

Using electronic marketing methods to achieve cultural and sporting adaptation in companies owning clubs

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Abstract :

The study aims to Using electronic marketing methods to achieve cultural and sporting adaptation in companies owning clubs. the following conclusions can be concluded: The electronic marketing policy adopted in the companies (under discussion) is marred by many deficiencies and weaknesses, where the most important manifestations of deficiencies and weaknesses are in the following aspects: The marketing policy adopted is not commensurate with global variables, technological developments and cultural differences due to the following considerations: Individuals are selected based on practical experience without regard to cultural diversity and the ability to accept a new culture. In light of the results reached, the researcher was able to present some recommendations that contribute to achieving cultural adaptation in companies owning sports clubs and increasing the use of e-marketing, as shown as follows: The companies owning sports clubs should go towards educating their employees to benefit from them in the electronic marketing process. The selection and employment of individuals should be based on effective performance, multilingualism, appropriate cultural awareness, and sufficient flexibility to accept a new culture because it contributes significantly to the success of the e-marketing process.

Keywords : *electronic marketing methods , achieve cultural , sporting adaptation , companies owning clubs .*

I. Introduction and research problem:

Technological advances such as the Internet, satellite, and video conferencing, as well as the globalization of business, are causing cultures to move across borders at an accelerated rate. This has led to a change in the cultures of the local people in some countries. Sometimes American companies are accused of cultural colonialism, as cultures are more similar in the world. A global manager can deal with cultural colonialism by being more adaptive to the cultural needs of the countries in which they conduct their business or activities. The emergence of the Internet also helped to overcome the obstacles of time and distance, which led to the re-thinking of multinational companies in the ways of organizing and managing their operations. Today, employees can work in teams despite their different locations around the world. (7:29)

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On the other hand, dealing in the international business environment appears to be more complex, because of the multiculturalism in the international business environment, there are Western, Asian, African and Arab culture, and within Western culture European culture and American culture and within Arab culture other subcultures of the Gulf countries, the Levant and the Arab Maghreb, all resulting from a difference Environment, race and gender. This difference results in a challenge for the companies owning sports clubs in the ability to communicate effectively across cultural differences, and to understand how to deal with the customs, traditions and values of any culture, but it needs to possess the skill of the ability to cultural adaptation, and this does not happen except through adopting the concept of cultural awareness.

The concept of cultural awareness for companies owning sports clubs is important and vital as it reveals the way societies think and their interests. The political, economic, cultural and sports pattern prevalent in every society, and thus the companies owning sports clubs adopt this concept, helping them address cultural diversity and mitigate its intensity (280: 8).

Also, investing in the human element is one of the most important types of investments, because developing and developing the human element in the organization is one of its highest goals in achieving competitive excellence. The experiences of successful companies have indicated that the administrative systems, methods and applications that are used in the motherland must be adapted in proportion to the culture of the other country. Employment policy, production methods, organizational structures, communication models, performance evaluation methods, and incentive systems, which have proven successful in a country, are difficult to implement as they are in the host country. (4: 203)

As most of the previous studies have dealt with the effect of cultural differences on the ability of workers to communicate, the effect of cultural differences on human resource management systems in addition to the impact of cultural differences on administrative development in companies, the researcher found that human resource management policies at the international level represent a vital role in achieving Cultural adaptation. Therefore, the researcher was interested in one of the important methods that can achieve cultural adaptation between companies, namely, electronic marketing and the extent of its contribution to achieving cultural adaptation.

Amani Muhammad Atef (2003 AD) indicated that the increase in the number of clubs and sports organizations and their requirements and desires has become a burden on the state's resources, which made it suffer from the inability to achieve the sufficiency of these sports bodies and try to support them within the limits available to the state. Perhaps this has become insufficient to fulfill the basic requirements for the success of these clubs and organizations. (1: 3)

Marketing is one of the main and important activities of any body, whether it is sports or non-sports, and the main marketing plan is the first plan that the establishments must start with under which the rest of the activities of the body can be planned. Hence, the need becomes necessary for this activity to be based on sound scientific and technical foundations and rules and for knowledge of sound management conditions.

Marketing is defined as: - A set of continuous and integrated efforts and activities that facilitates and accompanies the transfer of goods, services and ideas from the sources of their production to their purchasers and in a way that leads to achieving the goals and economic and social benefits for the consumer, the producer

and society. - It is also known as the activity that is based on planning and presenting an integrated mix that satisfies the needs and desires of consumers, trying to match the buyer's goals and the agency's goals and capabilities in light of the surrounding environmental conditions (2: 3).

