

**An analytical study for the reality of the stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies**

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**Introduction & research problem:**

Institutions generally and bodies and sponsorship companies in Egyptian sports particularly work in a changing environment under conditions of uncertainty that there is a state of ambiguity experienced by the institution. The greater the conditions of uncertainty is, the higher the degree of risk is. Accordingly, it is necessary for the institution to search for information by all means in order to fill the need for more information. It must obtain information that helps it to make the right decisions for the purpose of its survival in the sports market, especially during marketing crises (5:27).

As there are many factors that cause crises, and they can be summarized in the fact that the crisis is the result of lacking the coherence between the organization and its internal and external environment (1:21).

The issue of marketing crisis management is one of the vital issues that have an impact on the life and survival of the organization. Dealing with the marketing crisis begins in the first stage with determining the type of marketing crisis, if it large, medium, small, natural, sudden, recurring or non-recurring and other classifications. And then to identify the most important possible causes of the occurrence of the marketing crisis and determine the main reason that led to the occurrence of the marketing crisis through the processes of analyzing and dismantling the marketing crisis (2:45).

Based on the foregoing, it can be said that if the organization wants to successfully manage its marketing crises, it must facilitate things during the handling of the crisis, as well as speed in completing the work, the need to provide team spirit, interdependence and harmony among members of the crisis management team and not to evade to confront the crisis. Also the need to provide accurate information which helps decision makers to take the appropriate decision to confront the crisis and control its negative effects or mitigate its initial crisis(3:67).

From the above, the researcher sees that the sponsorship companies are interested in sponsoring and contracting with sports bodies for popular games, and that when those companies contract with these sports bodies, they did not take these crises into account, with the profits of the sponsoring Companies affected by any drop in the level, and thus the sponsoring companies are exposed sometimes; this happens because the sponsorship companies are not aware of the criteria on which the sports entities they sponsor are selected, and their lack of ability to face crises that may occur from a drop in the level and marketing crises that occur to sports bodies and negatively affect the course of sponsorship contracts and the gains they target. These companies are at the end of the contracting periods.

Sponsoring companies and sports bodies lack managing the marketing crises according to their scientific stages; and their failure to adhere to these stages leads to an exacerbation of the marketing crisis, which leads to their inability to differentiate between their rights to the sponsor and their sarcasm on the rights of others.

Through the researcher's review of the studies and research conducted in this field, the researcher found a dearth of research that dealt with the stages of marketing crisis management in the companies sponsoring the Egyptian sports bodies. Hence the idea of this research arose, which is an analytical study for the reality of the stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies.

#### **Research objective:**

The research aims to make an analytical study for the reality of the stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies.

**Research questions:**

In light of the objective research, the researcher puts the following question:

1- What is the reality of the stages of marketing crisis management in the companies sponsoring the Egyptian sports bodies?

**Terms used in the search:**

**Marketing crisis management:** weakness or stagnation at the disposal of products or a decrease in market share and the failure to cover all markets in a certain period of time (7:14)

**sports care:** all activities that are related to encouraging and supporting economic institutions for the needs of individuals and organizations in various sports fields of money, equipment and services so that economic institutions can at the same time achieve communication goals and reach the target groups (6:34).

**Sports bodies:** It is every group consisting of several natural, legal persons, or both, for the purpose of providing sports and related services, and that body may not engage in any political, partisan or religious activity or promote political ideas or goals (8:4).

**Research procedures :**

**Research Methodology :** The researcher used the descriptive approach (the survey method) with its steps and procedures, due to its suitability to achieve the objectives of the research.

**Research sample & Community:**

The research community is represented in the employees of the sponsoring companies of the sports bodies, the members of the boards of directors and the workers in the Marketing and Investment Department of the sports federations, the members of the boards of directors and the workers in the Marketing and Investment Department in the sports clubs. The researcher selected the research sample by stratified random method, and the number of the sample reached (212) individuals.

**Data collection tools:**

In collecting the research data, the researcher used the following:

**First: Analysis of documents and records:**

The researcher analyzed the documents and records of the sponsoring companies, sports federations and sports clubs to identify how they deal with the marketing crises facing the investment work.

**Second: The personal interview:**

The researcher conducted personal interviews with a number of officials in the sponsoring companies, sports federations and sports clubs in question, in order to obtain information that is useful to the research.

**Third:** A questionnaire about the actual reality of the stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies: (prepared by the researcher).

The researcher designed a questionnaire aimed at identifying the scientific stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies, where the research axis was determined and (7) seven dimensions affiliated with the research axis, then the researcher presented them to a group of experts in the field of sports management consisting of (10) Ten experts to express an opinion on its suitability, and it was agreed on the research axis and (7) the seven dimensions, all of which got a percentage higher than (70%) of the experts' consensus.

Then the researcher put a set of phrases for each dimension of the questionnaire axis, and the number of phrases was (15) fifteen phrases distributed over (7) the seven dimensions, then presented them to the

experts, and one (1) phrase was deleted because it got less than 70 % of the agreement of the experts, and it was agreed on (14) fourteen, as it obtained a higher percentage than (70%) of the agreement of the experts' opinions. Three degrees, to some extent (2) two degrees, disagree (1) one degree.

