

## The Reality of Future Vision as A key Aspect of Strategic Awareness Among Board Members of Some Sports Clubs

**Professor/ Nahed Ismail Mohamed  
Rohaim**

Professor of sports management, Faculty of  
physical Education for Girls, Helwan  
university.

[nahed.ismaiel.mohamed@prf.helwan.edu.eg](mailto:nahed.ismaiel.mohamed@prf.helwan.edu.eg)

**Professor/ Abeer Fathy Mohamed  
Shaltout**

Professor of sports management, Faculty  
of physical Education for Girls, Helwan  
university.

[abeer.shltout@prf.helwan.edu.eg](mailto:abeer.shltout@prf.helwan.edu.eg)

**Researcher/ Amany Kamal Moufeed**

[adeladel.aa261@gmail.com](mailto:adeladel.aa261@gmail.com)

### Abstract:

This study was conducted to investigate the reality of future vision as a key component of strategic awareness among board members of some sports clubs. A sample of 50 board members from (6) sports clubs served as the pilot study sample, while a main sample of (249) board members from (25) sports clubs in Cairo was used. The researcher employed a descriptive research method using a survey. A questionnaire designed by the researcher was used as a data collection tool, The most important finding was that the reality of future vision as a key component of strategic awareness among board members of some sports clubs was achieved at a moderate level with a relative weight of (73.5%), Among the most important recommendations are The board of Directors has set a clear future vision that is consistent with the directions of the Sports Club, The commitment of the employees and the board of Directors of the club to monitor their job performance for the purpose of future development of the club, Follow-up of the board of directors for the future aspirations of the Sports Club to develop the capabilities of its employees, Achieving the goals of the Sports Club to choose the available alternatives related to setting goals, The board of directors agreed to make some changes in future activities in line with the circumstances surrounding the Sports Club.

**Key words:** Future Vision, Strategic Awareness, Sports Clubs.

واقع الرؤية المستقبلية كأحد محاور الوعي الإستراتيجي لدى أعضاء مجالس إدارة بعض الأندية  
الرياضية

**المخلص:**

أجريت هذه الدراسة للتعرف على واقع الرؤية المستقبلية كأحد محاور الوعي الإستراتيجي لدى أعضاء مجالس إدارة بعض الأندية الرياضية على عينة استطلاعية قوامها (50) عضو مجلس إدارة من (6) أندية رياضية، عينة أساسية قوامها (249) عضو مجلس إدارة من (25) نادى

رياضى بمحافظة القاهرة ، وإستخدمت الباحثة المنهج الوصفي بالأسلوب المسحي ، و من أدوات جمع البيانات الإستبيان من تصميم الباحثة ، ومن أهم النتائج تحقق واقع الرؤية المستقبلية كأحد محاور الوعي الإستراتيجي لدى أعضاء مجالس إدارة بعض الأندية الرياضية بدرجة متوسطة بوزن نسبي قدره (73.5%) ، ومن أهم التوصيات وضع مجلس الإدارة رؤية مستقبلية واضحة تتفق مع توجهات النادي الرياضي، إلتزام العاملين وقيام مجلس إدارة النادي برقابة الأداء الوظيفي لهم بغرض التطوير المستقبلي بالنادي، متابعة مجلس الإدارة للتطلعات المستقبلية للنادي الرياضي لتطوير قدرات العاملين به، تحقيق أهداف النادي الرياضي لإختيار البدائل المتاحة ذات العلاقة بوضع الأهداف، إتفاق مجلس الإدارة على إجراء بعض التغييرات في الأنشطة المستقبلية تماشياً مع الظروف المحيطة بالنادي الرياضي.

