

Analytical Study of International Sports Management Agencies

D. Sabren Atey Mersal

D. Ashraf Samir Elmedany

Introduction

Sports become an international industry with all factors of markets capitals, substantial, human, and informational sources as a marketing field in which purchasing prevailed [1]. Sports marketing prevailed beside beneficiaries services as an economic change at both national and international levels [2]. Under this field of investment, many marketing organizations appeared in addition to clients attending and wishing for different sports events [3]. It was important sports to be prepared in a specific manner in conformity with marketing filed [4]; and penetrating the marketing field in different and new forms attracting consumer, which created new and distinctive, sports products and services[5] , [6].

With the expansion of sports industry as a business for increasing the sports stakeholder income [7] in addition to the increase of all expenses and the clear development in championships organizations costs, financial consultation become important [1], Especially in preparing budgets, financial sources and tax deduction [8].

Where sports management agencies concluded contracts, insurance policies, settlement systems, travel agreements, deals with mass media, disputes and establish a harmony between the contracting parties whether (players - trainers - sports event - sponsors) [9], In addition to main factors which resulted in their development and growth such as establishing player unions and leagues, increasing financial opportunities in their contracts and their financial consultation needs [10].Such agencies were considered as the safety valve for the contracting clients to have the best investment opportunities in the sports industry [11].

If we considered the international sports agencies, and locating that factor in the Arab region we will find that such agencies are rare, leading to the fact that many national sports organization depend on international agencies for investing their capital in the interest of their sports and economic purposes as Egypt in 2010 Bidding, and Qatar in Fifa 2020 world cup, believing in the importance of investment in the national sports industry depending on administrative, systems, theories and with the appearance of the concept of sports management and its relation to business as the tool of supporting investment, it was important to have different forms of such practical and scientific agencies for sports management at the national level, which pointed us to analyze international agencies and high lighting their success bases to be models used at the national level.

Research Terminology

Sports management Agencies: Agencies represent sports property and they can be a person, a company, event or even a place through offering some services including deals, sales or licenses in addition to marketing and administrating activities of festivals, sport events, arts and music [12].

Sports Marketing: Planning and executing the whole perspective of pricing, promoting and distributing ideas, goods and services to create a process of exchange which satisfies individuals and organizations needs [13]

Sports Management: Any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organization or department whose primary product or service is related to sport and/or physical activity [14]

Research Objectives

Objectives aim to analyze a number of international sports management agencies through:

- The studied agencies objectives
- The studied agencies activities nature
- The studied agencies clients' nature
- Quality norms availability for the studied agencies

Research Questions

1. What are the objectives of the studied international sports management agencies?
2. What are types and nature of activities of the studied international sports management agencies?
3. What are types and nature of clients of the studied international sports management agencies?
4. How far quality bases and norms are available at the studied international sports management agencies?

Research Methodology

Research Method: researchers used the descriptive method by using comparative analysis.

Research Sample:

For determining the sample in an objective way exceeding the factual reality, the researcher, through using the internet, identified some agencies specialized in such field, the study resulted in determining these agencies types, nature and activities, places of practice and how far they suit the national nature, The target was to identify international sports management agencies through the simple deliberated method [15, 16] It was formulated so that it represents all international trends and applies different activities in the sports industry and represents the entire world countries as stated in table no. (1)

Table (1): Study Sample, International sports management AgenciesN = (20)

S	Agency's Name	Agency's Activity	Country	Continent
1.	IMG International Management Group	specialized in sports management worldwide in addition to offering services of: Connects Brands to Global Opportunities in Fashion and Media	U.S.A	North America
2.	DWA General Agency	General agency focuses on sports organizations and event including some marginal agencies (DWA for golf – DWA for marketing – DWA for production development – DWA for information services)	U.S.A	North America
3.	NSGA Sport Market Agency	Special agency depends on sports marketing and goods marketing.	U.S.A	North America
4.	Triple Crown	Specialized Agency offering sports events programs and market researches for spectator's tickets returns and finances sports events.	U.S.A	North America
5.	The Agency Sports Management and Marketing	Full-service marketing and management Agency specializing in representation of high-profile personalities and brands. With associated company, Goal Marketing, the firm represents established and rising stars in sports, media, entertainment and the culinary industries	U.S.A	North America
6.	Sports Management Worldwide	Connecting athletes, agents, teams and sponsorships worldwide.	U.S.A	North America
7.	Fantactics Sports & Entertainment Marketing	Professional sports management company Represent sponsorship and marketing campaigns in the sports and entertainment industry.	Canada	North America
8.	Avant Sport	the International Sport Marketing and Communication Agency that best understand the needs and objectives of each brand	Spain	Europe
9.	The Forward- thinking Sports Marketing	specialized Agency in promotion, and marketing for professional players of all games	England	Europe
10.	New Era Global Sports	specialized Agency offering negotiation contracts, management style, mass media, welfare, certificates, education and financial and legal aspects	England	Europe
11.	Definitive	provide a full sports management service to clients, complemented by the legal team at Dolmans Solicitors of Cardiff	England	Europe
12.	EDGE Sports International. INC	An elite sports management group representing top professional athletes worldwide. Edge Sports was recently named, "One of the hottest agencies in the country	France	Europe

S	Agency's Name	Agency's Activity	Country	Continent
13.	Klitschko Management Group GmbH	Provide full service management group providing services to professional players	Germany	Europe
14.	Titan Management	Representing clients from various high profile sports including Rugby League, Rugby Union, Basketball, Soccer, Surfing, Cricket and AFL	Sidney	Australia
15.	Sport Star Management	Offering integrated services with many consultants, service agent of sports worldwide.	Sidney	Australia
16.	Medal East Octagon	Offering consulting services, administrating sports implications representing sports figures including sports teams, leagues and unions bards and companies of sports implication transmissions in sports and recreation.	U.A.E	Asia
17.	Total Sports Asis	Sports marketing agency leading and most innovative. MISSION is to enrich people's lives through sports and entertainment.	Malaysia	Asia
18.	Sport zconsulit	Representing full-service marketing and management specializing in the representation of high-profile personalities and brands	India	Asia
19.	Taiwan Agency For Sports Marketing	Specialized Agency in sports management, marketing and carrying out market researches for economic organizations sponsoring sports events and physical fitness center.	Taiwan	Asia
20.	Egyptian Football For Sports Marketing	specialized Company in marketing football matches and producing manufacturing and marketing sports tools and clothe and producing and distributing sports events programs	Egypt	Africa

