

Job Description of Career Paths in Sports Marketing According to Labor Market Needs

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Introduction and research problem:

Sports market has witnessed many developments and changes in recent times, where sports has moved from hobby to business, and became one of the most popular leisure alternatives for consumers. This is for individuals, but for institutions, it became one of the largest attracting sectors for media and economic entities and sponsors. Now, it has its own economies and contributes to countries' GDP.

Marketing consider the most important strategic activity for sports organizations, who are concerned with communicating with their customers and how to focus resources on targeting the best markets. Sport marketing is part of general marketing but focuses more on sports context and how sport can increase organizations' capabilities to influence customers. Also, many organizations use sports marketing to give themselves a

competitive advantage and connect sport with more business orientation. (17: 164)

In present time, there have been many developments in sports marketing on a large scale. Therefore, there is a need for developed educational programs to provide training in this field. Where, sports marketing has become a global phenomenon affects greatly on countries' and international institutions' economics. Previously there was little training on tasks that fall within sports marketing framework. (15: 12)

Working in sports marketing field consider a complex task requiring multiple knowledge and skills, since sports field is very competitive, and sports marketer must be aware of successive rapid changes in sports environment.

It should be noted that sports organizations are not very different from businesses

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in other industries, where they seek to employ individuals with good qualifications and expertise that make them the best alternative and can contribute to sports organization's success. (13:372)

Growth in sports industry has led to increase in demand for educated employees with experience in sports marketing, and there are many professional opportunities within main fields of sports marketing. There is a special need for employees with required skills of effective marketing for many sports products, as well as people who use sports environment to facilitate marketing of non-sporting products. (15: 21)

It can be said that job qualification studies are one of the most important research fields that determine career qualification in the profession and its main objective is to identify the required knowledge and necessary skills to implement the job. The first step in training qualified persons in a job is to identify important qualifications

through research to train people. (12: 585)

Job descriptions are used as an information criterion about a task or set of tasks, including basic duties that an individual must perform. Job description plays a major role in achieving balance among employees in any organization and can be used effectively in training programs and quality assessment within any sports facility, also can be used to ensure that the job is consistent with industry standards as well as legal responsibilities. (11: 92)

Therefore, developing a good job description for available and required career paths in sports marketing field has two objectives. **First:** Ensures identification of all tasks and responsibilities that must be performed in these career paths and help sports organizations to attract the best applicants to fill these positions. **Second:** contributing in performance evaluation according to required job responsibilities.

Sports industry offers many professional opportunities, mainly in sports marketing. And we can say that sport marketing has emerged as

a major field in sports industry over the last 30 years. Despite clear growth of the field, there is confusion about what types of activities that composes sports marketing.

Therefore, those who wish to join one of available jobs in sports marketing should be aware of the most important functional and personal qualifications required to work in such jobs and explore available opportunities in labor market. On the other hand, institutions operating in sports market must have clear criteria for Job description to be able to conduct recruitment or training of individuals on the most important duties and responsibilities to perform the job as required.

In previous studies, which dealt with sports marketing, I found several studies that dealt with job descriptions of many professions in sports field, such as: Ahmed Abdel-Gawad (2016), Ciftci, S. & Mirzeoglu, N. (2010), Farzalipour, S et al (2012), Vanessa Ratten (2016), Ayman Hindawi (2009), Ahmed Al Bayoumi (2010), Mohammed Al-Samanoudi and Hamdino Omar (2015), but

there is no study on job descriptions for sports marketing jobs.

All this led the researcher to develop job descriptions of career paths in sports marketing field, which includes: main responsibilities, qualifications and experience, professional features and skills that must be met by those who work in these jobs according to labor market needs.

¹Research terms:

Job Description:

Is a written document that includes a job summary, definition, duties and key responsibilities, as well as educational qualifications, experience, and the most important professional features and skills required to perform this job.

Career paths in sports marketing:

The most available jobs in sports marketing field at a wide range of sports organizations and events according to sports market.

Labor market:

The environment, where interaction between supply and demand of career opportunities in sports marketing field.

¹ Procedural Definition

Research Aims:

This research aims to design a proposal model for job description of sports marketing career paths considering labor market needs.

Research Questions:

- 1- What is job description of Sports Ticket Sales Manager?
- 2- What is job description of Sports Customers' Service Manager?
- 3- What is job description of Sports websites' marketing Manager?
- 4- What is job description of Sports Sponsorship Manager?
- 5- What is job description of Sports Brand Manager?
- 6- What is job description of Sports Events' Marketing manager?

7- What is job description of Sports Marketing Manager?

Research Methodology:

The researcher used descriptive approach (survey method).

Research community:

Research community consists of assistant professors and professors of sports management in Arab Republic of Egypt and professionals in sports marketing at sports institutions.

Research sample:

The researcher randomly selected research sample, which included (125), divided to (20) for exploratory sample and (105) for basic sample.

**Table (1)
Research Sample Characterization**

no	Academic staff at sports management department		Professionals in sports market (Marketing Manager, Executive Manager, Marketing Officer)		Number
1	Basic Sample	Professor	25	Sports Clubs	42
		Assistant Professor	14	Sports Federations	18
				Ministry of Youth and Sports	6
2	Total	39		66	105
1	Exploratory Sample	Professor	4	Sports Clubs	7
		Assistant Professor	3	Sports Federations	4
				Ministry of Youth and Sports	2
2	Total	7		13	20

Data collection tools:

The researcher used the following tools in research data collection:

- Access to research and scientific references of job descriptions, sports marketing, such as: Ahmed Abdel Gawad

(2016), Ciftci, S. & Mirzeoglu, N. (2104), Farzalipour., S et al (2012), Ratten ., R. (2016), Ayman Hindawi (2009), Ahmed Bayoumi (2010), Mohamed Samannoudi and Hamdino Omar (2015).

- Identifying inventory of career paths in sport marketing **Appendix** (2), where the researcher was satisfied with all jobs that had percentages more than 75%, and excluded following jobs (sports advertising manager, sports promotion manager, marketing research manager, sports distribution manager) for obtaining a percentage less than 75%.
- Questionnaire prepared by the researcher **Appendix** (3), and the researcher followed coming steps in preparing them.
- Using references and scientific thesis, plus following

steps for designing job descriptions.

