



Sports Event Management Policies: A Case Study of the Bahrain Volleyball Association

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Abstract: Objective: This study aimed to identify the administrative policies adopted for managing and organizing sports events at the Bahrain Volleyball Association and to examine their role in enhancing the efficiency and sustainability of sports event management. **Methodology:** A descriptive survey design was employed. Data were collected from a random sample of 49 employees and officials of the Bahrain Volleyball Association using a structured questionnaire covering administrative policies related to strategic planning, organizational procedures, resource investment, funding, marketing, and technological applications. **Key Findings:** The findings revealed a high level of implementation of administrative policies across all study dimensions, reflecting the Association's adoption of an integrated framework for sports event management. The results also demonstrated the effective use of digital transformation tools, including electronic administrative procedures and the Video Challenge System, which enhanced organizational efficiency, transparency, and fairness in sports event management. **Conclusions:** The Bahrain Volleyball Association has established an integrated framework for sports event management based on strategic planning, sustainability, and technological innovation, contributing to more effective event organization and supporting the objectives of Bahrain Economic Vision 2030. **Recommendations:** The study recommends adopting administrative policies for managing and organizing sports events across sports associations, while continuing to develop infrastructure, promote digital transformation, and strengthen personnel capacities. It also recommends conducting comparative studies across the Gulf Cooperation Council (GCC) countries using qualitative and mixed-methods approaches to identify similarities and differences in administrative policies for sports event management.

Keywords: Sports Event Management; Sports Events; Administrative Policies; Bahrain Volleyball Association; Sustainability; Digital Transformation.

سياسات إدارة الأحداث الرياضية: دراسة حالة الاتحاد البحريني لكرة الطائرة.

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ملخص: الهدف: هدفت هذه الدراسة إلى التعرف على السياسات الإدارية المتبعة في إدارة وتنظيم الأحداث الرياضية بالاتحاد البحريني لكرة الطائرة، وتحليل دورها في تعزيز كفاءة واستدامة إدارة الأحداث الرياضية. **المنهجية:** اتبعت الدراسة المنهج الوصفي المسحي، وتم جمع البيانات من عينة عشوائية مكونة من (49) فرداً من العاملين والمسؤولين بالاتحاد البحريني لكرة الطائرة باستخدام استبانة تناولت السياسات الإدارية المرتبطة بالتخطيط، والإجراءات التنظيمية، واستثمار الموارد، والتمويل، والتسويق، والتطبيقات التكنولوجية. **أهم النتائج:** أظهرت النتائج مستوى مرتفعاً من تطبيق السياسات الإدارية في جميع محاور الدراسة، بما يعكس تبني الاتحاد إطاراً إدارياً متكاملاً لإدارة الأحداث الرياضية. كما كشفت النتائج عن توظيف أدوات التحول الرقمي، بما في ذلك الإجراءات الإدارية الإلكترونية ونظام التحدي بالفيديو، مما أسهم في تعزيز الكفاءة التنظيمية والشفافية والعدالة في إدارة الأحداث الرياضية. **الاستنتاجات:** يمتلك الاتحاد البحريني لكرة الطائرة إطاراً متكاملاً لإدارة الأحداث الرياضية قائماً على التخطيط الاستراتيجي والاستدامة والابتكار التكنولوجي، بما يسهم في تعزيز كفاءة تنظيم الأحداث الرياضية ومواءمتها مع مستهدفات رؤية البحرين الاقتصادية 2030. **التوصيات:** توصي الدراسة بتبني السياسات الإدارية في إدارة وتنظيم الأحداث الرياضية بمختلف الاتحادات الرياضية، والاستمرار في تطوير البنية التحتية والتحول الرقمي وتأهيل الكوادر العاملة، مع إجراء دراسات مستقبلية على مستوى دول مجلس التعاون الخليجي باستخدام المناهج النوعية والبحوث المختلطة؛ للتعرف على أوجه التشابه والاختلاف في السياسات الإدارية المتبعة في إدارة الأحداث الرياضية.

الكلمات المفتاحية: إدارة الأحداث الرياضية؛ الأحداث الرياضية؛ السياسات الإدارية؛ الاتحاد البحريني لكرة الطائرة؛ الاستدامة؛ التحول الرقمي.

