ORIGINAL ARTICLE

AREAS OF INVESTMENT IN OMANI SPORT

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ABSTRACT

Omani sport is still searching for new methods to identify its problems and achieve a vision regarding the economic problems in sport, the short-term solutions to revitalize it, and long-term solutions to maintain its stability. It hopes to rise and find an end to its funding problems in order to take off toward international winners' podiums, especially after the good results achieved lately in several sports. Therefore, the researcher deems it necessary to identify the areas of investment in Omani sport, as potential for investment in the presence of self-finance that covers its financial needs. The researcher used the descriptive method as it is suitable to the nature of the study, and a sample of 273 subjects representing the research population. He used a questionnaire as a data collection instrument, and rank, frequency, percentage in statistical treatment. The main finding of the research was a list of the areas of investment in Omani sport in the following order: launching sports channels, TV streaming, sports professionalism, establishing sporting camps centers, academies of different games, and investment in sporting facilities. The main recommendations were to authorize Omani sporting authorities to launch TV channels to stream their matches, be based on competition with each other, and according to the rules stipulated by the Ministry of Sports Affairs and the Public Authority for Radio and Television

Keywords: Investment, Economics, funding, Sport investment, Oman

INTRODUCTION

Sports seek to have financial profit as a main objective for performing sporting activities in an attempt to cover the rapidly increasing costs. In order to reach these levels, we have to accelerate toward making sports do its economic roles so that it can meet its financial demands. In order for sports to perform its roles, it needs funding and other mechanisms such as e-investment, e-marketing, e-commerce, and innovative concepts for sustaining financing. Some difficulties lie in the transformation of sports to the digital economy in some respects, first and foremost the TV streaming signal to broadcast sporting events. Organizers of major sporting events and championships look forward to the expected revenue of streaming in order to cover the organization costs and provide a profit margin. We warn here that the manipulation of TV streaming signal to broadcast Egyptian sporting events is one of the major difficulties facing the funding of Egyptian sporting authorities, since the revenue of TV streaming is the most important direct resource for increasing self-financing of sporting authorities, especially the Egyptian football league (Ahmed, 2017).

Sports investment is one of the modern sciences, therefore sporting authorities should pay attention to the various investment aspects, and try to benefit from the real practical experience of big clubs in developed countries. Additionally, setting a sporting marketing and investment strategy is an important guideline to achieve good marketing competition, advanced

marketing development, and an effective investment in the sporting institutions sector (Al-Shafei & Hegazy, 2009). Moreover, investment is an important way to help in solving the financial obstacles facing the sporting authorities as well as achieving development and growth. Through developing plans and strategies, the Ministry of Sports Affairs noted that it aimed at improving sports as the sports industry in Oman has become a necessity; the strategies, plans and methodologies applied by the ministry in cooperation with clubs, teams, and sports federations were capable of developing high-ranking sporting industry in Oman. It added that Omani youth were able to compete in various sporting competitions and events. Additionally, sports marketing and investment are influential factors in terms of attracting audience and sponsors and propagating sports. Various means can be used to draw revenues, such as team's uniform, pitches, sporting institutions' logo, players, matches and championships. The Chairman of the marketing and investment committee in Nezwi club emphasized that privatization of non-governmental sporting clubs is expected to have many benefits, including alleviating financial and administrative burden of the government; increasing, developing, and maintaining sporting facilities; competing in sports; and employment. He also pointed out that a wealth of Omani sport should be utilized and transformed into a real industry through the collaboration of different governmental, private, and civil society institutions. (<https://alroya.om>). And as one of the Gulf experiences in sports, sports clubs in the Kingdom