- Identifying questionnaire main axes and presenting it on (9) experts.
- Experts agreed on questionnaire axes by 100% and developed suitable phrases for each axis in the questionnaire **Appendix** (4).
- The researcher presented the questionnaire on experts to verify content validity and examine phrases' structure and adequacy, beside their correlation with axes **Appendix** (3).
- The researcher was satisfied with (75%) or more as agreement on questionnaire phrases, and so, he reached to final questionnaire version.
- The researcher developed a two-pronged balance as follows: Yes (two degrees), no (one degrees).

Table (2)

Percentage of experts' opinions in preliminary questionnaire version (n = 9)

Ticket Sales Manager					Customers' Service Manager					websites' marketing Manager				Sports Sponsorship Manager					
	aggr ee	adj ust	d el et e	%		aggr ee	adj ust	d el et e	%		aggr ee	adj ust	d el et e	%		aggr ee	adj ust	d el et e	%
1	9	0	0	100	1	9	0	0	100	9	0	0	100	1	9	0	0	100	100
2	9	0	0	100	2	9	0	0	100	9	0	0	100	2	9	0	0	100	100
3	9	0	0	100	3	9	0	0	100	9	0	0	100	3	9	0	0	100	100
4	9	0	0	100	4	9	0	0	100	9	0	0	100	4	9	0	0	100	100
5	9	0	0	100	5	9	0	0	100	9	0	0	100	5	9	0	0	100	100
6	9	0	0	100	6	9	0	0	100	9	0	0	100	6	4	2	3	44.4	4
7	5	0	0	55.55	7	9	0	0	100	9	0	0	100	7	9	0	0	100	100

Follow Table (2)

Percentage of experts' opinions in preliminary questionnaire version (n = 9)

Ticket Sales Manager					Customers' Service Manager					websites' marketing Manager				Sports Sponsorship Manager							
	agree	adjust	delete	%		agree	adjust	delete	%		agree	adjust	delete	%		agree	adjust	delete	%		
8	7	2	0	77.77	8	9	0	0	100	8	9	0	0	100	8	9	0	0	100		
9	9	0	0	100	9	7	0	2	77.77	9	9	0	0	100	9	9	0	0	100		
10	9	0	0	100	10	9	0	0	100	10	8	1	0	88.88	10	7	1	1	77.77		
11	9	0	0	100	11	9	0	0	100	11	9	0	0	100	11	9	0	0	100		
12	8	0	1	88.88	12	9	0	0	100	12	9	0	0	100	12	9	0	0	100		
13	9	0	0	100	13	9	0	0	100	13	7	2	0	77.77	13	9	0	0	100		
14	9	0	0	100	14	8	1	0	88.88	14	9	0	0	100	14	9	0	0	100		
15	9	0	0	100	15	9	0	0	100	15	9	0	0	100	15	9	0	0	100		
16	7	2	0	77.77	16	9	0	0	100	16	9	0	0	100	16	9	0	0	100		
17	8	0	1	88.88	17	9	0	0	100	17	9	0	0	100	17	9	0	0	100		
18	9	0	0	100	18	9	0	0	100	18	9	0	0	100	18	9	0	0	100		
19	9	0	0	100	19	9	0	0	100	19	9	0	0	100	19	8	0	1	88.88		
20	9	0	0	100	20	9	0	0	100	20	9	0	0	100	20	9	0	0	100		
															21	9	0	0	100		
Sports Brand Manager					Marketing manager of sports events					Sports Marketing manager											
1	9	0	0	100	1	9	0	0	100	1	9	0	0	100							
2	9	0	0	100	2	9	0	0	100	2	9	0	0	100							
3	9	0	0	100	3	9	0	0	100	3	9	0	0	100							
4	9	0	0	100	4	9	0	0	100	4	8	1	0	88.88							
5	8	1	0	88.88	5	9	0	0	100	5	9	0	0	100							
6	9	0	0	100	6	8	1	0	88.88	6	9	0	0	100							
7	9	0	0	100	7	9	0	0	100	7	9	0	0	100							
8	9	0	0	100	8	9	0	0	100	8	9	0	0	100							
9	9	0	0	100	9	9	0	0	100	9	7	2	0	77.77							
10	9	0	0	100	10	7	1	1	77.77	10	9	0	0	100							
11	9	0	0	100	11	9	0	0	100	11	9	0	0	100							
12	9	0	0	100	12	9	0	0	100	12	9	0	0	100							
13	9	0	0	100	13	9	0	0	100	13	9	0	0	100							
14	9	0	0	100	14	9	0	0	100	14	9	0	0	100							
15	9	0	0	100	15	9	0	0	100	15	7	1	1	77.77							
16	9	0	0	100	16	9	0	0	100	16	9	0	0	100							
17	9	0	0	100	17	9	0	0	100	17	9	0	0	100							
18	7	2	0	77.77	18	9	0	0	100	18	9	0	0	100							
19	9	0	0	100	19	8	1	0	88.88	19	9	0	0	100							
20	9	0	0	100	20	9	0	0	100	20	9	0	0	100							
21	8	0	1	88.88	21	9	0	0	100	21	9	0	0	100							
22	9	0	0	100	22	9	0	0	100	22	9	0	0	100							

Survey study:

Internal consistency:

To verify questionnaire phrases' suitability, the researcher applied questionnaire **Appendix (6)** to a sample of (20) person within research community and outside the basic sample. He used internal consistency to calculate honesty of questionnaire's phrases and axes through finding

correlation coefficients between each phrase with total axis degree, and correlation coefficients between each phrase with total axes degree, and correlation coefficients between axes, and correlation coefficients between total score of each axis and questionnaire total score.