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Introduction and Problem of the Study

Many countries actively compete to host major sporting events due to their potential to enhance international visibility and generate diverse social, cultural, and economic benefits. A substantial body of research has examined how mega-sport events influence host regions and societies, shaping infrastructure development, community engagement, and national reputation ([Koenigstorfer et al., 2019](#); [Malchrowicz-Moško & Poczta, 2018](#)). In recent years, scholars have increasingly focused on the policy and governance dimensions of event bidding and hosting, emphasizing that strategic management frameworks play a decisive role in determining the long-term success and sustainability of such events ([Getz & Page, 2019](#); [Storm & Jakobsen, 2024](#); [Walzel & Leopkey, 2024](#)).

Beyond their organizational and governance dimensions, major sporting events have become important instruments for achieving broader socio-economic objectives. Host nations often leverage these events to support urban regeneration, diplomatic outreach, and nation branding while advancing national development strategies ([Alshikhy et al., 2025](#); [Kobierecki & Strožek, 2020](#); [Viehoff & Poynter, 2016](#)). Furthermore, the economic sustainability of sports events is closely associated with the development of the sports tourism industry, as its various components contribute to diversifying economic returns and supporting long-term development goals ([Sowaid, 2026](#)).

Global interest in hosting sporting events intensified significantly following the 1984 Summer Olympic Games in Los Angeles, which demonstrated how effective planning, marketing, and private-sector involvement could generate substantial economic returns for the host city. This experience encouraged numerous countries and cities to adopt similar strategies and to compete for hosting sporting events of varying scales and categories. In the new millennium, the Arabian Gulf has witnessed remarkable growth in both the number and scale of international sporting events hosted across its capitals. This development is reflected in the organization of world-class tournaments, such as elite

international tennis championships and Formula One races, supported by large-scale investments in modern sports infrastructure in cities such as Abu Dhabi in the United Arab Emirates and Manama in the Kingdom of Bahrain. The inclusion of these cities in the annual Formula One calendar underscores the region's growing prominence within the global sports event industry and reflects how sport has become increasingly intertwined with regional competition, business interests, and political positioning ([Al Daroushi, 2020](#); [Amara & Bouandel, 2023](#)).

Within the Gulf context, recent scholarship has highlighted the growing strategic importance of sport as a policy-driven sector requiring adaptive governance and institutional flexibility. [Alsandi et al. \(2025\)](#) emphasized that strategic agility is a key determinant of policy effectiveness in sports organizations, enabling institutions to anticipate challenges, respond to dynamic environments, and reform administrative structures to ensure efficiency and sustainability. Moreover, critical reviews of sport policy in the Arabian Peninsula have pointed to the rapid expansion of sporting events alongside persistent gaps in governance, regulation, and institutional analysis ([Taylor et al., 2023](#)). These perspectives align closely with the evolving planning and policy practices observed in Bahrain's sports sector, particularly within associations that manage recurring regional and international events.

Within the Bahraini context, sport has emerged as an important pillar of national development and international engagement, accompanied by positive attitudes toward hosting sporting events that reflect strong support for such events and recognition of their importance to the country's sports sector ([Sowaid et al., 2025](#)). Sport has also been strategically utilized as a soft power instrument to enhance Bahrain's global visibility and national positioning through targeted investments and international event hosting ([Nassif, 2022](#)). Accordingly, hosting sports events is closely aligned with Bahrain's Economic Vision 2030 and its national recovery plan, which emphasize investment attraction, institutional capacity building, and sports tourism as key drivers of sustainable development ([Al Zayani et al.,](#)

[2023](#)).

The Bahrain Volleyball Association (BVA), founded in 1974, exemplifies this national institutional trajectory. Since organizing the Asian Men's Championship for the first time in 1979, the BVA has hosted eight continental and five world championships, along with multiple Arab tournaments, positioning Bahrain as a central hub for volleyball in the Middle East. Its recognized excellence in organizing recent events such as the 2023 Asian Men's Volleyball Clubs Championship and the 2024 Asian Men's Volleyball Challenge Cup ([Sowaid, 2024](#)) demonstrates the country's growing administrative, financial, and technical capacities in managing international sports events.