Data Collecting Tools: four Axis were determined for analysis and comparison in conformity with achieving the study objectives depending on the internet, also we used scientific references, Arab and Foreign studies in the field of sports management, business management and investment in the sports in addition to explorative studies results, all were submitted to experts [Appendix No.(1)], And they agreed unanimously, then the researcher designed a form to analyze such Axis using analysis scientific method [15, 16]. After developing some clauses incorporated under every Axis in preparation of analysis and comparison between agencies, tasks and activities and circumstances of working in national environment and submitting in its initial form to expert's [Appendix No.(1)] according to their opinion, a final form of analysis and comparison was designed [Appendix No.(2)].

Scientific Coefficients of Analysis and Comparison Form

Reliability:

A. Arbitrators Reliability: Through Submitting the analysis and comparison form of Axis and clauses to (8) experts, [Appendix No. (1)], which received (100%) unanimity for Axis and from (100%, 62.5) for clauses [table (2-1) Appendix No (3)]

B. Internal Consistency Reliability: Correlation coefficient between the degree of every Axis and the total degree of analysis and comparison form were calculated which ranged between (0.84, 0.88) as well as the degree of each clause in its Axis and the whole degree of analysis and comparison form which ranged between (0.81, 0.86) all had statistical significance at level ($\alpha = 0.05$) [table (2-2) Appendix No (3)].

Validity:

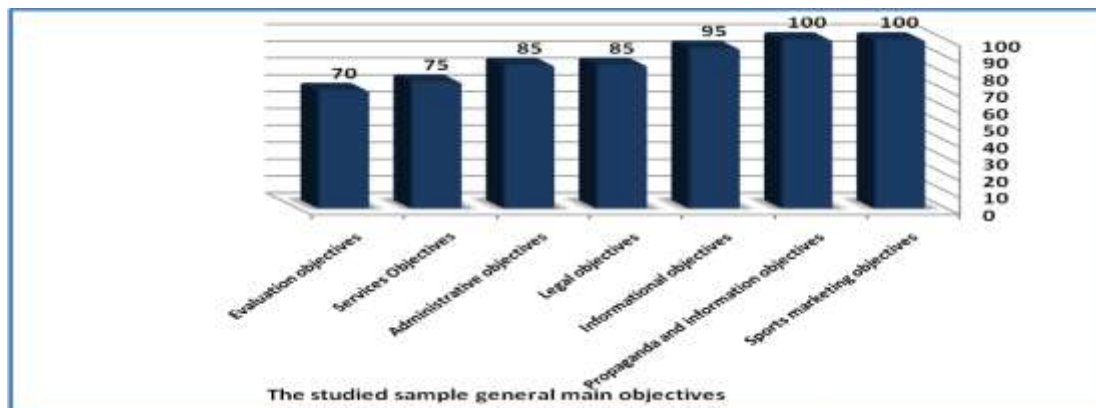
Validity Coefficient of Axis and clauses of analysis and using Alpha Chronbach equation which ranged between (0.84, 0.89) for Axis, (0.67, 0.91) for clauses and (0.88) for the form as a whole with a statistical significance at level ($\alpha = 0.05$) which indicated the form validity [table (2-3) Appendix No. (3)]

Statistical Treatment: Recurring and percentages were calculated and the study results were offered in the form of graphic columns [table (3) Appendix No. (3)].

Research Results Discussion

First Axis: General and Main Objectives of the Studied Sports management agencies

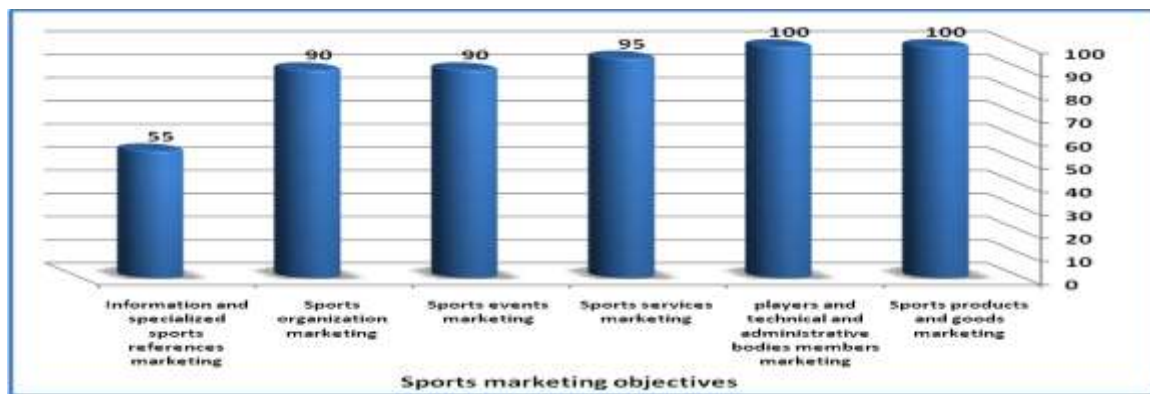
Figure (1): Percentages of Analyzing and Comparing Trends of Genera and Main Objectives of the studied Agencies N = (20)



Through analyzing results of figure (1) the sport marketing objectives were main objectives at (100%) for all the studied agencies as well as propaganda and advertisement objectives considered as a promotional mixture content related to marketing mixture. In the world of sports, marketing, promotion and advertisement are fundamental tools for generating great profits [17]. Advertisement became a very important means of communication for sports brands seeking for reaching international markets [18]. Where the informational objectives took the second place at (95%) Lately concerning about information increased under globalization as an important factor of achieving these agencies objectives. Programs became effective in all political like aspects [19]. Legal and administrative objectives took the third place at (85%), this is due to clients trust in that these agencies my represent them in all legal and administrative deals in a

better way. Where services and evaluation objectives took the last places at (75%, 70%) respectively and this is due to the fact that some of the studied agencies depended on the importance of the role played by activities evaluation and reviewing and offering some services during times lacking sports events attracting clients the affairs which retains their competitive abilities during sports stagnation periods.