Table (3)
correlation coefficients between phrases with dimensions and axes (n = 20)

Ticket Sales Manager			Customers' Service Manager			websites' marketing Manager			Sports Sponsorship Manager		
Phrases	Correlation values		Phrases	Correlation values		Phrases	Correlation values		Phrases	Correlation values	
	dimension	axis		dimension	axis		dimension	axis		dimension	axis
1	*.442	*.528	1	*.511	*.492	1	*.571	*.583	1	*.598	*.621
2	*.627	*.606	2	*.696	*.681	2	*.578	*.629	2	*.742	*.663
3	*.746	*.756	3	*.589	*.617	3	*.457	*.770	3	*.907	*.703
4	*.581	*.675	4	*.625	*.699	4	*.681	*.778	4	*.875	*.792
5	*.703	*.744	5	*.456	*.567	5	*.700	*.668	5	*.711	*.458
6	*.715	*.870	6	*.560	*.752	6	*.875	*.660	6	*.781	*.725
7	*.855	*.830	7	*.733	*.498	7	*.611	*.697	7	*.805	*.776
8	*.888	*.585	8	*.747	*.724	8	*.710	*.798	8	*.804	*.637
9	*.520	*.701	9	*.502	*.700	9	*.581	*.840	9	*.762	*.650
10	*.650	*.736	10	*.709	*.560	10	*.694	*.842	10	*.802	*.543
11	*.470	*.644	11	*.692	*.551	11	*.681	*.772	11	*.828	*.601
12	*.623	*.720	12	*.688	*.660	12	*.727	*.506	12	*.752	*.534
13	*.743	*.617	13	*.637	*.716	13	*.601	*.482	13	.97	.056
14	*.787	*.695	14	*.839	*.723	14	*.780	*.785	14	*.849	*.733
15	*.723	*.451	15	*.656	*.714	15	*.435	*.427	15	*.718	*.406
16	*.769	*.646	16	*.760	*.644	16	*.768	*.603	16	*.711	*.622
17	*.768	*.716	17	.094	.065	17	*.769	*.455	17	*.788	*.685
18	*.888	*.730	18	*.567	*.689	18	*.853	*.733	18	*.455	*.554
19	*.824	*.817	19	*.654	*.597	19	*.754	*.620	19	*.744	*.591
			20	*.528	*.500	20	*.726	*.743	20	.189	.041
Sports Brand Manager			Marketing manager of sports events			Sports Marketing manager					
Phrases	Correlation values		Phrases	Correlation values		Phrases	Correlation values				
	dimension	axis		dimension	axis		dimension	axis			
1	*.732	*.438	1	*.863	*.721	1	*.800	*.706			
2	*.795	*.623	2	*.612	*.625	2	*.500	*.443			
3	*.847	*.631	3	*.470	*.475	3	*.644	*.733			
4	*.839	*.763	4	*.795	*.768	4	*.751	*.800			
5	*.793	*.704	5	*.888	*.729	5	*.682	*.767			
6	*.911	*.772	6	*.884	*.886	6	*.568	*.666			
7	*.815	*.706	7	*.774	*.678	7	*.603	*.676			
8	*.886	*.871	8	*.823	*.742	8	*.813	*.638			
9	*.881	*.817	9	*.739	*.664	9	*.713	*.654			
10	*.798	*.742	10	*.577	*.670	10	*.656	*.747			
11	*.659	*.597	11	*.619	*.701	11	*.864	*.845			
12	*.819	*.624	12	*.895	*.689	12	*.729	*.611			

Follow Table (3)

correlation coefficients between phrases with dimensions and axes (n = 20)

Ticket Sales Manager			Customers' Service Manager			websites' marketing Manager			Sports Sponsorship Manager		
Phrases	Correlation values		Phrases	Correlation values		Phrases	Correlation values		Phrases	Correlation values	
	dimension	axis		dimension	axis		dimension	axis		dimension	axis
13	*.880	*.607	13	*.851	*.620	13	*.831	*.667			
14	*.882	*.726	14	*.793	*.679	14	*.800	*.691			
15	*.819	*.797	15	*.670	*.464	15	*.803	*.583			
16	*.872	*.869	16	*.688	*.805	16	*.812	*.753			
17	*.706	*.850	17	*.771	*.648	17	*.691	*.773			
18	*.748	*.749	18	*.837	*.782	18	*.583	*.614			
19	*.647	*.794	19	*.657	*.757	19	*.753	*.780			
20	*.765	*.788	20	*.721	*.771	20	*.819	*.708			
			21	*.778	*.671	21	*.796	*.651			
						22	*.691	*.597			

*Tabular value (R) at a significant level (0.05) = (0.378)

Table (3) shows a statistically significant correlation between phrases and total axis degree, and between phrases and total axes degree, where calculated value (R) is greater than tabular value (R) at a significant level (0.05), that indicates internal consistency honesty of phrases. It also does not show

differences in following phrases in Job Description: phrase (17) at Customer Service Manager, phrase (13) at Sports Sponsorship Manager, where calculated value (R) is less than tabular value (R) at a significant level (0.05) indicating non-internal consistency honesty of these phrases.

**Table (4)
Matrix of correlation coefficients between each axis degree and questionnaire total score (N= 20)**

Axes	Ticket Sales Manager	Customer Service Manager	Sports Websites Marketing Manager	Sports Sponsorship Manager	Sports Brand Manager	Sports Events Marketing Manager	Sports Marketing Manager	Questionnaire Total score
Ticket Sales Manager		*. 800	*. 978	*. 881	*. 894	*. 859	*. 454	*. 923
Customer Service Manager			*. 825	*. 883	*. 644	*. 831	*. 545	*. 819
Sports Websites Marketing Manager				*. 854	*. 901	*. 825	*. 481	*. 923
Sports Sponsorship Manager					*. 751	*. 981	*. 613	*. 918
Sports Brand Manager						*. 734	*. 516	*. 881
Sports Events Marketing Manager							*. 646	*. 903
Sports Marketing Manager								*. 640
Questionnaire Total score								

*Tabular value (R) at a significant level (0.05) = (0.378)

Table (4) shows a statistically significant correlation between axes and questionnaire, where calculated value (R) was greater than tabular value (R) at a significant level (0.05) indicating internal consistency honesty of questionnaire axes.