**الكلمات المفتاحية:** الرؤية المستقبلية، الوعي الإستراتيجي، الأندية الرياضية.

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## The Reality of Future Vision as A key Aspect of Strategic Awareness Among Board Members of Some Sports Clubs

### Introduction and research issue:

The future vision is of great importance in strategic planning, change and Development Management at the level of institutions and countries because it clarifies the direction of business; it helps to coordinate and group efforts and stimulates the completion of work to achieve long-term goals and future visions differ in terms of their impact in societies and countries and vary as follows:

- Ideal theoretical ideas are unattainable and difficult to implement in practice, because they lack the ability to change or practical application.
- Be an extension of balanced ideas or derived from pre-formed perceptions, do not exceed their place, do not add new to reality, do not keep pace with change and diversification, and are unable to meet the needs of contemporary society.
- They bring about tangible transformation and real progress in society, shape the future of future generations. (10)

While Reaching the future that the organization aspires to needs to set a clear vision for that future, where (Jawad, 2010) defines the vision as: "that mental and intellectual image of the future of the organization," the vision describes the future that the organization seeks to reach.

Others pointed out that the vision means a broad, transformative and long-term inspiring goal, and also provides a clear future picture of what the organization will be in the future that will contribute to maintaining the market position of the organization and the continuity of its business by

identifying the paths that the organization will follow to reach that desired future.

**Jawad (2010)** pointed out that drawing and framing this picture requires the strategic thinker to determine the dimensions of the organization's operations in terms of: the quality of the work and the outputs of the organization, the geographical boundaries of its work, the value system activated to achieve the desired, and finally the type of relationships that will be established with the relevant parties.

It can be defined as: "it is the description of the future that the organization seeks to reach". (2 :33)

All business organizations in our current era, whether public or private, productive or service, face many challenges as a result of rapid and continuous scientific and technical changes and developments, and in front of these challenges, traditional management with its processes and Means has become unable to make the organization competitive, which necessitates these organizations to use all available modern management methods that enable them to do so, including strategic Awareness.

Strategic awareness is one of the contemporary strategic concepts for its important role in helping the organization to understand its internal and external environment to explore and exploit opportunities, avoid threats imposed by external environmental factors, and minimize their negative effects on the organization within the framework of the competitive environment in which it operates to ensure its continuity and achieve sustainable development. (1:4)

The importance of strategic awareness has increased recently due to the nature of the dynamic and rapidly changing environment with its various factors, which has forced contemporary organizations to build and develop a set of skills, especially at senior management levels, as they are the body responsible for determining the future vision of the organization and achieving its strategic goals, especially that strategic awareness as it represents an intellectual approach characterized by modernity and leadership and characterized through its operations and means the ability to increase the competitive capabilities of the organization and develop its performance. (4:1,2)

The problem of the study is that sports clubs have a great need to keep abreast of scientific development and technological developments in various fields, especially the field of modern management, and clubs must keep abreast of development, philosophy and modern administrative

guidelines in order to be able to achieve the desired goals, to ensure the success and continuity of the sports institution, and because the performance of those in charge of managing sports clubs contributes significantly to development and creating opportunities for strategic awareness and reliance on new developments (Updates) to apply modern administrative concepts in the works carried out by the board of Directors of the Sports Club to achieve the future vision, the All employees of sports organizations make maximum effort and develop their strategic awareness skills to ensure the survival and success of the organization.

It is based on the importance of strategic awareness in renewing, developing and solving the problems facing the department and comprehensively considering all matters, Linking and analyzing things together to achieve achievements and achieve the goals set and planned before.

Through the researcher's work in the field of sports clubs, and familiarizing herself with previous and related studies, she noticed many problems and challenges in the areas of strategic awareness and future vision in sports clubs, the dependence of leaders and managers on traditional management systems, and not giving chance to those in charge of managing sports activity on development and development, so the researcher turned to some sports clubs.

**Research purpose:**

The research aims to identify the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs.

**Research questions:**

What is the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs?

