

# Designing and Compiling the Strategic Marketing Development Plan of the Iraqi Swimming Federation

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## Abstract

**Purpose:** As the business environment becomes more complex and the needs of consumers become more complex, companies and business organizations must carefully consider how to conduct strategic marketing planning. The aim of the present research is Designing and compiling the strategic marketing development plan of the Iraqi Swimming Federation.

**Method:** The current research was applied in terms of purpose and descriptive survey, which was collected using qualitative methods. The statistical population of this research is 450 swimming experts in Iraq (according to the statistics of the Iraqi Swimming Federation in 2021). Experts mean swimming club managers, coaches, athletes, referees, and veterans of this sport in Iraq who are active in swimming at a professional level. First, the total number of samples was selected in the qualitative section to reach theoretical saturation, and 17 samples were selected for the qualitative section.

**Results:** The results of the internal and external matrix show an average of 2.23 and 2.16, which indicates that the strategic marketing plan of the Iraqi Swimming Federation is in the WT position and the conditions for maintaining the existing situation.

**Conclusion:** This program cannot make good use of strengths and opportunities and address weaknesses, and reduce threats. Managers and organizations related to this sport can reduce and minimize losses caused by threats and weaknesses with proper planning. Therefore, the strategic marketing development plan of the Iraqi Swimming Federation should be developed with a comprehensive, transparent and accurate approach to improve the marketing and development activities of the Iraqi Swimming Federation.

**Keywords:** Strategic, Marketing, Development, Iraqi, Swimming Federation.

## Introduction

As the business environment becomes more complex and the needs of consumers become more complex, companies and business organizations must carefully consider how to conduct strategic marketing planning. The value of marketing planning is well-accepted in the literature. MacDonald (1984) stated that marketing planning "lies at the heart of organizations' revenue-making activities" and furthermore, "its overall goal is to identify and create an organization's competitive advantage" (Cao et al., 2022). Morrison (2022) acknowledged that marketing planning can improve the organization's ability to manage the complex business conditions in which it operates, and thus have high economic benefits. Many authors in their research literature have acknowledged the benefits a company can obtain by adopting a marketing planning approach (Chang & Chen, 2022).

On the other hand, a strategic marketing plan includes many recommendations, from a mission statement to specific tactics that bring both revenue generation and product improvement. The strategic recovery plan considers the next three years with respect to the overall market and focuses on a 3-year timeframe (Stevens et al., 2021). The sports industry has also realized the usefulness of strategic marketing planning; to the extent, many researchers argue that without improving strategic marketing planning activities, sports will not survive in the competitive environment of the modern sports industry (Kersulić et al., 2020; Bieleke et al., 2020). The sports sector faces many challenges and has to cope with periods of decline, financial problems and intense competition. In order to face all these challenges, sports managers must have management skills, professionalism and knowledge of management principles and methods. The basic principles of management, marketing, accounting and finance and other aspects of management theory should be

emphasized (Kim, 2020; Park, 2020).

According to what was mentioned, management science experts have introduced special tools to organizations so that they can use them to implement their organization's strategy. For example, Fred R. David presented the strategic planning model as one of the models for setting strategic plans for different organizations. In this model, after setting the mission, mission statement, vision, vision statement, core values according to the matrix of strengths, weaknesses, opportunities, threats (SWOT), through the analysis of the existing situation; Derives relevant strategies and analyzes aligned strategies and internal and external situations using Internal Factors Evaluation (IFE) and External Factors Evaluation (EFE). After this step, the Situation Assessment and Strategic Action (SPACE) matrix is used for design. Then the extracted strategies are formed in terms of late priority to obtain the best results based on the Quantitative Strategic Planning Matrix (QSPM), which is an analytical method to determine the most beneficial strategy (Nazaro and Abedi, 2013).