of Saudi Arabia have many potentials for investment and self-financing, but they suffer from a lack of personal financial revenues. They also need various sources of financing and investing their components such as opening and renting shops, and increasing the public presence in matches through various measures, and privatization is one of the areas. The investment will eliminate the complaints of professional club players about the delay in the delivery of their dues, and it will also lead to an increase in the supervision responsibilities of the Public Authority for Youth Welfare. (Al-Malik, Saleh, 2004). The search problem is illustrated in through researcher observation of the sports sector in the Sultanate of Oman, the researcher noticed deficiency and variation in activating available investment opportunities in Omani sport, the inability of the sporting setting to identify the areas of investment in sport, something the researcher thinks will increase sports financial revenues. These observations are inline with the findings of Eissa (2013), Ali and Abbas (2013), Al-Nathir (2013), Makhoulouf (2013), and Zawawy (2013), who pointed out the importance of investment in the sporting sector, and benefiting from available opportunities in sport to increase its financial resources. International sport is administered in an investment-oriented way. In the presence of funding problems and lack of resources that face most Omani sporting authorities, it was necessary to view the sporting sector as an investment area where investors can invest their money, as well as sporting authorities invest their capabilities and activities, as sport in general is based on investment underpinnings. Since this topic is a new one, the researcher noticed paucity of studies about this issue. Therefore, the researcher conducted the present study to determine the areas of investment in Omani sport. The importance of research is to try to identify the concepts of investment trends

in Omani sport. The research aims at identifying the areas where investment opportunities exist in Omani sport. And that raises a question: What are the areas where investment opportunities exist in Omani sport?]]

METHODS

The researcher set an extensive list, which included 21 areas, of the expected areas where investment opportunities in Oman exist. He submitted the list to five experts to determine their importance and order. The experts selected 13 areas, which were submitted by the researcher to the research population via an e-questionnaire distributed to the research population via social media (WhatsApp, Facebook, and Twitter). The questionnaire included one theme that aimed at ordering the areas where investment opportunities exist in Omani sport. received 273 responses from the population, considered an available sample. Then he conducted the statistical treatments of frequency, percentage, and order., and offers a reasoning of this order in the conclusions and drew some recommendations.

So be a Population consist members of the boards of directors of clubs, sports federations, the Omani Olympic Committee, Ministry of Sports Affairs, executive staff in clubs and sports federations, sports media personnel, and academics specializing in sports. And current and previous players, whose number is difficult to enumerate in society.

And sample was selected from 273 subjects, randomly selected from the research population and it is an available sample that was identified through the response to the online survey on Google Drive. The sample description is as follows:

Table 1: Description of the research population and sample

R	Description	Population size	Sample size	Percentage of sample to population	Percentage to sample
1	Club members	8555	97	1.13	35.53
2	Members of Clubs boards of directors	396	16	4.04	5.86
3	Members of sports federations boards of directors	103	5	4.85	1.83
4	Members of the Omani Olympic committee board of directors	8	2	25	0.73
5	Executive directors of sports clubs and federations	56	26	46.43	9.52
6	Academicians	26	19	73.08	6.96
7	Sports media personnel	42	16	38.10	5.86
8	Ministry of Sports Affairs staff (holders of a university degree)	139	32	23.02	11.73
	Total	9325	213	2.28	---
9	Current and former athletes	0	60	0	---
	Total	9325	273	2.93	100

Figure 1: Description of the Research Sample

Table 1 and figure 1 demonstrate the description of the research sample, which consisted of 273 subjects in total, randomly selected from the research population. The researcher submitted a hyperlink to the population through social media groups (WhatsApp, Facebook, Twitter) of clubs, federations, Oman Sports channel, and Ministry of Sports Affairs staff that contained one theme that aims at ordering the areas where investment opportunities exist in Omani sports. He received 213 responses from the population and considered them an available sample.

The research population consisted of members of Omani sporting clubs, namely 44 clubs registered in 11 Omani governorates (The number was retrieved through a manual count from the Ministry of Sports Affairs conducted in July 2019); members of clubs boards of directors, namely 44 clubs with a total of 396 members in the boards of directors according to the clubs' statutes which limit the number of members in the board of directors to nine members (mosa.gov.om/mosa/wp-content/uploads/2017/03/Sports_Institute.pdf); members of the Omani sports federations, namely 12 sports federations with 103 board of directors' members according to the sports federations statutes which limit the number of members in the board of directors to nine members (https://mosa.gov.om/mosa/?page_id=16); members of the Omani Olympic Committee (8 members) (http://ooc.om//ar/contents/committee_management/8); executive directors of sports clubs and federations, namely 44 club directors and 12 sports federations directors (a sum of 56 members); academicians in the field of Omani sports, namely academic staff in Sultan Qabus university who participate in the sporting field as members in clubs, federations' boards of directors or Omani sporting committees (26 members); sports media personnel, namely

presenters, adapters, directors and camera operators who work in Oman Sports channel (42 members); Ministry of Sports Affairs staff (holders of university degree) (139 members) (mosa.gov.om/mosa/?page_id=119); and current and former athletes. The researcher could not calculate the entire population due to its enormity. The total number of available responses was 273 subjects.