### **Scientific Transactions of the Questionnaire:**

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

#### **A- Honesty:**

To calculate the validity of the questionnaire, the researcher used the following methods:

##### **(1) The validity of the content:**

The researcher presented the questionnaire to a group of (10) experts in the field of sports management in order to express an opinion on the suitability of the questionnaire in what it was developed for, both in terms of the axis and the phrases related to each dimension and the extent to which those phrases are suitable for the dimension they represent. The percentage of experts' opinions about the phrases ranged The questionnaire was between (50%: 100%), and thus number (1) was deleted because it obtained less than 70% of the agreement of the experts, so that the number of the final statements of the questionnaire consisted of (14) statements.

**(2) Sincerity of the internal consistency:**

To calculate the validity of the internal consistency of the questionnaire, the researcher applied it to a sample of (20) individuals from the research community and other than the original sample of the research.

**B - stability:**

To calculate the questionnaire's stability, the researcher used Cronbach's alpha coefficient by applying it to a sample of (20) individuals from the research community and outside the original sample. The questionnaire's alpha coefficients ranged between (0.73: 0.92), which are statistically significant coefficients, which indicates the questionnaire's stability.

**Research schedule:**

The application was carried out in the time period between (4/6/2020 AD: 20/6/2020 AD) for the exploratory sample, and in the time period between (3/7/2020 AD: 28/9/2020 AD) for the basic sample

**Presentation, interpretation and discussion of the results:**

The researcher will review the search results in the following order:

**The answer to the first question, which states:**

1. What is the reality of the stages of marketing crisis management in the companies sponsoring the Egyptian sports bodies?

Table ( 1 )

**The estimated degree and the average response rate to the opinions of the sample in relation to the phrases (axis: stages of marketing crisis management in the sponsoring companies of the Egyptian sports organizations) (n = 135**

c	Ferries	response			Estimated score	Average response rate
		ok	To some extent	Dis agree		
1	<p><u>early warning signs</u></p> <p>The marketing crises that are expected to occur to employees are revealed as an attempt to find proposals through which the crisis can be avoided.</p>	26	106	80	370	0.58
2	<p>Management recognizes the existence of an expected marketing crisis if confirmed by early warning signals that are circulated in general.</p>	37	90	85	376	0.59
3	<p><u>Birth and occurrence of crises</u></p> <p>The administration relies on experts in the field of marketing and sports investment to help it provide appropriate solutions for the occurrence of marketing crises.</p>	120	47	45	499	0.78

4	Studies and comparisons are made with the current marketing crisis and other similar crises to provide solutions that help address it.	30	95	87	367	0.58
5	<b><u>Prepare for crisis management:</u></b> The different roles within the board of directors are defined, which works to manage the marketing crisis in all its aspects.	57	98	57	424	0.67
6	The Board of Directors coordinates with the various bodies that help in finding ways to remedy the marketing crisis.	70	82	60	434	0.68
7	<b><u>Containment of the crisis:</u></b> All proposed solutions proposed by board members are studied when dealing with marketing crises.	107	71	-	505	0.79
8	The board of directors is interested in explaining and interpreting the decisions made through group discussions.	108	90	-	494	0.78
9	<b><u>Analyze information and facts:</u></b> A specialized team is formed to collect information related to the marketing crisis,	114		1		



	whether internally or externally.		62		398	0.63
10	The administration takes into account the quantitative analysis of information in order to arrive at indications and statistics that help in finding appropriate solutions to the marketing crisis.	111	45	30	355	0.56
11	<b><u>Settling the crisis:</u></b> The administration explains and interprets the decisions issued after settling the crisis to its employees.	96	84	26	510	0.80
12	Management takes into account the disposal of all the effects of the marketing crisis once and for all from all sides.	62	84	88	434	0.68
13	<b><u>Take advantage of the crisis:</u></b> the administration is concerned with the decisions that were the reason for the success of the marketing crisis management and the formation of models from them to be used in the future.	49	49	118	401	0.63

14	The administration presents the negative effects of the marketing crisis and offers solutions for how to overcome it in the future.	107	88	21	422	0.66
The total degree of the axis					5989	0.67
Maximum confidence=0.73			Minimum confidence= 0.61			

**It is evident from Table (1) that:**

The average response rate to the opinions of the research sample in the axis phrases: the reality of the stages of marketing crisis management ranged between (0.56: 0.80).

\* The percentage of phrases (3, 7, 8, 11) was higher than the upper limit, which indicates that it has been achieved to a large extent in the reality of the stages of marketing crisis management.

\* The percentage of phrases (5, 6, 9, 12, 13, 14) ranges between the upper and lower limits, which indicates that it is achieved to a moderate degree in the reality of the stages of marketing crisis management.

\* The percentage of phrases (1, 2, 4, 10) is less than the minimum, which indicates that it is not achieved in the reality of the stages of marketing crisis management.

\* The ratio of the axis as a whole was (0.67), which ranges between the upper and lower limits, which indicates that it is achieved to a medium degree in the reality of the stages of marketing crisis management.

