



Analyzing the key success factors in formulating a marketing strategy in the Iraqi Ministry of Sports and Youth

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Abstract:

Given the rapid developments in the industry and services of the Iraqi Ministry of Sports and Youth, analyzing the key success factors in developing a marketing strategy in this area is very important. This analysis, as a basic tool, can help the Iraqi Ministry of Sports and Youth to properly understand its market and develop and implement an appropriate marketing strategy. In this study, an attempt will be made to analyze the key success factors in developing a marketing strategy in the Iraqi Ministry of Sports and Youth. This analysis will help to develop a successful marketing strategy for the Iraqi Ministry of Sports and Youth by understanding the influential factors and helping to achieve the marketing goals and growth of the organization. In this study, a systematic review of the key factors in developing a marketing strategy in the Iraqi Ministry of Sports and Youth was conducted, which was based on a review of the available source documents. To find the studies conducted, articles published in reputable foreign journals and databases were used. The aim of this study is to study the effect of independent variables on the dependent variable and estimate the coefficient of the variables under study and finally present a model for prediction. In this study, multivariate regression based on the structural equation model was used to test the hypotheses. Accordingly, the statistics presented in this study will include two parts: descriptive statistics and inferential statistics. In the descriptive statistics section, the distribution of the respondents' responses will be discussed by presenting indicators such as mean, maximum, minimum and standard deviation. In the inferential statistics section, the factors affecting the development of the marketing strategy in the Ministry of Sports and Youth of Iraq are ranked using SPSS22 software, and then the performance of these factors in the management of sports and youth in Iraq will be measured using the API (importance/performance) model.

1. Introduction

Marketing strategy in any organization is a very vital tool for achieving goals and growth. Also, in the industry and services of the Iraqi Ministry of Sports and Youth, marketing strategy plays a very

important role in determining the direction and development of marketing activities and the growth of the organization. Given the rapid developments in the industry and services of the Iraqi Ministry of Sports and Youth, analyzing key success factors in developing a marketing strategy in this area is very

important. Analyzing key success factors means identifying and examining the factors that affect the development and implementation of a marketing strategy. These factors can include internal and external factors of the organization, the business environment, competitors, customers, and financial and human resources. In the Iraqi Ministry of Sports and Youth, determining key success factors in developing a marketing strategy is very vital. These factors can include identifying customer needs and desires, analyzing competitors and assessing competitive advantage, determining the target market, and determining the marketing mix (product, price, distribution, and advertising) [1,2]. As a fundamental tool, this analysis can help the Iraqi Ministry of Sports and Youth to properly understand its market and develop and implement an appropriate marketing strategy.

In this study, an attempt will be made to analyze the key success factors in developing a marketing strategy in the Iraqi Ministry of Sports and Youth. This analysis will help to develop a successful marketing strategy for the Iraqi Ministry of Sports and Youth by understanding the influential factors and helping to achieve the marketing goals and growth of the organization. The main objective of this study is to analyze the importance-performance of the key success factors for developing a marketing strategy in the Iraqi Ministry of Sports and Youth.

Importance-performance analysis is an effective tool for assessing the competitive position of the organization, identifying opportunities for improvement, and designing targeted marketing strategies and service delivery. By forming a two-dimensional matrix whose horizontal axis shows customers' perception of the performance (quality) of each feature and its vertical axis shows the importance of that feature in customers' decision-making, effective suggestions can be provided to managers. This two-dimensional matrix is called the importance-performance analysis matrix.

The importance-performance analysis model is a multi-attribute model. In fact, the effectiveness of this model depends heavily on its analytical indicators. In the IPA model, each indicator is evaluated from the perspective of two dimensions of importance (desired state) and performance (current state of factors). In this model, the importance criterion is used to determine where resource allocation is most critical. The IPA technique is structured by an importance-performance analysis matrix. This matrix is used to identify the priority degree of indicators for improvement. Data related to the level of importance and performance of indicators are displayed on a two-dimensional grid in which the y-axis indicates the importance dimension and the x-axis indicates the performance

dimension. This two-dimensional grid is called the importance/performance matrix.

1.2 Problem Statement

Sport has become a global phenomenon with enormous commercial potential, and its social role should not be underestimated. The sports industry has emerged as one of the most profitable industries in the economy, generating significant profits. In 2022, the industry generated approximately \$487 billion in revenue and is expected to expand at a CAGR of 5.2% between 2022 and 2023. It is predicted that by 2027, the global sports market will exceed \$623 billion. This statistic indicates a positive outlook for the sports industry and creates potential opportunities for businesses and investors active in this sector. With the increase in global income from sports, several countries have recognized the growing sports industry and the importance of applying scientific marketing techniques to their sports organizations. The sports industry is entering a new phase, characterized by its significant economic contribution through the production of sports-related goods and services, as well as its impact on the overall growth of the national economy. In the 21st century, sports are widely recognized as one of the most profitable industries. In the contemporary global market, sports organizations are required to adopt a forward-looking approach to compete against a wide range of recreational activities and commercial investments in the sports industry. Today, sports institutions around the world rely heavily on marketing as a primary way to succeed. Marketing in the field of sports plays a significant role in the growth and development of these institutions. By intelligently applying marketing methods, sports institutions can improve their overall conditions by improving efficiency, reducing costs, eliminating unnecessary time-consuming practices, and increasing revenue. This, in turn, increases their competitiveness in the industry. Sports marketing serves as a powerful tool to increase fan engagement, encourage greater sports participation, and drive consumption of sports-related products. and is widely recognized as the main revenue generation tool in professional sports. One of the challenges facing sports institutions is the lack of recognition of the importance of sports marketing in promoting sports activities. Recognition of the importance of marketing contributes to various issues faced by the industry. The importance of marketing in sports organizations has been overlooked in many developing countries [3-19]. The Iraqi Ministry of Sports and Youth plays a significant role in promoting sports and youth development in the country. As part of its

