The Requirements of Digital Transformation and Its Economic Applications
To Achieve a Competitive Advantage in Major Sports Clubs
In the Arab Republic of Egypt

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Research Problem and Importance:
Under accelerated developments of information and communication technology, many administrative directions emerged towards adopting digital transformation.
Tomás M. Siebel (2019), George Westernman (2014) defines digital transformation as a phenomenon arising from using information and communication technologies and new digital techniques synchronically to produce a lot of information to use in decision making and strategic planning. (59: 26), (47: 32)
The researcher believes that digital transformation he researcher believes that the digital transformation is changing the structure of the institution and building its strategy on digital technology and the technical capabilities it possesses to achieve value for its customers.
UNESCO (2018) and Sara Grand (2017) defines digital skills as along chain of skills of using digital appliances, communications and works applications to reach and administrate information and establishing a digital content. (41: 2), (58: 5).
Communication International Federation (2018) indicates that digital skills are subdivided to 3 levels: basic, average and advanced skills. (23: 18)
Giacomo and Antonio (2018) and Ovidiu, Peter (2013) indicate that things internet links infinite number of things via a network with availing the relevant technical support. (48: 34), (56: 167).
Bruce Sinclair (2017) indicates that computers ability to knowledge by using things internet-collected data enables us to follow up and count things. (45: 16)
Kevin L. Jackson and Scott (2018) define cloud computerization the set of computerized sources and systems on demand via internet able to avail some of integrated computer services. (54: 12)
Financial Crises of (2008) affected the confidence between governments and companies, also weak and unsafe information technologies and users' increasing fear from lack of privacy and safety resulted in the so called blue kitchen technique. (44: 13).
David, Christophe (2019) defines blocks chain as distributing data to a great number of points spread on internet which is computers entrusted with verifying true data and operations (46: 23).
Book of Jared Tate, Andrew Knapp (2019) mentions that blocks chain consists of 4 main elements represented in: block, information, Margin and time print. (50: 27)
Joel Gurin (2014) and Rob Kitchen (2014) define open data as publishing digital data on internet in an automatic legible format. (52: 18), (57: 17)
Julian Singh (2017) indicates that for data to be open many levels shall be considered: legal opening, technical opening and commercial opening. (53: 44).
Beshir Arnous (2007) and Srour Ali Srour (2005) defines artificial intelligence as a part of accounting science looking for developed programming methods for carrying out works and
conclusions similar to methods alluding intelligence to human. (10: 9), (39: 26)
Mohit Sharma (2018), Khalil Abo Koura (2014) define systems of automating robot processes as non-intertwined applications requiring no technical integration with other system. (55: 11), (37: 19)
Ramadan Elmarouf (2011), Abdelsabour Elmasry (2011) and Hind Hamid (2010) define ecommerce as all business made electronically via internet. (34 : 34), (2: 24), (21 : 17)
Jim Work George Brand (2020) mentions that applying ecommerce shall depend on three factors: "E. markets, E. data exchange and internet". (51: 57)
As Gil Gildner, Anya Gildner (2019) and Youssef Abo Fara (2007) define E. marketing as some efforts exerted by the company to inform purchasers of its products and services and communicating with them via internet. (49: 14), (42: 27)
Egypt adopter a serious direction to be a digital community as a basis of achieving integrated and permanent development, at the first step of transferring to digital economy in Egypt, the first Egyptian communication satellite, Tiba, was developed (1). (60), (68), (61: 2), (62:1).
In the sports field, there are many new attempts to attend digital transfer, as minister of youth and sports, in coordination with officials of Microsoft Egypt looked into binary cooperation in the field of digital transformation. (63: 1)
Also El Ahly Club adopted the digital transformation strategy incorporated under its future plan to transfer all services provided to members electronically, also Heliopolis Club and Kuwait National Bank – Egypt signed a cooperation protocol to support and activate digital transformation system, also Smouha Club declared a protocol of cooperation with Egypt telecom to develop the internet infra-structure.
(64: 2), (65: 1), (66: 1), (67: 2).
The researcher concluded a Pilot Study for some supreme management officials at clubs whose number reached 6 subjects to identify the status quo and procedures taken by the supreme management to make development needed for applying digital transformation. The interview results proved the supreme management's awareness of the importance of adopting digital transformation strategies.
Also the researcher concludes a second pilot study for a sample of sports clubs' employees, whose number reached (11) subjects to identify the fact of digital transformation inside sports clubs, as the results proved establishing an interactive website, the main club's data bases are being updated, the club's infrastructure is being developed and protocols of cooperating with banks are being signed to support digital transformation projects.
Also through looking into the previous studies results such as results of Nawal Abdalla (2019) (30), Hanin Abdelasalam(2019) (18), Faleh Abbas (2019) (14), Tawil Osama (2017) (40), Dina Mohamed Adel (2016) (12), digital transformation contributes to providing high quality digital governmental services , good planning for transfer to e administration in sports department is lacking.
As study of Omar Saleh (2018) (33) and Khloud Bent Salem (2019) (24) recommends that there should be an infrastructure to enable profiting from E. government services and availing human resources to develop the same and financial resources to avail systems required for concluding digital transformation.
Through the researcher open personal interviews, the survey study and the results and recommendations of previous studies, the researcher concluded the importance of activating digital transformation system in sports clubs and adopting modern communication systems to transfer all services provided to members electronically in order to achieve the satisfaction of the
beneficiaries, and to support the competitiveness of sports clubs. Researcher to conduct the current research and its title:

This made the researcher carry out this research titled:
"The Requirements of Digital Transformation and Its Economic Applications to Achieve a Competitive Advantage in Major Sports Clubs in the Arab Republic of Egypt"

The Research Objective:
The research aims at identifying The Requirements of Digital Transformation and Its Economic Applications to Achieve a Competitive Advantage in Major Sports Clubs in the Arab Republic of Egypt via identifying:
- Digital transformation requirements: "supreme management support, digital skills, digital techniques"
- Digital transformation economic applications: "E. commerce, E. marketing"

The Research Procedures:
The research method:
The survey descriptive method was used as suitable for the research nature.

The research community:
The research community consisted of (9) great clubs from Cairo and Alexandria.

The research sample:
Table (1) Numerical Description of the Research Community Groups Subjects and the Pilot and the Main Research Sample

Data Collection Tools:
Questionnaire form designed by the researcher
The researcher followed the following steps to design the questionnaire form: - Results of the interview, the first and second exploratory study. - Access to the scientific references and the results of previous studies. Through this, the researcher was able to develop the factors and dimensions of the questionnaire, as it included two main factors, first factor of (3) dimensions, and second factor of (2) dimensions.

Questionnaire form scientific coefficients:
Calculating validity questionnaire form scientific coefficient:
Table (2) Correlation Coefficient between Questionnaire Dimensions and Factors (N= 38)
Rg value \((0.05, 0.36) = 0.304\)

Table (2) clarifies a statistical significant correlation at significant level \((0.05)\) between the degree of every factor and the whole degree to prove questionnaire internal consistency.

### Calculating questionnaire reliability coefficient:

**Table (3) Questionnaire Reliability by Split Half and Cronbach's Alpha**

| Factors and Dimensions | Split half Spearman Brown | Guttman | Cronbach's Alpha |
|------------------------|---------------------------|---------|-----------------|
| First factor: requirements of digital transformation to achieve a competitive advantage at sports clubs | 0.716 | 0.763 | 0.776 |
| Second factor: economic applications of digital transformation to achieve a competitive advantage at sports clubs | 0.789 | 0.817 | 0.749 |
| Third dimension: supreme management support | 0.745 | 0.736 | 0.705 |
| First dimension: supreme management support | 0.746 | 0.757 | 0.806 |
| Second dimension: digital skills | 0.791 | 0.534 | 0.749 |
| Second dimension: digital technique | 0.609 | 0.830 | 0.830 |
| Total factors degree | 0.791 | 0.534 | 0.749 |
| Total questionnaire degree | 0.746 | 0.757 | 0.806 |
| Total questionnaire degree | 0.721 | 0.918 | 0.881 |

From table (3) it is clear that reliability coefficient by half split ranged between \((0.715)\) and \((0.918)\) and Cronbach's Alpha reliability coefficient ranged between \((0.705)\) and \((0.881)\) proving that the researched questionnaire has a high reliability coefficient.

### Application of the questionnaire form:

The questionnaire form was applied in its final form to the basic research sample, which amounted to \((188)\) single, during the period from \((6/12/2020)\) to \((18/8/2020)\).

### Statistical treatments:

Repetitions, percentage, spearman's rank correlation coefficient, split half for Spearman Brown and Guttman, Cronbach's Alpha reliability coefficient, outweighed percentage, arithmetic mean out weighted by weights, chi square for independent samples (cross tabulation), chi square for one sample, \((Chi Square Goodness of Fit Test)\).