**Research terminology:**

**Future vision:**

**Khaled, Al-Zoghbi (2020)**, quoting Maccoby, 2011, defines it as the ability of a leader to see the future of the organization clearly and completely, as it includes the desire to change the current situation, the tendency to adopt completely different goals from the current ones, the ability to identify opportunities in the environment, form a long-term growth path, and the ability to communicate them to all people in the organization. (3 :32)

The researcher believes that she is envisioning and drawing a future picture by the senior management of the club's aspirations and the status it

seeks to reach and developing the necessary ways to achieve that goal.  
(Procedural definition)

#### Strategic awareness:

**Turki, Oguz (2012)** defines it as: the way managers strategically perceive the position of their organization and the possible opportunities for change, so that managers are aware of all internal and external environmental factors. (9: 189)

The researcher believes that: awareness and implicit or explicit knowledge of the level of the strategic situation (current, internal, external and future) of the leaders of sports clubs, and the ability to identify future strategic options and alternatives. (Procedural definition)

#### Research procedures:

##### - Research methodology:

The researcher used the descriptive method in the survey method, because it is the appropriate method that achieves the objectives of the study.

##### - Research community:

The research community included the members of the boards of Directors of sports clubs, numbering (630) board members from (63) sports clubs in Cairo governorate.

##### - Sample research:

The research sample was randomly selected by (299) board members from (31) sports clubs, i.e. (47.4%) from the research community divided as follows:

##### First: the survey sample:

It was selected by random method from the research community and outside the basic sample, as it included (50) board members from (6) sports clubs.

##### Second: the basic sample:

The basic research sample was randomly selected from the research community, which included (249) board members from (25) sports clubs.

**Table (1) shows the characterization of the research community, the survey sample and the basic:**

Table (1)

Characterization of the research community, exploratory and basic sample

Sample	Clubs	Sports clubs	
		Number of clubs	Board members number
Research community		63	630

The survey sample	6	50
The basic sample	25	249

### **- Data collection tools:**

#### **First: documents and records:**

The researcher reviewed the special documents and records to identify the number of sports clubs in Cairo Governorate, as well as the number of board members of some sports clubs in Cairo governorate, in addition to reviewing the scientific references, previous studies and research on factors related to the reality of the future vision as one of the axes of strategic awareness among the board members of some sports clubs.

#### **Second: Personal interview:**

The researcher conducted a personal interview with some members of the board of Directors of some sports clubs, in order to determine the number of sports clubs in Cairo governorate.

#### **Third: The questionnaire:**

The researcher used to collect the data of the current study a questionnaire of her design entitled: "The reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs".

#### **- The exploratory study:**

The survey study was conducted on a sample of (50) members of the Sports Club's Board of directors, selected randomly from the research community and outside the basic research sample, in order to ensure the honesty and stability of the data collection tool in the period from (2/7/2023) to (15/9/2023).

#### **- Scientific Parameters of the questionnaire:**

**The researcher calculated the scientific coefficients of the questionnaire as follows:**

#### **First: Calculation of Scale Validity:**

##### **(A) Content Validity through arbitrators:**

The questionnaire was presented as before in the construction steps to the experts (arbitrators) in the field of sports management consisting of (7) experts to calculate the truthfulness of the content by expressing an opinion on the appropriateness and phrases of the questionnaire of the reality of the



future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs, in order to express an opinion on the appropriateness and formulation of phrases and their adequacy and achievement of the goals set, and delete, add or modify what they deem appropriate, and in light of the opinions of experts, no phrase was deleted to become the final picture consisting of (6) phrases.

### **(B) The Validity of inner Coherence:**

To calculate the validity of the internal consistency of the questionnaire, the researcher applied it to a sample of (50) members of the Sports Club board of directors from the research community and from outside the basic sample, where the correlation coefficients were calculated between the score of each phrase and the overall score of the questionnaire, and Table (2) shows that:

**Table (2)**

**The correlation coefficient between the score of each phrase and the total score to survey the reality of the future vision as a determinant of the strategic awareness of some sports clubs.**

**N=50**

The fourth axis Future vision	
Number	Correlation coefficient
1	0.743*
2	0.651*
3	0.612*
4	0.427*
5	0.520*
6	0.693*

**The value of the tabular “R” at the level of (0.05) = 0.340**

**Table (2) shows the following: -**

The correlation coefficients ranged between the score of each phrase and the total score of the questionnaire (0.427: 0.743), which are statistically significant correlation coefficients at a semantic level (0.05), so no phrase was deleted, so the number of phrases of the questionnaire (6) phrases remained unchanged.

