

Analytical study of the strategic agility of Cairo International Stadium from the perspective of competitive advantage

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Research problem and importance:

Effective strategic management has become an effective tool in improving the performance of the public and private sectors, especially in light of the challenges which faced by the organizations, whether productive or service in our time of many challenges, as a result of the rapid changes and developments that characterized the rhythm of the age. Use all available strategies to confront and compete.

Therefore, the organizations carry out their activities and tasks in the context of this process of continuous change resulting from the instability and stability in their environment, and therefore try to possess a range of capacities and resources, despite the good knowledge that capacities and resources must also be changed

in their characteristics to cope with this change, What is required today is old and must be eliminated tomorrow, which is reflected on the existence of the organization and its survival. (Maan Waad Allah – 2011)

Therefore, strategic agility is the gateway to success in a rapidly changing business environment. It is one way of managing this unexpected change and managing the risks that organizations face in this change. It means the ability to survive and thrive in a constantly changing competitive environment through rapid interaction and leadership of change. Opportunities and the production of good, new and unexpected services (Morgan, R. & Page, K. – 2008)

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Strategic agility is seen as the ability to change management processes and organization plans efficiently and quickly as a response to changing and uncertain business and market environments. (Narasimhan, R., et.al.- 2006)

Some authors see strategic agility as a concept that reflects the ability to adapt and consistently align with the strategic direction of the organization as a strategic function, and to seek to create new services and sophisticated models to deliver these services in order to maintain the competitive position of the organization (Audran, R. 2010)

Therefore, the relationship between strategic agility and competitive advantage is closely related. Competitive advantage means the ability of the organization to formulate and implement strategies that make it in a better position for other organizations active in the same activity. (Amiri, A., et.al.- 2010)

Competitive advantage is the ability of the organization to provide an unprecedented service distinct form and

content for others to customers, which gives the organization qualitative advantage over competitors and thus have the opportunity to achieve high results.

(Sattam Al-Rashidi – 2011)

The most important reflection of the organizations' interest in developing and acquiring competitive advantages was their review of regulatory situation through the transformation of flexible structures and their ability to develop, and the interest in increasing the investment of information and communications technology and benefiting from all accumulated knowledge and experience in their internal and external environment.

(Iman Ahmed Mohamed Azab – 2010)

The organization's focus is on achieving competitive advantage through its services to meet the needs of current and future customers in the light of the organization's study of the services of current competitors and the future expectations of these services by converting the information obtained to target areas called

competitive dimensions such as price, Creativity and innovation.

On the other hand, Cairo International Stadium is one of the largest sports bodies operating in the field of sports facilities in the Arab Republic of Egypt. It is a service organization in the field of sport. It represents the largest gathering for practicing sports activities and organizing local, regional and international sporting events.

The Cairo International Stadium ranks 26th in the list of the best stadiums in the world.

Spanish, based on many criteria, most notably the public capacity and the date of construction in addition to architecture, and the Cairo International Stadium surpassed many of the major stadiums around the world.

(Website of Cairo Stadium Authority)

The Cairo-based body Stadium on three basic sources to provide financial resources, the first source depends on body allocations from the operating budget of the State, the second source is the core body of

betting resources, while the third source specializing revenue management and operation of the facilities of the Commission. (Rabab Ahmed Abdel Fattah – 2016)

It is worth mentioning that the Ministry of Finance aimed to achieve the Cairo Stadium Authority revenue of 25 million EGP but it has not achieved the target since its inception, reaching the difference between the revenue the actual target of nearly 10 million Egyptian pounds almost a year (2013-2014) Facility (2),

As the volume reached revenues of the Authority sites in the period from (1/11/2015) to (01/12/2015) an amount of LE 441 717, with an occupancy of sports sites reached 27% facility (3), a low percentage rate Which led to low revenues, and the researcher believes that this is due to the many circumstances surrounding the Cairo Stadium Authority as other organizations that offer Services in the competitive working conditions, which the Commission must carry out a range of distinct framing

capabilities and strategic advantages that achieve strategic agility through the expected changes and the speed of response has to achieve its growth and uniqueness and to maximize profitability and maintain continuity.

Although many of the capabilities and facilities owned by the Authority as one of the largest companies working in the field of sports services bodies, despite available funding sources, but they do not achieve the target of revenue where there is very weak in occupancy and this is one of the threats and risks facing the Commission, which the Commission must Adopt a new approach based on the ability to pay attention to the capabilities of the Authority and its strategic assets, and to make strategic, technological and organizational changes that enable it to quickly meet the external conditions accurately, and quickly identify the current and future changing customer needs and accuracy in that way ,
In addition to the speed of identification of competitors

capabilities and the level and quality of current services and orientation future which is known as strategic agility, as well as trying to find a unique and distinct range of services competition, which is difficult for competitors possess or imitated which constitutes the basis for the acquisition of competitive advantages and maintain.