responsibilities, the ministry must develop effective marketing strategies that can increase its visibility, engagement, and overall success. To achieve this goal, being aware of the current state of marketing strategy in the Iraqi Ministry of Sports and Youth can help understand the overall situation. A review of the research literature revealed that no research has been conducted in the field of analyzing the importance-performance of key success factors for developing a marketing strategy in the Iraqi Ministry of Sports and Youth, and there is a significant research gap in this field that requires further studies. Therefore, this research seeks to improve the performance of this institution and its competitiveness by understanding the desired state of sports marketing in the Iraqi sports and youth industry. Therefore, the following research questions are stated:

- What are the factors affecting the success of developing a marketing strategy in the Iraqi Ministry of Sports and Youth?
- What is the importance and function of these factors in the Iraqi Ministry of Sports and Youth?

2. Research Method

In this study, a systematic review was used to identify the dimensions and components of the research framework. In the present study, an attempt was made to examine the key success factors in developing a marketing strategy in the Iraqi Ministry of Sports and Youth using the principles of a systematic review. For this purpose, the theme analysis method was used to identify and categorize the codes in the articles. In a systematic review, by accurately, systematically, and systematically identifying all relevant studies, a more objective critique can be conducted, and in cases where original studies, traditional classical reviews, and authors' opinions differ, it can help solve the problem. In addition, a systematic review identifies inconsistencies between the results of existing research. The main advantage of a systematic review is that the weight of the data prevents the author from exercising personal opinion and prejudice, and in fact, it summarizes the results of several original studies with the help of strategies with minimal bias and error.

The present study is a systematic review of the key factors in developing a marketing strategy in the Iraqi Ministry of Sports and Youth, which was conducted by reviewing the available source documents. Articles published in reputable foreign journals and databases were used to find the studies. In systematic review articles, personal opinions do

not affect the results of the research, and detailed and accurate studies of issues are carried out, and there is minimal bias and error compared to other research methods. The search for articles was carried out in this way: from among scientific writings, such as: books, book chapters, national and international conference papers, and articles published in reputable journals, keywords related to the research topic (importance-performance analysis, marketing strategy, Ministry of Sports and Youth, key success factors) were first extracted. The statistical population of this qualitative study is all articles available using the above keywords from the reputable Scopus database and a detailed review of the literature on research related to the topic and the managers of the Iraqi Sports and Youth Management Organization .

The analysis method of the present study is theme analysis using Max QDA 2018 software. Thematic analysis is a method for analyzing qualitative data and one of the methods that focuses on identifying semantic patterns in a data set. This analysis is the process of identifying patterns or themes within qualitative data. The fact that thematic analysis is more of a method than a methodology is an advantage from a learning and teaching perspective, which means that, unlike many qualitative methods, it is not dependent on a specific epistemological or theoretical perspective. This feature makes this analysis a very flexible method, which is a significant advantage given the diversity of work in learning and teaching; in other words, in the thematic analysis method, the researcher has a lot of freedom of action and does not need to refer to or refer to theoretical foundations and can seek to discover his own results. The purpose of thematic analysis is to identify important or interesting themes for the researcher, and use these themes to answer research questions or to say something about an issue [20,26]. The aim of this study is to study the effect of independent variables on the dependent variable and estimate the coefficient of the variables under study and finally present the model for prediction. In this study, multivariate regression based on the structural equation model was used to test the hypotheses. Accordingly, the statistics presented in this study will include two parts: descriptive statistics and inferential statistics. In the descriptive statistics section, the distribution of respondents' responses will be discussed by presenting indicators such as mean, maximum, minimum and standard deviation. In the inferential statistics section, the factors affecting the development of marketing strategy in the Iraqi Ministry of Sports and Youth are ranked using SPSS22 software, and then the performance of these factors in the management of Iraqi sports and youth will be measured using the API

(importance/performance) model. The importance/performance analysis model was presented by Martila and James. In this model, each component is measured from two dimensions of "performance" and "importance". The increasing importance of the model in diagnosing and identifying the strengths and weaknesses of the system, and its effectiveness in identifying priorities and adopting improvement strategies, has led to the model being used in various research and operational fields, including health, financial fields, information systems, and education.

3. Data analysis

Thematic analysis is a flexible method that allows the researcher to focus on the data in different ways. With TA, you can focus on analyzing the meaning of the entire data set, or you can investigate a specific aspect of a phenomenon in depth. You can report the overt meanings in the data, or you can interrogate the

latent meanings, assumptions, and ideas behind what is stated explicitly (see Brown & Clarke, 2006). The many forms that theme analysis can take mean that it is suited to a wide range of research questions and research topics.