Despite this success, a notable research gap persists not only in Bahrain but also across the Gulf and Arab regions regarding the administrative and policy dimensions of sports event management. Most previous studies have concentrated on the economic, social, cultural, and infrastructural impacts of hosting major sporting events, such as facility readiness, tourism returns, or public perception ([Al Thabeti, 2021](#); [Knott et al., 2022](#); [Matsuoka & Lee, 2024](#); [Sowaid & Al-Salawi, 2026](#); [Zhang et al., 2025](#)). In contrast, limited empirical attention has been devoted to the organizational policies, planning mechanisms, and management frameworks that govern how such events are administered. Only a few studies, such as [Alsandi \(2023\)](#), have addressed specific administrative challenges related to arbitration and human resource participation, while comprehensive analyses of policy implementation in sports event management remain scarce. Addressing this gap is essential to understanding how strategic planning, legal regulation, financial diversification, promotional strategies, and digital transformation collectively shape the management and sustainability of sports events. Accordingly, the present study aims to identify and analyze the administrative policies adopted by the Bahrain Volleyball Association in managing sports events and to assess their alignment with the principles of sustainable and effective sports management.

Importance of the Study

To the best of the researcher's knowledge, this study is the first of its kind to examine the policies followed in managing sports events at the Bahrain Volleyball Association within the broader framework of the sports industry in Bahrain and the Arab region. By addressing this research gap, the study provides a valuable reference point for future investigations and encourages other scholars to explore dimensions that have not yet been studied. Moreover, the findings are expected to enhance strategic planning and organizational practices related to hosting sporting events, thereby contributing to the development and sustainability of the Bahraini sports industry and strengthening its position within the wider Arab sports sector.

Study Objectives

The main objective of this study is to identify the policies followed in managing sports events at the Bahrain Volleyball Association.

Study Question

The study seeks to answer the following central question: What are the policies followed in managing sports events at the Bahrain Volleyball Association?

Study Methodology and Procedures

Study Method: The descriptive survey approach was employed due to its suitability to the study setting and its effectiveness in achieving the study's objectives.

Study Sample: A total of 59 employees were selected using a random sampling method from the study population. The sample was divided into two groups: an exploratory sample of 10 participants, which was used to examine the validity and reliability of the research instrument, and a main sample of 49 participants, who were included in the final analysis. An electronic questionnaire was distributed to all participants. Table (1) presents the frequencies and percentages of the main study sample.

Table (1)
Distribution of the Primary Study Sample
(n = 49)

Attribute	Frequency and Percentage
Board Member	6 (12.2%)
Employee	5 (10.2%)
Executive Committees in Sports Event	6 (12.2%)
Committees working in Sports Event	25 (51.2%)
Arbitration Committee	7 (14.2%)
Total repetitions = 49	Total percentage = 100%

Study Tool: A quantitative tool represented by a structured questionnaire was used to collect data from the study sample on the policies followed in managing sports events at the Bahrain Volleyball Association. The questionnaire was constructed based on literature related to the subject of the study,

drawing from previous sources and empirical studies.

Apparent Validity: To verify the content validity of the questionnaire, it was presented to ten arbitrators specialized in sports management. They were asked to evaluate the suitability of the axes and the clarity of the items, and to provide any comments or amendments they deemed necessary. The arbitrators confirmed that the instrument was appropriate overall, recommending only minor rephrasing of some items. The percentage of acceptance of the items and their alignment with the axes ranged from 90.0% to 100%.

Internal Consistency: Spearman's correlation coefficient was calculated between each item and its corresponding axis, as shown in Table (2). The coefficients ranged from 0.71 to 0.94 and were statistically significant at the 0.01 level, indicating that the questionnaire possessed satisfactory internal consistency and validity.