The strategic fitness is an intellectual approach characterized by modernity and leadership. It is characterized through its operations and means to increase and develop the competitive capabilities of the organization and improve its performance. Therefore, the Cairo Stadium has at present been characterized by strategic agility through strategic adaptation to various changes, Take advantage of achieving unparalleled competitive advantage.

Hence the problem of the current study in a serious attempt of the researcher to analyze the degree of fitness strategic enjoyed by the Commission as one of the important factors and effective indicators in determining the

competitive advantages that must be acquired and maintained in a manner that ensures the speed of uniqueness and accuracy of service excellence to obtain a high percentage of the market share of the Commission, Through increasing its customers and the consequent increase in the percentage of concerns and increase the volume of revenues.

The importance of research and the need for it- :

The present study derives its importance from the importance and modernity of the concept that it deals with in various service organizations. The importance of theoretical and applied research can be illustrated as follows:

-First: the theoretical importance- :

The theoretical importance of the current study as follows:

-The current study sheds light on a variable that has never been highlighted in the field of sport to the knowledge of the researcher, which enriches the scientific consolidation of a phenomenon characterized by modernity and importance.

-The current study offers the Arab Mathematical Library an objective measurement tool to determine the degree of fitness in the strategy of the Cairo International Stadium.

-The present study draws the attention of researchers to future research dealing with strategic fitness individually or through the study of its relationship with other variables of influence and targeting various organizations working in the field of sports.

Second: Practical importance- :

The practical importance of the current study as follows:

- The current study provides accurate and objective information to officials of the Cairo International Stadium about the degree of strategic fitness enjoyed by the Commission, and the consequent measures to strengthen and maintain them.

-The current study provides accurate and objective information to the officials of the Authority about the degree of agility planning and organizational from the perspective of competitive advantage, which helps to

identify the strengths and weaknesses in the planning processes, and study ways to achieve flexibility and speed and accuracy in making adjustments in the plans and strategies to meet the challenges and needs and overcome On weaknesses and threats to possess competitive advantages.

-The current study provides accurate and objective information to the officials of the Commission on the degree of agility of human and technological resources from the perspective of competitive advantage, which contributes to identify the strengths and weaknesses of human resources, and take various actions to ensure the rapid provision of the Commission for the current and future needs of qualified human resources, And maintain them.

Research Objective- :

The aim of the research is to analyze the strategic fitness of the Cairo International Stadium Authority from the perspective of competitive advantage by identifying:

١ -The overall degree of the strategic fitness in Cairo International Stadium

Authority from the perspective of competitive advantage.

٢ The reality of planning fitness in Cairo International Stadium Authority from the perspective of competitive advantage.

٣ The reality of organizational fitness in Cairo International Stadium Authority from the perspective of competitive advantage.

٤ The reality of human resource agility in Cairo International Stadium Authority from the perspective of competitive advantage.

٥ The reality of technological fitness in Cairo International Stadium Authority from the perspective of competitive advantage.

٦ The ability to predict the strategic fitness of the Cairo International Stadium Authority from the perspective of competitive advantage in terms of its dimensions (planning agility, organizational agility, agility, technological agility)

-Research questions:

The research answers the following questions:

1- What is the overall degree of the strategic fitness in Cairo International Stadium Authority from the perspective of competitive advantage?

2- What is the reality of planning fitness in Cairo International Stadium Authority from the perspective of competitive advantage?

3- What is the organizational fitness of the Cairo International Stadium Authority from the perspective of competitive advantage?

4- What is the reality of the human resource agility of Cairo International Stadium Authority from the perspective of competitive advantage?

5- What is the reality of the technological fitness in Cairo International Stadium Authority from the perspective of competitive advantage?

6- What is the ability to predict the strategic fitness of the Cairo International Stadium Authority from the perspective of competitive advantage in terms of its dimensions (agility planning, organizational agility, agility of human resources, technological agility)?

Terms used in research- :

- Strategic Fitness:

Defined as "the capacity of the organization to adapt and respond to unexpected and critical changes to achieve and sustain

the survival of competitive advantage" (Abd Aziz, A. & Zailani, S.-2011)

-The strategic fitness of the Cairo International Stadium:

Defined as "the speed and accuracy of predicting, disciplining, and implementing decisions to manage continuous and unpredictable changes in competitive working conditions by identifying threats and meeting challenges in order to take advantage of the strengths and exploit the opportunities to acquire and maintain the virtues" **(Procedural**

Definition)

-Search procedures:

-Methodology which used:

The researcher used the descriptive approach in his analytical style, and the method of case study due to its relevance to the subject of the research.

-Research community:

The research community included 71 members of the Board of Directors of the Cairo International Stadium, members of the board of directors, executive director, general managers, sports site

managers and sports specialists.

