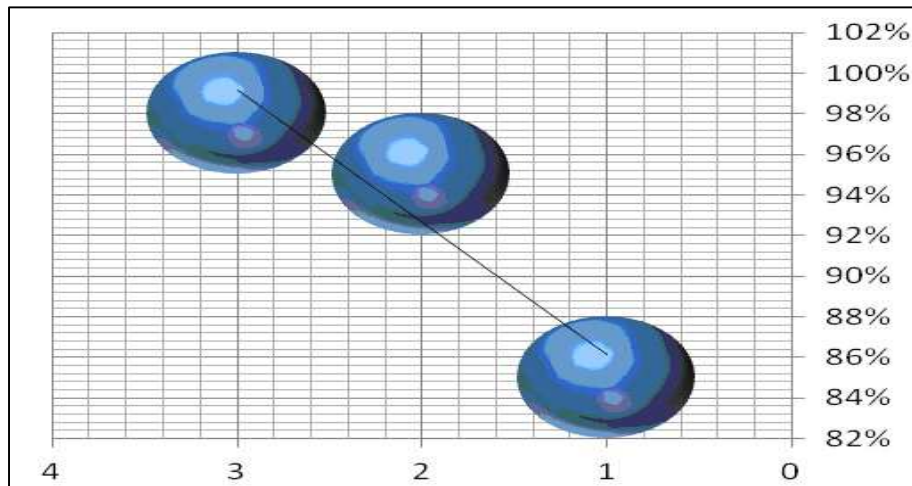


Figure 3 illustrates the views of the research sample in the availability of investment opportunities in Sudan Sports

CONCLUSIONS

A review of tables (4-5-6) and shapes (3-4) illustrated as follows

- The absence of accurate scientific information is an obstacle in the decision-making a real investment clubs, sports.
- Insufficient information and the reality on both sides of beneficial investment opportunities in sports clubs.
- There is an agreement in the views of a sample study on the importance of attention to infrastructure as a catalyst for the development of private sector investments in sports clubs.
- - There is an agreement in the views of the study sample , despite the existence of the legal environment supporting (the tax system added value , tariff rates) but that there are slow in implementation to take advantage of investment laws , which received the Sports Act of 2003 , which defines the means of access to financial resources and allows profiteering and investment and protects owning clubs and federations for their facilities and their property transferred or the statute of limitations does not allow reservation property to satisfy the taxes and fees owed to the public treasury and in item (27) enjoys

exemptions from customs duties on real estate , tools , equipment, and devices imported including taxes and services.

- Provides the possibility of profit and mutual benefit to both parties and that the sports field suitable for this application.
- Strategies that decision Investment incentive to run resources in improving the environment for the development of sport and capital investment of the private sector is inefficient and that because of : Instability of the management structure and succession of volunteer departments and the senior leadership of the athletic club
- Concepts that link the state Sports and dependence on government support next to the existence of the voluntary administration created the problem of the need for time to shift decision-making to strategic investment and a catalyst to attract private sector capital development.
- The study sample is considered the future of investment clubs, sports in Sudan and promising to revive the economy in the future through the views of the research sample in the horizontal and vertical expansion.

RECOMMENDATIONS:

Putting a clear strategy in the trend towards investment in sports clubs identify with its objectives .

- Coordination and integration between the competent authorities and determine the powers and responsibilities clearly to remove the obstacles to the creation of the success of the investment choice of views , bodies and institutions of the sports sector expected it the most profitable and suitable for investment, and to highlight successful models , and address any problems or cons on time .
- Create databases to establish and process information and accurate data and statistics related to the integrated operations of investment in the field of sports and studies relating to the substantive and comprehensive decisions .

REFERENCES

- Charles ,Gregory ,Stewart, Karr, kidwell,(1995),effective principles , effective school ; arriving at –sit-based decision –making with successful , principles and teacher participation, Ed 382564,p917, sep.
- Dalton, Fredrick ,(2000), middle school teacher involvement Insite based decision –making , university of Texas at Austin Proguet Dissertation abstract.
- Jepsen, D. A., & Dilly, J. S. (1974). Vocational decision making models: A review and comparative analysis. Review of Educational Research, 44, 331-349.
- Payne, J.W., Bettman, J., & Johnson, E. (1993). The adaptive decision maker. Cambridge University Press. ignificant difference in Experience variable / Below , Patrick J : Morrisey , Georgel L : Acoimb , Bellg L The Executive Guide Strategic Planning Josses _ Bass Publishers (1987

Address for correspondence:

Author: Dr. Amal Mohamed Ibrahim Babiker, Associate Professor Sudan University of Science and Technology College of Physical Education

E-Mail: maattoog@yahoo.com