Data collection tools:

The questionnaire: the researcher designed an one-theme questionnaire that aimed to identify areas where investment opportunities are available in Omani sports. An extensive list of expected areas was prepared and submitted to five experts to determine them. The areas that received 80% of experts' opinions were selected. The final list consisted of 13 different areas. It was chosen from a preliminary list that contained 21 fields: create sports channels, sports tourism, TV broadcast, sports professionalism, establishing centers for sports camps, various sports academies, sports facilities investment, selling tickets for matches and various sporting events, e-marketing, sports sponsorship partnership in the sports field, selling sports body products, Investment of fixed funds, investing the club's fence to create commercial stores for the purpose of renting or selling, hosting local - regional - international tournaments, contracting with companies for tools, equipment, and sportswear in exchange for company advertising, providing places and services for entertainment and children's play creation of a showroom for visitors, which contains the club's holdings of awards, medals and souvenir photos, presenting souvenirs to the winners of the raffle draw from fans who are in the matches, the work of joint-stock companies and the creation of shares involving the fans and fans of the club, and conducting research and

studies on marketing services, activities and sports products. The sample was instructed to order the proposed areas in a descending manner from the most to the least important. The researcher selected five experts from the Omani field of sports according to the following conditions: expertise of no less than 10 years in the field of sport, a Ph.D. degree at least, holding in an administrative position in an Omani club or federation.

RESULTS

Table 2 and Figure 2 show the areas where available investment opportunities exist in Omani sport, namely 13 different areas. In the first place came the area of launching sports channels (25.27%), this may be due to the fact that sporting clubs all over the world speak in billions and their financial returns have increased drastically through multiple investments, similar to profit corporations. This relationship has grown quickly over the past few years and became a mutual relationship, so that we can observe that sports investment plays an important role in the advancement of society

and is considered one of the most important economic processes that have a positive outcome supporting the commercial ideology of clubs management. Hence, we find that sports investments are among the most important financial returns inputs for international clubs (Moftah, <http://www.webreview.dz/spip.php?auteur 4699>). TV channels specialized in sports are important mechanisms in the investment processes in sporting clubs, as some clubs have their own TV channels which may contribute in developing the club's resources and financial returns through obtaining exclusive streaming rights of the club's matches as well as some larger championships and sporting tournaments, especially the ones hosted by their countries. The sample emphasized that owning TV channels by Omani clubs is one of the strong investment areas that will provide a good financial return to develop sports in the club. This is consistent with the opinion of Fares (2015), Farouk (2018), and Moftah (<http://www.webreview.dz/spip.php?auteur 4699>).

Table 2: Rank, frequency, and percentage of participants' responses to the third theme items "areas of available investment opportunities in Omani sport" N = 273

Item No.	Rank	Areas	Frequency	Percentage
11	1	Launching sports channels	69	25.27
8	2	Sports tourism	39	14.29
12	3	TV streaming	29	10.62
1	4	Sports professionalism	26	9.52
2	5	Establishing sporting camps centers	23	8.42
4	6	Academies of different sports	18	6.59
9	7	Investment in sporting facilities	16	5.86
10	8	Selling tickets of matches and various sporting events	13	4.76
7	9	E-marketing	11	4.03
6	10	Sports sponsorship	9	3.30
5	11	Partnership in the sports field	8	2.93
3	12	Selling the products of sports authorities	7	2.57
13	13	Fixed capital investment	5	1.84
Total			273	100

DISCUSSION

Sports tourism came in the second place (14.29%). This may be due to the diversity in Omani nature from beaches, sea, desert, green areas, and mountains, as well as the opportunities it provides to its visitors to go through a variety of activities and adventurous experiences. So, if the tourists like mountain climbing, sand dunes skiing, surfing, or diving and exploring the sea they will be able to do what they like by visiting the sand dunes in the north eastern governorate, the Sultanate's over

3500-km long coasts, high mountains such as Al-Akhdar mountain and Shams mountain, exploring the mysterious caves such as Majlis Al-Djin cave which is the second largest cave in the world. The tourist can also experience rough road car racing, or cycling in the wonderful mountain paths. The Sultanate is also famous for the existence of a number of the most beautiful golf courses in the region, designed based on the Professional Golfers Association's standards, and its green nature in Salalah, or the walking and jogging paths in Muscat.