-The research sample:

(٧١) individuals, with a percentage of (100%) of the research community, divided as follows:

First: Basic Research Sample:

(٥٩) individuals. The scale was distributed on them while

50 responses were retrieved (70.42%) from the research community.

-Second: Sample exploratory research:

(١٣.٦٣) With a percentage of (20.63%) of the research community. Table (1) shows the quantitative description of the society and sample of the research.

**Table (1)
Quantitative characterization of the community and sample of research**

No.	Research Community	The size of society	Basic sample size		The size of the exploratory sample	percentage
١	Board of Directors	٩	١	%١.٤	-	%-
	Executive manager	١	١	%١.٤	-	%-
٢	Director of the Authority	٩	٦	%٨.٤٥	٣	%٤.٢٢
٣	Sports Place Managers	٨	٦	%٨.٤٥	٢	%٢.٨١
٤	Sports Specialists (Senior First - Second - Third)	٤٤	٣٦	%٥٠.٧٠	٨	%١١.٢٦
Total		٧١	٥٠	%٧٠.٤٢	١٣	%١٨.٣

Data collection tools- :

The researcher used the data of the current study to measure the strategic fitness of the Cairo International Stadium from the perspective of competitive advantage (designed by the researcher.)

-Statistical treatments used:

-The descriptive statistics of the sample using (mean arithmetic mean - median - standard deviation - torsion coefficient.)

-Duplicates and percentages.

- Pearson correlation coefficient.
- Determination of stability using the A. Kronbach coefficient.
- Test the significance of the differences.

- Contribution ratio by analyzing the linear regression.
- Presentation and discussion of the results:
- First: View results- :

Table (2)
Arithmetical mean, standard deviation and torsion factor of the strategic fitness scale To Cairo International Stadium Authority from the perspective of competitive advantage

No.	Dimensions	M	A	L	Order of dimensions
١	Planned fitness	٥١.٧٠	٢٠.٠	.٦١٨	٣
٢	Organizational fitness	٤٩.١٨	١٣.٨٨	.٣١٦	٤
٣	Human resource agility	٦٦.٢٤	١٨.٣٢	.٣٨٧	١
٤	Technological Fitness	٥٩.٩٢	١٥.٦٥	.٤٥٢	٢
Total degree		٢٢٧.٠٤	٦٢.٥٦	.٣٣٩	-

Table (2) shows the following:

The total score of responses of the sample was (227.04), that is, the degree of fitness of the strategy of the Cairo International Stadium from the perspective of competitive advantage came to a medium.

arithmetic mean value of the sample responses in descending order, where (human resource agility) in the first order and (technological fitness) in the second order and (schematic fitness) in the third arrangement.

- The dimensions can be arranged according to the

Table (3)
Frequency, percentage and order of expressions for sample responses
On the first dimension statements (schematic fitness (N = 50))

Table (3) shows the following:

-The responses of the sample differed on the first dimension

statements, where the phrase (4) came in the first order

which states (there is continuous monitoring and evaluation of the competitors' -The responses of the sample also varied on the first

dimension statements. The term (22) came in the last order which states that (the Authority has crisis management plans.

Table (4)

**Frequency, percentage and order of expressions for sample responses
On second dimension statements (organizational agility (N = 50)**

Table (4) shows the following:

The sample responses differed on the second dimension expressions where the phrase (11) came in the first order, which states (the body provides clear and quick transaction models for all users.

The responses of the sample differed on the expressions of the second dimension, where (2) came in the last order, which states: (The systems and rules governing the course of work are clear and declared for all administrative levels.)

Table (5)

**Frequency, percentage and order of expressions for sample responses
On the third dimension expressions (human resource agility) (N = 50)**

Table (5) shows the following:

-The responses of the sample varied on the third dimension, where the second term (2) came in the first order, which states that "the Authority provides the appropriate stimulation methods for the employees of the various departments of the Authority".

The responses of the sample differed on the third dimension. The number (16) was in the last order, which states: "There are clear measures to evaluate the performance of the employees of the Authority".

Table (6)

**Frequency, percentage and order of expressions for sample responses
On the fourth dimension expressions (technological agility) (N = 50)**

Table (6) shows the following:

- The responses of the sample varied on the fourth dimension, where the phrase (12) came in the first order, which states that "the Authority is interested in advertising and using the electronic media to encourage companies sponsoring and marketing sports to invest in it.

The responses of the sample differed on the fourth dimension, where the number (1) came in the last order, which states: "The Authority has its own website which helps to increase the efficiency and speed of communication.

Table (7)

Link values between each dimension and the overall score of the strategic fitness scale To Cairo International Stadium Authority from the perspective of competitive advantage (N = 50)

Statement Dimensions	First Dimension: Planned Fitness	Second dimension Organizational fitness	Third dimension Human resource agility	Fourth dimension: Technological Fitness
R value	* .922	* .906	* .902	* .901
Significance	***	***	***	***

*Significance <0.05

-Table (7) shows that there is a statistically significant correlation between the degree of each dimension and the total score of the strategic

fitness scale of the Cairo International Stadium Authority from the perspective of competitive advantage.