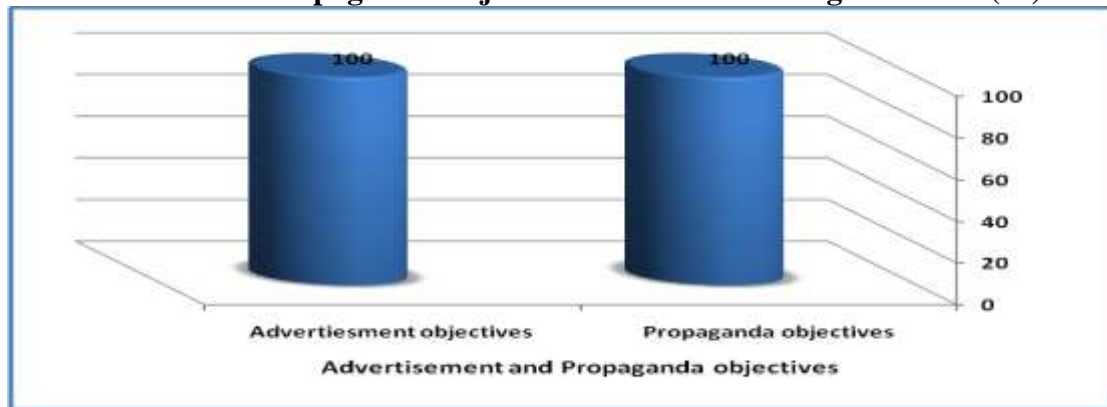
Figure (2): Percentages of Analyzing and Comparing Marginal Attitudes of Sports Marketing Objectives of studies Agencies N = (20)



By analyzing results of figure (2) it is clear that marketing sports products and goods, players and technical and administrative bodies' members reached the highest percentage (100%) as main objectives for all the studied agencies. Where marketing players and trainers against great sums became an international bourse followed in the second place by sports services marketing at (90%) and focusing on offering a general view for internal and external environment surrounding the sports activity for determining weak and strong points and relevant threats. Where consumer clients shall be viewed as an important factor when planning for sports services marketing strategies [20], Sport events and sports organizations took the same place, the third place at (90%).Event sponsorship has been recognized as an effective means through which companies can communicate with target markets and attendees of sports events [21].

Sport practice places marketing are a main requirement of sports practice, also authorities organizing sports events is directing to accepting profit commercial care companies participation and promoting such events [22]. The most important task for any sports marketer is to support sports event named "Financial Vertebral Colum" [23]. Marketing information and specialized sports references reached (55%) of sports marketing of the studied agencies.

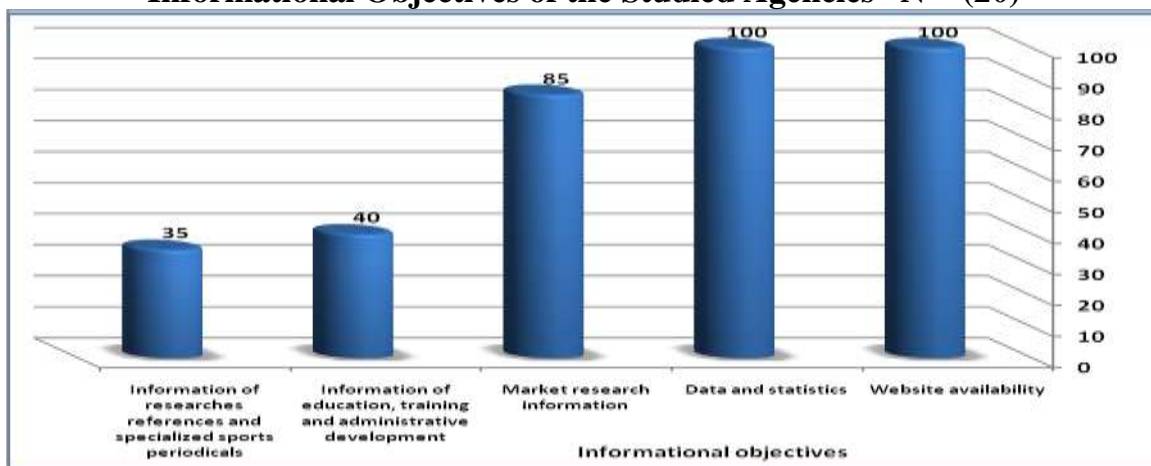
Figure (3): Percentages of Analyzing and Comparing Marginal Trends of Advertisement and Propaganda Objectives for the Studied Agencies N = (20)



By analyzing results of figure (3), it is clear that advertisement and propaganda objectives are equal at (100%) which indicates that agencies are directing to utilizing the sports field in advertisement and propaganda for promoting and marketing all sports and non sports products and services to clients advertisement agencies – clients relationship importance is increasing in the sports field as evidenced by long term agreements between both [24]. Especially in terms of great sports events such as Olympic Games where propaganda is one of their most profitable fields [17].

Also, there are effective positional variables differ from one agency to another according to which every agency selects the most suitable advertising means for promoting and marketing their different products [25]. In addition to activating all communication channels in propaganda and information [21].

Figure (4): Percentages of Analyzing and Comparing Marginal Attitudes of Informational Objectives of the Studied Agencies N = (20)



Through analyzing results of figure (4) which indicated the availability of an internet website and information for extracting data and making statistics at (100%) as main marginal objectives the agencies may depend on for managing their activities. Establishing successful projects and establishments and managing effectively may depend on the true information and data availability [26].