Figure 2: Rank, frequency, and percentage of participants' responses to the third theme items "areas of available investment opportunities in Omani sport" N = 273

In the third place came TV streaming (10.62%). This may be due to the fact that TV streaming rights is the main source of international clubs' funding as it gets financial returns from streaming. In Oman, the TV streaming rights of the Omani professional footballers league is still a controversial issue. There is an agreement among many Omani clubs' presidents that TV streaming rights of their matches in the League should be bought. This requires the Public Authority for Radio and Television (PART) to take positive steps in this respect, as the financial fee it pays is still very low and does not match the TV returns of non-sports festivals and events.

This is because of PART's weak viewing of the League despite the overwhelming audience's viewing. According to a National Center for Statistics' report in April 2018, football came in the second place after walking in terms of popularity of participation, as the participation rate was 37.19% (264,578 persons). These numbers could change the strategic dimension of TV broadcasting and football marketing to a great extent. According to a statement by the Emirate of Dubai, 18% of its population play football, whereas in Saudi Arabia, about 400 thousand persons play football. These numbers are lower than Omani statistics. Therefore, the basis is present and suitable for football

marketing and selling TV streaming rights. This is consistent with the opinions of Farouk (2018), Farouk (2016), and Noaman (2017) who emphasized that sports tourism is an important item in developing sports revenues and is an important area of investment in sports.

Sports professionalism came in the fourth place (9.52%). This is due to the fact that sports professionalism is applied only in football sport in Oman. The opportunities that several players of the national team received to become professional footballers after winning the Arabian Gulf Cup and their participation in the AFC Asian Cup 2018 may be a chance to adjust their position and lead to a new opinion about the Omani player by foreign clubs.

There is a trend in the Oman Football Association (OFA) that it is necessary to apply the project of obligating the clubs to transform into clubs that apply the professionalism system fully according to the continental and international standards, increase the interest and investment in footballers in the various age groups in terms of sponsorship and training, and qualify them to become professional players. This is true especially after the foreign offers to Omani football team players after their remarkable outperformance in the 23rd Arabian Gulf Cup, including the contract of Saad Suhail with the Al-Nasr club in Saudi Arabia for 18 months. In the

same context, Mohamed Al-Mosalemy contracted with the Al-Jazirah club in the UAE, the attacker Said Al-Zoraiquy's contract with the Al-Arabi club in Kuwait. The researcher believes that the Omani footballer is able to enter international clubs and move to external professionalism in exchange for a financial return that may contribute in advancing the financing of Omani clubs. The professional experience of the goalkeeper Ali Al-Habsy who moved to Bolton Wanderers club in England in 2006, then moved to Wigan Athletic club in England for £4 million, then to Saudi Arabia with Al-Helal club until 2020 for \$4 million. This is consistent with the opinions of Farouk and Khalil (2007), Al-Halawany (1996), Farouk (2000), Khalil (2000), and Khalil (2005) who emphasized the importance of sports professionalism as one of the areas in sports investment both in terms of professionalism and moving footballers abroad, or moving them between local clubs.

In the fifth place came the area of establishing sports camps centers (8.42%). This may be due to the fact that sports camps are important because coaches work through them to prepare their teams for sporting encounters, whether the camp has a short duration where the team stays for a short period of time before important matches, or has a longer duration with the aim to train athletes before international or Olympic tournaments, so it lasts for a longer duration with a purpose to prepare the team for major championships and tournaments. Additionally, recreational camps that aims primarily at investing leisure time in a recreational activity such as beach camps or scout camps. The researcher thinks that Oman is a good place to establish an international permanent camp for sporting teams because its weather is good most of the year and it has a sporting infrastructure that qualifies it to host sporting teams' camps. This led the Oman Athletics Association to establish Muscat International Athletics Center which was recognized by sporting federations from many countries as an official center for preparing athletes due to the infrastructure provided by the Sultanate for establishing this center with the approval of the International Association of Athletics Federations (IAAF), so it became one out of seven centers around the world.