Table (2)
Spearman's Correlation Coefficient Between Each Statement and Its Corresponding

Phrase	Different Approaches to Planning	Feasibility Studies	Administrative & Legal Procedures	Investing Material & Human Potential	Funding Sources	Promotion Methods	Technological & Technical Techniques
1	0.767**	0.889**	0.723**	0.719**	0.812**	0.741**	0.823**
2	0.944**	0.705**	0.725**	0.828**	0.838*	0.726**	0.823**
3	0.783**	0.936**	0.713**	0.797**	0.936**	0.758**	0.757**
4	0.783**	0.723**	0.883**	0.805**	0.831**	0.751**	0.826**
5	—	0.723**	0.897**	0.797**	0.844**	0.783**	0.823**
6	—	0.797**	—	0.758**	—	—	—

Note: All correlations are significant at $p \leq 0.01$ (**).

Stability of the Study Tool: To verify the reliability of the instrument, the test-retest method was applied to a pilot sample of 10 individuals selected from outside the main research sample. The questionnaire was administered twice with a two-week interval between applications. In addition, Cronbach's

alpha coefficient was calculated to verify the internal consistency of the tool, yielding a value of 0.941, which indicates a high degree of reliability. Furthermore, as shown in Tables (3) and (4), the intraclass correlation coefficient (ICC) reached 0.939 for the tool as a whole, and the Kappa coefficient reached 0.912, both of which demonstrate very high levels of reliability and agreement.

Table (3)
Test–Retest Reliability of the Study Tool (n = 10)

Axis	Stability Coefficient (ICC)	Significance Level at 95%	Kappa Factor	Significance Level
Axis One: Different Planning Methods	0.907	0.835 - 0.948	0.801	0.00 (very functional)
Axis II: Feasibility Studies	0.845	0.726 - 0.913	0.924	0.00 (very functional)
Axis III: Administrative and Legal Procedures	0.934	0.884 - 0.963	0.881	0.00 (very functional)
Axis Four: Methods of Investing Material and Human Capabilities	0.782	0.616 - 0.877	0.841	0.00 (very functional)
Axis Five: Ways to Increase Funding Sources	0.924	0.807 - 0.964	0.892	0.00 (very functional)
Axis Six: Methods of Promoting the Championship	0.904	0.829 - 0.946	0.751	0.00 (very functional)
Axis Seven: Technological and Technical Techniques	0.921	0.402 - 0.975	0.811	0.00 (very functional)
The tool as a whole	0.939	0.908 - 0.962	0.912	0.00 (very functional)

Table (4)
Reliability of the Study Tool by Cronbach's Alpha

Axis	Number of Paragraphs	Cronbach's Alpha Reliability Coefficient
Axis One: Different Planning Methods	4	0.749
Axis II: Feasibility Studies	5	0.784
Axis III: Administrative and Legal Procedures	6	0.817
Axis Four: Methods of Investing Material and Human Potential	5	0.820
Axis Five: Ways to Increase Funding Sources	6	0.811
Axis Six: Methods of Promoting the Championship	5	0.810
Axis Seven: Technological and Technical Techniques	5	0.863
The tool as a whole	36	0.941

Study Procedures: The study problem was first identified and a comprehensive plan was developed. The study tool was then designed, and its validity and reliability were verified. Subsequently, the instrument was administered to the main study sample during the period from 1/8/2024 to 1/10/2024. The collected data were entered into the SPSS program for statistical processing, including the application of appropriate statistical analyses. The results

were extracted, interpreted, and used to formulate recommendations in line with the study's findings.

Results

This section presents the findings related to the study's central question: What are the policies followed in managing sports events at the Bahrain Volleyball Association?

Table (5)

Frequencies, Percentages, and Chi-Square Values of Participants' Responses on the Policies Followed in Managing Sports Events at the Bahrain Volleyball Association (n = 49)