Also sports supporters on the internet may be attracted through available information about prices advantages and the offered services concept compared to project [19, 20]. Moreover, market research information took the second place at (58%), a high percentage due to considering the market research as one of the main objectives of retaining the agencies competitive advantages, specially in terms of the consumer's loyalty as a main principle of marketing strategies focusing on clients maintenance [17].

Objectives related to information about education, training and development and also information of researches, references and specialized sports periodicals had low percentages (40%, 35%) respectively although they are the easier objectives transferable to marketing activities, also marketing and promotion companies attempt to make feasibility studies according to which marketing and propaganda prices are determined and offers of making profits according to their client's concerns are enforced [27].

Figure (5): Percentage of Analyzing and Comparing Marginal Attitudes of Legal Objectives of the Studied Agencies N = (20)

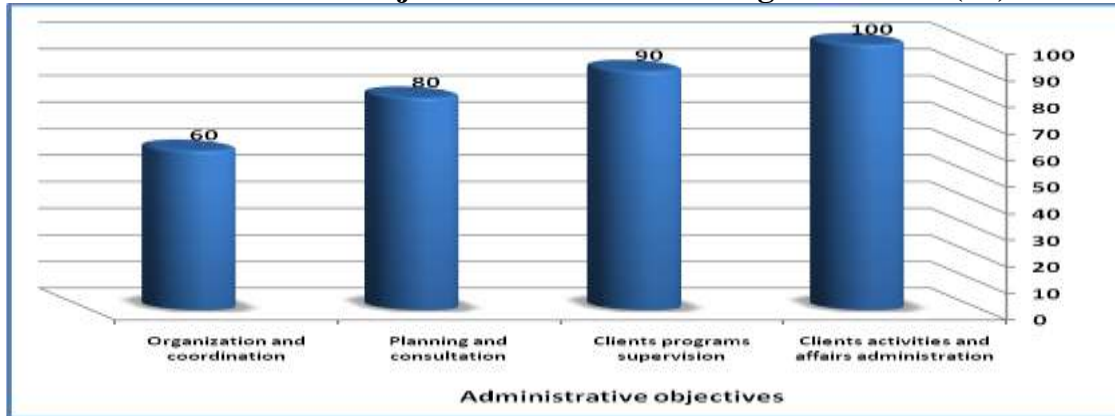


From analyzing the results of figure (5), it is clear that objectives of legal consultation and contracts negotiation reached (100%). Where agencies are keen to performing legal tasks formulated in negotiation sports men and trainers contracts and sports advertisements and legal consultation contracts [28] where objectives of solving disputes and contests took the third place at (70%) main legal tasks for clients service [28].

Legal representation of managing clients wealth reached (55%), where insurance and pension negotiation took the last place at (30%), some agencies objective at working in legal business and some of are attached to a legal organization for managing their legal objectives or annexed agencies where legal

organizations have a strong relationship in and every one offers services the other may offer to its clients [29].

Figure (6): Percentages of Analyzing and Comparing Marginal Attitudes if Administrative Objectives of the Studied Agencies N = (20)



Despite lacking any chart clarifying how to operate any commercial sports agency [30]; Results analysis of figure (6) proved that all agencies objective at managing client's activities and affairs and supervising their programs at (100%, 90%) respectively as main objectives for their activities. Planning and consultation objectives reached (80%) and organization and coordination reached (60%) agencies management, in elite sport field, depends on the most striking operations such as financial management, strategic competition and planning for training [31].

Also supervising tonics examinations took the last place at (45%) specially when identifying responsibilities of persons having relationships with anti-tonics in sport and coordinating between instructions and policies which differ from one country to another and between games for guaranteeing their clients competition and, accordingly, remaining in the agency.

Figure (7): Percentages of Analyzing and Comparing Marginal Attitudes of Services Objectives of the Studied Samples N = (20)

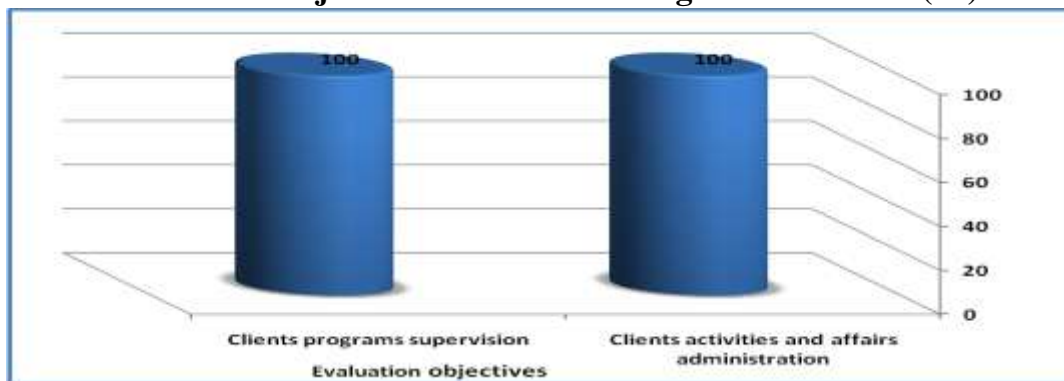


Figure (7) proves that objectives of hosting services production and marketing took the first place at (85%) of services objectives. Companies invest

in the hosting fields to create business relationships and maintaining and enhancing such relationships. In this respect, they are considered as an effective strategic marketing too, constituting an integrated part of the marketing mixture and a considerable care element. Therefore, the hosting program became a very important content of sports events. Where trade mark right marketing took the second place at (70%) where trade mark represented successful companies and art of trade marks design is the most striking art representing the marketing employees professionalism also mass media became a source of management [32, 33] and have many positive attitudes in visual use when marketing as viewed directly on the advertised products [18].

Where non sports products marketing took the third place at (62%) to which economic organization resort to market their products and services whether through sports events sponsors for achieving marketing and communicational objectives for the objective clients which may increase the sponsors purchasing power, where recreational products marketing objectives took the fourth and the last place at (50%) where some agencies desire to have other deals sources to depend on as they believed that great sports events seasonality may affect their profitability and competitive market status, where marketing activities success depends on understanding the market needs and client's characteristics and nature for offering new product to clients specially when clients are un aware of [34].