Table (8)

Analysis of the stepwise regression of the dimensional contribution to achieving strategic agility Of Cairo International Stadium Authority from the perspective of competitive advantage (N = 50)

Step	Fixed amount	Standard error	Contribution variables and slope coefficients					Contribution ratio
			D	Human resource agility	Technological Fitness	Planned fitness	Organizational fitness	
1	41.72	.904	493.33	3.20	-	-	-	%40.0
2	8.24	.978	608.74	2.3	1.39	-	-	%77.3
3	9.07	.988	734.72	1.80	.998	.903	-	%84.3
4	1.32	.780	020.0	1.0	.983	.920	.906	%100

Table (8) shows the following:

- All the dimensions of strategic fitness have a contribution rate in the overall score of the strategic fitness measure of the Cairo Stadium Authority from the perspective of competitive advantage, and can be arranged in descending order by the proportion of its contribution as follows:

•The first contributing dimension is (Human Resource Fitness) with a contribution of (40.5%.)

•The second contributing dimension is (Technological Fitness) with a contribution of (25.80%.)

•The third contributing dimension is (planning fitness) with a contribution rate of (18%.)

•The fourth contributory dimension is (Organizational Fitness) with a contribution rate of (15.7%.)

-The following prediction equation can be inferred:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4.$$

Where: Y → (dependent variable) is the overall score of the Cairo Institute's strategic fitness scale from a

competitive advantage perspective.

: A → Fixed amount.

: B = Contributing variable / (Strategic Fitness dimensions.)

: X → correlation coefficient.

The strategic fitness of the Cairo Stadium Authority from the perspective of competitive advantage

$$\times 1) + 1.32 \text{ human resource agility} + 983. \times \text{technological agility} + 920. \times \text{schematic fitness} (+ 956 \times \text{organizational fitness})$$

-Second: Discussion of the results- :

-Discuss the first question:

"What is the overall degree of strategic fitness in the Cairo International Stadium body from the perspective of competitive advantage"?

-The results of the study in the field of identification of the overall degree of the strategic fitness of the Cairo International Stadium Authority from the perspective of competitive advantage, as shown in Table (10). , Indicating that the Cairo International Stadium

Authority is characterized by relatively moderate degrees of strategic fitness. The dimensions can also be arranged according to the arithmetical mean value of the sample responses in descending order, where (human resource agility) is in the first order and (technological fitness) The second is the second and the second is the planning fitness in the third and the organizational fitness is the final ranking, which means that after the agility of the human resources is the most influential in the strategic fitness of the Cairo International Stadium, the organizational dimension is the least influential in the strategic fitness Cairo International Stadium.

-The results of this study are consistent with the results of the (study of Iman Salem Al-Sanea (2013.)

-The results of the present study are consistent with the results of the Hemati study and others (Hemmati. M. et.al.-2016), the most important of which was a positive relationship between the

resources of the organization (physical and human), strategic agility and competitive advantage.

The results of this study are in line with the results of Fourné et al. (2014). The most important results are that strategic agility is the modern approach to obtaining and maintaining competitive advantages. Rarely in the global business environment, contributing to the dynamic balance of successful business in emerging and established markets.

The results of this study are in line with the results of the Shen and others study (Shin, H. et.al.- 2015). The most important results are that strategic agility affects the level of operational performance of small and medium enterprises in South Korea and contributes to the speed of customer response and retention. Does not affect the financial performance of these companies.

-The results of the current study differ with the results of the study of Salah al-Din al-Kubaisi and Sama Taha Noor (2013), which is the most

important results that the level of lightness in the strategic hospitals under study came below the average.

The results of this study are also different from those of Noor Mohammed Salem (2013)

The company's strategic lightness was high.

-The researcher believes that the access of Cairo International Stadium to a relatively mediocre degree of strategic fitness reflects the fact that Cairo Stadium Authority suffers from the inability to achieve competition. The difference between the target and the actual revenue is approximately 10 million Egyptian pounds In the year (2013-2014). The revenues of the sites in the Authority during the period from (1/11/2015) to (1/12/2015) amounted to 441717 Egyptian pounds, with an occupancy rate of 27%,

Which is low Of the occupancy rate which led to low revenues due to the loss of the speed and accuracy of the prediction and control and the implementation and implementation of the

decisions To identify and respond to challenges in order to take advantage of the strengths and exploit the opportunities to acquire and maintain competitive advantages, resulting in a decrease in the ability of the Authority to provide competitive services that meet the needs of current and future customers through a fee The organization and coordination of its work, the selection and planning of its human resources, and the provision and use of the latest technological means, in order to acquire and maintain services that are not owned by competitors.

Thus, the first question of the research was answered

"What is the overall degree of strategic fitness in Cairo International Stadium body from the perspective of competitive advantage"?