3.1 Coding phrases extracted from interviews

In general, theme analysis has two stages of open and central coding. In the open coding stage, the label or concept or open code is assigned to the regular phrase with the research question, and the central coding is comparing and finding similarities between the open codes and classifying them in a group under the title of category.

Both steps are shown in the table below. Table 6-4 presents the coding related to the key success factors in formulating marketing strategies in the Iraqi Ministry of Sports and Youth, which is extracted from the interviews.

Table 1. Theme analysis; Coding phrases extracted from interviews

Category code	category	Concept code	concept	phrase	Expert index
1	Infrastructure development	1.1	Infrastructure preparation	Preparation of necessary and sufficient infrastructure	1
1	Infrastructure development	1.2	Development of sports facilities	Establishment of sports clubs by the Ministry of Sports and Youth	11
1	Infrastructure development	1.3	Development of multipurpose specialized research centers	Creating specialized research centers in sports, social, psychological and media affairs	1
1	Infrastructure development	1.4	Appropriate logistic factors	Identify the logistic factors necessary for the success of the project	1
1	Infrastructure development	1.5	Practical action for infrastructure	Serious and real interest in infrastructure	1
1	Infrastructure development	1.6	Suitable work environment	Having the right environment for success at work	1
1	Infrastructure development	1.7	Development of sports facilities	Providing parallel services between sports requirements, equipment and construction of sports facilities	1
1	Infrastructure development	1.8	Suitable scientific and climatic environment	The scientific and climatic environment is the basis of the implementation of the program	12
2	Integrated Marketing Communications	2.1	Existence of supportive and positive media/participation of the media	One of the effective factors in successful planning in Iraqi sports and youth is supportive and positive media	3·2
2	Integrated Marketing Communications	2.2	Activating the media and paying attention to the media aspect	Activating the media aspect and paying attention to it as a means of transmitting sports activities	2
2	Integrated Marketing Communications	2.3	Choosing effective media	Effective media is very important in the success of program implementation	2
2	Integrated Marketing Communications	2.4	Choosing the right marketing and advertising channel	Determining marketing channels and tools	2
2	Integrated Marketing Communications	2.5	Media-oriented education approach	Iraqi media should have a successful approach to look at youth problems from an educational	2

				angle and try to build Iraqi youth through .organized work with scientific study	
3	Human resource development	3.1	Youth preparation program	Preparation of youth cadres	3
3	Human resource development	3.2	Employing experienced people	Employing staff with experience in the field of sports work	3
3	Human resource development	3.3	Participation of executive and sports managers	The presence of administrative and sports managers in the implementation of assigned tasks	3
3	Human resource development	3.4	Staff training	Staff training at the highest level	3
3	Human resource development	3.5	Identification of strategic human resources	Identifying human resources that are able to achieve the goals of the activity	3
3	Human resource development	3.6	The presence of a staff of experts in compilation and implementation	The presence of trained personnel to complete .and implement programs	4
3	Human resource development	3.7	Development of knowledge human resources	The presence of elites and experts who play a pivotal role in this matter	11
3	Human resource development	3.8	Human resource efficiency	Following efficiency-based policies in selecting the right people to perform tasks	4
3	Human resource development	3.9	The system of selecting and attracting people who are experts in decision making	Expertise in any work and field and choose the right person/people who have the ability to plan and make the most appropriate decision	12
3	Human resource development	3.10	The system of selection and recruitment of experts in implementation	Selection of capable people in the implementation of programs	12
3	Human resource development	3.11	Assessment of human resources functions	Evaluating the main functions and searching for new fields in order to achieve financial and social income through marketing and strategy .in the Ministry of Sports and Youth	13
3	Human resource development	3.12	Management of sports facilities under the supervision of experts	Management of sports clubs by professionals	5
3	Human resource development	3.13	Participation in planning/incentive and reward system	Provide cooperation	5
4	resource allocation	4.1	Investment in sports facilities	Investing in stadiums and halls in the development of sports	1
4	resource allocation	4.2	Allocation of public funds to sports	Link to the general / government budget of the Ministry of Sports and Youth	4.3
4	resource allocation	4.3	Create a budget plan	Preparation of planning budget	3
4	resource allocation	4.4	Allocation of budget for marketing	Allocation of budget for marketing	4
4	resource allocation	4.5	Full support of the government	Providing all the capabilities and excellence of the government to the youth group	13
5	Strategic alignment of programs	5.1	Strategic alignment of programs	Complementary programs with each other	4
6	Participation of institutions	6.1	Cooperation of the Ministry of Youth with related institutions	Direct cooperation of the Ministry of Youth and related institutions	2
6	Participation of institutions	6.2	Solidarity between government institutions	The joint effort of all government institutions related to youth issues in order to formulate appropriate programs/collaboration between government institutions	4