### Discussing results:

**Table (4) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (First Dimension: Supreme Management Support)**

| S | Statement content | Departments | Agreeing | Disagreeing | Out weighted percentage | Average | Attitude | Chi square |
|---|-------------------|-------------|----------|-------------|-------------------------|---------|----------|------------|
| 1 | The supreme management supports digital transformation via : | Supreme management= 83 | 66 | 9 | 8 | 89.96 | 2.70 | agreeing | 7.49 |
| 1/1 | Looking into new techniques | Middle management= 16 | 9 | 2 | 5 | 75.00 | 2.25 | to a certain degree | 130.29 |
| 1/2 | Readiness for bearing | Executive management= 89 | 61 | 8 | 20 | 82.02 | 2.46 | agreeing | 15.15 |
| 1/2 | Readiness for bearing | All= 188 | 136 | 19 | 33 | 84.93 | 2.55 | agreeing | 130.29 |

### Table content:

- **First factor: requirements of digital transformation to achieve a competitive advantage at sports clubs**
  - **Supreme management**: 83
  - **Middle management**: 16
  - **Executive management**: 89
  - **All**: 188

### Adjustments:

- **Chi square Goodness of Fit Test**: Calculated for independence of variables in the questionnaire.
- **Spearman's rank correlation coefficient**: Measures the strength and direction of the relationship between two variables.
- **Cronbach's Alpha**: Used to measure the internal consistency or reliability of a test or scale.
- **Split half for Spearman Brown and Guttman**: Techniques for assessing the reliability of a test or questionnaire.

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| S | Statement content | Departments                      | Agreeing | Disagreeing | Out weighted percentage | Average | Attitude | Chi square |
|---|-------------------|----------------------------------|----------|-------------|-------------------------|---------|----------|------------|
| 1 | digital transformation application costs | Middle management= 16            | 8        | 2           | 6                       | 70.83   | to a certain degree |            |
|   |                   | Executive management= 89         | 54       | 7           | 28                      | 76.40   | to a certain degree |            |
|   |                   | All= 188                        | 124      | 22          | 42                      | 81.21   | agreeing          | 93.23      |
| 2 | Training employees and providing them with all skills need for attending technique permanently | Supreme management= 83          | 64       | 11          | 8                       | 89.16   | agreeing          | 15.72 *    |
|   |                   | Middle management= 16           | 9        | 1           | 6                       | 72.92   | to a certain degree |            |
|   |                   | Executive management= 89        | 58       | 4           | 27                      | 78.28   | agreeing          |            |
|   |                   | All= 188                        | 131      | 16          | 41                      | 82.62   | agreeing          | 116.76     |
| 3 | Planning for dealing with restrictions of using new techniques | Supreme management= 83          | 67       | 8           | 8                       | 90.36   | agreeing          |            |
|   |                   | Middle management= 16           | 10       | 1           | 5                       | 77.08   | to a certain degree |            |
|   |                   | Executive management= 89        | 51       | 13          | 25                      | 76.40   | to a certain degree |            |
|   |                   | All= 188                        | 128      | 22          | 38                      | 82.62   | agreeing          | 104.21     |
| 4 | The club’s organizational structure agrees with digital transformation application | Supreme management= 83          | 59       | 12          | 12                      | 85.54   | agreeing          |            |
|   |                   | Middle management= 16           | 6        | 3           | 7                       | 64.58   | to a certain degree |            |
|   |                   | Executive management= 89        | 44       | 12          | 33                      | 70.79   | to a certain degree |            |
|   |                   | All= 188                        | 109      | 27          | 52                      | 76.77   | to a certain degree | 56.37      |
| 5 | There is a specialized committee or unit for applying digital transformation as planned | Supreme management= 83          | 60       | 15          | 8                       | 87.55   | Agreeing          |            |
|   |                   | Middle management= 16           | 7        | 3           | 6                       | 68.75   | to a certain degree |            |
|   |                   | Executive management= 89        | 48       | 12          | 29                      | 73.78   | to a certain degree |            |
|   |                   | All= 188                        | 115      | 30          | 43                      | 79.43   | agreeing          | 66.90      |
| 6 | The club documents services and transforms paper forms to electronic ones | Supreme management= 83          | 56       | 4           | 23                      | 79.92   | agreeing          |            |
|   |                   | Middle management= 16           | 7        | 2           | 7                       | 66.67   | to a certain degree |            |
|   |                   | Executive management= 89        | 45       | 14          | 30                      | 72.28   | to a certain degree |            |
|   |                   | All= 188                        | 108      | 20          | 60                      | 75.18   | to a certain degree | 61.96      |
| 7 | Information systems used by the club are integrated and associated with all the | Supreme management= 83          | 51       | 8           | 24                      | 77.51   | to a certain degree |            |
|   |                   | Middle management= 16           | 6        | 2           | 8                       | 62.50   | to a certain degree |            |
|   |                   | All= 188                        | 108      | 20          | 60                      | 75.18   | to a certain degree | 61.96      |

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### Statement content

| Number | Statement content                                                                 | Departments                      | Agreeing | To a certain degree | Disagreeing | Out weighted percentage | Average | Attitude | Chi square |
|--------|----------------------------------------------------------------------------------|----------------------------------|----------|---------------------|-------------|-------------------------|---------|----------|------------|
| 6      | Consulting investment authorities and experts to give information about developing information technology fields | Executive management= 89       | 41       | 12                  | 36          | 68.54                   | 2.06    | to a certain degree |            |
|        |                                                                                  | All= 188                         | 98       | 22                  | 68          | 71.99                   | 2.16    | to a certain degree | 46.77      |
| 7      | The club has a system for evaluating employees performance indicating clear norms of their ability to use information technology applications | Supreme management= 83          | 60       | 2                   | 21          | 82.33                   | 2.47    | agreeing          | 15.35 *    |
|        |                                                                                  | Middle management= 16            | 5        | 3                   | 8           | 60.42                   | 1.81    | to a certain degree |            |
|        |                                                                                  | Executive management= 89         | 46       | 9                   | 34          | 71.16                   | 2.13    | to a certain degree |            |
|        |                                                                                  | All= 188                         | 111      | 14                  | 63          | 75.18                   | 2.26    | to a certain degree | 75.07      |
|        |                                                                                  | Supreme management= 83           | 50       | 9                   | 24          | 77.11                   | 2.31    | to a certain degree |            |
|        |                                                                                  | Middle management= 16            | 5        | 2                   | 9           | 58.33                   | 1.75    | to a certain degree | 5.43       |
|        |                                                                                  | Executive management= 89         | 49       | 12                  | 28          | 74.53                   | 2.24    | to a certain degree |            |
|        |                                                                                  | All= 188                         | 104      | 23                  | 61          | 74.29                   | 2.23    | to a certain degree | 52.41      |

Chi square value (0, 05, 4) = 9.488, Chi square value (0, 05, 2) = 5,991
Outweighed arithmetic mean: disagreeing (1: 1.66), to a certain degree (1.67 : 2.33), agreeing (2.34 : 3)

**From table (4)** agreement of research sample groups on statements number (1/1, 4, 5, 7) was clear as the outweighed percentage of the whole sample ranged between (71.99: 84.93) as chi square ranged between (7.1: 8.82)

**Results of study of Doaa Elhasban, Weaam Elhayek (2017) (13)** indicate the importance of appointing an authority responsible for supervising and following up digital transformation.

**Saad Shalaby and Abdellatif Bokhary (2008) (35)** confirm that clubs delaying in using new technologies will lag behind other clubs.

Also the above table results proved difference between opinions of the research sample groups on statements number (1/2, 1/3, 1/4, 2, 3, 6) at level (0.05) as chi square ranged between (13.18*: 15.72*) with outweighed percentage (75.18: 82.62).

**Results of study of Mahmoud Ibrahim and Bassma Haddad (2018) (25), and Ashour Abdelkarim (2010) (9)** found that digital transformation depends on compiling a clear strategy by some field expert.

The results of the study of **Ashour Abdul Karim (2010) (9)** indicate that the development of the level of employees mainly requires a review of their competence, by integrating the human resources of the institutions within the programs of raising the qualification level, with the aim of compatibility with the developments and the reality of these institutions in light of the digital transformation strategy.

**The researcher** concludes that the sports club management must develop plans and strategies that support the digital transformation system, the more accurately and clearly formulated, the greater the success rate of its implementation.
Table (5) First Factor Results: Digital Transformation Requirements to Achieve a Competitive Advantage at Clubs (Second Dimension: Digital Skills) (A- Main Skills)