The research problem can be crystallized in that despite the great and vital role that companies in general and companies that own sports clubs play, they still face several challenges that affect the ability of these companies to achieve their goals and achieve their strategies.

Cultural challenges are among the most important challenges that hinder the creation of an appropriate environment for electronic marketing within these companies. Thus, the burden on human resources management lies in its ability to overcome these obstacles and barriers and draw effective strategies, which in turn contribute to reducing cultural disparity through the use of e-marketing.

Hence, the researcher is interested in the ability of electronic marketing to achieve cultural adaptation and harmony between different cultures, which leads to an increase in cultural disparity and difference.

The Research objective:

The research aims at the following:

1- Identifying the extent of the contribution of electronic marketing in the companies owning the clubs in achieving cultural and sporting adaptation.

2- Recognizing the importance of training programs on electronic marketing methods in companies in achieving cultural and sports adaptation.

3- Identifying the impact of trends towards electronic marketing for individuals towards other sports cultures in companies owning sports clubs.

The questions of the research:

1- To what extent does e-marketing contribute to companies owning clubs in achieving cultural and sporting adaptation?

2- What is the importance of e-marketing programs and methods for companies owning sports clubs in achieving cultural and sports adaptation?

3- What are the implications of using e-marketing in companies owning sports clubs?

The procedures of the research:

First: Research Methodology:

The researcher used the descriptive method, following the survey method, for its relevance to the research procedures.

Second: Research Society and Sample:

The study population included some clubs and sports centers in the Arab Republic of Egypt, with a total of (185) individuals, and the actual study sample, numbering (155), consisted of:

1- Heads of clubs or vice-presidents.

- 2- The club manager.
- 3- The Financial Officer.
- 4- Club administrators
- 5- Marketing officials
- 6- Some players.
- 7- Some of those involved in investment.
- 8- Union officials.

The researcher drew a random sample from within the research sample consisting of (30) individuals (as an exploratory study) in order to conduct the scientific transactions (truthfulness - consistency) for the questionnaire assessing the reality of investment in the sport of Egyptian athletics, so that the strength of the basic sample becomes (155) individuals.

The following table shows the distribution of the research sample among the mentioned clubs.

Table (1)

The numerical distribution of the research sample to the mentioned clubs

Sample Club	Inside clubs						Some of those involved in sports investment	Union officials	Sample of pilot study	Total
	President or Vice President	Club manager	financial officer	Administrative official	Some interested in investing	Director of Marketing				
Army	1	1	1	1	2	1	15	7	30	
Military Production	1	1	1	1	2	1				
Pyramids	1	1	1	1	2	1				
Arsenal	1	1	1	1	2	1				

The Arab Contractors	1	1	1	1	2	1			
Mahallayarn	1	1	1	1	2	1			
Enppi	1	1	1	1	2	1			
Petrojet	1	1	1	1	2	1			
Pharco	1	1	1	1	2	-			
FC Egypt	1	1	1	1	2	-			
Victory for Mining	1	1	1	1	2	-			
El Gouna	1	1	1	1	2	-			
WadiDe gla	1	1	1	1	2	-			
Eastern smoke	1	1	1	1	2	-			
BeniSuef Telephones	1	1	1	1	2	-			
the channel	1	1	1	1	2	1			
Please	1	1	1	1	2	1			
Ligament and lights	1	1	1	1	2	1			
Abu Qir Fertilizer	1	1	1	1	2	1			

s										
Alumini um	1	1	1	1	2	1				
	20	20	20	20	40	13	15	7	30	185

It is clear from Table No. (1) the numerical distribution of the research sample among clubs, federation officials, some concerned with sports investment in Egypt, and the pilot study sample.

Data collection instruments:

The researcher used the following tools to collect research data:

Analysis of documents and records:

Where the researcher analyzed documents and records related to marketing within the Egyptian Football Association and some clubs under study to determine the most important decisions related to the marketing process.

- Personal interview:

The researcher interviewed some administrative leaderships and some professors specialized in sports management in order to obtain information about sports marketing in general and electronic marketing in particular with sports clubs that own companies in Egypt. For the questionnaire.

Questionnaire:

This questionnaire consists in its final form of (43) statements distributed on (3) main axes. The first axis: (the selection policy followed by the companies that own sports clubs, which expresses the degree of employee satisfaction with the e-marketing policy in these companies) The second axis: (e-marketing through Cultures in companies owning sports clubs and the extent to which they contribute to achieving cultural adaptation in these companies) The third axis: (factors that contribute to addressing cultural differences and achieving cultural adaptation through electronic marketing). A group of statements are included under each axis, and the individual gives one answer for each statement of Questionnaire statement “agree - disagree - to some extent” and the score is assessed by reference to the correction key of the questionnaire.