6	Participation of institutions	6.3	Participation of regulatory bodies on projects	The presence of planning regulatory bodies to ensure the success of projects	4
6	Participation of institutions	6.4	Public and private sector cooperation	Participation of governmental and non-governmental institutions	4,5
6	Participation of institutions	6.5	Involvement of planning professionals	Participation of expert experts in the field of planning	7,5,4
6	Participation of institutions	6.6	Employee participation in decision making	Participation in decision making	4
6	Participation of institutions	6.7	Majority participation in decision making	Majority participation in decision making	5
6	Participation of institutions	6.8	Cooperation of the Ministry of Youth with government institutions	The Ministry of Sports and Youth should coordinate with all government institutions as well as the media in the field of monitoring, identifying and dealing with youth problems.	5
6	Participation of institutions	6.9	Participation of employees and people in the preparation of plans	The plan should be prepared by the institution and the people	5
6	Participation of institutions	6.10	The Ministry of Youth should cooperate with the Ministry of Planning in formulating a supervisory strategy	The Ministry of Youth should cooperate and coordinate with the Ministry of Planning to create a strategy to monitor, treat and reduce the problems of young people in the Iraqi society in the current and future stages in order to solve them and create a healthy society.	5
7	Monitoring and evaluation	7.1	Periodic evaluation of plans	Periodic evaluation of plans to reduce expected risks	5
7	Monitoring and evaluation	7.2	Continuous evaluation of plans	Continuous follow-up and evaluation of plans	5
7	Monitoring and evaluation	7.3	Monitoring the continuous implementation of the program	Ensuring sustainability after the implementation of the program	5
7	Monitoring and evaluation	7.4	Business monitoring and follow-up	Supervision in the pursuit of business	6
7	Monitoring and evaluation	7.5	Pursuing planned goals	Keep track of everything that is planned	6
7	Monitoring and evaluation	7.6	Follow up after implementation	Post-implementation follow-up should be possible, which facilitates performance or task evaluation	6
7	Monitoring and evaluation	7.7	Follow-up and evaluation of programs	Follow-up and evaluation of programs	6
7	Monitoring and evaluation	7.8	Compilation, implementation and follow-up of plans by specialists	The responsibility of formulating, implementing and following up plans should be assigned to those who have experience and knowledge	6
7	Monitoring and evaluation	7.9	Supervision and evaluation of youth	Continuous monitoring of youth problems	9
8	Smart targeting	8.1	Actionable targeting	Set an actionable goal	6
8	Smart targeting	8.2	Timed targeting	Committing to the specified time / considering the right time to implement the plan / choosing the right time and place for work and managing sports work / the right schedule for the implementation of the plan	6,14,18
8	Smart targeting	8.3	Real targeting	Determining the goals based on which the programs are formulated / the programs must be realistic and feasible	7
8	Smart targeting	8.9	Achievable goals	Achievable goals and appropriate to the material capabilities of humans / transforming	8,7

				the overall long-term goal into short-term actions that are achieved	
8	Smart targeting	8.10	A clear target	Clear goals that can be implemented in context/ A plan should be made in the light of a clear goal that enables a planning process.	7
8	Strategic targeting	8.11	Strategic targeting	Targeting for the organization to achieve strategic goals	7
9	Adaptability and flexibility of programs	9.1	Flexible alternative plans	Set up alternative plans with enough flexibility to quickly transition to alternative options to meet changing conditions	8
9	Adaptability and flexibility	9.2	Create flexible designs	Creating a flexible and suitable plan for targeted youth topics	8
9	Adaptability and flexibility of programs	9.3	Compilation of the program according to the external environment	Compilation of the program according to the external environment	8
9	Adaptability and flexibility of programs	9.4	Flexible mechanisms for program implementation	Creating flexible mechanisms for program implementation	8
10	Understanding the target audience	10.1	Developing a problem-oriented strategy	Development of a strategy related to the change of youth problems by the Ministry of Planning and with the direct cooperation of the Ministry of Youth and institutions related to the issue	2:9
10	Understanding the target audience	10.2	Identifying the needs and interests of stakeholders	Knowing the nature of the work of interested and qualified people, their goals and needs, and knowing their desires and interests.	8
10	Understanding the target audience	10.3	Youth preparation plan	A successful plan in any field is based on the preparation of young people for the subject, project or activity they intend to do	8
10	Understanding the target audience	10.5	Knowing the behavior of the target audience	Study of customer behavior	9
10	Understanding the target audience	10.6	Knowing the personality of the target audience	Buyer personality study	9
10	Understanding the target audience	10.7	Understanding the target audience based on demographic characteristics	Planning by age group	9
11	Data driven approach	11.1	Continuous research and development of youth problems	Conduct studies and research on youth issues and try to address them	9
11	Data driven approach	11.2	Planning based on available facts	Planning based on documents, facts and objective thinking	9
11	Data driven approach	11.3	Planning based on scientific studies	Planning based on scientific studies	9
11	Data driven approach	11.4	Identifying cognitive and informational factors in planning	Preparation of necessary cognitive and informational factors for sports activities	9
11	Data driven approach	11.5	Applicability of scientific programs	Determine scientific conditions or hypotheses that can be verified in the practical dimension	9
11	Data driven approach	11.6	Creating a database based on infrastructure	Identify the information and data needed about sports infrastructure	9
11	Data driven approach	11.7	Data-driven forecasting (data-driven forecasting)	Conduct a comprehensive analysis of project activity and progress, and make predictions by collecting data, generating hypotheses, and analyzing past and present status.	13
11	Data driven approach	11.8	Scientific planning	It is certain that scientific planning is the optimal way to prepare programs, including sports. The plan should be scientific: that is, it should be based on a scientific and realistic basis through realistic theories and hypotheses.	13