| S | Statement content | Departments | Agreeing | Disagreeing | Out weighted percentage | Average | Attitude | Chi square |
|---|-------------------|-------------|----------|-------------|-------------------------|---------|----------|------------|
| 8 | the club’s employees have the main digital skills represented in: | Supreme management= 83 | 68 | 7 | 8 | 90.76 | 2.72 | agreeing | 3.63 |
|   | Middle management= 16 | 10 | 2 | 4 | 79.17 | 2.38 | agreeing | 2.94 |
|   | Executive management= 89 | 71 | 8 | 10 | 89.51 | 2.69 | agreeing | 3.67 |
|   | All= 188 | 149 | 17 | 22 | 89.18 | 2.68 | agreeing | 178.61 |
| 8/1 | Using keyboard | Supreme management= 83 | 66 | 8 | 9 | 89.56 | 2.69 | agreeing | 8.34 |
|   | Middle management= 16 | 9 | 1 | 6 | 72.92 | 2.19 | to a certain degree | 2.21 |
|   | Executive management= 89 | 69 | 9 | 11 | 88.39 | 2.65 | agreeing | 4.02 |
|   | All= 188 | 144 | 18 | 26 | 87.59 | 2.63 | agreeing | 158.85 |
| 8/2 | Administrative files in computers | Supreme management= 83 | 61 | 11 | 11 | 86.75 | 2.60 | agreeing | 4.02 |
|   | Middle management= 16 | 8 | 3 | 5 | 72.92 | 2.19 | to a certain degree | 2.21 |
|   | Executive management= 89 | 62 | 12 | 15 | 84.26 | 2.53 | agreeing | 111.97 |
|   | All= 188 | 131 | 26 | 31 | 84.40 | 2.53 | agreeing | 158.58 |
| 8/3 | Protecting personal and private data | Supreme management= 83 | 65 | 8 | 10 | 88.76 | 2.66 | agreeing | 12.31 * |
|   | Middle management= 16 | 8 | 1 | 7 | 68.75 | 2.06 | to a certain degree | 2.06 |
|   | Executive management= 89 | 70 | 9 | 10 | 89.14 | 2.67 | agreeing | 155.12 |
|   | All= 188 | 143 | 18 | 27 | 87.23 | 2.62 | agreeing | 155.12 |
| 8/4 | Using email | Supreme management= 83 | 67 | 6 | 10 | 89.56 | 2.69 | agreeing | 9.54 * |
|   | Middle management= 16 | 9 | 1 | 6 | 72.92 | 2.19 | to a certain degree | 2.19 |
|   | Executive management= 89 | 68 | 11 | 10 | 88.39 | 2.65 | agreeing | 5.95 |
|   | All= 188 | 144 | 18 | 26 | 87.59 | 2.63 | agreeing | 15.95 |
| 8/5 | Browsing, research and assorting data, information and legal content | Supreme management= 83 | 65 | 10 | 8 | 89.56 | 2.69 | agreeing | 10.59 * |
|   | Middle management= 16 | 8 | 2 | 6 | 70.83 | 2.13 | to a certain degree | 2.13 |
|   | Executive management= 89 | 71 | 6 | 12 | 88.76 | 2.66 | agreeing | 7.85 |
|   | All= 188 | 144 | 18 | 26 | 87.59 | 2.63 | agreeing | 15.85 |
| 8/6 | Communicating and working in a team through digital techniques | Supreme management= 83 | 66 | 8 | 9 | 89.56 | 2.69 | Agreeing | 5.85 |
|   | Middle management= 16 | 8 | 3 | 5 | 72.92 | 2.19 | to a certain degree | 2.19 |
|   | Executive management= 89 | 67 | 11 | 11 | 87.64 | 2.63 | agreeing | 14.59 * |
|   | All= 188 | 141 | 22 | 25 | 87.23 | 2.62 | agreeing | 15.19 * |
From table (5) there are significant differences between the research groups response on statements number (8/4, 8/5, 8/6) as chi ranged between (9.54*: 12.31*) with outweighed percentage (87.23: 87.59).

Ahmed Ghoneim (2004) states the main skills to be enjoyed by employees to achieve digital transformation including information techniques and computers (7: 73).

The sample opinions agreed upon statements number (8/1, 8/2, 8/3, 8/7) Mohamed Fathy (2008) refers to efficiencies, knowledge and skills needed by employees enabling them to use advanced knowledge and technology in fulfilling their tasks (27: 14)

The researcher believes that basic digital skills related to the use of digital devices and Internet applications have become an essential component of a new set of skills that must be available to club employees in the digital era.

**Table (6) Results of First Factor: Requirements of Digital Transfer to Achieve a Competitive Advantages at Clubs** (second Dimension: Digital Skills)

(B- Average Skills)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|---------|---------|-------------------------|-------------|---------------------|----------|-------------|------------------|---|
| 5.45       | Agreeing | 2.47    | 82.33                   | 18          | 8                   | 57       | Supreme management= 83 | Evaluating and managing data, information and digital contents | 8/8 |
|            | to a certain degree | 2.06    | 68.75                   | 6           | 3                   | 7        | Middle management= 16 |                     |     |
|            | agreeing  | 2.55    | 85.02                   | 16          | 8                   | 65       | Executive management= 89 |                     |     |
| 108.84     | agreeing  | 2.47    | 82.45                   | 40          | 19                  | 129      | All= 188 | Digital data design | 8/9 |
| 7.38       | to a certain degree | 2.27    | 75.50                   | 23          | 15                  | 45       | Supreme management= 83 |                     |     |
|            | to a certain degree | 1.88    | 62.50                   | 8           | 2                   | 6        | Middle management= 16 |                     |     |
|            | Agreeing  | 2.45    | 81.65                   | 18          | 13                  | 58       | Executive management= 89 |                     |     |
| 54.27      | to a certain degree | 2.32    | 77.30                   | 49          | 30                  | 109      | All= 188 | Data analysis | 8/10 |
| 5.43       | to a certain degree | 2.34    | 77.91                   | 21          | 13                  | 49       | Supreme management= 83 |                     |     |
|            | to a certain degree | 1.88    | 62.50                   | 8           | 2                   | 6        | Middle management= 16 |                     |     |
|            | Agreeing  | 2.38    | 79.40                   | 20          | 15                  | 54       | Executive management= 89 |                     |     |
| 54.27      | to a certain degree | 2.32    | 77.30                   | 49          | 30                  | 109      | All= 188 | Digital marketing | 8/11 |
| 6.81       | Agreeing  | 2.36    | 78.41                   | 22          | 9                   | 52       | Supreme management= 83 |                     |     |
|            | to a certain degree | 1.88    | 62.50                   | 7           | 4                   | 5        | Middle management= 16 |                     |     |
|            | Agreeing  | 2.38    | 79.40                   | 23          | 9                   | 57       | Executive management= 89 |                     |     |
| 70.26      | to a certain degree | 2.33    | 77.66                   | 52          | 22                  | 114      | All= 188 | Digital marketing | 8/12 |
|            | Agreeing  | 2.36    | 78.41                   | 20          | 13                  | 50       | Supreme management= 83 |                     |     |
|            | to a certain degree | 1.69    | 56.25                   | 9           | 3                   | 4        | Middle management= 16 |                     |     |
|            | to a certain degree | 2.28    | 76.03                   | 27          | 10                  | 52       | Executive management= 89 |                     |     |
From table (6) the research subjects responses agreed upon all statements as chi square ranged between (5.43: 8.67) with an outweighed percentage (77.66: 82.45)

International communication association (2018) mentions that average skills enabling us to use digital techniques are more profitable and feasible (23: 7).

The researcher believes that with the increase of knowledge and skills that the beneficiary acquires from the services in the clubs, the club's inability to match the benefactor increases, which requires more qualification and training for club employees.

Table (7) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Second Dimension: Digital Skills)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|----------|---------|--------------------------|-------------|---------------------|----------|--------------|------------------|---|
| 52.13      | to a certain degree | 2.27    | 75.53                    | 56          | 26                  | 106      | All= 188     |                   |   |

From table from table (7) it is clear that the research sample groups response to all statements
agreed with an outweighed percentage between (66.48 : 67.91) and chi square between (2.35 : 6.64) with a dominant attitude disagreeing and to a certain degree upon that employees have no digital skills like managing networks, developing digital content.

**But for statement number (8/13)** related to enjoying digital skills by employees such as computerized programming, opinions of supreme and executive administration were to a certain degree

**Communication international association (2018)** mentions that advanced skills are skills needed by specialists in information technology and communication such as computerized programming and networks management (23: 9).

**The researcher** believes that digital skills are constantly evolving with changes in technology, allowing policymakers and digital skills providers to ensure the continued relevance and up-to-datedness of their programs and training curricula.

| Table (8) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Third Dimension: Digital Techniques) (A- Things Internet) |
|---|
| **Chi square** | **Attitude** | **Average** | **Out weighted percentage** | **Disagreeing** | **To a certain degree** | **Agreeing** | **Departments** | **Statement content** | **S** |
| 8.36 | agreeing | 2.65 | 88.35 | 11 | 7 | 65 | Supreme management= 83 | The club has updated and high speed internet lines | 9 |
| 112.73 | agreeing | 2.52 | 83.87 | 34 | 23 | 131 | All= 188 |
| 15.36 * | agreeing | 2.75 | 91.57 | 5 | 70 | Supreme management= 83 | There is a link between internet and intranet | 10 |
| 126.20 | agreeing | 2.55 | 84.93 | 32 | 21 | 135 | All= 188 |
| 9.62 * | agreeing | 2.70 | 89.96 | 9 | 7 | 67 | Supreme management= 83 | There are strong anti-hacking programs | 11 |
| 112.41 | agreeing | 2.52 | 84.04 | 33 | 24 | 131 | All= 188 |
| 13.70 * | agreeing | 2.73 | 91.16 | 8 | 6 | 69 | Supreme management= 83 | The network can be technically flexible | 12 |
| 116.21 | agreeing | 2.52 | 84.04 | 34 | 22 | 132 | All= 188 | the club has a detailed data base about : | 13 |