The center provides the teams with many facilities such as providing the suitable training environment, accommodation, and transportation. This encouraged the center's guests to visit it frequently. Moreover, the Sultanate has several factors that make it a destination for sporting teams' camps, as it has suitable weather; various surface features for training including beaches, mountains, plains; a

secure society; and comfortable hotels for sporting teams. With the completion of many sporting facilities in the Sultanate, the time has come to market it as a destination for sporting camps, not in a specific sport, but in various games. Hosting training camps does not have a financial cost, but it has a multitude of economic and touristic advantages to the Sultanate.

The area of Academies of the various sports came in the sixth place (6.59%). This is because these youth training academies are primarily characterized by their attempt to develop the trainees and their various capabilities correctly through practicing a particular sport. Academies and sports schools in general have become an important basic for the sporting structure of all individual and team sports. Their importance has increased because they help discover talents and develop them correctly. All over the world, academies and schools are relied upon primarily and greatly in discovering talents and developing them, and they have become an important reason for developing and advancing sports in some countries. The real secret of development is the process of selecting talents that is conducted in a scientific manner and according to precise standards by highly qualified coaches and educators, so high-level athletes can be prepared according to international standards regulated by technical and scientific rules. In Oman, the government has paid special attention to selecting and training youth players and organizing sporting academies called youth training centers, i.e. a center specialized in training and qualifying athletes through training centers located in seven sporting complexes that offer professional training programs. The duration of each player's program is five years. Six sports are targeted, namely handball, basketball, volleyball, swimming, hockey and athletics in 31 centers.

Each center has about 45 players according to the type of sport. Youth affiliated with these centers receive theoretical and practical training by specialized coaches. The program aims at enhancing the care of youth age groups, and developing their selection and sponsorship mechanisms. Its general goals are: preparing a base of young players to supply clubs and the age groups national teams, calling for and encouraging federations and clubs to increase their role in preparing youth and organize sporting competitions for this age group, filling leisure time of the age group that join these centers with useful sporting programs and activities, disseminating sports culture among the centers' affiliates, and paying attention to the physical, skills, psychological and tactical aspects among centers' affiliates. The program has two work phases: the first is selecting player

from schools, preparing players lists and medical screening, educating and training players about basic skills, organizing festivals to follow up the developing of players', coaches', and administrators' performance; and the second phase includes introducing the competitive mode among centers, selecting the best subjects, forming the official center's team, holding additional gatherings for the center's team, organizing internal gatherings or external camps for excellent players, and distributing players among clubs and national teams.

There are excellent results of training centers' players such as runner Mohamed Al-Sulaimany who was able to attain admirable results in the international championships where he participated, as he came in the tenth place internationally in the 2000 meter steeplechase race in the under 17 World Youth Championship in Nairobi, Kenya 2016 and the basketball team also came in the third place in the Arabian Gulf championships and with the coordination with sports federations. The centers also participated as teams in the Hockey League. These centers are considered a primary source for the Sultan Qabus Academy for developing sporting capabilities on the one hand, and supplying the national teams and sporting clubs with good athletes on the other. According to the National Center for Statistics, the Oman Football Association came in the first place in terms of the number of registered Omani players, as they reached 4290 players including 39 female footballers, followed by the Oman Hockey Association, with 1050 players (no females are registered in this association). Similarly, no female players are registered with the Handball Association that has 573 players, and swimming association which has 175 players.

Meanwhile, the Oman volleyball association has 510 players including 20 female players, the Oman basketball association has 931 players including 35 female players, the Oman Equestrian Association that has 480 players including 50 female players, the Oman Athletics Association that has 94 players including 22 female players, the Oman shooting federation that has 75 players including 15 female players, the Oman Tennis Association that has 330 players including 120 female players. Overall, the ratio of male players (96%) was larger than female players (4%) in the sports federations. Whereas the ratio of female players increased by 2% compared to 2014, the number of women benefitting from sporting activities decreased dramatically in 2015, as the number reached 2161 in 2015 compared to 6797 in 2014 and 2191 in 2013. The largest number reported, however, was 12759 in 2012 (<https://mosa.gov.om>).