The foregoing points out that the statements of the questionnaire on the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs are characterized by an acceptable degree of honesty.

### **Second: Calculation of Scale Reliability:**

To calculate the stability of the questionnaire of the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs, the researcher used the Cronbach Alpha coefficient by applying it to a sample of (50) members of the board of Directors of the Sports Club from the research community and from outside the basic sample, and the following table:

**Table (3)**

**Evaluate the Cronbach's Alpha coefficient to Survey The Reality of the Future Vision As Adeterminant of the Strategic Awareness of Some Sports Clubs.**

**N=50**

<b>Coefficient</b>	<b>The value of the alpha-axis</b>
<b>The reality of the Future Vision As one of the Axes of Strategic Awareness Among the Members of the Boards of Directors of Some Sports Clubs.</b>	<b>0.69</b>

**Table (3) Shows the Following:**

The Alpha Coefficient of the future vision reality questionnaire as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs reached (0.69), which is a statistically significant coefficient, indicating that the questionnaire has an acceptable stability coefficient.

The researcher wrote the questionnaire in its final form after calculating the scientific coefficients in preparation for applying the questionnaire to the basic sample.

#### **- Basic study:**

The researcher applied the questionnaire of the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs under study to the basic sample of (249) members of the board of Directors of the Sports Club, in the period from (1/10/2023) to (26/5/2024) in preparation for statistical processing using the SPSS program.



The researcher adopted a triple assessment scale according to the opinions of experts, which is (approving) and gets 3 grades, (somewhat OK) and gets 2 grades, (disapproving) and gets 1 grade, and thus the questionnaire becomes valid for application.

#### - Statistical processors:

After collecting and tabulating the data, it was statistically processed, and to calculate the research results, the researcher used the following statistical methods:

- Percentages.
- Correlation coefficient.
- Cronbach's Alpha coefficient.
- Estimated grade.
- Relative weight.
- Duplicates.

#### Presentation and discussion of results:

The researcher adopted the relative weight of the research sample responses of (75%) and more to accept statements that indicate or give an indicator to achieve the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs with a high degree, and from (60%) to less than (75%) an indicator to achieve each with an average degree, and less than (60%) an indicator to achieve each with a small degree.

#### Presentation and Discussion of the Results of The Reality of the Future Vision As one of the Axes of Strategic Awareness Among the Members of the Boards of Directors of Some Sports Clubs.

Table (4)

The Estimated Degree, Relative Weight and Ranking of the Responses of the Research Sample on A questionnaire (The Reality of the Future Vision As one of the Axes of Strategic Awareness Among Members of the Boards of Directors of Some Sports Clubs).

N=249

N	Phrases	Agree		Quietly		Disagree		Rated degree	Relative weight %	Order
		k	%	k	%	k	%			

As a member of the board of Directors of some sports clubs I see it...

1	The board of Directors sets a clear future vision that corresponds to its directions.	100	40.1	99	39.7	50	20.0	548	73.3	5
2	The board of directors monitors the job performance and the commitment of the employees in order to develop it for future purposes in the Sports Club.	90	36.1	99	39.7	60	24.0	528	70.6	6
3	The board of Directors is interested in developing the capabilities of employees in line with the future aspirations of the Sports Club	100	40.1	100	40.1	49	19.6	549	73.7	4
4	The board of directors employs future foresight based on past and present information to empower the club's employees.	113	45.9	90	36.1	46	18.4	565	75.6	1
5	The board of directors seeks to make changes in certain activities in line with its future aspirations.	106	42.3	93	37.3	50	20.0	544	74.1	2
6	The board of Directors of the sports club develops available alternatives related to achieving the goals of the future it seeks.	108	43.3	87	34.9	45	21.6	552	73.8	3
	The total degree of the axis							3296	73.5	3

**Table (4) Shows the Following:**

The responses of the sample varied on the statements of the reality axis (future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs), where the relative weight of the responses ranged from (70.6 %) for phrase number (2) to (75.6%) for phrase number (4).