In Iraq, at the university sports department; swimming is offered as an optional course, and their participation in these sports is relatively high. This means that there are favorable features or features about these electives that attract more students to swimming than swimming. This case was reinforced by the study conducted by Stewart and Hopkins (2000), Zeng et al. (2011), which showed that if favorable conditions for participation in sports are provided, a greater number of athletes can be attracted to participate in a particular discipline. Sports attracted In Iraq; this sport has recently attracted many fans. Strategic marketing planning may help sports clubs and organizations to anticipate and respond to new circumstances and develop the necessary strategies to achieve their business goals and objectives. The reason for the importance of swimming in Iraq is because of the large rivers

in this country, as well as the reasons for the formation of several ancient civilizations due to the abundance of water, fertile lands and branches that are saturated with rivers. This leads to the formation of these civilizations near water sources. The people and groups of these civilizations have learned swimming as one of the methods of military training, such as riding a horse from the enemy, and there are also works that show that horsemen used to swim on ancient roads (Salam et al., 2019). . Marketing in the markets of Arab-speaking countries has many attractions, including these factors; He pointed out the largeness of the Middle East market, the welcome of creative ideas, and the ease of entering the Middle East market and the positive response to new and traditional marketing activities. However, as the sports landscape becomes increasingly competitive, sports managers are starting to think about it. Currently, sports clubs have created marketing departments. These marketing departments contribute to the strategic plan of sports organizations. The management and operational personnel of the company consider the strategic marketing plan for the effective design and implementation of marketing strategies because the strategic marketing plan takes into account the various dimensions of the company's marketing and business development. For the effective implementation of this strategic marketing planning in the swimming federation of Iraq, the position of the federation must first be determined, i.e. the position of the federation from a financial point of view and compared to the market conditions and competitors, then the goals and strategies for the implementation of the strategic marketing plan should be considered. be taken; In the next step, it is necessary to identify the opportunities in the market, which may have a great impact on the federation in the long term; Next, the swimming federation should be able to identify its target audience for all products and services and finally determine the budget needed to carry out marketing programs in order to

achieve its set marketing goals. Iraq has a great potential in sports, because the number of sports enthusiasts in this country is increasing day by day, and swimming is one of the promising sports. The swimming federation should think about development more than it thinks about medals, like the industry that starts with production and development and will continue until mass work, in swimming it is also necessary that the policy of the federation should be such that infrastructure development is done first. Increase the number of swimming pools, even if these infrastructures are prepared in the swimming federation, it is the duty of the federation's management to use the capacities and bring the federation to income generation and comprehensive development. The swimming federation of Iraq needs planning for its development and maybe a strategic marketing plan that can help for the development of this federation. Basically, some resources such as production or service capacity, sales force time, money and the like are more limited than other resources. In addition, these resources are often shared. Therefore, the mentioned strategy should provide a clearer guideline for allocating resources among activities at the product level. The swimming federation of Iraq has problems such as the lack of a written plan, problems in promoting the marketing plan, customer understanding, preparation and development of financial goals, etc. Since there are few facilities and funds available in Iraq, a strategic plan is needed to go through its steps and reach the goals. Therefore, this research seeks to examine the design and development of the strategic plan for the development of the marketing of the swimming federation of Iraq.

### **Materials and Methods**

The current research was applied in terms of purpose and descriptive survey, which was collected using qualitative methods. The statistical population of this research is 450 swimming experts in Iraq (according to the

statistics of the Iraqi Swimming Federation in 2021). Experts mean swimming club managers, coaches, athletes, referees, and veterans of this sport in Iraq who are active in swimming at a professional level. First, the total number of samples was selected in the qualitative section to reach theoretical saturation and In order to be able to measure the information in the context of the current research, and 17 samples were selected for the qualitative section. The sampling method is used in the quantitative part as cluster sampling. Since the complete list of people in the studied society was not available, the people of the society were grouped into categories. Then random sampling was done from among the clusters and the entire volume

of the cluster was counted. For this purpose, a list of these clusters was prepared and it was used as a sampling frame, and finally, 50 people were selected as this part of the sample. To analyze the research data and to rank factors such as strength, weakness, opportunity and threat, the core values of the swimming federation, and finally, the long-term goals of this federation, the strategic planning test was used, and the strategic position of the marketing development of the Iraqi Swimming Federation was shown.