Stability:

To calculate questionnaire stability coefficient, researcher used partial fragmentation method of Spurman Brown, and Gitman partial fragmentation equation and Alpha Kronbach coefficient, by applying the questionnaire to the exploratory sample.

Table (5)
Spermann Brown 's partial fragmentation coefficients and
Gitman' s partial fragmentation equation of questionnaire axes (N = 20)

Axes	Correlation	Stability		
		Spermann Brown	Gitman equation	Alpha coefficient
Ticket Sales Manager	*,893	.942	.912	,915
Customer Service Manager	*,935	0.966	0.956	0,895
Sports Websites Marketing Manager	*,916	0.957	0.934	0,910
Sports Sponsorship Manager	*,974	0.982	0.975	0,908
Sports Brand Manager	*,912	0.966	0.951	0,922
Sports Events Marketing Manager	*,958	0.950	0.943	0,819
Sports Marketing Manager	*,861	0.931	0.925	0,905
Questionnaire Total score	*,912	0.957	0.949	0,964

*Tabular value (R) at a significant level (0.05) = (0.378)

Table (5) shows questionnaire stability and its axes. For questionnaire axes': stability coefficient value with Spearman Brown ranged from 0.931 to 0.982, while stability

coefficient value with Gitman equation ranged from 0.912 to 0.975. For questionnaire as a whole: stability coefficient value with Spearman Brown was 0.957, while stability

coefficient value with Gitman equation was 0.949, and stability coefficient value with Alpha coefficient was (0.964). All these values were significant at (0.05), which indicates questionnaire stability under research.

Basic Study:

After conducting scientific transactions of validity and

stability, researcher applied the scale in its final form (Appendix 6) to basic sample of (105), and after application, data was collected, organized, to perform appropriate statistical treatments.

Results' presentation and discussion:

**Table (6)
Frequency and Weighting Ratio and K² for Job Description of
Ticket Sales Manager (N = 105)**

	Ticket Sales Manager	Agree		Disagree		K ²
		Frequency	%	Frequency	%	
First: Job Summary						
1	Monitoring and supervising tickets sales for sports matches and events, and evaluating growth rates of ticket sales continuously	89	84.76	16	15.24	50.752*
2	Managing tickets sales procedures and communicating with sports consumers either they are individuals or institutions to persuade them to buy tickets	65	61.90	40	38.10	5.952*
Second: main responsibilities						
3	Collecting and analyzing sports match and events data in terms of ticket sales - attendance - pricing	90	85.71	15	14.29	53.571*
4	Supporting marketing efforts to increase ticket sales for sports events and events	92	87.62	13	12.38	59.438*
5	Providing accurate data of predictable ticket sales to senior management	81	77.14	24	22.86	30.943*
6	Participate in appropriate pricing strategies for each target group	75	71.43	30	28.57	19.286*
7	Perform all tasks required by Marketing Manager for ticket sales	93	88.57	12	11.43	62.486*
8	Maintain an electronic database of tickets' consumers for matches and sports events	97	92.38	8	7.62	75.438*
9	Send offers and discounts for tickets to fans and sponsors	85	80.95	20	19.05	40.238*

**Follow Table (6)
Frequency and Weighting Ratio and K² for Job Description of
Ticket Sales Manager (N = 105)**

	Ticket Sales Manager	Agree		Disagree		K ²
		Frequency	%	Frequency	%	
Third: Qualifications and experiences						
10	Bachelor of Physical Education provided expertise in sales and marketing management	92	87.62	13	12.38	59.438*
11	Bachelor of Physical Education- Sports management specialization	89	84.76	16	15.24	50.752*
12	Diploma in sales and marketing	79	75.24	26	24.76	26.752*
13	high qualification provided expertise in sports field	73	69.52	32	30.48	16.010*
Fourth: Professional Features and Skills						
14	Have skills in electronic booking	96	91.43	9	8.57	72.086*
15	Ability to handle Internet databases	96	91.43	9	8.57	72.086*
16	Awareness of ticket pricing policies in each section of the stadium	92	87.62	13	12.38	59.438*
17	Excellent verbal and written communication skills	91	86.67	14	13.33	56.467*
18	Strategic Prominent skills in selling	93	88.57	12	11.43	62.486*
19	English proficiency and computer handling	92	87.62	13	12.38	59.438*

*Tabular value (k²) at a significant level (0.05) = (3.840)

Table (6) shows statistically significant differences between sample responses in first axis phrases (ticket sales manager) in favor of response **yes**, where K² calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed on all phrases with percentages of 61.90%: 92.38%.

By reviewing results of this table, it is clear that phrase (1) in **job summary** ranked firstly with 84.76%. this agrees with Fetchko, M. et al (2013) that ticket sales job can focus

on: adding new consumers for seasonal tickets- sales for a sporting event or individual match- sale to categories (13: 364).

While phrase (8) ranked firstly in **main responsibilities** by (92.38%). The researcher attributed this result to establishing a database of current and potential ticket consumers, which facilitate communication with consumers and inform them with all required data and information about prices and

dates of events and matches Sports tickets.

Phrase (10) ranked firstly in **qualifications and experience** with (87.62%).The researcher attributed this result to necessity of sports ticket sales’ manager knowledge with sports consumers’ privacy and uniqueness by obtaining Bachelor of Sports Education with experience in ticket sales management and Marketing.