The relative weight of phrase number (4) was more than (75%), which means that this phrase, which is included in the axis, achieves the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs to a high degree.

The relative weight of the rest of the phrases came (1,2,3,5,6) all of them are between (70%) to less than (75%), which means that these phrases included in the axis achieve the reality of the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs to an average degree, and there are no phrases with a relative weight less than 70%.

The researcher attributes the fact that phrase number(4)received the first ranking with a relative weight of (75.6%), which states (**The Board of Directors Employs Future Foresight Based on Past and Present information to Empower the Club's Employees**) to the fact that the strategic awareness of Sports Club leaders contributes significantly to setting a clear future vision and enabling the Sports Club's employees to make some changes to sports activities, and their commitment to future foresight to monitor their job performance and develop the capabilities of employees to achieve the required goals in line with the future aspirations of the Sports Club.

This result is consistent with the result of the (**Muawiya, Moussa**) study (2020) (4), the results of which found a statistically significant effect between strategic awareness and the empowerment of club employees as an intermediate variable.

This result is also consistent with the result of the (**Yazan, Youssef**) study (2021) (5), the results of which concluded that there is a statistically significant effect between strategic awareness and awareness of the future vision and mission of the company.

This finding is also consistent with the result of a study (**Deborah, J**) (2017) (6), the results of which found a statistically significant positive relationship between strategic awareness and the success of employees in the organization.

The researcher attributes the receipt of phrase number (2) on the sixth and last ranking with a relative weight of (70%), which states (**The Board of Directors monitors the Job Performance and the Commitment of Employees in order to develop it for Future Purposes in the Sports Club**) to monitor the job performance of employees in the club in line with the vision and mission of the organization.

The researcher attributes the receipt of Statement No. 2 on the sixth and last ranking with a relative weight of (70%), which states (**The Board of Directors monitors the Job Performance and the Commitment of Employees in order to develop it for Future Purposes in the Sports**

**Club)** to monitor the job performance of employees in the club in line with the vision and mission of the organization.

This result is consistent with the result of the study (**Ayman, Adel**) (2019) (1), the results of which found that there is a direct impact between the strategic awareness and the job performance of employees in the Sports Club.

This result is also consistent with the result of the study (**Rodger, J**) (2019) (8), the results of which found a positive effect between strategic awareness and the commitment of employees to the Sports Club.

This result is also consistent with the result of the study (**Joanna, D**) (2017) (7), the results of which found a statistically significant effect between strategic awareness and job performance control of club employees.

The researcher concludes that the future vision as one of the axes of strategic awareness among the members of the boards of Directors of some sports clubs is the ability of board members to foresee the future to empower the club's employees, follow up on job performance and the commitment of employees in order to develop it for future purposes in the Sports Club.

**Thus, The Question has been Answered, which states (what is the Reality of the Future Vision As one of the Axes of Strategic Awareness Among the Members of the Boards of Directors of Some Sports Clubs?).**

#### **Result References:**

**In light of the research objective, its questions, Statistical Treatments and Research Results, The Researcher Came to the Following Conclusions:**

**- The Future Vision has been Achieved As one of the Axes of Strategic Awareness Aamong the Members of the Boards of Directors of Some Sports Clubs to A high Degree, represented by: -**

A- Hiring the board of directors to foresee the future based on past and present information to empower the club's employees.

B- The board of Directors has made some changes in activities in accordance with its future aspirations.

C- The board of Directors of the sports club develops the available alternatives related to achieving the goals of the future it seeks.

### Recommendations:

- 1- The board of Directors has set a clear future vision that is consistent with the directions of the Sports Club.
- 2- The commitment of the employees and the board of Directors of the club to monitor their job performance for the purpose of future development of the club.
- 3- Follow-up of the board of directors for the future aspirations of the Sports Club to develop the capabilities of its employees.
- 4- Achieving the goals of the Sports Club to choose the available alternatives related to setting goals.
- 5- The board of directors agreed to make some changes in future activities in line with the circumstances surrounding the Sports Club.

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