Table (2)

The percentage of experts' opinions of the axes of a questionnaire on the use of electronic marketing to achieve cultural adaptation of companies owning sports clubs

No	Axis name	Opinion		%
		Agree	Disagree	

1	The selection policy followed by companies owning sports clubs, which expresses the degree of employee satisfaction with the e-marketing policy in these companies	9	1	%90
2	Cross-cultural e-marketing in companies owning sports clubs and the extent to which they contribute to achieving cultural adaptation in these companies	8	2	%80
3	Factors that contribute to addressing cultural differences and achieving cultural adaptation through e-marketing	10	-	%100

In Table (2), the questionnaire clarifies the opinions of (10) experts in the field of sports management and investment, and members of the faculty in Egyptian universities. Attachment (1) is that the main axes of the questionnaire were approved with a percentage of 80-90%, and the researcher agreed with this percentage to accept the interviewees.

The researcher constructed the statement for the main axis and presented them again to the experts. The following table shows the relative importance of the experts' opinions in the axes and statement of the questionnaire form (under discussion)

Table (3)

The relative importance of the experts' agreement on defining the axes and statement of the questionnaire for using e-marketing to achieve cultural adaptation for companies owning sports clubs

No	Statement	Agree		Disagree		% of agreement
		Freq	%	Freq	%	

The first axis: the selection policy followed by companies owning sports clubs, which expresses the degree of employee satisfaction with the e-marketing policy in these companies

1	I feel that my choice to work in the company's e-marketing field was an addition to the work team.	9	90	1	10	90
2	I think that the company's electronic marketing system encourages teamwork and	8	80	2	20	80

	contributes to reducing the rate of work turnover.					
3	I think that the company's electronic marketing system contributes to the formation of a cooperative work team and reduces the rates of loss.	8	80	2	20	80
4	I see that the e-marketing system defines the behavior and skills required of an individual.	9	90	1	10	90
5	The electronic marketing system reveals the ability of individuals to assume responsibility and integrate with different cultures.	8	80	2	20	80
6	The company's electronic marketing methods and tools are suitable for all cultures and nationalities.	10	100	0	0	100
7	The company's electronic marketing methods and tools are appropriate to the customs and traditions of society.	10	100	0	0	100
8	The company has specialists to reveal the skills required to fill marketing positions.	9	90	1	10	90
9	I feel the interest of those in charge of choosing by evaluating the effectiveness of the methods and tools of digital marketing used continuously.	8	80	2	20	80
10	I see professional and intellectual merit as the basis for individuals' choice of online	9	90	1	10	90

	marketing.					
11	I believe that the company's electronic marketing system increases the level of acceptance towards foreign cultures.	8	80	2	20	80
12	I feel that the e-marketing system reveals my skills, abilities, mental and physical capabilities well.	9	90	1	10	90

The second axis: cross-cultural e-marketing in companies owning sports clubs and the extent of the .contribution to achieving cultural adaptation in these companies

13	The company's e-marketing programs are concerned with cultural diversity as follows:	9	90	1	10	90
14	Providing the necessary knowledge, skills and capabilities to work in the field of e-marketing.	9	90	1	10	90
15	Developing the individual's performance and trends.	8	80	2	20	80
16	Understanding the culture of foreign workers in terms of getting to know (customs, traditions, values and trends).	10	100	0	0	100
17	Learn other foreign languages.	9	90	1	10	90
18	Encouraging teamwork and exchanging experiences.	8	80	2	20	80
19	Taking advantage of cultural differences and making them a competitive advantage.	7	70	3	30	70
20	Encouraging cultural diversity	8	80	2	20	80

	and accepting cultural differences.					
21	Achieve cultural adaptation.	9	90	1	10	90
22	The ability to negotiate and communicate with individuals of different customs, traditions and values.	10	100	0	0	100
23	Change values and attitudes to be more positive.	10	100	0	0	100
24	Openness to different cultures for technical and sport exchange.	10	100	0	0	100

The third axis: the factors that contribute to addressing cultural differences and achieving cultural :adaptation through electronic marketing