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| Chi square | Attitude          | Average | Out weighted percentage | Disagreeing | Agreeing | To a certain degree | Agreeing | Departments                  | Statement content | S   |
|-----------|------------------|---------|-------------------------|-------------|----------|---------------------|----------|-----------------------------|-------------------|-----|
| 5.68      | agreeing         | 2.71    | 90.36                   | 8           | 8        | 67                  | Supreme management= 83 |                 | beneficiaries            | 13/1              |     |
|           | to a certain degree | 2.31    | 77.98                   | 5           | 1        | 10                  | Middle management= 16 |                 |                             |                   |     |
|           | agreeing         | 2.55    | 85.62                   | 16          | 8        | 65                  | Executive management= 89 |                 |                             |                   |     |
| 151.80    | agreeing         | 2.60    | 86.70                   | 29          | 17       | 142                 | All= 188              |                 |                             |                   |     |
| 6.44      | agreeing         | 2.66    | 88.76                   | 9           | 10       | 64                  | Supreme management= 83 |                 |                             |                   |     |
|           | to a certain degree | 2.19    | 72.92                   | 5           | 3        | 8                   | Middle management= 16 |                 |                             |                   |     |
|           | agreeing         | 2.48    | 82.77                   | 18          | 10       | 61                  | Executive management= 89 |                 |                             |                   |     |
| 119.05    | agreeing         | 2.54    | 84.57                   | 32          | 23       | 133                 | All= 188              |                 |                             |                   |     |
| 11.04 *   | agreeing         | 2.70    | 89.96                   | 8           | 9        | 66                  | Supreme management= 83 |                 | Club's employees         | 13/3              |     |
|           | to a certain degree | 2.06    | 68.75                   | 6           | 3        | 7                   | Middle management= 16 |                 |                             |                   |     |
|           | agreeing         | 2.48    | 82.77                   | 19          | 8        | 62                  | Executive management= 89 |                 |                             |                   |     |
| 126.59    | agreeing         | 2.54    | 84.75                   | 33          | 20       | 135                 | All= 188              |                 |                             |                   |     |
| 10.85 *   | agreeing         | 2.61    | 87.15                   | 10          | 12       | 61                  | Supreme management= 83 |                 | Olympic leagues and employees | 13/4             |     |
|           | to a certain degree | 1.94    | 64.58                   | 7           | 3        | 6                   | Middle management= 16 |                 |                             |                   |     |
|           | agreeing         | 2.44    | 81.27                   | 20          | 10       | 59                  | Executive management= 89 |                 |                             |                   |     |
| 97.16     | agreeing         | 2.47    | 82.45                   | 37          | 25       | 126                 | All= 188              |                 |                             |                   |     |

From table (8), it is clear that opinions of the research sample groups agreed upon statements number (9, 13/1, 13/2) as the outweighed percentage reached (83.87 : 86.70) with chi square between (5.68 : 8.36).

Results of Hytham Fayez (2016) (17), Ahlam Alfiki (2014) (4) agreed upon the availability of needed infra-structure helping clubs to activate modern electronic services.

But for statements number (10, 11, 12, 13/3, 13/4) the research sample groups' opinions varied between agreeing and to a certain degree.

Results of study of Tawil Osama (2017) (40) proves lack of security systems of protecting data of sports departments deals.

The researcher concludes that the activation of the Internet of things will contribute to the expansion of better services in sports clubs, which requires the availability of regular, high-speed Internet services that connect the departments to each other them within the club, as well as allow communication with other parties concerned and not concerned with sports.
Table (9) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Third Dimension: Digital Techniques) (B- Cloud computing)

| Chi square | Attitude to a certain degree | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|-----------------------------|---------|-------------------------|-------------|---------------------|----------|-------------|------------------|---|
| 11.79 *    | agreeing                    | 2.66    | 88.76                   | 9           | 10                  | 64       | Supreme management=83 | The club uses cloud computerization services and applications supplied by service providers such as Google, Microsoft and Amazon | 14 |
|            | to a certain degree         | 2.25    | 75.00                   | 5           | 2                   | 9        | Middle management=16 |                | 15 |
|            | to a certain degree         | 2.28    | 76.03                   | 23          | 18                  | 48       | Executive management=89 |                | 16 |
| 81.84      | agreeing                    | 2.45    | 81.56                   | 37          | 30                  | 121      | All= 188 |                                   | 17 |
| 10.45 *    | agreeing                    | 2.52    | 83.94                   | 12          | 16                  | 55       | Supreme management=83 | Using cloud computerization agrees with the club’s activities | 18 |
|            | to a certain degree         | 1.94    | 64.58                   | 7           | 3                   | 6        | Middle management=16 |                | 19 |
|            | to a certain degree         | 2.19    | 73.03                   | 28          | 16                  | 45       | Executive management=89 |                | 20 |
| 46.10      | to a certain degree         | 2.31    | 77.13                   | 47          | 35                  | 106      | All= 188 |                                   | 21 |
| 10.31 *    | agreeing                    | 2.58    | 85.94                   | 11          | 13                  | 59       | Supreme management=83 | Cloud computerization are used to reach applications, resources, data and information on time | 22 |
|            | to a certain degree         | 2.00    | 66.67                   | 7           | 2                   | 7        | Middle management=16 |                | 23 |
|            | to a certain degree         | 2.27    | 75.66                   | 25          | 15                  | 49       | Executive management=89 |                | 24 |
| 66.90      | agreeing                    | 2.38    | 79.43                   | 43          | 30                  | 115      | All= 188 |                                   | 25 |
| 14.44 *    | agreeing                    | 2.63    | 87.55                   | 9           | 13                  | 61       | Supreme management=83 | Cloud computerization develops mechanism and means of handling and sharing information | 26 |
|            | to a certain degree         | 2.06    | 68.75                   | 6           | 3                   | 7        | Middle management=16 |                | 27 |
|            | to a certain degree         | 2.19    | 73.3                    | 29          | 14                  | 46       | Executive management=89 |                | 28 |
| 64.64      | agreeing                    | 2.37    | 79.08                   | 44          | 30                  | 114      | All= 188 |                                   | 29 |
| 20.47 *    | agreeing                    | 2.64    | 87.95                   | 10          | 10                  | 63       | Supreme management=83 | Information safety factors are available for data and files uploaded to the cloud | 30 |
|            | to a certain degree         | 1.94    | 64.58                   | 7           | 3                   | 6        | Middle management=16 |                | 31 |
|            | to a certain degree         | 2.10    | 70.04                   | 32          | 16                  | 41       | Executive management=89 |                | 32 |
| 56.82      | to a certain degree         | 2.32    | 77.48                   | 49          | 29                  | 110      | All= 188 |                                   | 33 |

From table (9), there are statistical significant differences between research groups opinions on all statements as chi square ranged between (10.31*: 20.47*) and outweighed percentage (77.13: 18.56)
Results of study of Safaa Soliman (2019) (36), Alia Abdelmoniem (2014) (8) regarding service providers verifying quality of used network, applications and freedom from any security gaps.  
Ahmed Mahgoub (2015) (6) recommends studying service providers in details and identifying security protection supplied by service providers.

The researcher concludes that the use of cloud computing technology in clubs contributes to providing workers with access to computer resources and programs without being bound by time and place limits, and ease of communication between different departments, with the possibility of using them in cloud storage.

Table (10) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Third Dimension: Digital Techniques) (C – Blocks Chain "Blue Kitchen")

| Chi square | Attitude     | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments                      | Statement content                                       | S |
|------------|--------------|---------|-------------------------|-------------|---------------------|----------|----------------------------------|--------------------------------------------------------|---|
| 10.58 *    | agreeing     | 2.60    | 89.56                   | 8           | 10                  | 65       | Supreme management= 83          | There are employees specialized in information security and protection | 19 |
|            | to a certain degree | 2.19    | 72.92                   | 4           | 5                   | 7        | Middle management= 16           |                                                        |   |
|            | agreeing     | 2.44    | 81.27                   | 19          | 12                  | 58       | Executive management= 89        |                                                        |   |
| 108.65     | agreeing     | 2.53    | 84.22                   | 31          | 27                  | 130      | All= 188                        |                                                        |   |
|            | agreeing     | 2.64    | 87.95                   | 10          | 10                  | 63       | Supreme management= 83          |                                                        |   |
| 12.07 *    | to a certain degree | 2.00    | 66.67                   | 6           | 6                   | 6        | Middle management= 16           | Specialists use blocks chain to discover and describe hacking | 20 |
|            | to a certain degree | 2.33    | 77.53                   | 22          | 51                  | 51       | Executive management= 89        |                                                        |   |
| 79.19      | agreeing     | 2.44    | 81.21                   | 38          | 120                 | 120      | All= 188                        |                                                        |   |
|            | agreeing     | 2.69    | 89.56                   | 8           | 65                  | 65       | Supreme management= 83          | There are specialists in observing hacking at time of occurrence and repairing any resulting defect | 21 |
| 14.45 *    | to a certain degree | 2.13    | 70.83                   | 4           | 6                   | 6        | Middle management= 16           |                                                        |   |
|            | agreeing     | 2.37    | 79.03                   | 20          | 53                  | 53       | Executive management= 89        |                                                        |   |
| 90.4       | agreeing     | 2.49    | 82.98                   | 32          | 124                 | 124      | All= 188                        |                                                        |   |

From table (10) there are significant differences between the research group responses on all statements as chi square ranged between (10.58*: 14.45*) with an outweighed percentage (81.21: 84.22)

Fatma Elsebaey (2019), Ehab Khalifa (2018) (22) mention that blue kitchen techniques has 2 main norms, non-centralism and international transparency in managing all deals (15: 4)

The researcher considers the need to work on holding introductory courses for workers in sports clubs to learn about blockchain technology and how to deal with this technology and to urge its application and adoption because of its benefits in preserving data integrity and protecting
information.