## Results

The data of the sample under review is given in Table 1.

**Table 1.** Demographic information of the sample under review

Row	Variable	Grouping	Frequency
1	Gender	Man	31
		Female	19
2	Specialty	Heads of swimming teams	5
		President of the Federation	1
		Vice President of the Federation	1
		CEOs of swimming league teams	5
		Lifeguard	5
		Teachers	5
		University physical education professors	5
		Athletes	5
		Medalists	5
		Basic level coaches	5
		Sports teachers	3
		Heads of specialized committees of the federation	5
3	Education	BS	25
		MSc	16
		P.H.D	9
4	Age	20 to 30 years	11
		31 to 40 years	12
		41 to 50 years	18
		Over 50 years old	9
Total			50

The results of Table 1 showed that out of the total sample under investigation, 31 were men and 19 were women. There were more men than women. Also, the education of the sample under investigation was such that 25 people had

a bachelor's degree, 16 people had a master's degree, and finally 9 people had a doctorate degree. 12 people were in the age range of 31 to 40 years, 18 people were in the age range of 41 to 50 years, and 9 people were over 50 years

old. from the statistical population, the questions of each section were ranked using Friedman's ranking test and are given in Table 2.

After collecting the finalized questionnaires

**Table 2.** Prioritization of effective marketing factors (strength)

Row	Strengths	Average	Priority
1	The ability of the top management of the Swimming Federation to attract financial sponsors	4/41	1
2	Holding international swimming events in the country	4/32	2
3	Successful results in international competitions	4/31	3
4	Swimming Federation as a reliable organizational brand	3/94	4
5	Educated and capable in the swimming federation body	3/92	5
6	Holding different swimming competitions in different age groups	3/71	6
7	The existence of a specialized website and social channel of the Swimming Federation	3/70	7
8	The ability of swimming teams to hold attractive competitions with many spectators	3/61	8
9	Training and improving the technical level of swimmers to increase the quality of competitions	3/45	9
10	Holding training and retraining classes for coaches and referees	3/38	10
11	Paying attention to the women's swimming course due to being new and attractive	3/18	11

The results of Table 2 showed that the option "the ability of the top management of the swimming federation to attract financial sponsors" is the number one priority, while the option "paying attention to women's swimming due to its novelty and attractiveness" has the last priority.

**Table 3.** Prioritization of effective marketing factors (weakness)

Row	weakness	Average	Priority
1	Lack of a comprehensive and strategic marketing plan in the swimming federation	4/51	1
2	Lack of effective follow-up of media broadcast rights	4/42	2
3	Absence of a specialized marketing committee in the swimming federation	4/43	3
4	Lack of familiarity with marketing skills in federation managers and experts	4/19	4
5	Failure to attract international sponsors	4/16	5
6	Dependence on government financial sources and informal financial sources	4/11	6
7	Lack of specialized swimming camps to hold training camps for different domestic and foreign teams	4/05	7
8	Most of the gyms and swimming equipment in the cities are not up-to-date	4/25	8
9	Inadequate use of the existing potential of swimming sports events in advertising	3/91	9
10	Lack of ticket sales in swimming competitions	3/87	10
11	Non-transparent sources of income	3/85	11
12	Lack of cultural, recreational, and commercial complex available to the public	3/81	12
13	Lack of organized activities in the field of domestic and foreign tourism	3/73	13
14	Lack of attention to the organization of spectators, fans, and volunteer	3/72	14

	movements		
15	Lack of swimming pools due to the number of applicants active in this sport	3/69	15
16	Lack of attention to environmental sales in swimming events	3/67	16
17	Weakness in carrying out activities such as holding a press conference	3/61	17
18	Lack of "marketing channel" to communicate with sponsors, fans, public donations, etc.	3/60	18
19	Limited use of technology and information in the field of marketing, especially internet marketing and virtual space	3/58	19
20	Not outsourcing marketing activities to specialized companies	3/26	20

The results of Table 3 showed that the option "lack of a comprehensive and strategic marketing plan in the swimming federation" is the number one priority and the number five

priority among the options is the option "not outsourcing marketing activities to specialized companies".