-Discussion of the second question:

"What is the reality of planning fitness in Cairo International Stadium Authority from the perspective of competitive advantage"?

- The results of the study in the field of identification and the reality of planning fitness in the Cairo International Stadium Authority from the perspective of competitive advantage, as shown in table (11),

Where the responses varied the sample on the first dimension statements where the phrase number (11) in the first order, which states (there is monitoring And a continuous evaluation of the competitors' movements and trends. The responses of the sample also differed on the first dimension statements. The words (22) are in the last order which states that (the Commission has crisis management plans), which means that the Cairo International Stadium Authority is constantly monitoring and evaluating the movements of the competitors body and orientation, while for Authority plans are available for crisis management.

The results of the present study are consistent with the results of the Of (oegbu, E. & Akanbi, A. -2012 study. The most important results were that successful companies were more exploratory rather than reactive in order to address various changes in the business

environment competitive and complex.

The findings of the present study are consistent with the results of the Ojha study (D.-2008). The most important results of this study are that the agile organizations are strategically able to make changes to their activities faster than those do not have the strategic agility, to achieve the lead in the market. Strategic agility is also useful in moderate levels of environmental disturbance but is not feasible with very low or high disturbances because, in the case of low disturbances, the magnitude of changes in the organization's environment is minimal.

The findings of the present study are in line with the results of the study of Yahya Zakaria Mahmoud (2014), which was the most important results that the Cairo Stadium Authority does not have a crisis management plan, and does not study the market well in terms of desires and needs.

The researcher believes that the Commission's monitoring and analysis of the competitors' movements and directions is one of the elements of fitness, but it is only completed through the

speed and accuracy of the response to the situation in the light of the monitoring data after analyzing and interpreting them and taking the necessary measures to confront the movements of competitors and anticipate their attitudes in order to achieve a competitive advantage difficult for them reached or imitated.

-As the researcher sees that the crisis is a critical situation and a situation of uncertainty and stability faced by the decision-maker in the Authority where the acceleration of events and the complexity of the reasons and overlap the results in a manner that lost with the decision-maker clear vision, where it is difficult to deal with them in various traditional ways because it is an unusual position,

A shift in the life of the Commission where a decisive change in the work process and procedures, which call for the importance of forecasting and preparation and planning to meet and manage them to avoid the optimal disadvantages and invest their results to achieve superiority over competitors or at least

maintain the The competitive position of the Authority and the lack of competitive advantages. Therefore, obtaining the phrase (the body has plans for crisis management) in the last order, but explains the body's access to a medium degree of strategic agility.

Thus, it has been the answer to the second question of the research, which provides for

"What is the reality of planning fitness in Cairo International Stadium Authority from the perspective of competitive advantage"?

-Discussion of the third question:

"What is the reality of organizational agility Cairo International Stadium Authority from the perspective of competitive advantage"?

-The results of the study in the field of identification and the reality of organizational fitness in the Cairo International Stadium Authority from the perspective of competitive advantage, as shown in Table (12), where the responses

varied the sample on the first dimension statements where the words number (11) in the first order, (2) in the last order, which states: (The systems and rules governing the workflow are clear and declared for all administrative levels.) This means that the Cairo International Stadium Tate Discriminate the existence of models of transactions quick and clear use for all users, while distinguish and determine Organization functioning as a clear and declared to all administrative levels.

-The results of the present study are consistent with the results of the study of Yahya Zakaria Mahmoud (2014), which was the most important results that there are laws that impede the functioning of the Cairo International Stadium and that the work procedures do not achieve the rest of the staff of the Authority.

-The results of the present study are consistent with the results of the study of Silwan Abu Zeid Hassan (2015), which was the most important results that there is a complexity in the

administrative procedures during the transactions of the Ministry of Youth and Sports with youth organizations and civil society institutions.

-The results of the current study differ with the results of the study of Geyhan Mustafa Imam (2015), which was the most important results that the Public Relations Department used bulletin boards within the Office of the Governorate to publish and announce the regulations and laws governing the functioning of the Directorate.

The researcher believes that the availability of transaction models is clear and quick to use is one of the requirements of competitive work, because it provides customers with speed and simplicity in the procedures of dealing with the body, which saves the time and effort of the client, and this factor is one of the advantages that contribute to attract customers to the body.

- The researcher believes that the lack of systems and regulations governing the work process is clear and declared to all levels of management, leads

to obstruction of work and delays of procedures and overlap of terms of reference and lack of visibility of employees, and their continued need to ask about the legality of what they do,

Or how they perform their work leading to Loss of customers' time and efforts. Therefore, the phrase "the systems and rules governing the conduct of work is clear and announced to all levels of management." In the latter order, it explains that the Commission has a medium degree of strategic agility.

Thus, it has been the answer to the third question of the research, which provides for

"What is the reality of organizational agility Cairo International Stadium Authority from the perspective of competitive advantage"?