M	Paragraph	I agree	to some extent	I disagree	chi square value	Significance level	Relative weight	General trend	Arrang ement
	Axis One: Different Planning Methods:						1.26		
1	Relying on environmental analysis when formulating strategic and executive plans for the sporting event	28	21	0	1.000	0.004	28.57	I agree	3
		57.1%	42.9%	0					
2	The presence of official sponsors to sponsor sporting events.	37	12	0	12.755	0.000	24.90	I agree	2
		75.5%	24.5%	0					
3	Having a clear plan for building and equipping the infrastructure with modern technologies and how to manage it	40	9	0	19.612	0.000	23.67	I agree	1
		81.6%	18.4%	0					
4	Measurement of performance according to objective indicators on a regular basis before, during, and after sporting events.	40	9	0	19.612	0.000	23.67	I agree	1
		81.6%	18.4%	0					
	Axis two: Feasibility Studies						1.21		
5	Existence of mechanisms for trading tickets for the sporting event	31	18	0	3.449	0.003	27.35	I agree	3
		63.3%	36.7%	0					
6	Estimating the expected economic returns from organizing sporting events.	28	21	0	1.000	0.004	28.57	I agree	4
		57.1%	42.9%	0					
7	Analysis of the strengths and weaknesses of activities that can be invested in	43	6	0	27.939	0.000	22.45	I agree	2
		87.8%	12.2%	0					

8	Benefit from scientific expertise and studies in the field of organizing and managing sporting events.	46	3	0	37.735	0.000	21.22	I agree	1
		93.9%	6.1%	0					
9	Determine the number of human elements that need to be prepared, refined and classified	46	3	0	37.735	0.000	21.22	I agree	1
		93.9%	6.1%	0					
	Axis Three: Administrative and Legal Procedures						1.23		
10	Establishing scientific foundations and methods for selecting sports event officials	33	16	0	5.898	0.003	26.53	I agree	5
		67.3%	32.7%	0					
11	Providing security and safety factors before, during and after organizing sporting events	46	3	0	37.735	0.000	21.22	I agree	1
		93.9%	6.1%	0					
12	The presence of a committee responsible for crisis management for the sporting event.	34	15	0	7.367	0.002	26.12	I agree	4
		69.4%	30.6%	0					
13	Creating a suitable legal and legislative environment for the successful organization of sporting events.	31	18	0	3.449	0.003	27.35	I agree	6
		63.3%	36.7%	0					
14	Adherence to the implementation of the standards and regulations of continental or international associations	40	9	0	19.612	0.000	23.67	I agree	3
		81.6%	18.4%	0					
15	The existence of contracts concluded between the Association and the companies sponsoring the sporting event	43	6	0	27.939	0.000	22.45	I agree	2
		87.8%	12.2%	0					

	Fourth axis: Methods of Investing Material and Human Capabilities:						1.29		
16	Developing the infrastructure to host any possible sporting events	43	6	0	27.939	0.000	22.45	I agree	1
		87.8%	12.2%	0					
17	Utilizing the Association's sports facility to establish shopping centers	13	36	0	10.796	0.001	34.69	I agree	3
		26.5%	73.5%	0					
18	Supporting voluntary participation in organizing sporting events	37	12	0	12.755	0.000	24.90	I agree	2
		75.5%	24.5%	0					
19	Determine the capacity of the sports facility for the public	43	6	0	27.939	0.000	22.45	I agree	1
		87.8%	12.2%	0					
20	Taking into account the dimensions of sustainable development of sports facilities	37	12	0	12.755	0.000	24.90	I agree	2
		75.5%	24.5%	0					
	Fifth axis: Ways to increase funding sources:						1.32		
21	Constantly searching for the most important factors that attract investors in the sports field.	43	6	0	27.939	0.000	22.45	I agree	1
		87.8%	12.2%	0					
22	Relying on corporate sponsors	27	22	0	.510	0.003	28.98	I agree	5
		55.1%	44.9%	0					
23	Activating the role of the committee concerned with developing financial resources within the union	28	21	0	1.000	0.003	28.57	I agree	4
		57.1%	42.9%	0					
24	Investing in advertising rights for sports events.	40	9	0	19.612	0.000	23.67	I agree	2
		81.6%	18.4%	0					
25	Marketing of TV rights for sports events	31	18	0	3.449	0.003	27.35	I agree	3
		63.3%	36.7%	0					
2	Exploitation of	31	18	0	3.449	0.003	27.35	I agree	3