The researcher attributes these results to the fact that companies and sports bodies do not depend scientifically on the stages of marketing crisis

management that arise between them in their various scientific stages, and their inability to detect marketing crises at early stages and their inability to find proposals through which crises can be avoided, which makes them fail in Identifying marketing crises and their ability to detect them early.

This makes the crisis management unable to define its different roles within the board of directors, which makes it lose the ability to coordinate with different bodies, the inability to form a team specialized in all the information related to the various marketing crises, which makes the different departments lose the ability to benefit from the crisis and its occurrence and ways to solve it in the future.

the researcher believes that there is a lack of consideration for the statistical analysis of the data and information obtained by the crisis management to reach the rates of the spread of crises to know the extent of the aggravation of the crisis and the extent of its impact and to reach statistical indications that help in predicting when the crisis will occur and when it is possible to start implementing the plans developed to confront the crises facing the company or occur between sponsorship companies and sports bodies.

The researcher also believes that it is not done to a large extent by getting rid of the negative effects left by the crisis from tension to its employees, as well as negative effects that may be financial or administrative that affect the workflow, which must show those negative effects to its employees so that workers can know what has been done Attempts to solve the crisis and identify the negative effects that may affect the workflow in the future,

which the sponsoring companies and sports bodies do not do in a large way, that is, they do so in a moderate manner according to the results.

- This is in line with the study of “Bukhars Ramadan” (2012) (4) that sports institutions must require modern concepts of sports management and strategy to solve problems by scientific methods and use communication tools to deal with and deal with these crises.

#### **Abstracts:**

1- Sponsorship companies and sports bodies do not depend on eligibility scientifically on the stages of managing the marketing crises that arise between them in their various scientific stages.

2 - Sponsorship companies and sports organizations do not to a large extent get rid of the negative effects left by the marketing crisis.

3- The inability of sponsorship companies and sports organizations to detect marketing crises in the early stages.

#### **Recommendations:**

In light of the research results, the researcher recommends the following:

1- Gathering appropriate data and information to help develop radical solutions to the crises faced by the company.

2- Develop future plans and programs by taking advantage of previous crises in order to achieve balance and cooperation among work members within the administration, which contributes to providing the required support to face any crises facing the company.

3- Sports companies and bodies must rely on those with academic experience and practical competence in facing their marketing crises.

**the reviewer**

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**Abstract**

The research aims to make an analytical study of the reality of the stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies, The researcher used the descriptive method (the method of survey studies), as it is the appropriate method for the nature of this research.

The research community is represented in the employees of the sponsoring companies of the sports bodies, the members of the boards of directors and the workers in the Marketing and Investment Department of the sports federations, the members of the boards of directors and the workers in the Marketing and Investment Department of the sports clubs, The researcher chose the research sample by stratified random method, and the number of the sample members reached (212) individuals

In collecting research data, the researcher used documents and records analysis, a questionnaire on the actual reality of the stages of marketing crisis management in the sponsoring companies of the Egyptian sports bodies (prepared by the researcher).

One of the most important results: the sponsoring companies and sports bodies do not depend in the management of marketing crises that occur on the scientific stages of crisis management.

One of the most important recommendations: Develop future plans and programs by taking advantage of previous crises in order to achieve balance and cooperation among work members within the department, which contributes to providing the required support to face any crises facing the company.

## دراسة تحليلية لواقع مراحل إدارة الازمات التسويقية بالشركات الراعية للهيئات الرياضية المصرية

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يهدف البحث إلي عمل دراسة تحليلية لواقع مراحل إدارة الازمات التسويقية بالشركات الراعية للهيئات الرياضية المصرية .، استخدم الباحث المنهج الوصفي (أسلوب الدراسات المسحية) حيث أنه المنهج المناسب لطبيعة هذا البحث.

يتمثل مجتمع البحث في العاملين في الشركات الراعية للهيئات الرياضية ، أعضاء مجالس الإدارات والعاملين بإدارة التسويق والاستثمار بالاتحادات الرياضية ، أعضاء مجالس الإدارات والعاملين بإدارة التسويق والاستثمار بالأندية الرياضية ، وقد قام الباحث باختيار عينة البحث بالطريقة الطبقية العشوائية ، وقد بلغ عدد أفراد العينة (212) فرداً .

استخدم الباحث في جمع بيانات البحث تحليل الوثائق والسجلات ، استبيان الواقع الفعلي لمراحل إدارة الازمات التسويقية بالشركات الراعية للهيئات الرياضية المصرية ( إعداد الباحث ) .

كان من أهم النتائج : الشركات الراعية والهيئات الرياضية لا تعتمد في إدارة الازمات التسويقية التي تحدث علي المراحل العلمية في إدارة الازمة .

كان من أهم التوصيات : وضع خطط وبرامج مستقبلية من خلال الاستفادة من الأزمت السابقة من أجل تحقيق التوازن والتعاون بين أعضاء العمل داخل الإدارة مما يساهم في تقديم الدعم المطلوب لمواجهة أي أزمت تواجه الشركة.