Phrases (14, 15) ranked firstly in **professional features**

and skills by (91.43%). The researcher attributed this result to technological developments in sports community with regard to ticketing operations and consumers’ failure in getting tickets for games and sporting events. This agrees with Shelley Field (2010) in that ticket manager must have skills in booking- accounts, plus a good memory, and it is necessary to have adequate computer skills. (14: 60)

Table (7): Frequency and Weighting Ratio and K² for Job Description of Customer Service Manager (N = 105)

	Customer Service Manager	Agree		Disagree		K ²
		Frequency	%	Frequency	%	
First: Job Summary						
1	Manage and strengthen communication between sports institutions and internal and external customers to maintain a high level of customer satisfaction	90	85.71	15	14.29	53.571*
2	Provide internal and external customers with information about sports institution nature in order to satisfy their expectations and maintain their loyalty	84	80.00	21	20.00	37.800*
Second: main responsibilities						
3	Receive and deal with customer complaints and inquiries	90	85.71	15	14.29	50.752*
4	Develop and implement plans to serve athletes and communicate with them	89	84.76	16	15.24	48.010*

Table (7)
Frequency and Weighting Ratio and K^2 for Job Description of
Customer Service Manager (N = 105)

	Customer Service Manager	Agree		Disagree		K^2
		Frequency	%	Frequency	%	
5	Reporting results of customer service team to senior management	81	77.14	24	22.86	28.810*
6	Conduct surveys on clients to determine their satisfaction level with provided services	91	86.67	14	13.33	53.571*
7	Implement customer service policies approved by the Marketing Manager	91	86.67	14	13.33	53.571*
8	Communicate with the different departments at sports institution to obtain different information	91	86.67	14	13.33	53.571*
Third: Qualifications and experiences						
9	High qualification with experience in sports field	86	81.90	19	18.10	40.238*
10	High qualification with training courses in customer service	91	86.67	14	13.33	53.571*
11	Bachelor of Sports Education with training courses in customer service	91	86.67	14	13.33	53.571*
12	Master of Sports Management	85	80.95	20	19.05	37.800*
13	Spend not less than (3) years in ticket sales job	86	81.90	19	18.10	42.752*
Fourth: Professional Features and Skills						
14	Excellent verbal and written communication skills	92	87.62	13	12.38	56.467*
15	Ability to work flexibly and for long periods	87	82.86	18	17.14	42.752*
16	Communication skills over telephone and Internet	89	84.76	16	15.24	48.010*
17	Strong interpersonal skills	94	89.52	11	10.48	140.97*
18	English proficiency and computer handling	94	89.52	11	10.48	62.486*
19	Ability to handle new media (Facebook, Twitter, YouTube)	96	91.43	9	8.57	68.810*

*Tabular value (k^2) at a significant level (0.05) = (3.840)

Table (7) shows statistically significant differences between responses of total sample in first axis phrases (**customer service manager**) in favor of response **yes**, where K^2 calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed with all the phrases with percentages of 77.14%: 91.43%.

By reviewing results of this table, it is clear that phrase (1) in **job summary** ranked firstly with (85.71%). While, phrases (6,7,8) ranked firstly in **main responsibilities** by (86.67%). The researcher attributed this result vital role played by customer service department in improving sports institution image and increasing satisfaction level of sports consumers and conduct studies aiming at obtaining

data and information of customer satisfaction and listening to their complaints and resolve them.

Phrases (10, 11) ranked firstly in **qualifications and experience** with 86.67%. The researcher attributed this result to importance of meeting labor market needs by obtaining training courses that help individual to perform correctly.

Phrases (19) ranked firstly in **professional features and skills** by (91.43%). The researcher attributed this result to presence of many opportunities offered by new media such as ability to develop deep relationships with customers, attract new audiences, connect with loyal customers, so, customer service manager must be able to deal with these means, which will add value to sports institutions.

Table (8)
Frequency and Weighting Ratio and K^2 for Job Description of Marketing Manager for sports websites (N = 105)

	Marketing Manager for sports websites	Agree		Disagree		K^2
		Frequency	%	Frequency	%	
	First: Job Summary					
1	Managing and executing marketing endeavors of sports events and organizations on various websites	85	80.95	20	19.05	40.238*
2	Designing and executing e-promotions for services and products of sports events and organizations and main stakeholders	91	86.67	14	13.33	56.467*

Follow Table (8)
Frequency and Weighting Ratio and K^2 for Job Description of
Marketing Manager for sports websites (N = 105)

	Marketing Manager for sports websites	Agree		Disagree		K^2
		Frequency	%	Frequency	%	
Second: main responsibilities						
3	Preparing e- pages of sports events and organizations on social media (such as: Facebook, Tweeter, youtube)	89	84.76	16	15.24	50.752*
4	Conducting studies on sports competitors in electronic marketing field	72	68.57	33	31.43	14.486*
5	Promoting of products and services of sports organizations and sponsors	86	81.90	19	18.10	42.752*
6	conducting an annual plan to develop sports organization website	81	77.14	24	22.86	30.943*
7	Working on financial returns growth through website marketing activities	76	72.38	29	27.62	21.038*
8	Formulating e-marketing message for sports organization and events	80	76.19	25	23.81	28.810*
9	Management of e-marketing system through e-mail and mobile applications for current and potential sports consumers.	94	89.52	11	10.48	65.610*
Third: Qualifications and experiences						
10	Bachelor of computers and information with experience in sports field	74	70.48	31	29.52	17.610*
11	Master in management and development of sports websites, preferably the highest qualification	94	89.52	11	10.48	65.610*
12	Bachelor of Sports Education with having courses in marketing and website management.	82	78.10	23	21.90	33.152*
13	experience (5) years in websites management and development	90	85.71	15	14.29	53.571*
14	Spent not less than (3) years in position of Customer Service manger	89	84.76	16	15.24	123.600*
Fourth: Professional Features and Skills						
15	Knowledge of managing and developing websites basics	93	88.57	12	11.43	62.486*
16	Skill in managing social media frameworks professionally	91	86.67	14	13.33	56.467*
17	Excellent e-communication skills with customers	88	83.81	17	16.19	48.010*
18	Good knowledge of modern IT systems and software packages	79	75.24	26	24.76	88.171*
19	Fluency in English	80	76.19	25	23.81	28.810*
20	Excellent verbal and written communication skills	69	65.71	36	34.29	10.371*

*Tabular value (k^2) at a significant level (0.05) = (3.840)

Table (8) shows statistically significant differences between sample responses in phrases of **Marketing Manager for sports websites** in favor of response **yes**, where K^2 calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed with all the phrases with percentages 65.71 %: 89.52%.