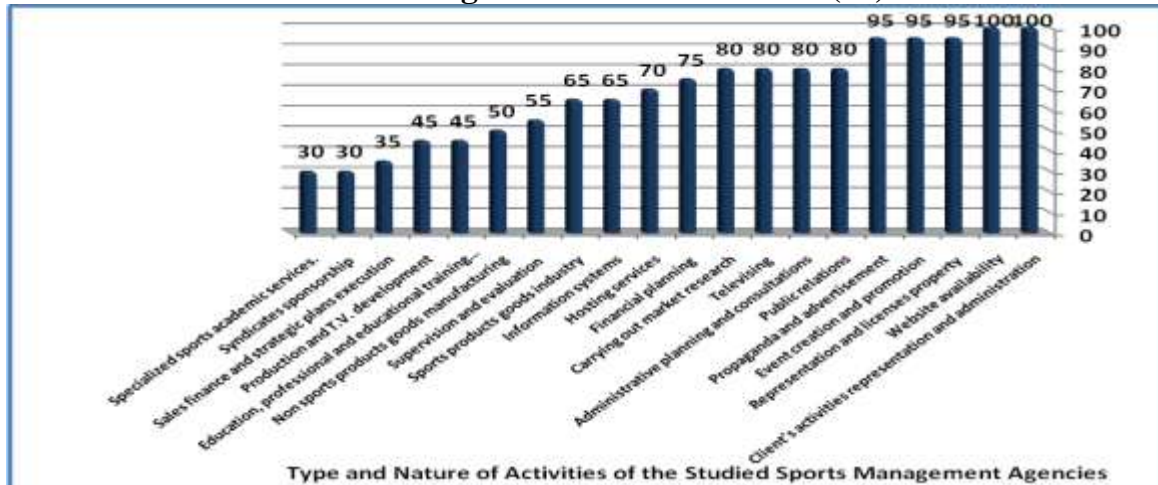
Figure (8) Percentages of Analyzing and Comparing Marginal Attitudes of Evaluation Objectives of the Studied Agencies N = (20)



Results of figure (8) clarifies objectives of market research evaluation and clients evaluation studies which reached (100%), and which proved the importance of evaluation as a marginal objective of the studied agencies main objectives to be depended on when applying all marketing activities. Marketing research evaluation is the scientific method by which all data and statistics are gathered and analyzed for availing information suitable for making marketing decisions [19].

Second Axis: Type and Nature of Activities of the Studied Sports management Agencies

Figure (9): Percentages of Analyzing and Comparing Type and Nature of the Studied Agencies activities N = (20)



Analysis results of figure (9) indicates different and contracting activities applied by agencies with different percentages due to the importance of role they play in sport specially professional sport and spare time services [30], Where client's activity representation and management and internet web site availability took the first place at (100%). In addition online reputation management has become increasingly important for a professional athlete in this fast paced world [32].

Active marketing through internet use represents the promising future directions of sports marketing [34], where representation, licenses, creating and promoting sports events, propaganda and advertisement took the second place at (95%) where market research activities took the third place at (80%).

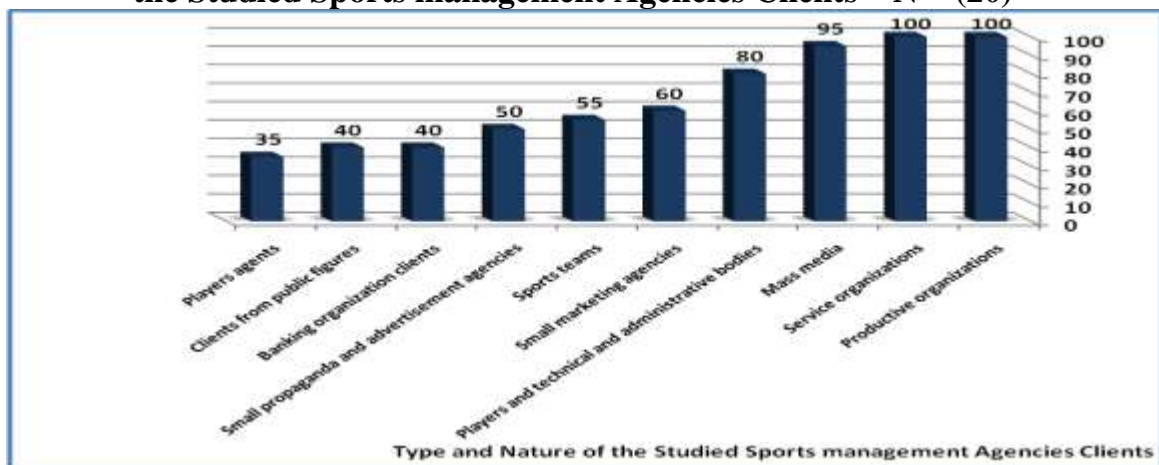
The offer facts for the main contents which may be used in having a work plan and profitability evaluation, also in case of the agencies administrative and consultative planning, we have no time to spend in centering, for that, we shall follow scientific Axis through depending on agencies having experts in the field of planning and feasibility study for making different types of profits also public relations strategies objective some general clients to invest in sports field [20], which represented (80%) of the studied agencies, the same percentage took place for televising where sport and televising are interrelates through televising and sports programming rights supply network, digital televising age changed the televised content according to professional sports championships, competitions and implications of international sports events [35], financial planning and hosting services took the next place at (75%, 70%) respectively, where financial planning, scientific and professional planning and personal care are one of the main agencies activities tasks [28].

While information systems and sports products goods industry had the same percentage (65%), Sports information directors act as a liaison between teams and athletic departments on the one hand and the news media on the other Activity of supervising and evaluating agencies activities took the seventh place at (55%) followed by non sports products goods industry at (50%), where the activity of education, professional and administrative training and T.V. development had the same percentage (45%) of the agencies activities, most of agencies recognized that applying activities for achieving such objective may need experts, training programs and trainers in special fields [36].