11	Data driven approach	11.9	Research and development	Use the previous slots	11
12	social responsibility	12.1	Paying attention to social responsibility in developing the program	Social acceptability of activities	10
12	social responsibility	12.2	Alignment of the program with the cultural and social context of the society	Formulation of the program according to the social and cultural environment and existing capabilities	10
13	Benchmarking	13.1	Development of marketing strategy based on experiences	Benefiting from the experiences of others in the field of strategy and marketing in youth and sports.	10
13	Benchmarking	13.2	Modeling the experiences of successful countries	Benefiting from the experiences of advanced countries	10
13	Benchmarking	13.3	Identification of key success factors by experts	Identification of success factors by experts after studying the subject and determining the degree of achievement of goals	14
14	branding	14.1	Sports illustration	Illustration of sports	10
14	branding	14.2	Providing government funding for branding	Providing government funding for branding	10
15	Government support	15.1	Government policies	Financial and economic policy of the government	10
15	Government support	15.2	Government support for international sports organizations	Government support for sports organizations in many countries or stability of government support which is not possible	10
15	Government support	15.3	Government support in achieving strategic goals	Continued government support to support institutions in achieving strategic marketing goals	10
15	Government support	15.4	Government support in providing funds needed to attract the brand	Serious government support and funding to attract brands and work in Iraq	10
16	Modifying systems	16.1	Modifying systems	In Iraq, before starting any work, the system must be reformed	10
17	Strategic planning	17.1	Prioritizing the implementation of strategic plans	Prioritizing the developed programs and their effective activation on the spot.	10
17	Strategic planning	17.2	Long-term planning	Making long-term plans for the future	10
17	Strategic planning	17.3	Retrospective planning (learning from past experiences)	Planning should be based on previous plans and be effective by identifying the strengths and weaknesses that faced previous planning.	10
17	Strategic planning	17.4	Medium-term planning for the preparation of knowledgeable and educated athletes	An intermediate or five-year program in which work is done to prepare a generation of knowledgeable and educated athletes in all aspects of science and physicality.	10
17	Strategic planning	17.5	Effective planning	Effective planning/preparation of a clearly defined strategic plan	7+10
17	Strategic planning	17.6	Goal oriented strategy	Creating well-thought-out strategies to achieve goals	10
17	Strategic planning	17.7	Development of long-term and short-term plans	Preparation of a long-term and short-term plan	10

18	Redesign of the structure	18.1	Structure of incentives	The existence of an incentive system for employees / use of the principle of reward and motivation to motivate work and creativity	11-12
18	Redesign of the structure	18.2	Platform for implementing programs	The existence of a suitable context to help implement the designated programs	11
18	Redesign of the structure	18.3	Establish strategic planning offices	Existence of an effective department in each department that prepares plans / create places for planning	1-11
19	Running sports events	19.1	Short-term training camp	Preparation of a short-term program that includes full preparation through training camps	11
20	Succession system	20.1	Investing in talent	Investing in energies and talents and embracing youth of all ages	11
20	Succession system	20.2	Technical and human empowerment	The presence of the audience, technical and human capabilities, and awareness of the environmental conditions in which sports activities are held and the degree of reception and interaction with it.	11
21	Crisis management planning	21.1	Crisis management planning	Providing crisis capabilities	11
22	awareness	22.1	Awareness and interaction with the sports environment	Awareness of the environmental conditions in which sports activities are held and the degree of acceptance and interaction with it	11
23	Cultural and political planning	23.1	Cultural and political planning	The need for cultural and political planning	9
24	Dynamic capabilities	24.1	Having organizational and marketing skills	Having organizational and marketing skills	3
24	Dynamic capabilities	24.2	Having excellence and intelligence	The ability to have excellence, intelligence and skillful work in activating the basic factors in work planning, whether human or time, or using different capabilities in the successful implementation of programs.	3
24	Dynamic capabilities	24.3	Competence in program implementation	Dominance, ability, competence, wisdom and a suitable person who is able to successfully implement programs	3
24	Dynamic capabilities	24.4	use of available resources (efficiency)	Optimal use of available resources and capabilities	11
24	Dynamic capabilities	24.5	Income generation based on marketing and sports strategy	Achieving financial and social income through marketing and strategy in the Ministry of Sports and Youth.	11
24	Capability-based planning	24.6	Exploitation of capabilities	Design the plan in the framework of capabilities	13
24	Dynamic capabilities	24.7	Simultaneous attention to the internal and external environment in strategy formulation	Strategy is considered as a pattern of resource allocation and interaction with the environment	13
24	Dynamic capabilities	24.8	Capability-based programming	Design plan within the range of capabilities	14
24	Dynamic capabilities	24.9	Identification of planning ability	Identifying capabilities and resources that help plan and implement the plan.	11
24	Dynamic capabilities	24.10	Identifying the resources needed to plan and implement the plan	Identifying capabilities and resources that help plan and implement the plan.	11
24	Dynamic capabilities	24.11	Having a competitive spirit	In the sports market and facing the competition, otherwise they have the risk of disappearing and being removed from the market	13
24	Dynamic capabilities	24.12	Identifying competitors and formulating a competitive strategy	Identify competitors	14