**Table 4.** Prioritizing effective marketing factors (Opportunity)

Row	Opportunity	Average	Priority
1	The internationality of swimming and the maximum participation in various fields, including	4/66	1
2	The interest of different classes of people in the sport of swimming as a result of the formation of a diverse target society for the federation	4/53	2
3	The presence of spectators, fans, and interested viewers in various domestic and international competitions	4/39	3
4	Support and positive view of government bodies	4/25	4
5	Creating a suitable platform for attracting donations and sponsors	4/17	5
6	Variety of media and satellite coverage of domestic and international swimming events	4/13	6
7	The possibility of developing economic markets through participation in the fashion industry	4/05	7
8	The existence of a talented young population in swimming	4/01	8
9	The existence of world Olympic champions as a result of people's interest and influence on these champions	3/87	9
10	The existence of numerous swimming clubs throughout the country of Iraq	3/82	10
11	The possibility of holding various swimming competitions as income-generating events	3/81	11
12	The existence of an internet marketing platform due to the development of the internet network throughout the country of Iraq, the number of users, the increase in the culture of using internet shopping, etc.	3/75	12
13	The existence of educated forces in the field of sports marketing at the master's and doctorate levels	3/71	13
14	Increasing the country's scientific and technological level and helping to produce laboratory facilities, sports equipment, and quality clothing required for swimming	3/68	14
15	Transfer of skilled human resources (teachers, players, coaches, referees, etc.) to applicant countries and earn money	3/52	15
16	The possibility of taking advantage of domestic tourism in swimming sports events	3/47	16
17	Existence of different climatic and geographical potentials for diversification and expansion of swimming sports activities in the country and thus the	3/45	17

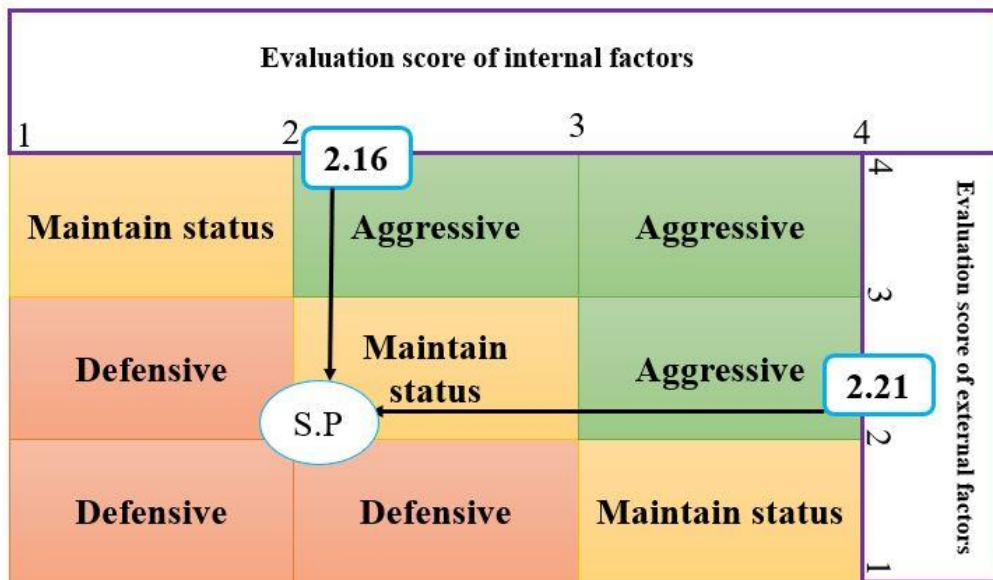
	growth of marketing.		
18	The possibility of benefiting from foreign and regional tourism in swimming sports events	3/43	18
19	Holding conventions, conferences, and marketing workshops at national and international levels in the country	3/29	19

The results of Table 4 showed that the option "internationality of swimming sport and maximum presence in various fields" is priority number one and the option "holding conventions, conferences, marketing workshops at national and international levels in the country" is priority number five.