While the last places were occupied with activities of sales finance and achieving strategies at (35%), syndicates sponsorship and specialized sports academic services at (30%), and this percentage difference was due to every agency's different strategy in addition to agency's different circumstances and communities. The activities relative importance are not the same as they differ according to organizations activities and market characteristics [37], yet the most important main activities of sports management agencies are formulated in client's affairs representation and management, event creation and promotion, event management and marketing, license and representation, T.V production and development, syndicates sponsorship, hosting services management, marketing programs, study and evaluation and financial management and planning [12].

Third Axis: Type and Nature of the Studied Sports management Agencies Clients

Figure (10): Percentages of Analyzing and Comparing Type and Nature of the Studied Sports management Agencies Clients N = (20)



Analysis results of figure (10) proves that there are 10 types of clients namely clients from productive and service organizations at (100%), great sports events specially Olympic are opportunities international companies profit from in making deals with the most striking sportsmen to advertise their products and services and in most cases such companies make private uniform or cover their

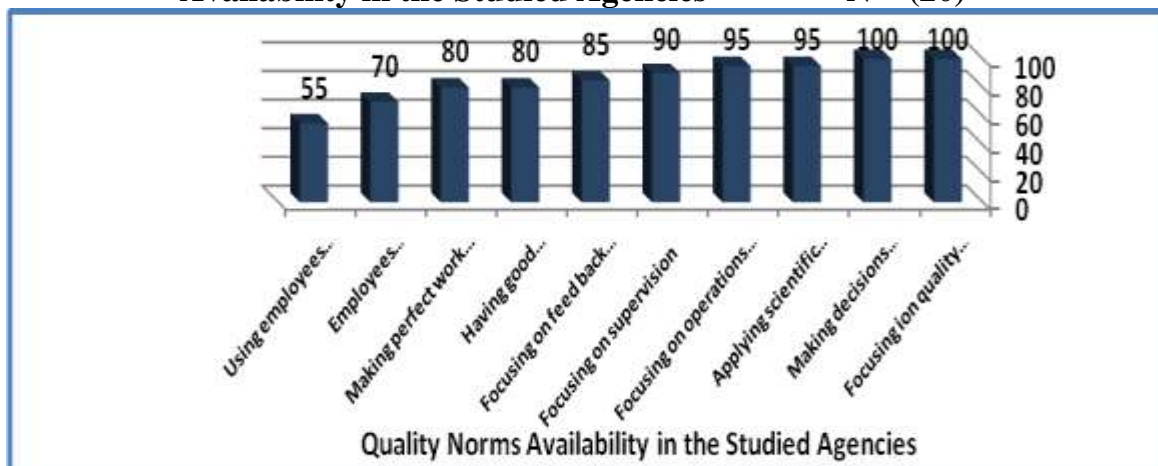
sports equipments costs [17] also, clients from businessmen and investors owners of productive organizations prefer marketing their products through some public sports activities [38].

Followed by mass media at (95%) as globalization affected consumers and sports services users and they became fully aware of all sports goods and services in sports market of highest quality and lowest cost through different mass media [32]. Also technical power in the field of communication, information and media operates the in formational machine including providing information systems with different contents [39].

While clients from players and technical and administrative bodies took the third place at (80%) as representing concern and decisions taken for satisfying their needs and desires [2], followed by clients from small marketing agencies, sports teams and small propaganda and advertisement agencies at (60%, 55%, 50%) respectively, some marketing agencies work separately or affiliated or in a dual manner, in addition to clients attending and seeking for sports events [3], where clients from banking institutions and public figures had the same percentage (40%), some independent sports agencies are subdivided to two categories one represents sports men only and may be, some artists and public figures and the other gathers players representation and different sports championships management [29], players agents took the last place as agencies clients at (35%) where it is common that professional players resort to reliable persons as agents as view better than them in dealing with agencies for sports management although there are small agencies could represent sportsmen in providing certain services [11].

Fourth Axis: Quality Norms Availability in the Studied Sports management Agencies

Figure (11): Percentages of Analyzing and Comparing Quality Norms Availability in the Studied Agencies N = (20)



Organization circumstances and cleaning to rules and regulations, employees affairs management, communication channels, feedback mechanisms and team work are main issues for agencies to avail [31], from figure (11) its

clear that the availability of bases focusing on quality may achieve profits and lead to taking decisions depending on facts at (100%), followed by applying scientific statistical methods and focusing on operations and results at (95%) where understanding new and updated technology is a factor governing the management ideology and selection [19], where focusing on supervision, feed back and communication took the third and the fourth place at (90%, 85%) respectively, followed by norms suitable for competence and making good work from the first time at equal percentage (80%) quality management makes managers avoid traditional practice preventing them from using abilities and capacities where it is a cooperative effort to achieve works depending on employees and managers talents in addition to profitability and success [40], norms of employees participation in permanent improvement reached (40%) and collecting their experience and skills took the last place at (55%) recognizing the importance of the best investment for all capacities and sources to achieve distinction depending on the whole organization capacities and removing individuality and following the team work concepts is one of the work requirement and bases from the quality management perspective [2].

Conclusions

Regarding First Axis: General and Main Objectives of the Studied Sports management agencies

- The main objectives attitudes of al the studied sports management agencies varied, where sports marketing objectives, propaganda and advertisement objectives and evaluation objectives for market researches and evaluation studies for clients had main objectives for all the studied agencies at 100% also informational, legal and administrative objectives, services and evaluation had percentages between (95% : 70%).
- The studied agencies focused ion services marketing objectives, events and sports organizations at percentages from (100%: 90%), where this percentage was reduced for information marketing objectives and scientific and sport references to (50%) as marginal objectives for the sports marketing objectives.
- The studied agencies availed a website, data, statistics and market research as marginal objectives at (100% : 85%), where some of tried to avail objectives of education and training information, administrative development and information of researches, references and specialized sports periodicals at (40% : 30%).
- High percentage of the studied agencies which designs legal consultation objectives, negotiation for contracts and solving disputes as marginal objectives for their legal objectives at percentage from (100% : 70%) where percentages of agencies which focused o legal representation for wealth and client's insurance and pension negotiation were reduced to (55% : 30%).