In the seventh place came the area of investment in sporting facilities (5.86%). This may be due to the fact that investment plays an important and vital role in the development of sport. It is also one of the most important multi-benefit economic processes. Investment in sporting facilities is a one of the most profitable investments. In Oman, the number of governmental sporting facilities and establishments reached 193 facilities at the end of 2015 according to the National Center for Statistics in its April 2015 report. These facilities serve 8508 athletes registered with the various sports federations, including 301 female athletes. Additionally, these facilities also serve 416 players with special needs. The Sports Statistics Bulletin issued by the National Center for Statistics also indicated that most of these governmental facilities and establishments were natural grass football pitches (63 pitches) or about 33% of the total governmental sporting facilities, followed by outdoor basketball courts (45 courts), then main sports halls (22 halls), then recreation and warm-up halls (18 halls). The bulletin pointed out that there are four hockey courts, 11 tennis courts, 11 subsidiary football fields suitable for training, five squash courts, two beach courts, one volleyball court and one cricket field.

Meanwhile, there are four Olympic swimming pools and six swimming pools for training and diving (<https://alroya.om>). Thus, Omani sporting facilities are qualified for investment that was successful in other countries and achieved great profits for sports and sporting clubs through implementing investment projects in public and clubs' sporting facilities, and benefiting from present sporting facilities in these areas. First, rents, as the management of the sporting facilities gives the opportunity to society to participate in their events through providing commercial and entertainment facilities and shopping settings, these facilities are leased by authenticated lease contracts for the investment parties in exchange for a certain amount of money that is agreed upon on a monthly or annual bases in the contracts. Leases can be for short or long periods of time and according to certain conditions and in times when the teams do not use these facilities. This includes courts and sports halls, swimming pools, gymnasiums, sauna, Jacuzzi, etc. Secondly, advertising which means entering into partnership with specialized companies to use the fences and billboards inside courts and halls, using all the visual and read means of advertising in all the internal and external facilities of the establishment to benefit from them in advertisements, light and animated ads, and ads of large commercial corporations and institutions to promote their products.

Cafes and restaurants come third. There is an investment opportunity in fast food restaurants; operating cafes and restaurants inside the sporting establishments as managing and operating these restaurants can be outsourced to investors and specialized corporations and businessmen; establishing branches of international fast food restaurants within the sporting establishment; and opening coffee shops which are desirable places for the youth to spend their leisure time and watch international matches and leagues. Thus, the sporting establishment will provide places for the youth to spend their free time under educational supervision. Fourthly, amusement parks and games, as children's activities and family facilities are a source of attraction for more visitors. This includes, increasing membership and providing members with their needs like amusement parks by an agreement with companies and authorities specialized in amusement parks and children's games to open branches in sporting establishments; allocating sporting halls for families and children, enabling families to attend and hold symposia, programs, contests, cultural plays, and social occasions so that these clubs and sports centers become a place for entertainment, culture, and sports for all family members; establishing physical education schools for amateurs and talented persons at low cost and fees.

Markets and department stores come fifth. This includes, entering in partnership with big famous marketing and opening their branches in the sporting establishment, so that they can attract fans to go shopping in these branches; entering in partnership with commercial houses, factories, or businessmen through a well-planned project to benefit from the sporting establishment's front as private commercial clothes, shoe, and perfume shops; opening commercial shops and various activities around the fences to fulfill the needs of the sporting establishment's visitors, in this respect agreement can be reached with the sporting equipment and clothes to sell them at competitive prices. Thus, in this case the shops can be leased or both parties can enter into partnership and get a share of revenues where it was profits or sales. This is consistent with the opinion of Makhoul (2012), Makhoul (2013), Al-Nathir (2013), and Farouk (2017) who emphasized that investment in sporting facilities is one of the important areas to attract more investment in sports.