-Discussion of the fourth question:

"What is the reality agility Human Resources Authority Cairo International Stadium from the perspective of competitive advantage"?

-The results of the study in the field of identification and the

reality of human resource agility in the Cairo International Stadium Authority from the perspective of competitive advantage, as shown in table (13), where the responses of the sample varied on the third dimension expressions where the phrase (2) came in the first order,

(16) in the last order, which states (there are clear measures to assess the level of performance of employees in the Authority), which means that Cairo International Stadium Authority is characterized by the availability of methods to motivate workers in various departments, while there are no clear criteria for evaluating the performance of the Authority staff level.

-The results of the current study are consistent with the results of a study on Javadi (2012), which was the most important results of that material incentives provide enough players.

-The results of the current study are consistent with the results of the study of Mustafa Antar Zidane (2013), which was the most important results

that the process of evaluating the employees of the Egyptian Weightlifting Association did not well because of the lack of management to clarify the nature and function of evaluation before its implementation.

-The results of the current study differ with the results of a study on Jawadi (2012), which was the most important results that moral incentives offer a small degree of players. The results of the current study also differ with the results of the study of Ghazi Hassan return (2013), which was the most important results of the low level of moral and material incentives offered to employees.

-The researcher believes that the success or failure of the work of the Authority is based on the extent of control and attention and the correct configuration of the most important resource is the human element, which is the rare wealth that organizations compete to provide them in quantity and quality in a way that increases its effectiveness in order to maximize the body

profits and keep the market in light of competitive conditions, And among the factors that have achieved the study of the behavior of workers and how to influence them and identify their needs in the form that increases their loyalty and satisfaction, ensuring that direct their efforts to serve the objectives of the Commission in full desires and achieve personal goals, and perhaps the way to reach high performance And sophisticated is the use of incentive system whereby can stimulate motivated to work efficiently and excellence.

- The researcher believes that the lack of clear measures to assess the level of performance of employees in the Authority leads to the loss of the main objective of the evaluation process is to improve and modify the behavior and justice, through the ongoing assessments of staff are identified strengths and weaknesses in their performance, which contributes to the process of growth and development,

And on the other hand if incentives and promotions based on the results of the

evaluation to achieve justice and provoke the motivation of all the Authority to work, development and progress of performance and continued to seek the level of improvement, which is a push forward through the human element, which is one of features that can not be myrtle Singing about, so the phrase that states (there are clear criteria for evaluating the performance of employees at the Authority) in the last place for, but explains but explains the body for a medium degree of strategic agility.

Thus, the fourth question has been answered

"What is the reality agility Human Resources Authority Cairo International Stadium from the perspective of competitive advantage"?

-Discuss the fifth question:

"What is the reality of technological agility in Cairo International Stadium Authority from the perspective of competitive advantage"?

-The results of the study in the field of identification and the reality of human resource agility in the Cairo International Stadium

Authority from the perspective of competitive advantage, as shown in Table (14),

where the responses varied the sample on the fourth dimension statements where the phrase number (12) in the first order, And the use of electronic media to encourage sponsors and marketers of sports to invest in them), and the responses varied the sample on the fourth dimension, where the words number (1) in the last arrangement,

Which states (the body has its own website helps to increase the effectiveness and speed of communication) , Which is Means that the Cairo International Stadium Authority is interested in advertising and using the electronic media to encourage sponsors and marketers to invest in them, while the Authority has no website of its own to help increase the effectiveness and speed of communication.

-The findings of the present study are in line with the results of the Mavengere, N.-2013 study, the most important of which is that technological advances contribute to the

enhancement of strategic agility.

The results of the present study are in line with the results of the study of both chickens and Arif (Djaja, I., Arief, M- 2015). The most important results were that the ability of information technology has a positive effect on strategic agility. Performance of telecommunications companies in Indonesia.

-The results of the present study also agree with the results of the Rabab Ahmed study (2016), which was the most important result of not showing the website of the Cairo Stadium Authority with the proper appearance and not to update the data on a continuous basis.

-The results of the present study are consistent with the results of the study of Ghada Fikri Abdel Hakim (2015), which was the most important results of the use of youth centers electronic means to advertise their activities such as social networking sites (Facebook)

-The results of the current study differ with the results of

the Rabab Ahmed study (2016), which was the most important results did not appear on the website of the Cairo Stadium Authority with the appropriate appearance and not to update the data on a continuous basis.

The results of the present study are also different from those of Yahya Zakaria Mahmoud (2014). The most important results of this study are that the media is supported by the development programs of the Cairo International Stadium and published in the media (audio and visual.)