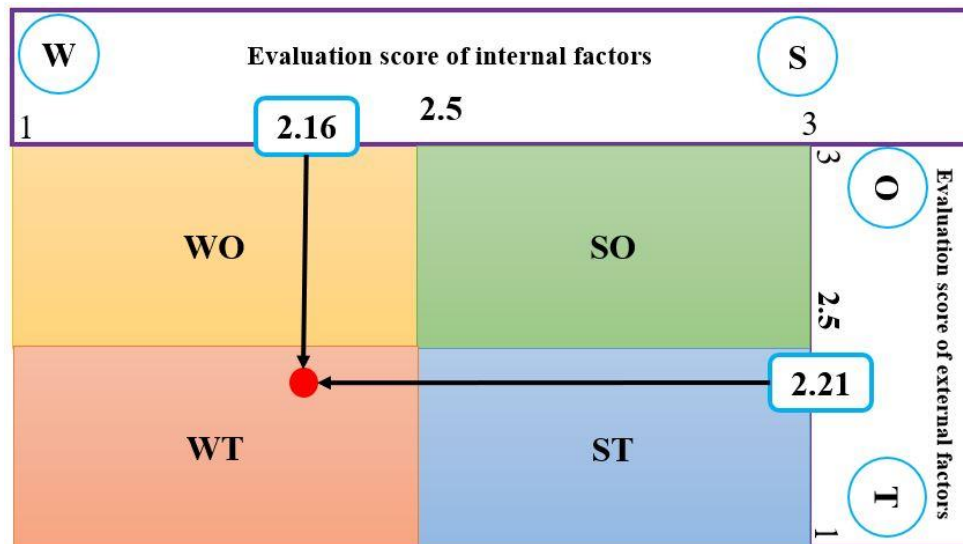
**Table 5.** Prioritization of effective factors in marketing (Threat)

Row	Strengths	Average	Priority
1	The lack of macro-management attitudes of the country's sports to the category of swimming sports marketing	4/47	1
2	Implementation of privatization policies in an inappropriate and unsustainable manner	4/42	2
3	Lack of copyright law and broadcast rights in the country	4/37	3
4	The impact of sports macro decisions on political currents	4/35	4

The results of Table 5 showed that the option "Lack of macro managerial attitudes of the country's sports to the category of sports marketing" is the number one priority and the option "Influence of sports macro decisions by political currents" is the number five priority.



**Figure 1.** Final score of internal factors evaluation matrix



**Figure 2.** The final score of the evaluation matrix of external factors

As seen in Figures 1 and 2, the results of the internal and external matrix show an average of 2.23 and 2.16, which indicates that the strategic marketing plan of the Iraqi Swimming Federation is in the WT position and the conditions for maintaining the existing

situation. In other words, this program cannot make good use of strengths and opportunities and address weaknesses, and reduce threats. Managers and organizations related to this sport can reduce and minimize losses caused by threats and weaknesses with proper planning.

**Table 6.** Four strategies to develop the marketing of swimming in Iraq

Row	Strategy
1	Strategy 1: Changing macro policies towards real income generation in swimming
2	Strategy 2: Promotion of the economic activities of the Swimming Federation in the direction of sustainable development
3	Strategy 3: attention and emphasis on the activation of the outsourcing process in the field of marketing
4	Strategy 4: Increasing the support of the maximum presence of financial sponsors with an emphasis on securing and making investment attractive