Table (11) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Third Dimension: Digital Techniques) (D – Open Governmental Data)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|----------|---------|-------------------------|-------------|---------------------|----------|-------------|------------------|---|
| 7.42       | agreeing | 2.53    | 84.34                   | 13          | 13                  | 57       | Supreme management= 83 | Open governmental data are used in developing the club's administrative performance via providing the content with club's service related data | 22 |
|            | to a certain degree | 2.06    | 68.75                   | 7           | 1                   | 8        | Middle management= 16 | | |
|            | agreeing | 2.35    | 78.28                   | 21          | 16                  | 52       | Executive management= 89 | | |
| 71.63      | agreeing | 2.40    | 80.14                   | 41          | 30                  | 117      | All= 188 | | |
| 8.22       | agreeing | 2.52    | 83.94                   | 12          | 16                  | 55       | Supreme management= 83 | The club profits from open governmental data in statistical analysis for a certain subject | 23 |
|            | to a certain degree | 2.00    | 66.67                   | 7           | 2                   | 7        | Middle management= 16 | | |
|            | to a certain degree | 2.28    | 76.03                   | 24          | 16                  | 49       | Executive management= 89 | | |
| 56.56      | agreeing | 2.36    | 78.72                   | 43          | 34                  | 111      | All= 188 | | |
| 7.46       | agreeing | 2.63    | 87.55                   | 11          | 9                   | 63       | Supreme management= 83 | Technical and technological structure of sites availing open data are not enough | 24 |
|            | to a certain degree | 2.06    | 86.75                   | 6           | 3                   | 7        | Middle management= 16 | | |
|            | agreeing | 2.47    | 82.40                   | 17          | 13                  | 59       | Executive management= 89 | | |
| 105.79     | agreeing | 2.51    | 83.51                   | 34          | 25                  | 129      | All= 188 | | |
| 6.79       | agreeing | 2.54    | 84.74                   | 14          | 10                  | 59       | Supreme management= 83 | Legal restrictions and confident information limit profiting from and reuse | 25 |
|            | to a certain degree | 2.00    | 66.67                   | 6           | 4                   | 6        | Middle management= 16 | | |
|            | agreeing | 2.42    | 80.52                   | 20          | 12                  | 57       | Executive management= 89 | | |
| 85.83      | agreeing | 2.44    | 81.21                   | 40          | 26                  | 122      | All= 188 | | |
| 8.28       | agreeing | 2.65    | 88.35                   | 12          | 5                   | 66       | Supreme management= 83 | The club profits from data provided by Ministries and authorities site | 26 |
|            | to a certain degree | 2.13    | 70.83                   | 6           | 2                   | 8        | Middle management= 16 | | |
|            | agreeing | 2.51    | 83.52                   | 16          | 12                  | 61       | Executive management= 89 | | |
| 127.03     | agreeing | 2.54    | 84.557                  | 34          | 19                  | 135      | All= 188 | | |
| 10.78 *    | agreeing | 2.61    | 87.15                   | 11          | 10                  | 62       | Supreme management= 83 | Statistical central authority | 26/2 |
|            | sometimes | 1.94    | 64.58                   | 7           | 3                   | 6        | Middle management= 16 | | |
|            | agreeing | 2.49    | 83.15                   | 15          | 15                  | 59       | Executive management= 89 | | |
| 99.27      | agreeing | 2.50    | 83.33                   | 33          | 28                  | 127      | All= 188 | | |
| 13.45 *    | agreeing | 2.66    | 88.76                   | 13          | 2                   | 68       | Supreme management= 83 | Sports leagues sites | 26/3 |
|            | to a certain degree | 2.13    | 70.83                   | 6           | 2                   | 8        | Middle management= 16 | | |
From table (11) there are differences between research groups responses to statements numbers (26/2, 26/3) as chi square reached (10.87*), (13.45*) and outweighed percentage (83.33), (85.28) respectively.

As the sample opinions agreed upon statements numbers (22, 23, 24, 25, 26/1, 26/4) as chi square ranged between (6.32 : 8.28) and outweighed percentage (78.72 : 84.57)

The results of Khulud Bint Salem Bin Saleh (2019) (24) indicate that open governmental data must be integrated, compiled at the highest level of accuracy, and available to the largest number of users and for the broadest range of purposes without distinction of anyone and without registration conditions, and is not subject to any copyright, patents or trademarks, with easy and quick access to it in a timely manner to preserve its value.

Haroun Abdalla (2009) (19) mentions that creating a data base is the basis of governmental entrance to internet to provide people and investors with the latest information.

The researcher believes that it is necessary to develop and upgrade government databases and establish central repositories for information, considering a specific policy for informational security in accordance to international standards in this regard.

**Table (12) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Third Dimension: Digital Techniques) (E- Artificial Intelligence)**

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|----------|---------|-------------------------|-------------|---------------------|----------|-------------|------------------|---|
| 109.03     | agreeing | 2.48    | 82.80                   | 36          | 25                  | 127      | All= 188    | Artificial intelligence is used by clubs in | 27 |
| 8.39       | agreeing | 2.65    | 88.35                   | 10          | 9                   | 64       | Supreme management= 83 | Discovering talents and expecting and developing talented to make sports champions | 27/1 |
| 14.50 *    | agreeing | 2.65    | 88.35                   | 11          | 7                   | 65       | Supreme management= 83 | Developing and improving athletes | 27/2 |

**Olympic committees sites**

| Agreeing | To a certain degree | Agreeing | Weighted percentage | To a certain degree | Agreeing | Departments | Statement content | S |
|----------|---------------------|----------|---------------------|---------------------|----------|-------------|------------------|---|
| 6.32     | agreeing            | 2.51     | 83.52               | 15                   | 14       | 60          | Executive management= 89 | Olympic committees sites 26/4 |
| 137.88   | agreeing            | 2.56     | 85.28               | 33                   | 17       | 138         | All= 188         | 62 Executive management= 89 |

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From table (12) there are differences between the research groups responses to all statements except for statement number (37/1) as chi ranged between (9.86*: 15.22*) with an outweighed percentage (75.53: 83.33).

The results of Salma Kunde (2018) (38) study indicate that the sports field has benefited greatly from information technology, represented by the emergence of new techniques to explain sports movements, the development of presentation methods, and the increase in the use of computers in reaching modern methods that enable a successfully manage of sport activity.

Studies of Salma Konda (2018) (38), Abla Zaian (2016) (3) indicates that sports field profited from information technology via emergence of new techniques of illustrating sports activities and developing display methods.

Faisal Elmala (2019) mentions that international trials proved the ability of artificial intelligence to develop and improve sports performance level via analyzing as most great data as possible of players and teams. (69)

The researcher believes that it is necessary to activate the digital transformation system by introducing artificial intelligence applications within sports clubs by developing a future plan to electronically transfer all the services provided by the club, thus achieving a competitive advantage for sports clubs.
Table (13) First Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Third Dimension: Digital Techniques) (F- Robotic Process Automation)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | Agreeing | To a certain degree | Dealing | Statement content | S |
|------------|----------|---------|-------------------------|-------------|----------|---------------------|---------|-------------------|---|
| 8.93       | agreeing | 2.71    | 90.36                   | 9           | 6        | 68                  | Supreme management= 83 | Managing payrolls and compensations registration | 28/1 |
| 138.43     | agreeing | 2.55    | 85.11                   | 34          | 16       | 138                 | All= 188 |                      |   |
| 6.07       | agreeing | 2.64    | 87.95                   | 11          | 8        | 64                  | Supreme management= 83 | Managing the club’s employees data | 28/2 |
| 110.09     | agreeing | 2.50    | 83.33                   | 36          | 22       | 130                 | All= 188 |                      |   |
| 13.20 *    | agreeing | 2.66    | 88.76                   | 10          | 8        | 65                  | Supreme management= 83 | Identifying credit and debit accounts | 28/3 |
| 85.06      | agreeing | 2.45    | 81.56                   | 38          | 28       | 122                 | All= 188 |                      |   |
| 16.08 *    | agreeing | 2.61    | 87.15                   | 11          | 10       | 62                  | Supreme management= 83 | Looking into the members' complaints | 28/4 |
| 61.29      | agreeing | 2.38    | 79.26                   | 42          | 33       | 113                 | All= 188 |                      |   |
| 13.59 *    | agreeing | 2.69    | 89.56                   | 9           | 8        | 66                  | Supreme management= 83 | Managing the club's members subscription renewal | 28/5 |
| 103.73     | agreeing | 2.48    | 82.80                   | 37          | 23       | 128                 | All= 188 |                      |   |

From table (13) and the figure there are differences between the research groups’ responses to statements numbers (28/3, 28/4, 28/5) as chi square ranged between (13.20*: 16.08*) and outweighed percentage ranged between (79.26: 82.80).

Also, the research sample opinion agreed on statements numbers (28/1, 28/2) as chi square reached (8.93), (6.07) with an outweighed percentage (85.11), (83.33) respectively.

Mohit Sharma (2018) states that robotic process automation (RPA) solutions are typically
implemented in organizations that typically depend on human resources extensively for large-scale, interactive, and repetitive operations. The key processes best suited to robotic process automation tend to be extensively based on data entry, comparisons and validation. (55:10).

Abdelrahman Elour (2018) stated that to guarantee successful execution of robot operations automation through profiting from automatic control increase, the organizations shall identify and redesign their current operations. (1: 4)

The researcher believes that additional robotic process automations can be used within sports clubs to conduct sensitive operations without human intervention at small costs, and to restructure human resources with work requirements, including evaluation work and rewards for workers in the affected areas.