- Objectives of administrating clients activities and affairs, supervising their programs, planning and consultation were marginal objectives for the studied agencies administrative objectives at (100% : 80%) where organization and coordination objectives and supervising tonics examinations reached (60%: 45%).
- The studied agencies incorporated hosting services production and marketing objectives and trade marks rights and non sports product products as marginal objectives for services objectives at percentages between (85% : 65%) where recreational products objectives reached (50%).

Regarding Second Axis: Type and Nature of Activities of the Studied Sports management Agencies

- Most of the studied agencies availed client's representation activities and activities management in addition to a website, representation and licenses property, propaganda and advertisement activities, creating and promoting event, public relation, administrative planning activities, consultation, televising and marking market researches which reached the highest percentage (100% : 80%).
- Where activities of financial planning hosting services and information systems had moderate percentages between (75%: 55%).
- Availability of activities of un sports products industry, vocational and administrative education and training, T.V. production and development, Sales finance and strategies execution activities, Syndicates sponsorship and sports academic services had low percentage when analyzing and comparing the studied agencies nature and activities (50% : 30%).

Third Axis: Type and Nature of the Studied Sports management Agencies Clients

- There are a contrasting group of clients and the studied sports management agencies, namely production and service organizations, mass media, players and technical and administrative bodies at percentage (100% : 80%).
- Where small marketing agencies, sports teams and small propaganda and advertisement agencies had moderate percentage (60%: 50%).
- Where banking organizations, public figures and players agents had low percentage as the studied agencies agents (40%: 35%).

Fourth Axis: Quality Norms Availability in the Studied Sports management Agencies

- There are many quality management norms for all the studied agencies represented in focusing on quality for making profit, taking decisions depending on facts, applying scientific statistical method, focusing on operation and results, concerning about supervision and feed back and

communication, designing norms suitable for competition and making a perfect work from the first time at (100% : 80%).

- Most of the studied agencies gave the employees the opportunity of participating in permanent improvement, using their experience and skills at (70%: 50%).

Recommendations

- ❖ Having an international view towards national's sports investment through sports management objectives, activities and abilities to marketing products or services different from national nature.
- ❖ Variety and contrast of international agencies working in sports management and non-substantial profits they make, may consider them examples to be followed at the national level.
- ❖ The existence of sports management agencies at the national level may open fields for multi national sports investment which provides clients with the opportunity of selecting the best administrative, productive, marketing and service investment with high quality in conformity with their needs, capacities and their activity type and nature and offering all contrasting activities from.
- ❖ Establishing sports management agencies at national level allow more opportunities of work, training and professional development for many local human resources specially youth besides directing their concern to national young sports champs to be international champs.
- ❖ Through the existence of such agencies at the national level, this will pay the attention of commercial companies and organizations to join the sports investment field and concluding investment and financial agreement in the form of sponsorship and partnership with different sports organizations, there fare the profit will be doubled where trade progresses through sport.
- ❖ Preparing investment studies in the sports field on the long term and encouraging the banking sector to finance and find new mechanisms and initiation for finance beside availing flexibility in the sports sector's regulations.

References

1. Abdel-Azim, Mohamed: Sports and sports marketing philosophy, International Academy for sports technology, 2001, P (2,3)
2. El-Sahm, Mohamed Farid: The concept of directing by market in Egyptian organizations, a field study of selecting factors effecting directing by market and relevant results, faculty of commerce, Alex university 2000, P(333-339).
3. Lipsey, R.A: Sport Market Place Update, Sport Guide, Inc., Princeton N.J., U.S.A, 1995, P(7,8)
4. Asimakopulos, A.: The Special Characteristics of Sports as Low, 1993, P (198).
5. Heid: The Sport Should Approach its Market Different Journal, Skydiving, and Deland, Fla, 1992, P(32).
6. Zeigler, E.F.: Marketing Product, Sport and Physical Recreation, Journal Management, Strategy, Champaign III-3, 1994, P (36).
7. Dunkel, T.: Out of the Months of Jokes, Sky, 1997, P (7).
8. Shorpsire, K.: Agents of Opportunity. Philadelphia: University of Pennsylvania Press, 1990, P (6).

9. Grossman, W.: Financial Planning for the professional athlete. In G.A. Uberstine (Ed.), Law of Professional and Amateur sports. St. Paul, 2002, P(38).
10. Sobel, L.: The Regulation of Player Agents and Lawyers. In G.A. Uberstine (Ed.), Law of Professional and Amateur sports. Deerfield, IL: Clark, Boardman, and Callaghan 1990, P (133-138).
11. Ruxin, R.: An Athlete's guide to agents (4th Ed.). Sudbury 2004, P (18, 29).
12. Darwish, Kamal El-Din Abdel-Rahman and Hussanien, Mohamed Sobhi: Marketing and modern communications and human performance dynamics in sports management, encyclopedia of sports management directions at the beginning of the new century, first print, Dar El-Fikre El-Araby, Vol.(3), 2004, P (90, 92, 97).
13. Husein Mohamed Khair El-Din: Advertisement, Ain Shams University, Cairo 1996, P (30).
14. Damon P.S. Andrew, Paul M. Pedersen, and Chad D. McEvoy: Research Methods and Design in Sport Management, <http://www.humankinetics.com/excerpts/evolution-of-sport-management-research>
15. Sohier Beder: Scientific research, Dar El-Maaref, Cairo 1982 P (61).
16. Ahmed Badre: Research methods in libraries and information, El-Marikh publishing house, Riyadh, third print, 2008, P (93).
17. Johnny K. Lee: Marketing and Promotion of the Olympic Games the Sport Journal, United States sports academy Americans Sports University ISSN: 1543-9518, 2005, P(88).
18. Won Jae Seo, B. Christine Green, Yongjun Sung: The Interplay among Visual Image, Communication Style, and Culture in Determining the Persuasiveness of Sport Advertising, 2011 North American Society for Sport Management Conference (NASSM 2011), London, 2011, P(65)
19. Taha, Tarek: Introduction in business management, second print, Alex 2004, P (47, 78).
20. Colleen C. Bee Mark E. Havitz: Exploring the relationship between involvement, fan attraction, psychological commitment and behavioral loyalty in a sports spectator context, International Journal of Sports Marketing & Sponsorship Vol.(11), N(2), 2010, P(549)
21. Jinho Choi, Yosuki Tsuji, Michael Hutchinson: An investigation of sponsorship implications within a state sports festival: the case of the Florida Sunshine State Games International Journal of Sports Marketing & Sponsorship, Vol. (12), N(2), 2011, P(254)
22. Terence Zinger, J. Norman J. O'Reilly: An examination of sports sponsorship from a small business perspective International Journal of Sports Marketing & Sponsorship, Vol. (11), N(4),2010, P(106)
23. Greg Greenhalgh, T. Christopher Greenwell :Sponsoring the Little Guys: An investigation of North American Professional Niche Sport Sponsorship Selection Criteria, North American Society for Sport Management Conference (NASSM 2011), London, 2011, P (98-102).
24. Farrelly, Francis John , Quester, Pascale Genevieve: Advertising Research Foundation - Cambridge University Press, Journal of Advertising Research, ISSN:0021-8499, Vol. (43), N(4), 2003, P(353-360)