**Discussion**

Designing and compiling the strategic marketing development plan of the Swimming Federation requires a comprehensive understanding of the current state of the organization and the market. Strategic planning plays a crucial role in identifying competitive advantages and achieving organizational goals (Rahimizadeh et al, 2023). In order to implement a successful plan, data collection

and analysis are necessary, which can be done through questionnaires and the use of descriptive and analytical methods (Sameti, 2023). The evaluation of strengths, weaknesses, opportunities, and threats is an important step in the strategic planning process (Kao et al, 2023). Additionally, the use of marketing management tools and the development of marketing strategies are essential for increasing sales and improving the situation (Zheng & Zhang, 2023). By following these steps and



utilizing marketing planning and implementation techniques, the Swimming Federation can create a guideline for a strategic marketing plan (Rosha & Christiarini, 2023). The results showed that among internal factors, weaknesses have a higher average than strengths. This result shows that Iraq's swimming is facing many problems due to its many internal weaknesses, and its many strengths are not of a high average. This finding reinforces the importance of a strategic look at swimming sports marketing in Iraq. Also, the results showed that the threats have a higher average than the opportunities, and also in terms of the mixed recovery of swimming, according to the average and t-statistics and the observed significance level, the market situation of Iraqi swimming is not suitable. This result shows again the importance and necessity of research. Because in adverse conditions, it is much more necessary to determine strategies so that they can get out of crises and make the most of internal and external resources. On the other hand, this result was predictable. Because swimming in Iraq has faced many problems in terms of marketing in recent years, this point has not been hidden from the sample under investigation. Therefore, it is important to deal with strategic planning and determining strategies according to weaknesses, strengths, opportunities, and environmental threats in the next goals.

The findings of the Friedman test showed that among the identified strengths, in order of priority, the most important strengths include the swimming federation's top management ability to attract financial sponsors, holding international swimming events in the country, successful results in international competitions, the swimming federation as a reliable organizational brand, people Educated and capable in the body of the swimming federation, holding various swimming competitions in different age groups, the existence of a specialized website and social channel of the swimming federation, the ability

of swimming teams to hold attractive and well-attended competitions, training and improving the technical level of swimmers to increase the quality of competitions, holding Training classes and retraining of coaches and referees at different levels by the federation and boards (promotion and earning) and paying attention to the women's swimming field were new and attractive. From the point of view of the sample under investigation, if the top management uses its capabilities well, the biggest step can be taken in the direction of the sports marketing strategies of the Iraqi Swimming Federation. This result is logical because, from a macro point of view, important changes are always made by high-ranking managers, and high-ranking managers should always be the source of major events. The second strength that was very important is the holding of international competitions, which is no longer a secret to anyone that the incomes from attracting tourists, sports events and hotels, etc., play an essential role in the development of sports and here swimming, and it does not depend on the type of country. In any country where more international competitions and events are held, the result is more revenue generation and better planning for sports marketing. But the findings showed the least important of the strengths related to women's swimming, which is both surprising and logical. For this reason, in Iraq, due to religious restrictions and the traditional view of women's sports, this strength was underestimated.

The findings of Friedman's test showed that out of the 20 weaknesses identified, the most important priorities of the weaknesses include the lack of a comprehensive and strategic marketing plan in the swimming federation, the lack of effective follow-up of media rights, the lack of a specialized marketing committee in the swimming federation, lack of familiarity with the skills marketing skills in the managers and experts of the federation, lack of attracting international financial sponsors, dependence on government financial resources and unofficial

financial resources, lack of specialized swimming camps to hold preparation camps for different domestic and foreign teams, and non-printing of specialized swimming publications by the federation. Applied researches were in the marketing of swimming sports and not outsourcing marketing activities to specialized companies. The number of weak points was very high, but the most important point of this weak point also points to the general and strategic issues that the lack of a comprehensive and strategic system plays a huge role in the marketing of Iraqi swimming, and this weak point can cover many of the following issues. Therefore, it is very important to create a comprehensive and strategic plan for the marketing of Iraqi swimming in the first step. Media broadcast rights are one of the main revenue-generating strategies of sports organizations, so it is justified why it is second in importance. On the other hand, financial sponsors as the driving force of sports clubs should be given a lot of attention, which can be seen as one of the basic and important weaknesses shown in this research.