CONCLUSION

In light of the study procedures, and the statistical treatment of data, the researcher makes the following conclusions:

- The most important areas of investment in Omani sport which scored higher than 5% is ordered as follows:
 - launching sports channels.
 - Sports tourism.
 - TV streaming.
 - Sports professionalism.
 - Establishing sports camps centers.
 - Academies of the various sports.
 - Investment in sporting facilities.
- The main conclusions for activating the areas of investment in Omani sport are as follows:
 - Omani sports authorities and clubs do not have TV sports channels where they can stream their matches and that can constitute a permanent source for financing and developing sporting activities.
 - There are no clear directions for developing Omani sports tourism, hosting major championships and tournaments, and attracting recreational sports tourism.
 - The Omani clubs' financial return of streaming their matches is still very poor. There are no regulations related to distributing TV streaming revenues to clubs, federations, and the PART.
 - Sports professionalism especially in football, is still a matter of chance and does not have any clear mechanisms to discover, prepare, and qualify persons talented in sport for professionalism abroad.
 - The number of international camps centers is little compared to Oman's spatial and material potential.
 - Youth training centers require feedback in order to develop them again especially for females.
 - Sporting facilities, complexes, and stadiums have not been optimally invested until now so that they can constitute a source of income for sporting clubs and authorities in order to lift the financial burden off the government and be able to self-finance.
 - Selling tickets of the different sports matches and events need to be developed. New mechanisms should be put to attract audiences to the sports fields, facilitate the opportunities to buy them, and invest them in advertising to draw a financial return.
 - E-marketing of sporting events, occasions and activities needs to be broadened. New ideas should be utilized to increase the area of sports marketing, thus, attracting more capital for investment.
 - Investors in the field of sports refrain from sponsoring events, championships, and clubs and national teams due to the lack of clarity in the vision of the feasibility of investment in Omani sport.
 - Sponsorship of Omani sport needs to develop their concepts so that they become

mechanisms for permanent and long-term partnership between investor and sporting authorities and institutions.

- The process of selling clubs' sporting products is still poor and needs to use new and innovative methods that correspond with the development in the processes of selling and supply.
- There are no investment of the sporting authorities' capital in banks, and no ideas to invest them so that they increase.

Recommendations:

- The main recommendations of this research are as follows:

- Giving Omani sporting authorities permits to launch TV sports channels that stream their matches and operate on the basis of competition with each other according to rules set by the Ministry of Sport Affairs and PART.
- Developing mechanisms that attract sports tourism, hosting major championships and tournaments, and establishing an entity that works on sports tourism programs by coordinating between Ministry of Sport Affairs and Ministry of Tourism.
- Encoding matches in exchange for a suitable financial fee, stipulating regulations concerning the distribution of TV streaming returns among clubs, the federation, and the PART.
- Developing the mechanisms of sports professionalism especially in football, reducing conditions that allow the greatest number possible of players to become professional abroad, developing a mechanism that covers both sporting and personal aspects for preparing players to become professional in international leagues.
- Expanding the establishment of international camps, establishing an external camps center that competes with its counterparts in other countries so that it becomes an attraction of players as well as a center for preparing local players for international winners' podiums.
- Developing and expanding the idea of youth training centers, especially for female players, giving more freedom to the private sector to establish these academies provided that they are under full governmental supervision.
- Beginning immediately in investing in sporting establishments, complexes and stadiums so that they become a source of funding for sporting clubs and authorities and their revenue covers maintenance costs, inaugurating new branches, preparing players, and hosting major sporting events.
- Developing a mechanism for selling tickets of the various sports matches at an appropriate rate, attracting audiences to spectator stands through providing high-quality services that aims at attending to spend useful time in

entertainment and exercising.

- E-marketing of the various sporting occasions and events, through expanding and updating clubs' and federations' websites and more extensive use of social media networks.
- Developing mechanisms to attract sports investors to sponsor sporting occasions, championships, players, and teams both on the club and the national levels.
- Developing sports sponsorship mechanisms so that they become permanent partnership mechanisms between investors and sporting authorities and institutions.
- Expanding the sale of clubs' sporting products, investing the names of distinguished players, and popularity of supporting sports by Omani audiences.
- Giving full freedom to sporting authorities for investing fixed capital in short-term and long-term investments at the bank that ensure permanent funding for them.

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