-The researcher believes that the promotion of the activities of the Authority and its services through the use of electronic media to encourage companies sponsoring and marketing for sports to invest in it is one of the important steps that contribute to attract investment and acquisition of sponsors and marketers of various activities,

Characterized by means of advertising and electronic media quickly and interactively and increase the area of presentation and clarification of various activities The

services provided by the Authority, and facilitates electronic media from easy access to the various and at the same time, achieving the body lead opetition.

- As the researcher sees that there are two types of current and future customers of the body type I, which is sought by the Commission to obtain it and try it in various ways of advertising, and the second type, which seeks to identify the body and try to contact the latter type is what should be maintained by the Commission by all means Because it is a customer with positive attitudes and needs a service and ready to deal, and the site is an electronic body is one of the most important and fastest ways to offer services in a competitive manner to maintain this customer and respond to his inquiries in preparation for providing the required services,

It helps them see me particularly to increase the effectiveness and speed of communication) on the latter arrangement, but explains but explains the body for a medium degree of strategic agility.

Thus the answer to the fifth question of the research, which states:

" What is the reality of technological agility in Cairo International Stadium Authority from the perspective of competitive advantage"?

-Discuss the sixth question:

"What is the ability to predict the strategic fitness of the Cairo International Stadium Authority from the perspective of competitive advantage in terms of its dimensions (agility planning - organizational agility - human resource agility - technological agility)"?

-The results of the study in the field of recognition of the degree of ability to predict the fitness of the strategy of the Cairo International Stadium from the perspective of competitive advantage in terms of dimensions (agility planning - organizational agility - the agility of human resources - technological agility) as shown in Table (16) The contribution dimension in the overall score of the strategic fitness scale of the Cairo Stadium Authority from the perspective of competitive advantage.

It can also be arranged in descending order according to the percentage of its contribution as follows. The first contribution dimension is (Human Resource Fitness) with a contribution of (40.5%). The third contribution dimension was (planning fitness) with a contribution rate of (18%). The fourth contribution dimension is (organizational fitness) with a contribution rate of (15.7%).

-The results of the study in the field of recognition of the degree of ability to predict the fitness of the strategy of the Cairo International Stadium from the perspective of competitive advantage in terms of dimensions (planning agility - organizational agility - the agility of human resources - technological agility)

$$Y = a + b1x1 + b2x2 + b3x3 + b4x4.$$

Where: Y → (dependent variable) is the overall score of the Cairo Institute's strategic fitness scale from a competitive advantage perspective.

: A → Fixed amount.
: B = Contributing variable/ (Strategic Fitness dimensions)

: X → correlation coefficient.

The strategic fitness of the Cairo Stadium Authority from the perspective of competitive advantage

$$\times \text{human resource agility} + 983. \times \text{technological agility} + 920. \times \text{schematic fitness} + 956 \times \text{organizational fitness.}$$

-which means that you can use the modified phone to predict the fitness level of the Cairo International Stadium by knowing the four variables.

-The results of the present study are in line with the results of the study of Di Minin, A. et.al. - 2014, which was the most important results that the success of the club is due to the reliance on young talent in the management of the work and to the excellent practices of management By balancing strategic goals and financial performance, making a strategically agile organization.

-The results of the present study are consistent with the results of the Hemati study and others Hemmati. M. et.al.-2016), the most important of which was a positive

relationship between the resources of the organization (physical and human), strategic agility and competitive advantage.

The results of the present study differ from those of Attafar and A. (et.al.- 2012). The most important results were three factors contributing to the building of strategic agility: organizational factors, individual factors, administrative factors.

- The researcher believes that the human resources to the highest proportion of the contribution of the dimensions of fitness strategic, but due to the fact that the human element is the most important elements of strategic fitness, it is the planner and executor of all works is the observer and resident and directed to all activities and therefore is the one who innovates and innovation

And the improvement in performance to rise to the level of competition and then it is the investigator of the goals, so the human resources are the most important features that should be enjoyed by the body if it wants to achieve

excellence and procurement and if it wants to maintain and possession of many of the competitive advantages that worsen B. Competitors must attain or imitate them.

Thus the answer to the sixth question of research, which states:

" agility - technological agility)"⁹

-Conclusions:

1 The total score of the responses of the sample members on the measure of fitness strategy of the Cairo Stadium from the perspective of competitive advantage (227.04), that the degree of fitness of the strategy of the Cairo International Stadium from the perspective of competitive advantage came to a medium.

2 The strategic fitness dimensions of the Cairo International Stadium have been arranged from the perspective of competitive advantage according to the mathematical mean value of the sample responses in descending order, where (human resource agility) in the first ranking and (technological fitness) in the second ranking

and (schematic fitness) I got (Organizational Fitness) in the last order.

٣ The responses of the sample varied on the first dimension statements (the planning fitness of the Cairo International Stadium Authority from the perspective of competitive advantage). The results resulted in the following:

٤ The Authority has continuous monitoring and evaluation of competitors' movements and trends.

5 All technical and administrative departments participate in the development of the annual plan of the Authority.

٦ Do not discuss the plans and time programs and review through the competent authorities before implementation.

7 The Authority does not have crisis management plans.

The responses of the sample differed on the second dimension expressions (Cairo International Stadium Stability Organization in terms of competitive advantage). The results resulted in the following:

-The Commission provides clear and quick transaction models for all users.