6	vacant spaces at the venue of the sporting event	63.3%	36.7%	0					
	Axis Six: Methods of Promoting Sporting Events:						1.29		
27	Availability of a dedicated budget for advertising sporting events.	25 51.0%	24 49.0%	0 0	0.020	0.004	29.80	I agree	4
28	The power and assistance of internal media to publicize sporting events.	40 81.6%	9 18.4%	0 0	19.612	0.000	23.67	I agree	1
29	Knowing the best time period to start and end the marketing campaign for the sporting event	34 69.4%	15 30.6%	0 0	7.367	0.002	26.12	I agree	3
30	Using information technology in advertising and promoting the sporting event	37 75.5%	12 24.5%	0 0	12.755	0.000	24.90	I agree	2
31	The event should have a logo that is advertised and promoted before the start of the sporting event.	37 75.5%	12 24.5%	0 0	12.755	0.000	24.90	I agree	2
	Seventh axis: Technological and Technical Techniques:						1.29		
32	Availability of the necessary technology to ensure the sustainability of the organization and management of sporting events.	40 81.6%	9 18.4%	0 0	19.612	0.000	23.67	I agree	3
33	Providing modern technological means in managing volleyball matches	46 93.9%	3 6.1%	0 0	37.735	0.000	21.22	I agree	1
34	Providing beneficiaries with electronic access to information and participation mechanisms related to sporting events through digital channels.	46 93.9%	3 6.1%	0 0	37.735	0.000	21.22	I agree	1

3 5	Restructuring procedures and businesses digitally to benefit from technical services	43	6	0	27.939	0.000	22.45	I agree	2
		87.8%	12.2%	0					
3 6	The presence of a specialized technical department in the IT and digital transformation sector within the Association to organize sporting events.	34	15	0	7.367	0.002	26.12	I agree	4
		69.4%	30.6%	0					

Discussion

It is evident from Table (5) that participants' responses across the seven axes were predominantly oriented toward the option "I agree," indicating a strong perceived presence of structured policies followed by the Bahrain Volleyball Association in managing sports events. The chi-square values ranged from 0.020 to 37.735, reflecting variation in response distributions across the examined items. Overall, the dominance of agreement responses demonstrates a high level of consensus among study participants regarding the existence and application of these policies. These findings suggest that the Association's administrative policies are perceived as comprehensive and well institutionalized, underscoring their central role in guiding the management and organization of sporting events.

The results indicate a high level of agreement among respondents regarding the importance of conducting environmental analysis when formulating strategic and executive plans, ensuring the presence of official sponsors for sporting events, developing clear infrastructure plans supported by modern technologies, and applying objective performance measurement before, during, and after events. This strong consensus reflects Bahrain's systematic approach to organizing multiple sporting events annually, which requires advanced strategic and administrative planning. These findings are consistent with previous research emphasizing that large-scale sporting events typically involve long-term tendering, planning, and implementation stages ([Lee Ludvigsen et al., 2022](#)), and that host countries

often reshape their cultural, economic, and urban structures to maximize tangible benefits and reduce organizational costs ([Viehoff & Poynter, 2016](#)). Similarly, [Al-Emadi et al. \(2022\)](#) highlighted Qatar's distinctive ability to plan for the FIFA World Cup through high-quality facilities, accommodation capacity, and advanced safety systems. This convergence reinforces the contribution of the present study by empirically confirming that Bahrain's administrative and strategic planning policies represent a regional model of comprehensive sports event management.

The findings also demonstrate strong agreement regarding feasibility studies. Respondents confirmed the presence of mechanisms to analyze the strengths and weaknesses of investable activities, manage ticketing systems, benefit from scientific expertise, determine human resource needs, and estimate expected economic returns from organizing sporting events. This reflects a proactive approach to feasibility assessment and reliance on empirical data in the decision-making process. These results are consistent with studies cautioning that expectations regarding the economic outcomes of hosting major events should remain realistic and evidence based ([Boykoff, 2020](#)), while also recognizing that sporting events can stimulate tourism and infrastructure investment when supported by careful planning ([Peeters et al., 2014](#)). Similarly, research has emphasized that the economic effects of mega-events depend largely on pre-event feasibility analysis, cost-control mechanisms, and the host country's ability to integrate event-related investments

into its broader economic structure ([Qanawi, 2019](#)). Other studies have likewise stressed the importance of feasibility analysis in evaluating expenditures, managing risk, and assessing host country image ([Liu et al., 2024](#); [Müller, 2015](#); [Vial & Barget, 2023](#)). Collectively, these findings strengthen the argument that feasibility studies constitute a cornerstone of sustainable sports event management in Bahrain and underscore the country's evidence-based approach to administrative policy and planning.