24	Dynamic capabilities	24.13	Description of services, products and competitive advantage	Description of services, products and competitive advantage	14
24	Dynamic capabilities	24.14	Developing a strategy based on the external environment	Strategy is related to determining the direction and position of the organization in the external environment and identifying and designing .links	13
24	Dynamic capabilities	24.15	Organization of the work chain	Effective and continuous organization in the ,work chain	12
24	Dynamic capabilities	24.16	Determining business strategy	Determining business strategy	14
25	Combined (comprehensive) planning	25.1	Combination of existing and new programs	Adopting previous programs and experiences and linking them with new programs in order to create a combination that leads to the achievement of set goals.	12
25	Combined (comprehensive) planning	25.2	The long-term vision between the Olympic Committee and the Ministry of Youth and Sports	A long-term program (10-15 years) that depends on the country's vision through coordination between the Olympic Committee and the Ministry of Youth and Sports	13
26	Practical training program	26.1	Developing sports training programs to improve the abilities of young people	Trying to reach the desired goal, which means increasing sports powers in all sports games and events and achieving high success	13
27	Foresight	27.1	Foresight	Develop future plans	13
28	Analysis and evaluation of past programs	28.1	Extracting past weaknesses	There is no doubt that the successful person must review the past programs and find out the weak factors related to them at the weak level of analysis and evaluation.	6

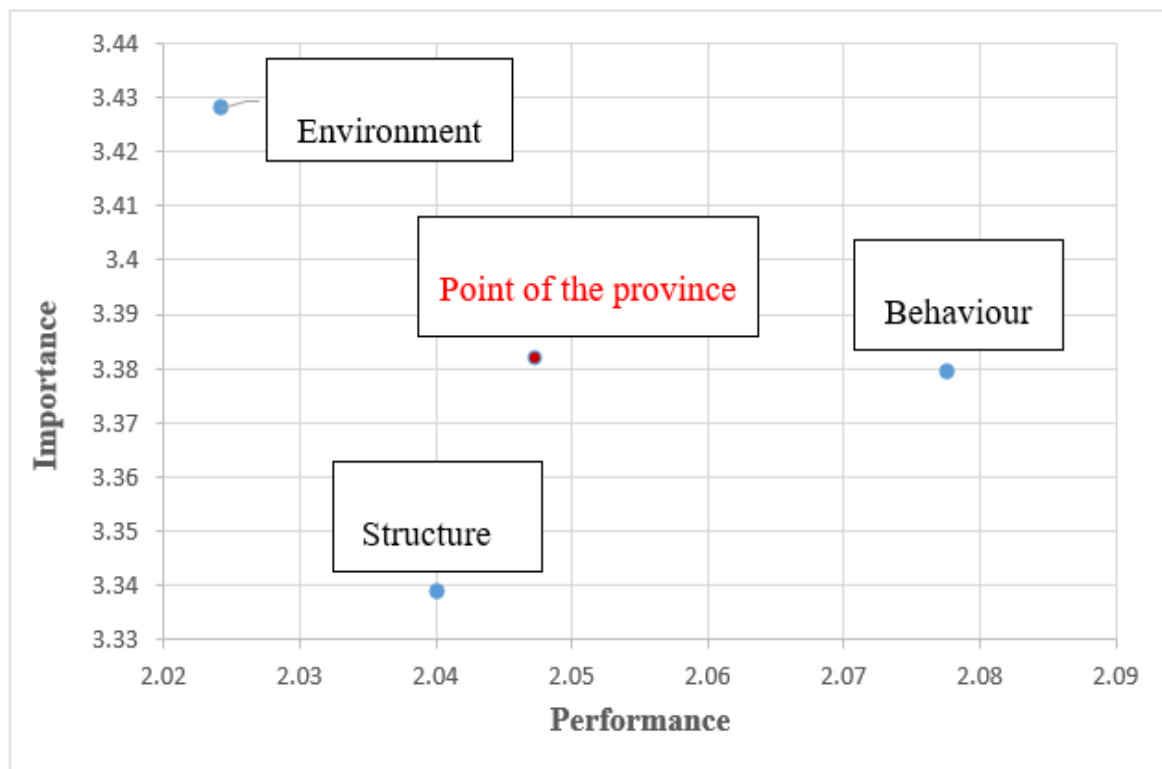


Figure 1 .IPA matrix (source: research data)

3.1 Quantitative section: IPA technique

Performance importance analysis model is a multi-indicator model. In fact, the effectiveness of this model strongly depends on its analytical indicators. In the IPA model, each indicator is evaluated from the perspective of two dimensions "importance (ideal state)" and "performance (current state of factors)". In this model, the importance criterion is used to determine where resource allocation is most critical. The IPA technique is structured by a performance-importance analysis matrix. This matrix consists of two axes, the X axis shows performance and the Y axis shows its importance. This matrix is divided into four quadrants, and in each quadrant, there is a specific strategy that helps the decision-making process. This matrix is used to know the priority level of indicators for improvement

According to Figure 5-2, the key factors of success in formulating a marketing strategy in the Iraqi Ministry of Sports and Youth are divided into 4 quadrants. As you can see, "Environment" is in the first quadrant, and none of the dimensions of the

three-pronged model are included in the second quadrant, "Structure" is in the third quadrant, and finally, "Behavior" is in the fourth quadrant.