By reviewing results of this table, it is clear that phrase (2) in **job summary** ranked firstly with (86.87%). The researcher attributed this result to importance of sports institution's goals from websites, which are based on information provision to fans, managing relationship with public, selling tickets, improving institution's image. In this regard, Lefever, K. (2012) says that first step in bringing sport clubs and athletes with audiences to create a website for any club, including club's news, results and teams' composition. (16: 19)

While phrase (9) ranked firstly in **main responsibilities**

by (89.52%). The researcher attributed this result to continuous increase in fans' usage of modern technology in communication, which led to necessity to include this element in main responsibilities of **Marketing Manager for sports websites** position.

Phrase (15) ranked firstly in **professional features and skills** with (88.57%). The researcher attributed this result to sports institution's website importance, which is reflected in necessity of having qualified and capable individuals to manage and develop properly. In order to ensure selecting right person for the job, he / she must possess appropriate qualifications to work nature.

In this regard, Eric C. et al (2010) points out that sports facilities' managers seek to employ people who have the most knowledge to manage and run operations effectively while doing work that requires complex skills and knowledge.

Table (9)
Frequency and Weighting Ratio and K² for Job Description of
Sports Sponsorship Manager (N = 105)

Sports Sponsorship Manager		Agree		Disagree		K ²
		Frequency	%	Frequency	%	
First: Job Summary						
1	Managing reciprocal relationship between sponsors and sports institutions and events, with emphasizing on both parties' rights, and no conflict in interests between sponsors	88	83.81	17	16.19	48.010*
2	Identify investment opportunities and commercial rights in sports institutions and events according to needs and desires of sponsoring institutions	83	79.05	22	20.95	100.971*
Second: main responsibilities						
3	Conducting communication campaigns with potential economic sponsoring institutions	94	89.52	11	10.48	65.610*
4	Negotiating with potential sponsoring institutions and updating sponsorship contracts	87	82.86	18	17.14	45.343*
5	Preparing packages of benefits and rights that sponsors will receive according to their needs	92	87.62	13	12.38	59.438*
6	Maintain relationships with current sponsors and target new sponsorship markets	98	93.33	7	6.67	78.867*
7	Evaluate sports sponsorship effectiveness and the conclusion of pros and cons	94	89.52	11	10.48	65.610*
8	legal contracts' writing and reviewing conducted between sports institutions and other institutions and ascertaining rights of the institution	89	84.76	16	15.24	50.752*
Third: Qualifications and experiences						
9	Diploma in sports marketing from a recognized body	86	81.90	19	18.10	42.752*

**Follow Table (9)
Frequency and Weighting Ratio and K² for Job Description of
Sports Sponsorship Manager (N = 105)**

	Sports Sponsorship Manager	Agree		Disagree		K ²
		Frequency	%	Frequency	%	
10	Diploma in marketing with 5 years' experience in professional sports field	90	85.71	15	14.29	53.571*
11	Master of Sports Marketing, preferably the highest qualification	100	95.24	5	4.76	85.952*
12	Spent not less than (3) years in position of Manager of Customer Service	80	76.19	25	23.81	28.810*
Fourth: Professional Features and Skills						
13	Skills in creating patterns of sports sponsorship	102	97.14	3	2.86	93.343*
14	Fluency in English language and computer handling	100	95.24	5	4.76	85.952*
15	skills in persuasion and influence	102	97.14	3	2.86	93.343*
16	Excellent verbal and written communication skills	95	90.48	10	9.52	68.810*
17	High skills in negotiating and managing meetings	94	89.52	11	10.48	65.610*
18	distinct abilities in analyzing sponsors needs	100	95.24	5	4.76	85.952*
19	Excellent skills in effective presentation	92	87.62	13	12.38	59.438*

*Tabular value (k²) at a significant level (0.05) = (3.840)

Table (9) shows statistically significant differences between total sample responses in first axis phrases of (**sports sponsorship manager**) in favor of response **yes**, where K² calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed with all the phrases with percentages 79.05%: 97.14%.

By reviewing results of this table, it is clear that phrase

(1) in **job summary** ranked firstly with (83.81%). The researcher attributed this result to fact that sports organizations and events always seek behind sponsors as one of the important sources of funding. So, they care for securing sponsors' rights and managing relationship in a way that enhances winning position of all parties, which is primarily responsibility of sports sponsorship manager.

Phrase (6) ranked firstly in **main responsibilities** by (93.33%), in this regard, Fetchko, M et al (2013) notes that sponsorship position involves a great deal of communication, including: initial contact with potential clients- sales offers' preparation- Maintaining relations with sponsors (13: 366).

Phrase (13. 15) ranked firstly in **professional features and skills** with (97.14%). The

researcher attributed this result to that sponsorship deals completion requires many negotiations between parties, where individuals use their skill of persuasion and influence greatly, besides that, creating new patterns and rights in sports sponsorship in accordance with developments in sports market is one of attractive factors to sponsors.

Table (10)
Frequency and Weighting Ratio and K² for Job Description of Sports Brand Manager (N = 105)

	Sports Brand Manager	Agree		Disagree		K ²
		Freq uenc y	%	Freq uenc y	%	
First: Job Summary						
1	Building and developing a popular sports brand in sports market and influencing public perceptions of the brand	93	88.57	12	11.43	59.438*
2	Managing brand's: Identity - Image – promise, to increase customer awareness with sports brand.	74	70.48	31	29.52	17.610*
Second: main responsibilities						
3	Build and strengthen relationships with sports consumers to increase their awareness with sports brand	90	85.71	15	14.29	53.571*
4	Negotiate with economic institutions about brand's licensing rights	93	88.57	12	11.43	59.438*
5	Managing players' personal appearance and their credibility rights	84	80.00	21	20.00	35.438*
6	Identify competitive sports brands and understand opportunities and challenges in sports market	90	85.71	15	14.29	50.752*

Follow Table (10)
Frequency and Weighting Ratio and K^2 for Job Description of
Sports Brand Manager (N = 105)