Table (14) Second Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs
(First Dimension: E. Commerce)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|----------|---------|--------------------------|-------------|---------------------|----------|-------------|------------------|---|
| 10.83 *    | agreeing | 2.70    | 89.96                    | 8           | 9                   | 66       | Supreme management= 83 | Using ecommerce by the club plays a great role in | 29 |
|            | agreeing | 2.38    | 79.17                    | 4           | 2                   | 10       | Middle management= 16    | Achieving a competitive advantage for beneficiaries service | 29/1 |
|            | agreeing | 2.45    | 81.65                    | 13          | 23                  | 53       | Executive management= 89 |  |
| 105.97     | agreeing | 2.55    | 85.11                    | 25          | 34                  | 129      | All= 188 |  |
| 17.87 *    | agreeing | 2.69    | 89.56                    | 8           | 10                  | 65       | Supreme management= 83 | Facilitating commercial deals | 29/2 |
|            | to a certain degree | 2.13    | 70.83                    | 6           | 2                   | 8        | Middle management= 16    |  |
|            | agreeing | 2.44    | 81.27                    | 12          | 26                  | 51       | Executive management= 89 |  |
| 91.19      | agreeing | 2.52    | 84.04                    | 26          | 38                  | 124      | All= 188 |  |
| 12.82 *    | agreeing | 2.63    | 85.55                    | 10          | 11                  | 62       | Supreme management= 83 | Reducing the club's expenses | 29/3 |
|            | to a certain degree | 1.94    | 64.58                    | 6           | 5                   | 5        | Middle management= 16    |  |
|            | agreeing | 2.44    | 81.27                    | 15          | 20                  | 54       | Executive management= 89 |  |
| 81.65      | agreeing | 2.48    | 82.62                    | 31          | 36                  | 121      | All= 188 |  |
| 13.94 *    | agreeing | 2.48    | 82.73                    | 16          | 11                  | 56       | Supreme management= 83 | The club provides e. payment service to facilitate payment and reducing cash collection corruption | 30 |
|            | to a certain degree | 1.69    | 56.25                    | 8           | 5                   | 3        | Middle management= 16    |  |
|            | agreeing | 2.37    | 79.03                    | 19          | 18                  | 52       | Executive management= 89 |  |
| 56.56      | agreeing | 2.36    | 78.72                    | 43          | 34                  | 111      | All= 188 |  |
| 13.75 *    | agreeing | 2.64    | 87.95                    | 10          | 10                  | 63       | Supreme management= 83 | There is an attitude towards mechanizing joining championships and academies to | 31 |
|            | to a certain degree | 1.88    | 62.50                    | 7           | 4                   | 5        | Middle management= 16    |  |
| Chi square | Attitude     | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content                                                                 |
|-----------|-------------|---------|-------------------------|-------------|---------------------|----------|-------------|----------------------------------------------------------------------------------|
| 87.33     | agreeing    | 2.42    | 80.52                   | 18          | 16                  | 55       | Executive management= 89             | facilitate counting practices and creating good data bases                  |
| 14.71 *   | agreeing    | 2.59    | 86.35                   | 11          | 12                  | 60       | Supreme management= 83               | The club registers sports organizations and obtains registration codes as per international specifications of organizations and playgrounds |
| 58.29     | agreeing    | 2.40    | 79.96                   | 37          | 39                  | 112      | All= 188                            |                                                                                 |
| 14.27 *   | agreeing    | 2.59    | 86.35                   | 13          | 8                   | 62       | Supreme management= 83               | Creating a digital data base according to which organizations, their place and types are selected |
| 63.20     | agreeing    | 2.40    | 79.96                   | 39          | 35                  | 114      | All= 188                            |                                                                                 |
| 11.75 *   | agreeing    | 2.46    | 81.93                   | 17          | 11                  | 55       | Supreme management= 83               | E. control via system disallowing registration unless legally , accordingly pinpointing and dealing with violations |
| 41.02     | to a certain degree | 2.32 | 77.30 | 44 | 40 | 104 | All= 188 | Digital transformation supports the club administrative review via: |
| 7.13      | agreeing    | 2.71    | 90.39                   | 8           | 8                   | 67       | Supreme management= 83               |                                                                                 |
|           | to a certain degree | 2.31 | 77.08 | 4 | 3 | 9 | Middle management= 16 |                                                                                 |
|           | agreeing    | 2.46    | 82.02                   | 17          | 14                  | 58       | Executive management= 89             |                                                                                 |
| 121.93    | agreeing    | 2.56    | 85.25                   | 29          | 25                  | 134      | All= 188                            |                                                                                 |
| 12.30 *   | agreeing    | 2.71    | 90.36                   | 8           | 8                   | 67       | Supreme management= 83               |                                                                                 |
|           | to a certain degree | 2.25 | 75.00 | 4 | 4 | 8 | Middle management= 16 |                                                                                 |
|           | agreeing    | 2.36    | 78.65                   | 20          | 17                  | 52       | Executive management= 89             |                                                                                 |
| 99.14     | agreeing    | 2.51    | 83.51                   | 32          | 29                  | 127      | All= 188                            |                                                                                 |
| 12.22 *   | agreeing    | 2.69    | 89.56                   | 8           | 10                  | 65       | Supreme management= 83               |                                                                                 |
|           | to a certain degree | 2.19 | 72.92 | 4 | 5 | 7 | Middle management= 16 |                                                                                 |
|           | agreeing    | 2.36    | 78.65                   | 19          | 19                  | 51       | Executive management= 89             |                                                                                 |
| 87.20     | agreeing    | 2.49    | 82.98                   | 31          | 34                  | 123      | All= 188                            |                                                                                 |
| 10.31 *   | agreeing    | 2.70    | 89.96                   | 8           | 9                   | 66       | Supreme management= 83               |                                                                                 |
|           | to a certain degree | 2.25 | 75.00 | 4 | 4 | 8 | Middle management= 16 |                                                                                 |
|           | agreeing    | 2.93    | 79.78                   | 18          | 18                  | 53       | Executive management= 89             |                                                                                 |
| Chi square | Attitude       | Average | Out weighted percentage | Disagreeing  | To a certain degree | Agreeing  | Departments                          | Statement content                                      | S  |
|-------------|----------------|---------|-------------------------|--------------|---------------------|-----------|-------------------------------------|-------------------------------------------------------|----|
| 99.07       | agreeing       | 2.52    | 83.87                   | 30           | 31                  | 127       | All= 188                            | Evaluating the club’ s employees performance          | 35/5 |
| 12.24 *     | agreeing       | 2.63    | 87.55                   | 10           | 11                  | 62        | Supreme management= 83              |                                                       |    |
|             | sometimes      | 2.00    | 66.67                   | 6            | 4                   | 6         | Middle management= 16               |                                                       |    |
|             | sometimes      | 2.33    | 77.53                   | 20           | 20                  | 49        | Executive management= 89            |                                                       |    |
| 70.67       | agreeing       | 2.43    | 81.03                   | 36           | 35                  | 117       | All= 188                            |                                                       |    |
| 11.82 *     | agreeing       | 2.67    | 89.16                   | 9            | 9                   | 65        | Supreme management= 83              | E. accounting systems suitable data about              | 36  |
|             | to a certain degree | 2.06 | 68.75 | 5 | 5 | 6 | Middle management= 16 | The net club's profit | 36/1 |
|             | agreeing       | 2.44    | 81.27                   | 18           | 14                  | 57        | Executive management= 89            |                                                       |    |
| 102.30      | agreeing       | 2.51    | 83.69                   | 32           | 28                  | 128       | All= 188                            |                                                       |    |
| 13.54 *     | agreeing       | 2.69    | 89.56                   | 9            | 8                   | 66        | Supreme management= 83              | Average investment return                             | 36/2 |
|             | to a certain degree | 2.00 | 66.67 | 6 | 4 | 6 | Middle management= 16 |                                                       |    |
|             | agreeing       | 2.40    | 80.15                   | 19           | 15                  | 55        | Executive management= 89            |                                                       |    |
| 99.46       | agreeing       | 2.49    | 83.16                   | 34           | 27                  | 127       | All= 188                            | Declared liquid money percentage                      | 36/3 |
| 14.57 *     | agreeing       | 2.65    | 88.35                   | 10           | 9                   | 64        | Supreme management= 83              |                                                       |    |
|             | to a certain degree | 1.88 | 62.50 | 7 | 4 | 5 | Middle management= 16 |                                                       |    |
|             | agreeing       | 2.44    | 81.27                   | 17           | 16                  | 56        | Executive management= 89            |                                                       |    |
| 93.20       | agreeing       | 2.48    | 82.80                   | 34           | 29                  | 125       | All= 188                            |                                                       |    |

From table (14) there are significant differences the research sample groups' responses for all the dimensions statements as chi square ranged between (10.31* : 17.87*) and outweighed percentage ranged between (77.30 : 85.11), except for statement number (35/1) as chi square reached (7.13).

Results of study of Omar Khalaf (2019) (32), Ahmed Adam (2014) (5) indicate that using information technology in administrative business is the aim of all organization to achieve the competitive advantage.