The findings also showed that among the 19 identified opportunities, the most important ones are, respectively, the internationality of swimming and the maximum presence in various fields, including the interest of different classes of people in swimming as a result of the formation of a diverse target community for the federation, the presence of spectators, fans and Interested viewers in various domestic and international competitions, support and positive view of government bodies (government, ministry), variety of media and satellite coverage of domestic and international swimming events (TV, radio, internet sites, social networks), the possibility of developing economic markets, from Through participation in the sports industry, the presence of talented young people in swimming, the presence of world Olympic champions as a result of people's interest and influence on these champions (taking advantage of the

endorsement category in sports marketing), the presence of numerous swimming clubs across the country, etc, it was possible to take advantage of foreign and regional tourism (neighboring countries) in swimming sports events and holding conventions, conferences, and marketing workshops at national and international levels in the country. Undoubtedly, the most important opportunity is related to the nature of swimming, and in Iraq, like many other countries, swimming is very popular among the people, and this point can become the basis for generating income and creating numerous marketing strategies. So obviously this is a logical conclusion. And finally, from the four identified environmental threats, the priority of the factors, respectively, include the lack of attitudes of the country's sports management towards the category of sports marketing, the implementation of privatization policies in an inappropriate and unstable manner, the lack of copyright and broadcasting rights in the country, and the influence of sports decisions from It was political currents. To some extent, the most important point of weakness and threat can be considered related to one factor, that is, the macro and strategic view of the sports marketing issue of the Iraqi Swimming Federation, and this factor should be given the most attention to determine strategies.

The results showed that the average of the internal and external matrix is 2.23 and 2.16, which indicates that the strategic marketing plan of the Iraqi Swimming Federation is placed in the WT position and the conditions for maintaining the existing situation. In other words, this program cannot make good use of strengths and opportunities and address weaknesses and reduce threats. Organizations that use this strategy become defensive, and the purpose of this strategy is to reduce internal weaknesses and avoid threats from the external environment. In fact, such an organization tries to reduce its activities (downsizing or divestment strategies), merge with other

companies, declare bankruptcy, or finally dissolve, in order to maintain its survival. Therefore, it is very important that the Iraqi Swimming Federation proposes strategies that can cover the environmental threats of the Iraqi Swimming Federation in addition to covering its weaknesses. Therefore, strategies were proposed in the next objective, which will be discussed further.

### **Changing macro policies toward real income generation in sports**

The lack of macro managerial attitudes of the country's sports to the category of sports marketing is one of the most important factors in the marketing inefficiency of federations and clubs. The policymakers of the country's sports industry can consider the position of marketing in the organizational chart of the Ministry of Sports and Youth, federations, clubs, and sports organizations in the field of removing the obstacles of sports marketing in Iraq, as well as the use of creative managers and employees with business and income-generating ideas and expertise. Take action in sports federations and clubs. Creativity and entrepreneurship in sports can be seen as the process of using the economic opportunities available in sports, opportunities that may seem threatening or lacking or not of special interest. Entrepreneurship in sport is a rapidly growing area of entrepreneurship and sport management research. The process of entrepreneurship in sports includes social entrepreneurship and social innovation activities that are carried out in the field of sports. Sports, as an industry, is one of the largest industries in the world and affects other industries, including education and tourism, which themselves have an integrated focus on social innovation and social entrepreneurship.

### **Promotion of the economic activities of the Swimming Federation in the direction of sustainable development**

The role of management in today's sports

organizations is especially important if it is accompanied by a strategic and program-oriented approach. In this competitive world, sticking to traditional methods of management is no longer the answer, but it is necessary to pursue the realization of organizations' missions by having broad and deep perspectives, and by using strategy-oriented management. Strategic management is one of the management styles that can contribute to the success of an organization in today's turbulent world. Considering the internal and external possibilities and limitations, strategic planning is a process for equipping the organization's resources and unifying its efforts to achieve long-term goals and missions. One of the important issues that organizations, especially sports organizations, should have a codified and strategic plan for is the issue of marketing that organization. The purpose of the marketing plan is logical sequential activities to achieve marketing goals and to create a framework to achieve these goals. However, many researchers believe that without the development of strategic marketing plan activities, the sports industry will not survive in the competitive environment of entertainment businesses.