	Sports Brand Manager	Agree		Disagree		K^2
		Freq uenc y	%	Freq uenc y	%	
7	Managing and developing a good relationship between brand and consumers	95	90.48	10	9.52	65.610*
8	Innovation and implementation of innovative strategies for marketing sports brand	96	91.43	9	8.57	68.810*
9	Creating programs to promote loyalty to sports brand and maintain superior performance in sports market	92	87.62	13	12.38	58.500*
Third: Qualifications and experiences						
10	Diploma in marketing with experience in sports field	83	79.05	22	20.95	33.152*
11	Master of Business Administration with experience in professional sport field	82	78.10	23	21.90	30.943*
12	Master of Sports Marketing , preferably the highest qualification	93	88.57	12	11.43	59.438*
13	High qualification with courses in brands' management	79	75.24	26	24.76	26.000*
14	Spent not less than (3) years in position of sports sponsorship manager	93	88.57	12	11.43	59.438*
Fourth: Professional Features and Skills						
15	Fluency in English and computer handling	82	78.10	23	21.90	30.943*
16	outstanding skills in measuring sports brand performance	96	91.43	9	8.57	68.810*
17	Awareness of sports consumers' behaviors and motivations	90	85.71	15	14.29	50.752*
18	High skills in negotiating and managing meetings	85	80.95	20	19.05	37.800*
19	Understand unique features of sports brands	93	88.57	12	11.43	59.438*
20	Excellent verbal and written communication skills	87	82.86	18	17.14	44.462*

*Tabular value (k^2) at a significant level (0.05) = (3.840)

Table (10) shows statistically significant differences between total sample responses in first axis phrases of (**Sports Brand Manager**) in favor of response **yes**, where K^2 calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed with all the phrases with percentages (70.48%: 91.43%).

By reviewing results of this table, it is clear that phrase (1) in **job summary** ranked firstly with (88.57%). The researcher features this result to fact that brand management is vital for sports organizations in order to generate long-term benefits. To build and develop brand's prestige by taking advantage of common relationship with fans.

While Phrase (8) ranked firstly in **main responsibilities** by (91.43%). The researcher attributed this result to fact that using brand in marketing

practices of sports organizations is relatively a recent practice, which is reflected in need to constant and innovative thinking in how to market the brand to market requirements. This agrees with Chadwick., S (2016), who mentioned that using brands in sports field is a concept has only recently emerged, and now became focus point of academic practitioners and researchers in sports marketing field. (9: 13)

Phrase (16) ranked firstly in **professional features and skills** with (91.43%). The researcher attributed this result to permanent changes in sports brand value because it is related to many variables such as: performance on field, number of championships, wining, behavior of board members and players, as well as evaluating impact of used tactics in marketing sports brand.

Table (11)
Frequency and Weighting Ratio and K^2 for Job Description of Marketing Manager of Sports Events (N = 105)

	Marketing Manager of Sports Events	Agree		Disagree		K^2
		Frequ ency	%	Freq uency	%	
First: Job Summary						
1	Management and implementation of marketing and promotion strategies of all major sports events and matches	84	80.00	21	20.00	37.800*
2	Develop strategies and marketing plans in light of sports event objectives and stakeholders' marketing objectives	86	81.90	19	18.10	42.752*
Second: main responsibilities						

Follow Table (11)
Frequency and Weighting Ratio and K^2 for Job Description of
Marketing Manager of Sports Events (N = 105)

	Marketing Manager of Sports Events	Agree		Disagree		K^2
		Frequ ency	%	Freq uency	%	
3	Participate with his proposals in developing events and sports competitions' plan	89	84.76	16	15.24	50.752*
4	Conducting necessary contacts to obtain the best sponsorship of the event	87	82.86	18	17.14	45.343*
5	Preparing promotions for sports event	89	84.76	16	15.24	50.752*
6	Develop mechanisms to ensure attractiveness of sports event and enhance consumers' experiences	98	93.33	7	6.67	78.867*
7	Presenting marketing and promotional campaign proposals to sports decision makers	97	92.38	8	7.62	75.438*
8	Reporting marketing activities to Event Manager	96	91.43	9	8.57	72.086*
9	Design and implementation of survey and field studies related to consumers and competitors of sports event	86	81.90	19	18.10	42.752*
Third: Qualifications and experiences						
10	Bachelor of Marketing or Business Administration, preferably the highest qualification	80	76.19	25	23.81	28.810*
11	Previous athlete with courses in sports events management	92	87.62	13	12.38	59.438*
12	Diploma in sports marketing from a recognized body, preferably the highest qualification	86	81.90	19	18.10	42.752*
13	Master in sports events management, preferably the highest qualification	100	95.24	5	4.76	85.952*
14	Master of Sports Marketing, preferably the highest qualification	96	91.43	9	8.57	72.086*
15	Spent not less than (3) years in position of sports brand manager	94	89.52	11	10.48	65.610*
Fourth: Professional Features and Skills						
16	passion for sports events and activities	96	91.43	9	8.57	72.086*
17	Excellent verbal and written communication skills	95	90.48	10	9.52	68.810*
18	Fluency in English language and computer handling	91	86.67	14	13.33	56.467*
19	Knowledge of sports activities' basics	88	83.81	17	16.19	48.010*
20	Ability to manage time and gather information	83	79.05	22	20.95	35.438*
21	Ability to manage promotions for sports events	97	92.38	8	7.62	75.438*

*Tabular value (k^2) at a significant level (0.05) = (3.840)

Table (11) shows statistically significant differences between total sample responses in first axis phrases of (**marketing manager of sports events**) in favor of response **yes**, where K^2 calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed with all the phrases with percentages (76.19%: 95.24%).

By reviewing results of this table, it is clear that phrase (2) in **job summary** ranked firstly with (81.90%). In this regard, Blackshaw, S, I (2012) indicates that Events' organizers, managers, sponsors and all other involved stakeholders, be sure that their goals will be achieved through their participation and investment in those events. (7: 73)

While Phrase (6) ranked firstly in **main responsibilities** by (93.33%). In this regard, Fitchko, M et al (2013) point out that events or sports matches include points of experiential communication with fans such as interactive games or performances in sports events or activating

sponsorship off-site using experimental marketing to engage fans. (13: 368)

Phrase (13) ranked firstly in **Qualifications and experiences** with (95.24%). The researcher attributed this result to governments' and sports organizations' interest in sporting events as the final product of many previous efforts. So, they care for recruiting highly qualified and knowledge individuals for events' planning, implementation and marketing. This is consistent with Farzalipour et al. (2012) that availability of competencies, skills, knowledge and personal features is essential for successful functional performance.