Nigm Aboud Nigm (2004) states e. control advantages, as permanent control is achieved instead of periodic control; and by time, reduces the importance of control depending on inputs, processes or activities in the interest of increasing results assurance (31 : 247).

The researcher concludes that the shift towards electronic commerce has become a necessary and vital matter, and therefore club administrations should bear this in mind in setting the club's marketing strategies, in order to reduce advertising and advertising costs, and facilitate the beneficiaries' acquaintance with the specifications of the services provided by the club, thus
achieving a competitive advantage among different sports clubs.

Table (15) Second Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs
(Second Dimension: E. Marketing) (A- The Club' Website)

| Chi square | Attitude | Average | Disagreeing | Agreeing | Departments | Statement content | S |
|------------|----------|---------|-------------|----------|-------------|------------------|---|
| 4.31       | agreeing | 2.69    | 89.56       | 8        | 10          | Supreme management= 83 | 37 |
|            | to a certain degree | 2.31    | 77.08       | 4        | 3           | Middle management= 16 |     |
|            | agreeing | 2.55    | 85.02       | 13       | 14          | Executive management= 89 |     |
| 128.76     | agreeing | 2.59    | 86.35       | 25       | 27          | All= 188          |     |
| 6.20       | agreeing | 2.71    | 90.63       | 8        | 8           | Supreme management= 83 | 38 |
|            | to a certain degree | 2.31    | 77.08       | 4        | 3           | Middle management= 16 |     |
|            | agreeing | 2.51    | 83.52       | 15       | 14          | Executive management= 89 |     |
| 128.76     | agreeing | 2.58    | 85.99       | 27       | 25          | All= 188          |     |
| 6.47       | agreeing | 2.65    | 88.35       | 8        | 13          | Supreme management= 83 | 39 |
|            | to a certain degree | 2.19    | 72.92       | 5        | 3           | Middle management= 16 |     |
|            | agreeing | 2.46    | 82.02       | 17       | 14          | Executive management= 89 |     |
| 102.17     | agreeing | 2.52    | 84.04       | 30       | 30          | All= 188          |     |
| 9.17       | agreeing | 2.66    | 88.76       | 8        | 12          | Supreme management= 83 | 40 |
|            | to a certain degree | 2.06    | 68.75       | 6        | 3           | Middle management= 16 |     |
|            | agreeing | 2.52    | 83.90       | 15       | 13          | Executive management= 89 |     |
| 11.78      | agreeing | 2.54    | 84.75       | 29       | 28          | All= 188          |     |
| 12.30 *    | agreeing | 2.66    | 88.76       | 9        | 10          | Supreme management= 83 | 41 |
|            | to a certain degree | 2.00    | 66.67       | 7        | 2           | Middle management= 16 |     |
|            | agreeing | 2.46    | 82.02       | 16       | 16          | Executive management= 89 |     |
| 102.30     | agreeing | 2.51    | 83.69       | 32       | 28          | All= 188          |     |
| 11.55 *    | agreeing | 2.70    | 89.96       | 8        | 9           | Supreme management= 83 | 42 |
|            | to a certain degree | 2.13    | 70.83       | 6        | 2           | Middle management= 16 |     |
|            | agreeing | 2.42    | 80.25       | 18       | 16          | Executive management= 89 |     |
| 108.52     | agreeing | 2.52    | 83.87       | 32       | 27          | All= 188          |     |
| 14.14 *    | agreeing | 2.69    | 89.56       | 8        | 10          | Supreme management= 83 | 43 |
|            | to a certain degree | 1.94    | 64.58       | 7        | 3           | Middle management= 16 |     |
|            | agreeing | 2.49    | 83.15       | 15       | 15          | Executive management= 89 |     |
| 108.55     | agreeing | 2.53    | 84.40       | 30       | 28          | All= 188          |     |
From table (15) there are research samples groups' opinions agreement on statements numbers (37, 38, 39, 40) as chi square reached (4.31 : 9.17) with an outweighed percentage (84.04 : 86.35).

**Results of study of Zahef Mohamed (2018) (43)** indicate sports organizations' keenness to availing a website and allocating an enough budget to develop e. marketing

Mohamed Ramadan (2006) clarifies that e. marketing provides the profit of investing and managing time for beneficiaries via quick searching for activities and services (28: 126).

Also from the above table, it is clear that the research sample opinions disagree on statements number (41: 48) as chi square reached (11.55*: 19.78*) with an outweighed percentage (70.85: 84.40)

The results of the study of Saad Ahmed Shalaby and Abd Al-Taif Bukhara (2008) (35) indicate that most German clubs take into account the design of their web pages to ensure the management and marketing of their services to various target groups via the Internet.

**Results of study of Haitham Fayez (2016) (17)** proves no budget allocated for e. marketing and

### Table 15

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S |
|------------|----------|---------|-------------------------|-------------|---------------------|----------|-------------|-------------------|---|
| 19.78      | agreeing| 2.63    | 87.55                   | 10          | 11                  | 62       | Supreme management= 83 | There are financial appropriations allocated for searching and developing the website | 44 |
|            | to a certain degree | 1.75    | 58.33                   | 9           | 2                   | 5        | Middle management= 16   |                  |   |
|            | agreeing  | 2.36    | 78.65                   | 19          | 19                  | 51       | Executive management= 89 |                  |   |
| 73.57      | agreeing| 2.43    | 80.85                   | 38          | 32                  | 118      | All= 188                |                  |   |
| 15.49      | agreeing| 2.66    | 88.76                   | 8           | 12                  | 63       | Supreme management= 83 | There is an icon of direct communication via the website to provide the direct support to the club's beneficiaries | 45 |
|            | to a certain degree | 1.75    | 58.33                   | 7           | 3                   | 5        | Middle management= 16   |                  |   |
|            | agreeing  | 2.40    | 80.15                   | 17          | 19                  | 53       | Executive management= 89 |                  |   |
| 82.42      | agreeing| 2.46    | 82.09                   | 32          | 34                  | 121      | All= 188                |                  |   |
| 17.60      | agreeing| 2.54    | 84.74                   | 11          | 16                  | 56       | Supreme management= 83 | Enabling beneficiaries to update their data electronically via the club's website | 46 |
|            | to a certain degree | 1.69    | 56.25                   | 9           | 3                   | 4        | Middle management= 16   |                  |   |
|            | agreeing  | 2.40    | 80.15                   | 16          | 21                  | 52       | Executive management= 89 |                  |   |
| 58.38      | agreeing| 2.40    | 80.14                   | 36          | 40                  | 112      | All= 188                |                  |   |
| 15.94      | agreeing| 2.66    | 88.76                   | 9           | 10                  | 64       | Supreme management= 83 | The club focuses on preparing the page followers, number of visits and causes of their increase or decrease | 47 |
|            | to a certain degree | 1.81    | 60.42                   | 8           | 3                   | 5        | Middle management= 16   |                  |   |
|            | agreeing  | 2.46    | 82.02                   | 19          | 10                  | 60       | Executive management= 89 |                  |   |
| 106.67     | agreeing| 2.49    | 83.16                   | 36          | 23                  | 129      | All= 188                |                  |   |
| 17.19      | agreeing| 2.58    | 85.94                   | 11          | 13                  | 59       | Supreme management= 83 | Matches tickets are offered on the club's website in conformity with the event importance and preparing the expected visitors | 48 |
|            | to a certain degree | 1.69    | 56.25                   | 9           | 3                   | 4        | Middle management= 16   |                  |   |
|            | agreeing  | 2.45    | 81.65                   | 17          | 15                  | 57       | Executive management= 89 |                  |   |
| 78.97      | agreeing| 2.44    | 81.38                   | 37          | 31                  | 120      | All= 188                |                  |   |
discouraging using new e. marketing means for sports activities.

The researcher concludes that the application of electronic marketing to sports clubs requires the availability of specialized human resources with the skills and qualifications that enable them to develop the club's website, with the allocation of a sufficient budget to develop its marketing activity.