3.2 Findings based on the implementation of the IPA technique

As you can see in Table 5-2 the importance-performance analysis related to the success factors in developing marketing strategies in the Ministry of Sports and Youth was weighted and prioritized. According to Iraqi experts, among the three factors "environment" has the first priority. Therefore, managers and policy makers of marketing strategies should direct their most focus and planning towards this important dimension.

After determining the importance-performance of the three dimensions in general (Tables 5-2), the items of each of these three dimensions were prioritized in separate tables. Table 5-3 shows the prioritization of 4 items related to the environment, which are: Table 5-4 shows the prioritization of 14 items related to behavior, which are:

Table 2. Importance-performance analysis of success factors in formulating marketing strategies in the Ministry of Sports and Youth (three general dimensions)

Priority	SW	OW	Importance	performance	General factors
1	0.355097	4.812034367	3.427943	2.024175	environment
2	0.32477	4.401066566	3.37973	2.077535	behavior
3	0.320134	4.338241312	3.33922	2.040042	Structure
-	1	13.55134224	-	-	total
-	-	-	3.382297	2.047251	The point of the province

Table 3. Importance-performance analysis of success factors in formulating marketing strategies – environment

Priority	SW	OW	Importance	performance	Environment
1	0.480295	6.508635	3.65514	1.87446	Ep1
2	0.336675	4.562397	3.42434	2.091997	Ep6
3	0.334318	4.530456	3.361788	2.014155	Ep15
4	0.27951	3.787738	3.262866	2.102004	Ep25
-	1.430797	19.38923			total

Table.4 Importance-performance analysis of success factors in developing marketing strategies of the Ministry of Sports and Youth – Behavior

Priority	SW	OW	Importance	performance	Behavior
1	0.401967	5.44719	3.463321	1.890498	Bp27
2	0.397225	5.382932	3.505116	1.96938	Bp29
3	0.38631	5.235014	3.516262	2.027461	Bp13
4	0.374438	5.074135	3.595928	2.18485	Bp3

5	0.372098	5.042428	3.476191	2.02563	Bp11
6	0.330506	4.478797	3.426885	2.119927	Bp30
7	0.320604	4.344609	3.410211	2.136211	Bp10
8	0.315559	4.276242	3.245414	1.927788	Bp31
9	0.302617	4.100872	3.386965	2.176184	Bp35
10	0.292504	3.963823	3.292863	2.089102	Bp28
11	0.283436	3.840933	3.327589	2.17332	Bp37
12	0.282833	3.832767	3.34563	2.200026	Bp24
13	0.251045	3.402001	3.09049	1.989694	Bp32
14	0.241426	3.271641	3.229367	2.216277	Bp23
-	4.552566	61.69338	-	-	total

Table 5. Importance-performance analysis of success factors in developing marketing strategies of the Ministry of Sports and Youth – Structure

Priority	SW	OW	Importance	performance	Structural
1	0.445304	6.034464	3.41731959	1.651472328	Sp26
2	0.419615	5.686349	3.527509099	1.915507748	Sp9
3	0.414146	5.612231	3.613705889	2.060665433	Sp2
4	0.404759	5.485022	3.441244292	1.847337681	Sp5
5	0.372258	5.0446	3.55385182	2.134377836	Sp4
6	0.359268	4.868568	3.441057305	2.026210716	Sp7
7	0.354176	4.799564	3.43347239	2.035597602	Sp8
8	0.332249	4.502415	3.379611244	2.047382705	Sp34
9	0.331131	4.487266	3.458722449	2.161345859	Sp12
10	0.312439	4.233967	3.415935022	2.176459865	Sp14
11	0.298495	4.045002	3.384917634	2.189910104	Sp38
12	0.290107	3.931338	3.141536939	1.890130868	Sp21
13	0.284365	3.853533	3.174666334	1.960827632	Sp18
14	0.281819	3.819021	3.156733657	1.9469322	Sp22
15	0.278859	3.778913	3.304714883	2.161223499	Sp17
16	0.269289	3.649222	3.361985574	2.276548904	Sp16
17	0.26097	3.536495	3.027358035	1.859179296	Sp20
18	0.23754	3.218983	3.263121216	2.276647553	Sp36
19	0.237284	3.215523	3.148625871	2.127379519	Sp19
20	0.216385	2.932309	3.179771816	2.25759605	Sp33
-	6.400457	86.73479			total

4. Conclusion

The Iraqi Ministry of Sports and Youth plays an important role in promoting sports and youth development in the country. As part of its responsibilities, the ministry must develop effective marketing strategies that can increase its visibility, engagement and overall success. Therefore, the

purpose of this research is to analyze the key success factors in formulating a marketing strategy in the Iraqi Ministry of Sports and Youth. To achieve this goal, knowing the current state of the marketing strategy in the Iraqi Ministry of Sports and Youth can help to understand the overall situation. At the same time, we seek to improve the performance of this institution and its competitiveness by knowing

the favorable state of sports marketing in the sports industry and Iraqi youth. Therefore, the research questions are stated as follows: What are the factors affecting the success of developing a marketing strategy in the Ministry of Sports and Youth of Iraq? And "what is the importance and performance of these factors in the Iraqi Ministry of Sports and Youth?".