The results further reveal that well-structured administrative and legal procedures guide the organization of sporting events. Respondents expressed strong agreement regarding the existence of scientific criteria for selecting event officials, ensuring safety and security before, during, and after events, forming crisis management committees, creating a supportive legislative environment, adhering to international association standards, and formalizing contracts with sponsors. These findings align with the view that successful sports event management requires effective planning, organization, promotion, leadership, and communication ([Greenwell et al., 2024](#)). They also correspond with research highlighting the importance of crisis management and regulatory compliance in tourism-oriented sporting events ([Liu et al., 2024](#)). Collectively, these results demonstrate how the Bahrain Volleyball Association has translated international management practices into clear administrative policies, confirming the study's emphasis on policy effectiveness as a key determinant of successful event organization.

The findings also point to significant efforts to invest in material and human resources through developing infrastructure capable of hosting major events, utilizing sports facilities for commercial purposes, supporting volunteer participation, determining audience capacity, and integrating sustainability considerations into facility planning. These results are consistent with research confirming that hosting and organizing sports events contributes to advancing sustainable development initiatives and improving sports infrastructure in line with national development strategies ([Sowaid et al., 2025](#)). They also align

with studies showing that governments frequently justify investments in stadiums and sports facilities based on anticipated social and economic benefits, even when long-term financial impacts vary ([Bradbury et al., 2023](#)). This reinforces the interpretation that Bahrain's sports event management policies are anchored in sustainability and efficiency, balancing short-term organizational objectives with long-term national development priorities.

The findings further show active efforts to diversify funding sources for sporting events, including identifying investor-attracting factors, relying on corporate sponsorships, activating financial resource committees, investing in advertising and broadcasting rights, and optimizing the commercial use of event venues. These results align with Bahrain Vision 2030, which emphasizes investment diversification and institutional development to address socio-economic challenges ([Al Zayani et al., 2023](#)). They are also consistent with research highlighting the growing financial impact of sports media and broadcasting rights on event sustainability ([Al Thabeti, 2021](#)). Together, these findings demonstrate how the Association's funding policies reflect national economic diversification strategies and the integration of sports management within Bahrain's broader economic framework.

The results also demonstrate the presence of a comprehensive media and marketing policy for promoting sporting events. This includes identifying optimal campaign timing, utilizing information technology for promotion, developing event logos in advance, leveraging internal media capabilities, and allocating dedicated budgets for advertising. These findings align with research emphasizing the role of integrated marketing strategies in enhancing event visibility and audience engagement ([Greenwell et al., 2024](#)). Similarly, digital promotion has been identified as a key factor in enhancing destination image and audience interaction ([Liu et al., 2024](#); [Zhang et al., 2025](#)). Accordingly, Bahrain's promotional policies reflect both technological advancement and cultural localization, strengthening the visibility and reputation of its sports events.

Finally, the findings highlight digital transformation as an important component of

sports event management policies in Bahrain. Respondents reported extensive use of modern technologies in match management, electronic communication with stakeholders, and the digitalization of administrative procedures. This is particularly evident in the use of the Video Challenge System in volleyball competitions, which supports more accurate officiating decisions and enhances transparency and fairness during matches. The integration of such technologies reflects the Bahrain Volleyball Association's efforts to modernize event management and improve both administrative and operational efficiency. These findings are consistent with [Liu et al. \(2024\)](#) who emphasized the growing role of digital technologies in improving operational efficiency, coordination, and participant experience in sports event management. Overall, the findings suggest that digital transformation is not merely a technical support function, but an integral part of effective and sustainable sports event management.