Table (16) Second Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs (Second Dimension: E. Marketing) (B- the Club’s E. Mail)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | Agreeing | Departments | Statement content | S |
|-----------|---------|---------|-------------------------|-------------|----------|-------------|--------------------|--|
| 11.11 *   | agreeing | 2.58    | 85.94                   | 12          | 11       | Supreme management= 83 | The club has mail addresses to be used in correspondences | 49 |
|           | to a certain degree | 2.00    | 66.67                   | 7           | 2        | Middle management= 16 |                     |    |
|           | to a certain degree | 2.33    | 77.53                   | 20          | 20       | Executive management= 89 |                     |    |
| 68.37     | agreeing | 2.41    | 80.32                   | 39          | 33       | All= 188     |                     |    |
|           | to a certain degree | 2.54    | 84.74                   | 13          | 12       | Supreme management= 83 | Approving the email as an official method of correspondences to get rid of documentary cycle | 50 |
|           | to a certain degree | 1.88    | 62.50                   | 8           | 2        | Middle management= 16 |                     |    |
|           | to a certain degree | 2.29    | 76.40                   | 21          | 21       | Executive management= 89 |                     |    |
| 56.31     | agreeing | 2.37    | 78.90                   | 42          | 35       | All= 188     |                     |    |
|           | to a certain degree | 2.57    | 85.54                   | 14          | 8        | Supreme management= 83 | The club uses the email to answer the beneficiaries' questions | 51 |
|           | to a certain degree | 1.94    | 64.58                   | 7           | 3        | Middle management= 16 |                     |    |
|           | agreeing | 2.35    | 78.28                   | 19          | 20       | Executive management= 89 |                     |    |
| 71.31     | agreeing | 2.41    | 80.352                  | 40          | 31       | All= 188     |                     |    |
|           | to a certain degree | 2.65    | 88.35                   | 9           | 11       | Supreme management= 83 | The beneficiaries are answered quickly to save time and effort | 52 |
|           | to a certain degree | 1.81    | 60.42                   | 8           | 3        | Middle management= 16 |                     |    |
|           | agreeing | 2.35    | 78.28                   | 20          | 18       | Executive management= 89 |                     |    |
| 76.16     | agreeing | 2.44    | 81.21                   | 37          | 32       | All= 188     |                     |    |
|           | to a certain degree | 2.53    | 84.34                   | 11          | 17       | Supreme management= 83 | There is a team specialized in answering the beneficiaries' questions via email | 53 |
|           | to a certain degree | 1.75    | 58.33                   | 9           | 2        | Middle management= 16 |                     |    |
|           | to a certain degree | 2.22    | 74.16                   | 23          | 23       | Executive management= 89 |                     |    |
| 38.95     | to a certain degree | 2.32    | 77.30                   | 43          | 42       | All= 188     |                     |    |
|           | to a certain degree | 1.94    | 64.58                   | 7           | 3        | Middle management= 16 | Marketing fliers are sent to the club's beneficiaries via email | 54 |
|           | to a certain degree | 2.24    | 74.53                   | 24          | 20       | Executive management= 89 |                     |    |
| 58.54     | agreeing | 2.38    | 79.26                   | 41          | 35       | All= 188     |                     |    |

From table (16), there are significant differences between responses of all the research sample
groups as chi square reached (11.11*: 17.56*) with an outweighed percentage (77.30: 81.21).

**Study of Hind Elghanem (2014) (20)** states that the ability of dealing with beneficiaries via email is one of the most important things introduced by knowledge and organizations digital transformation.

The researcher believes that the ability to deal with beneficiaries via e-mail and social networking services is one of the most important things that knowledge and digital transformation can provide to sports clubs in the field of receiving and responding to beneficiaries' inquiries and questions.

### Table (17) Second Dimension Result: E. Marketing (C- Applications of Smart Phones and Social Media)

| Chi square | Attitude | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments | Statement content | S  |
|------------|----------|---------|-------------------------|-------------|---------------------|----------|-------------|------------------|----|
| 8.99       | agreeing | 2.49    | 83.13                   | 13          | 16                  | 54       | Supreme management= 83 | The club has smart phone applications helping beneficiaries to communicate permanently with the club | 55 |
| 40.89      | to a certain degree | 1.94 | 64.58                   | 7           | 3                   | 6        | Middle management= 16 | 56 |
| 40.89      | to a certain degree | 2.25 | 74.91                   | 22          | 23                  | 44       | Executive management= 89 | 57 |
| 5.42       | agreeing | 2.73    | 91.16                   | 8           | 6                   | 69       | Supreme management= 83 | 58 |
| 175.45     | to a certain degree | 2.31 | 77.08                   | 5           | 1                   | 10       | Middle management= 16 | 59 |
| 10.35 *    | agreeing | 2.63    | 87.64                   | 13          | 7                   | 69       | Executive management= 89 | 60 |
| 122.95     | agreeing | 2.65    | 88.30                   | 26          | 14                  | 148      | All= 188 | 61 |
| 8.09       | agreeing | 2.69    | 89.56                   | 10          | 6                   | 67       | Supreme management= 83 | 62 |
| 139.54     | to a certain degree | 2.19 | 82.92                   | 6           | 1                   | 9        | Middle management= 16 | 63 |
| 5.32       | agreeing | 2.46    | 82.02                   | 17          | 14                  | 58       | Executive management= 89 | 64 |
| 73.41      | agreeing | 2.55    | 85.02                   | 13          | 14                  | 62       | Executive management= 89 | 65 |
| 13.06 *    | agreeing | 2.60    | 86.70                   | 26          | 23                  | 139      | All= 188 | 66 |
| 5.32       | to a certain degree | 2.48 | 82.73                   | 15          | 13                  | 55       | Supreme management= 83 | 67 |
| 73.41      | agreeing | 2.46    | 82.02                   | 16          | 16                  | 57       | Executive management= 89 | 68 |
| 13.06 *    | agreeing | 2.64    | 87.95                   | 8           | 14                  | 61       | Supreme management= 83 | 69 |
| 7.32       | to a certain degree | 2.06 | 68.75                   | 7           | 1                   | 8        | Middle management= 16 | 70 |
From table (17) the research sample opinions agree upon statements numbers (55, 56, 58, 59, 61) as chi square ranged between (5.32 : 8.85) with an outweighed percentage (77.66 : 88.30)

Study of Moustafa Kawal (2018) (39) indicates the importance of using the phone application in attracting clients as they enable the organization to increase its works and reduce commercial costs.

Foad Bougnana (2008) (16) mentions the importance of using email and SMS.

Also table proves the research group's opinion disagreement on the statements number (57, 60) as chi square reached (10.35*), (13.06*) with an outweighed percentage (84.75), (85.46) respectively.

Results of study of Mariam Nariman (2012) (26) prove that social media marketing is very important for consumer in pre purchase stage as many service information are available.

The results of the study of Mariam Nariman Nomar (2012) (26) indicate that marketing through social networking sites such as Facebook is of great importance to the consumer in the pre-purchase stage, where there is a lot of information available about services, their characteristics, features and prices.

The researcher believes that social networking sites have become a means accessible to various groups of society, as these sites have multiplied and are distinguished by their availability and permanent adhesion to the beneficiaries, and they are of great importance for sports clubs because of their effective role in appealing to the beneficiaries of the services provided by sports clubs.

Table (18) Second Factor Results: Digital Transformation Requirements to Achieve the Best Competitive Advantage at Clubs

(Second Dimension: E. Marketing)

(D- E. Newspapers and digital transmission stages)
| Chi square | Attitude       | Average | Out weighted percentage | Disagreeing | To a certain degree | Agreeing | Departments                      | Statement content                                                                 | S  |
|------------|----------------|---------|-------------------------|-------------|---------------------|----------|----------------------------------|----------------------------------------------------------------------------------|----|
| 65.76      | agreeing       | 2.40    | 80.14                   | 39          | 34                  | 115      | All= 188                         | e. newspapers and magazines as a method of propaganda and advertisement          |    |
| 17.97*     | agreeing       | 2.45    | 81.65                   | 29          | 18                  | 51       | Supreme management= 83           | The club contracts with digital transmission stages to display events and matches against financial return | 64 |
| 62.04      | agreeing       | 2.47    | 82.27                   | 46          | 35                  | 116      | All= 188                         | The club shall compile special conditions with digital transmission stages when covering and transmitting matches and championships | 65 |
| 17.78*     | agreeing       | 2.38    | 79.40                   | 18          | 19                  | 52       | Supreme management= 83           |                                                                                 |    |

From table (18), it is clear that the research sample agree upon statements number (62, 63) as chi square reached (7.14), (8.51) with outweighed percentage (84.93) (80.14) respectively.

Study of Bosaina Ghadiri (2015) (11) indicates the effect of e advertising on beneficiaries under the increasing number of internet users with focusing on advertisement content and credibility.

Also the research sample opinions disagreed on statements numbers (64, 65) as chi square reached (17.97*), (17.78*) with outweighed percentage (82.27), (81.21)

The united company of advertising services established watch at forum which declared reaching the exclusive digital rights at Egyptian series for 4 years, which enables the forum users to enjoy all goals, matches and summaries (70).

The researcher believes that sports club administrations need to pay attention to enhancing their financial returns by attracting digital broadcasting platforms towards obtaining the rights to broadcast their sporting events, especially in light of the decline of traditional broadcasting channels.

Conclusions:

- The supreme management supports digital transformation via looking into new techniques by documenting services and trying to transform paper forms to electronic forms.
- Employees are neither trained nor provide with skills needed for attending technology permanently.
- The club's organizational structure agrees with digital transformation application requirements.
- Lack of specialized committee or unit for applying digital transformation as planned.
- Employees have no advanced digital skills such as networks management, ability to create in using digital techniques, developing digital content and computerized programming.
- Weak protection programs related to anti hacking
The club profits from open governmental data in developing the club's performance data. Artificial intelligence is, to a certain degree, at clubs to develop the athletes' level. Ecommerce is weakly used in facilitating commercial deals. The club has a web site in English and Arabic and the club's page has a service and activities description. Law financial appropriations allocated for research and developing website.

**Recommendations:**
- Finishing the national project of digital transformation considered as an important tool of achieving permanent development, developing governmental work development, providing e services and applying digital economy.
- Developing legislative frames supporting digital transformation and trying to make Egypt distinctive on great data centers manufacturing chart to be a territorial centre for data centers and information banks.
- Compiling an integrated strategy to develop human resources in conformity with achieving permanent and integrated community development in conformity with the aimed digital transformation to attend international changes and new updates.
- Clubs should adopt a clear strategy towards a digital transformation and preparing a time table for applying transformation to guarantee execution in conformity with Egypt view 2030.
- Respond to beneficiaries via developing participation channels, and activating beneficiaries, participation in developing and improving the club's decisions, policies and services.

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