The statistical population of this qualitative research includes 10 academic and executive experts active in the sports sector. In the quantitative section, a questionnaire was distributed among 100 people. In the descriptive statistics section, frequency tables and frequency percentages from Spss software were used to describe the data and to analyze the data in the quantitative section, Excel was used.

In the qualitative part, by analyzing the interviews using the theme analysis method, the key factors of developing the sports strategy in the Ministry of Sports and Youth were identified, which is shown in Table 6-4. In the quantitative part, the IPA technique (Performance Importance Analysis Model) was used. In such a way that the status of each index was evaluated from the two perspectives of the importance of each factor in formulating the sports marketing strategy and its current performance. This matrix consists of two axes, the X axis shows performance and the Y axis shows its importance. This matrix is divided into four quadrants, and in each quadrant, there is a specific strategy that helps the decision-making process. Based on this, the key success factors in developing a marketing strategy in the Iraqi Ministry of Sports and Youth are divided into 4 quadrants. As you can see, "Environment" is in the first quadrant, and none of the dimensions of the three-pronged model are included in the second quadrant, "Structure" is in the third quadrant, and finally, "Behavior" is in the fourth quadrant.

Then, the success factors in formulating marketing strategies in the Ministry of Sports and Youth were weighted and prioritized. According to Iraqi experts, among the three factors "environment" has the first priority. Therefore, managers and policy makers of marketing strategies should direct their most focus and planning towards this important dimension. The items related to the environment are:

- ✓ Development of infrastructure in the field of sports and youth
- ✓ Participation of the Ministry of Sports and Youth with government and private institutions
- ✓ Obtain infrastructure information before formulating the program in the Ministry of Sports and Youth
- ✓ Knowledge of the environmental conditions of the place where sports activities are held

and the level of reception and interaction with it

5. Appendix

Table 5-3 shows the prioritization of 20 items related to the structure, which are:

Ep1: Development of infrastructure in the field of sports and youth

Ep6: Participation of the Ministry of Sports and Youth with government and private institutions

Ep15: Obtaining infrastructure information before developing the program in the Ministry of Sports and Youth

Ep25: Awareness of the environmental conditions of the venue of sports activities and the level of reception and interaction with it

Table 5-4 shows the prioritization of 20 items related to the structure, which are:

Bp27: Having organizational and marketing skills in the Ministry of Sports and Youth

Bp29: Optimal use of existing resources and capabilities and efficiency in the Ministry of Sports and Youth

Bp13: Paying attention to social responsibility in developing the program of the Ministry of Sports and Youth

Bp3: Development of knowledgeable and experienced human resources in the field of sports and youth

Bp11: Planning based on continuous research and development of youth problems in the Ministry of Sports

Bp30: Monetization Based on Sports Marketing and Strategy

Bp10: Developing a problem-oriented strategy based on understanding the target audience

Bp31: Focus on dynamic capabilities with simultaneous attention to internal and external environment in strategy formulation

Bp35: Compilation of sports training programs to improve the abilities of young people

Bp28: Competence in the successful implementation of programs, including marketing skills, excellence and intelligence

Bp37: Having a competitive spirit and formulating a competitive strategy in the sports and youth industry

Bp24: Providing crisis management capabilities in the Ministry of Sports and Youth

Bp32: Identify capabilities and resources that help plan and implement the program

Bp23: Investing in talent to establish a suitable succession system

Table 5-5 shows the prioritization of 20 items related to the structure, which are:

Sp26: Cultural and political planning to solve the problem of unemployment

Sp9: Setting flexible programs for quick replacement with new options in the Ministry of Sports and Youth

Sp2: Using integrated marketing communications (media and advertising campaigns) in the field of sports and youth

Sp5: Strategic alignment of programs of the Ministry of Sports and Youth

Sp4: Allocation of resources and funds to sports and youth

Sp7: Periodic monitoring and evaluation of plans to mitigate expected risks

Sp8: Setting realistic, clear and achievable goals in the Ministry of Sports and Youth

Sp34: Adopting previous plans and experiences and linking them with new plans to achieve goals

Sp12: Applicability of scientific programs for young people

Sp14: Benefiting from the experiences of advanced countries in developing the programs of the Ministry of Sports and Youth

Sp38: Effective and continuous organization in the work chain

Sp21: Using long-term programs based on the coordination of the Olympic Committee and the Ministry of Sports and Youth

Sp18: Redesigning the structure and reforming the systems (for example, the employee incentive system) in the Ministry of Sports and Youth

Sp22: Creating a suitable platform to help implement the programs set in the Ministry of Sports and Youth

Sp17: Providing a clear picture of the development of the Ministry of Sports and Youth

Sp16: Using media for branding by the Ministry of Sports and Youth

Sp20: Using 5-year medium-term programs to prepare knowledgeable and educated athletes

Sp36: Analyzing and evaluating past programs and extracting past weaknesses and improving them

Sp19: Using short-term programs (such as running short-term sports events)

Sp33: Drawing strategic policies and formulating a clear strategic plan by the Ministry of Sports and Youth

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- **Ethical approval:** The conducted research is not related to either human or animal use.
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