Across all seven areas, the findings reveal that Bahrain follows a comprehensive, evidence-based policy framework for managing sports events, integrating planning, feasibility studies, legal and administrative measures, resource investment, funding diversification, marketing, and technological innovation. This integrated approach strengthens the effectiveness of sports event management in Bahrain and demonstrates how well-defined administrative policies can advance the sports sector by combining international best practices with local implementation realities. This conclusion is further supported by evidence indicating that positive stakeholder attitudes toward hosting sporting events in Bahrain are closely associated with effective planning, institutional readiness, and clear administrative policies ([Sowaid et al., 2025](#)). The present findings are also consistent with [Sowaid et al. \(2026\)](#) who reported high levels of service quality from the perspective of participants in an international sporting event hosted in Bahrain. The positive evaluation of services provided during the event supports the current findings regarding the effectiveness of administrative policies in sports event management, as well-organized administrative practices are reflected in the quality of event delivery and the services

experienced by participants. Together, these findings highlight the importance of effective administrative policies in supporting the successful and sustainable organization of sporting events in Bahrain.

Conclusion

This study identified a comprehensive framework of administrative policies shaping sports event management at the Bahrain Volleyball Association. Overall, the findings indicated a consistently high level of agreement across the seven policy domains, reflecting the perceived institutionalization of planning, feasibility assessment, and administrative and legal procedures that support effective event delivery. The Association demonstrated advanced capabilities through investment in infrastructure and human resources, diversification of funding sources, and the integration of modern marketing and digital technologies. Collectively, these results confirm Bahrain's commitment to aligning sports event management practices with Bahrain Vision 2030 while adapting international best practices to local realities to enhance efficiency and sustainability.

The implications of these findings extend beyond the national level. For decision-makers, sports associations, and event organizers in Bahrain and the wider Gulf region, the study underscores the value of evidence-based policy frameworks that integrate planning, sustainability, and innovation within a unified strategic approach. The proposed policy structure organized across seven interrelated domains offers a practical model that can inform institutional reform, strengthen operational capacities, and support the delivery of high-quality, sustainable sporting events. Nevertheless, the findings should be interpreted in light of the study's scope as a single-case, survey-based investigation. Future research is encouraged to employ mixed-method and comparative designs across Gulf countries to examine policy implementation in practice and to evaluate the long-term social and economic returns of sports event management, thereby positioning Bahrain's experience as a regional benchmark for sustainable sport event policy development.

Recommendations

Based on the study findings, several key

recommendations are proposed to enhance the management and sustainability of sports events in Bahrain. It is essential to prioritize long-term sustainability in alignment with Bahrain Vision 2030 by refining and implementing evidence-based administrative policies, integrating principles of sustainable development into sports facilities, and allocating dedicated budgets for marketing and promotion. Strategic planning for event hosting should be gradual and aligned with available resources and future aspirations, while continued investment in infrastructure and modernization is crucial to create a national network capable of hosting international events. The study also recommends establishing a unified national framework for the sports events industry, supported by a comprehensive database to evaluate economic and social returns, and enhancing training and capacity-building programs for staff involved in event management to strengthen professional competence and institutional efficiency. At the Gulf level, extending these policies and evaluation mechanisms can help identify shared challenges and opportunities, positioning Bahrain and its neighboring countries as regional leaders in sustainable, innovative, and globally competitive sports event management.

Suggested Future Research

1. Conduct future studies that explore additional dimensions of sports event management not fully addressed in this research, including stakeholder engagement, organizational innovation, human resource development, community and cultural impacts, and the role of media in shaping public perceptions of sporting events.
2. Employ qualitative and mixed method

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- approaches to gain deeper insights into the practical and behavioral aspects of sports event management, thereby enriching the current quantitative findings.
3. Undertake comparative studies across Gulf countries to examine shared challenges, policy differences, and the sustainable economic and social outcomes of the regional sports events industry.

Disclosure Statements

Ethical Approval and Consent to Participate: The researchers complied with all ethical standards by ensuring data confidentiality, obtaining prior permissions from the relevant authorities, and informing participants about the objectives and potential outcomes of the study.

Availability of Data and Materials: All necessary data were available to achieve the research objectives, and access to the study sample was facilitated through prior approval from the relevant bodies.

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