25. Hijazi, Mohamed Hafez: Introduction in marketing, Dar El-Wafa for printing and publishing, Alex 2004, P (23).
26. Darwish, Afaf Abdel-Moneim: Abilities in physical education, Dar El-Maaref, 1998, P (45, 44).
27. Azor, Mohamed Ebid: Sports information in marketing and investment: what efficiency? International academy for sports technology 2001, P (108).
28. Masteralexis, P.: Principles and Practice of Sport Management. Sport Agency .Massachusetts, 2005, P (101-111).
29. Berry, C., Gould, W., & Staudohar, D: Labor Relations in Professional Sports. Dover, 1996, P (83-91).
30. Priebus, I. : Sportmarketing-Agenturen – Verkaeufer und Vermittler von Sportereignissen. In: Gerhard, T., & Michael, D., (Hrsg), Verkaufen Medien die Sportwirklichkeit, Aachen, 1999, P(112-115).
31. Kwame J. A. Agyemang: A Qualitative Study of Performance Leadership and Management in Elite Sport, Journal of Applied Sport Psychology, Vol. (23), N(2), 2011, P(93)
32. Joris Coppes: Online Personal Branding from Professional Dutch Sports Athletes via Social Media, North American Society for Sport Management Conference (NASSM 2011), London, 2011, P(122).
33. Arch G. Woodside, Martin G. Walser: Building strong brands in retailing, Journal of Business Research, Vol. (60), N (1), 2007, P (1-10).
34. Marilou Ioakimidis: Online marketing of professional sports clubs: engaging fans on a new playing field, International Journal of Sports Marketing & Sponsorship, Vol.(11), N(4), 2010, P(127) .
35. Turner, Paul: The impact of technology on the supply of sport broadcasting, Journal of European sport management quarterly, 2007, P (124).
36. El-Tanbor, Ramez: Establishing great Arab Companies, a request for dealing with international competition and globalizatrion. www.alyaum.com
37. Ibrahim, Mohamed Mohamed: Manger and new administrative trends, Ain Shams, Cairo 1997, P (279).
38. El-Bana, Dalia Said: Practices of parties related to sports marketing in some great sports clubs, unpublished master thesis, Faculty of physical education for girls, Alex University, 2006, P (105).
39. El-Sayed Ahmed Mostafa Omar: Globalization in formation and its effects un consumer, Arab future, Beirut, issue 256, 2006, P (76).
40. Johsheph R. Joblonski: Implementing Total Quality Management Overview (San Diego – Pfeiffer & Company, 1991, P (14).

Analytical Study of International Sports Management Agencies

D. Sabren Atey Mersal

D. Ashraf Samir Elmedany

Abstract

Under the international economic organizations support of taking sports welfare decision, national sports investment field needs agencies for sports management depending on the fact that all expenses spent by such organizations in this field may have a positive effects on clients purchasing decisions where all agencies have marketing strategies for marketing and promoting their clients and products to reach the objective sectors, this study objective at analyzing and comparing some international agencies for sports management through their objectives and activities and clients nature in as well as quality norms and bases availability through using descriptive method by a comparative analysis of a (20) subjects sample from international agencies through the deliberated method representing most of international attitudes applying different sports activities by using analysis and comparison from designed and codified and all statistic coefficients were calculated for extracting the study conclusions and recommendations

Keywords: Sports management, sports management agencies, sports marketing, sports investment.

المخلص

في ظل الدفع الهائل من المؤسسات الاقتصادية العالمية لاتخاذ قرارات الرعاية الرياضية يحتاج مجال الاستثمار بالرياضة القومية لوجود وكالات لإدارة وتسويق الرياضة من مبدأ الثقة بأن ما تتفقه تلك المؤسسات من أموال ضخمة في هذا المجال له مردود إيجابي في التأثير علي القرارات الشرائية لعملائها حيث تعمل الوكالات نحو وضع استراتيجياتها التسويقية للتسويق والترويج لعملائها ومنتجاتها للوصول إلي القطاعات المستهدفة، فهدفت هذه الدراسة إلي التحليل والمقارنة لبعض الوكالات العالمية لإدارة وتسويق الرياضة من خلال أهدافها ونوع وطبيعة الأنشطة والعملاء بها وإضا مدي توافر معايير وأسس الجودة، عن طريق استخدام المنهج الوصفي بأسلوب التحليل المقارن علي عينة قوامها (٢٠) من الوكالات العالمية بالطريقة العمدية، ممثلة قدر المستطاع لمختلف الاتجاهات العالمية وتمارس انواع وانشطة مختلفة بالمجال الرياضي، باستخدام استمارة للتحليل والمقارنة تم تصميمها وتقنينها واجراء المعاملات الاحصائية لها لاستخراج استنتاجات وتوصيات الدراسة.