### **Attention and emphasis on the activation of the outsourcing process in the field of marketing**

Managers have an urgent need to know new technology to implement their marketing activities, because the presence of numerous sports customers of an organization in the digital space and the increasing expansion of this market have provided organizations with a great opportunity. Today, the Internet has had a great impact on all aspects of marketing and management, and the innovation in these technologies is to such an extent that in order to adapt to it, companies and organizations must have great flexibility to be able to use the unique capabilities of new technologies. There is almost no business that has not been

profoundly affected by the power of technology. Online marketing has been on the agenda of many professional clubs in recent years, and today many professional sports clubs sell a variety of sports and non-sports products, while its marketing costs are much lower than traditional marketing methods. On the other hand, the official website of a sports organization is the best place for fans to go to get information, which provides a good opportunity for organization managers to increase profits by encouraging and facilitating fans to visit the website, in addition to creating a sense of loyalty among fans. Think about where to sell products.

### **Increasing the support of the maximum presence of financial sponsors with an emphasis on securing and making investment attractive**

In the matter of swimming federation marketing management, managers, experts and marketers should be able to increase the number of domestic and foreign financial sponsors and investors' capital and also create the conditions for the continuity of the sponsors' investment. The lack of financial sponsors and the short period of support of financial sponsors undoubtedly affects the failure of marketing programs of the Federation. For the efficiency of marketing management in the swimming federation, it is recommended that the trustees consider parameters such as the number of internal and external sponsors, the amount of investment by sponsors, the continuity of sponsorship and the number of regulations and directives related to sponsors, in order to continuously predict the number, continuity and quality of communication between sponsors. To be controlled and evaluated by the Football Federation.

Knowing the products and services offered by federations for applicants or customers is the most important step in the practical use of scientific marketing. Some of these products

include holding, research affairs, competitions, training, cultural affairs of national team camps, etc. and also pricing is very important in the competition market. Regarding the existing strategies, before determining the evaluation criteria, quantitative goals should be defined and then criteria should be formulated that can be measured. Evaluation should be continuous in order to give feedback to people to try to improve things and eliminate deficiencies. Therefore, by using WT strategies, the organization should use its best efforts to compensate for the weaknesses and inabilities of the federation in the field of marketing, and in the next step, by formulating a strategic plan in the new position, continue on its path of growth and development.

### **Conclusion**

Marketing as a part of the sports industry for non-commercial organizations, including sports organizations, is a tool for communication and interaction with people, it is also considered one of the most complex tasks of sports organizations, which brings countless benefits, including the prosperity of the country's sports at the national level. And international, increasing sports participation in public and championship sports, reducing the dependence of the country's sports on centralized financial credits from the government, increasing the construction of sports facilities, and many such effective cases. On the other hand, the sports industry is a set of activities related to the production and marketing of sports goods and services, which plays an essential role in enhancing added value. Swimming, as one of the popular sports in Iraq, has always been of special interest to the people. According to the identified marketing strategies; Swimming will be one of the prominent sports of the country and will play a major role in winning championship positions and sports honors in international competitions. According to the strategic marketing position of the Iraqi Swimming Federation, which was identified in

the WT mode, suggestions are made to improve the marketing strategy; to attract new customers and retain old customers, it is better to introduce exclusive and unique features of swimming products. Also, considering that advertising is weak in this case, it is better to use word-of-mouth marketing and encourage customers to experience Federation products. In addition, according to market analysis, it is better to determine strategic sales points in areas where there is the highest demand for Federation products. To attract new customers and increase the trust of old customers, it is better to offer free training services for swimmers. Finally, updating the website and presence on social networks can help to increase the visibility and recognition of the brand of the Swimming Federation of Iraq.

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