-Mechanisms are available to enhance the speed and accuracy of supervision (financial-administrative-technical) in the Authority.

-The organization does not have a flexible organizational structure.

-The regulations and regulations regulating the functioning of the Authority are not clear and declared to all administrative levels.

The responses of the sample varied on the third dimension expressions (Human Resource Fitness in Cairo International Stadium Authority from the perspective of competitive advantage). The results resulted in the following:

-The Authority provides methods of stimulating the (appropriate - moral) of the employees in various departments of the Authority.

-The Commission selects its leadership based on experience and merit.

-The Authority does not care about the opinions of the workers when determining the

training needs addressed to them.

-There are no clear criteria for evaluating the performance of the employees of the Authority.

The responses of the sample differed on the fourth dimension expressions (the technical fitness of Cairo International Stadium Authority from the perspective of competitive advantage). The results resulted in the following:

-The Authority is interested in advertising and the use of electronic media to encourage companies sponsoring and marketing sports to invest in them.

-There is an internal communications network linking the various departments of the Authority to ensure the rapid exchange of information and decisions

-The Authority has modern equipment for the care and maintenance of playgrounds, halls and devices.

-The system does not have modern systems for booking tickets and payment in different ways.

-The Authority does not have an electronic archiving system

for all activities, reports and decisions.

-All the dimensions of strategic fitness have a contribution rate in the overall score of the strategic fitness measure of the Cairo Stadium from the perspective of competitive advantage, and can be arranged in descending order where the human resource agility has a contribution rate of (40.5%), followed by technological agility with a contribution of (25.80) , Followed by agility planning (18%) and organizational fitness (15.7%.)

-The following prediction equation can be inferred:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4.$$

Where: Y → (dependent variable) is the overall score of the Cairo Institute's strategic fitness scale from a competitive advantage perspective.

: A → Fixed amount.

: B = Contributing variable / (Strategic Fitness dimensions).

: X → correlation coefficient.

The strategic fitness of the Cairo Stadium Authority from the perspective of competitive advantage

$$\times 1) + 1.32 \text{ human resource agility} + 983. \times \text{technological agility} + 920. \times \text{schematic}$$

fitness (+ 956 × organizational fitness.)

-Recommendations:

1- The necessity of transforming Cairo International Stadium Authority into an agile and strategic organization so that it can compete in the business environment and achieve an advanced competitive position.

2- The transformation of Cairo International Stadium to a sophisticated agile organization to achieve competition requires a working environment in which the dimensions of strategic agility (planning agility - organizational agility - human resource agility - technological agility) are available in a parallel and competitive manner, which call for attention to develop its dimensions.

3- To draw the attention of officials to the importance of strengthening the fitness components of the strategy of Cairo International Stadium from the perspective of competitive advantage through the following:

-Formulate the policies adopted by the Authority in a

manner that contributes to attracting investments.

-Utilizing international expertise and expertise to support the activities, plans and programs of the Authority.

-Discussing plans and time programs and reviewing them through the competent authorities before implementation.

-Preparation of plans to manage various crises in the Authority.

-To grant the Authority powers in light of the volume of work and procedures.

-Making adjustments to achieve the flexibility of the organizational structure of the Authority to increase its ability to absorb the various modifications and changes

-Work on advertising, simplification and clarification of all regulations and regulations governing the functioning of the Authority for various administrative levels.

-Research by the Authority to measure the satisfaction of employees with the work procedures.

-The Commission provides specialists to deal with

beneficiaries and guide them to the dangers of contracting.

-Work on developing the capacity of the staff of the Authority to self-assessment for themselves.

-Taking care of the opinions of the staff of the Authority when determining the training needs addressed to them.

-Provide clear measures to assess the performance of the employees of the Authority.

-Preparation of a comprehensive and secure database in the Authority.

-Providing an information system in the Authority contributes to the rapid delivery of the beneficiaries with all the data and information they need accurately.

-Providing advanced and competitive electronic systems in the organization to organize sporting events (screens, screens, guide boards, inspection of public bags(...

-Provision of electronic systems in the Authority contribute to the speed of completion of various contracts electronically.

- To announce the sporting events hosted by the Authority

and to announce the success of organizing the event on the Authority's website.

-Providing an information system that links the Authority and relevant civil society institutions and common interest.

-Providing modern systems in the Authority for booking tickets and payment in different ways.

-Providing an electronic archiving system in the Authority for all activities, reports and decisions.

- Use the predictive equation reached for the ease of predicting the degree of fitness of the strategy of the Cairo International Stadium from the perspective of competitive advantage through its dimensions.

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