While, phrase (21) ranked firstly in **professional features and skills** with (92.38%). This is consistent with Farzalipour, S, et al. (2012), noting that the most important competencies that must be met by sports events' organizers are: commercial methods, marketing research, events marketing, communications and public relations.

Table (12)
Frequency and Weighting Ratio and K² for Job Description of
Sports Marketing Manager (N = 105)

	Sports Marketing Manager	Agree		Disagree		K ²
		Frequency	%	Frequency	%	
First: Job Summary						
1	Conduct and develop marketing and commercial strategy of sports institution to meet consumers' needs and desires	76	72.38	29	27.62	21.038*
2	Conduct and develop policies of: pricing, promotion and distribution of sports products and create exchange process to meet consumers' (individuals, institutions) needs and preserve existing consumers and attract new consumers	100	95.24	5	4.76	85.952*
Second: main responsibilities						
3	Proposing effective techniques for sports marketing according to developments in sports market	97	92.38	8	7.62	75.438*
4	Opening new markets and expanding existing markets of sports institution and meeting needs and desires of consumer athletes	98	93.33	7	6.67	78.867*
5	Negotiation with economic and media institutions on rights of sponsorship, television broadcasting, licenses	95	90.48	10	9.52	68.810*
6	Preparing sports institution's marketing strategy on real data and information basis	103	98.10	2	1.90	97.152*
7	Prepare periodic reports on marketing efforts and activities, and revenue growth rates	95	90.48	10	9.52	68.810*

**Follow Table (12)
Frequency and Weighting Ratio and K² for Job Description of
Sports Marketing Manager (N = 105)**

	Sports Marketing Manager	Agree		Disagree		K ²
		Frequency	%	Frequency	%	
8	Planning, coordinating and implementing all marketing objectives of Sports institution in cooperation with other departments	97	92.38	8	7.62	75.438*
9	Prepare a database for sports consumers and conduct market research	97	92.38	8	7.62	75.438*
10	Conduct and develop marketing mix according to sports consumers' needs and desires	97	92.38	8	7.62	75.438*
Third: Qualifications and experiences						
11	Bachelor of Sports management, preferably the highest qualification (Master, PhD)	70	66.67	35	33.33	11.667*
12	Bachelor of Physical Education with work experience in sports field	70	66.67	35	33.33	11.667*
13	Master of Sports Marketing from a recognized body , preferably the highest qualification	102	97.14	3	2.86	93.343*
14	Master of Marketing or Business Administration with experience in sport field	85	80.95	20	19.05	40.238*
15	Previous athlete with courses in sports marketing	86	81.90	19	18.10	42.752*
16	Spent not less than (3) years in position of marketing manager of sports events	102	97.14	3	2.86	93.343*
Fourth: Professional Features and Skills						
17	Ability to work and communicate with different consumer groups	100	95.24	5	4.76	85.952*
18	Ability to handle new media (Facebook, Twitter)	98	93.33	7	6.67	78.867*
19	Excellent verbal and written communication skills	92	87.62	13	12.38	59.438*
20	Good knowledge of English and dealing with computer	94	89.52	11	10.48	65.610*
21	High skills in research preparation and marketing studies	102	97.14	3	2.86	93.343*
22	Ability to analyze data and statistics for sports market	102	97.14	3	2.86	93.343*

*Tabular value (k²) at a significant level (0.05) = (3.840)

Table (12) shows statistically significant differences between total sample responses in first axis phrases of (**Sports Marketing Manager**) in favor of response **yes**, where K^2 calculated value is greater than its tabular value at a significant level of 0.05, in which sample agreed with all the phrases with percentages (66.67%: 97.14%).

By reviewing results of this table, it is clear that phrase (2) in **job summary** ranked firstly with (95.24%). The researcher attributed this result to fact that sports marketing field has a broad variety of aspects in sports industry and it is used in managing 4ps (Product, place, promotion, price) in sports industry. also use it within different strategies to enhance sports participation and viewership.

While Phrase (6) ranked firstly in **main responsibilities** by (98.10%). In this regard, shelly Field (2010) points out that marketing manager is responsible for searching on facts and data or may assign this job to an assistant. Also, this person may need demographic information about fans and potential buyers of

team's licensed products. (14:42)

Phrases (13, 15) ranked firstly in **Qualifications and experiences** with (97.14%). The researcher attributed this result to extreme competitiveness of sports marketers in sports environment, which require a high level of rehabilitation and also a degree of experience in sports marketing jobs.

While phrases (21, 22) ranked firstly in **professional features and skills** with (97.14%). The researcher attributed this result to fact that marketing decisions taken by sports marketers must be derived from analyzing trends and data of sports industry and supporting industries, to be able to identify appropriate marketing strategies to their organization and meeting target audience needs.

Conclusions:

- 1- Research sample views' agreement on proposed perception for job descriptions of sports marketing jobs in light of labor market needs.
- 2- Need to obtain an academic degree in sports and not only experience to work in sports marketing jobs.

1. Urgent need for many marketing functions that sport industry in need of.
2. Identify a clear career path to work in sports marketing field.
3. The most important professional features and skills to work in sports marketing are: Excellent verbal and written communication skills, persuasion and influence, analysis of sports market data and statistics, passion for sports events and activities, awareness of sports consumers' behaviors and motivations.

Recommendations:

The researcher presents research recommendations to the following bodies (sports institutions, economic institutions, physical education faculties, central organization for administration):

1. Dependence on results of this study and job description cards at making any requirements in sports marketing.
2. Benefiting from job description of career paths in sports marketing to develop sports management departments' courses, to be consistent with functional needs of sports market.
3. Universities and faculties should seek to exploit

huge growth in available jobs in sports industry and develop students' skills to gain experience in sports business.

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