25	Knowing the customs, traditions, trends and values of each culture.	7	70	3	30	70
26	Knowing the management style prevalent in each culture.	8	80	2	20	80
27	Ways of making decisions and the extent of participation in them.	9	90	1	10	90
28	Focus on teamwork.	7	70	3	30	70
29	Knowing the prevailing ways of thinking in each culture.	8	80	2	20	80
30	Language used (verbal and non-verbal).	9	90	1	10	90
31	The extent of the flow and flow of information and its circulation within the organization.	8	80	2	20	80
32	Familiarity with foreign	8	80	2	20	80

	languages spoken by foreigners working for the company.					
33	A stable work environment contributes to the development of relationships between individuals.	8	80	2	20	80
34	Traveling abroad to live with different cultures using e-marketing.	9	90	1	10	90
35	Moving between the different branches of the company and working in more than one country through electronic marketing.	8	80	2	20	80
36	Mutual trust between individuals leads to integration and cooperation between them.	8	80	2	20	80
37	Changing work methods and performance pattern in accordance with the emerging variables.	9	90	1	10	90
38	Methods for selecting leaders and the powers granted to them.	9	90	1	10	90
39	The relationship of the subordinate with the superiors and the extent of loyalty to them.	10	100	0	0	100
40	Positive feelings towards foreigners achieve interconnectedness and close distances between individuals through electronic marketing.	10	100	0	0	100
41	Knowledge and in-depth understanding of other cultures	9	90	1	10	90

	increases skills through e-marketing.					
42	Social engagement with foreign cultures through e-marketing.	8	80	2	20	80
43	Trends towards time and punctuality through e-marketing.	7	70	3	30	70
44	Compatibility with the style of performance and ways of working with foreign cultures through electronic marketing.	8	80	2	20	80

Table No. (3) Shows the relative importance of the experts 'agreement on defining the axes and expressions of the questionnaire, as the statement under the questionnaire achieved the expert opinion poll ranging between (85% and 100%), and the researcher was satisfied by accepting the statements that achieve a percentage of (70%) or more than the total approval.

The first pilot study:

The researcher applied the investment evaluation questionnaire to a survey sample of (30) individuals in May 2018. In order to know:

Training of assistants, who were selected from the Faculties of Physical Education and have experience in conducting similar previous research on how to apply the questionnaire.

Determine the time results of the field study.

-Finding the scientific parameters (validity - reliability) of the questionnaire form.

Scientific transactions of a questionnaire:

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

Honesty:

The researcher used to calculate the validity of the following questionnaire:

Content verification (arbitrators):

The researcher used the validity of the content by presenting the questionnaire in its initial form to a group of experts in the field of sports management consisting of (10) members of the university faculty in the field of sports management and those concerned with investment and marketing , Attachment (3). In order to express an opinion on the appropriateness of the questionnaire in what it was developed for and the

appropriateness of its phrases, the expressions that received 60% or more of the total experts' opinions were chosen, and the results resulted in an agreement by these experts to change some of the words and transfer some phrases, and thus the number of questionnaire statements in its final form (44) phrases.

- Internal consistency validity:

To obtain internal consistency, the correlation coefficient between the degree of each statement and the degree of the axis belonging to it was calculated on a sample of (30) thirty individuals from outside the original sample, but it is representative of the original community of research and has the same specifications as the original sample, and Table (4) illustrates this.

Table (4)

The correlation coefficient between the degree of each of the questionnaire statements and the total score of the axis of the questionnaire and the degree of the axis belonging to it

No	R For the first axis	No	R For the second axis	No	R
1	*0.630	13	*0.807	25	For the third axis
2	*0.478	14	*0.804	26	0.808*
3	*0.706	15	*0.783	27	0.823*
4	*0.770	16	*0.793	28	0.825*
5	*0.425	17	*0.792	29	0.833*
6	*0.706	18	*0.811	30	0.555*
7	*0.655	19	*0.789	31	0.611*
8	*0.642	20	*0.794	32	0.518*
9	*0.589	21	*0.817	33	0.444*
10	*0.631	22	*0.802	34	0.425*
11	*0.845	23	*0.798	35	0.481*
12	*0.401	24	*0.838	36	0.518*
				37	0.463*

				38	0.443*
				39	0.829*
				40	0.632*
				41	0.389*
				42	0.405*

* Tabular (R) value at significance level (0.05) = 0.361

Table (4) shows the validity of the internal consistency of the investment appraisal questionnaire, as it becomes clear that there is a statistically significant correlation between the degree of each statement and the axis to which the statement belongs, and it is also clear that the values of the correlation coefficient are all very high and exceed the limit of statistical significance at the level of 0.05 and this is an indicator of the validity of the construction Internal questionnaire.

Reliability

The reliability coefficient of the questionnaire was calculated on the previous exploratory study sample through the midterm segmentation in which the correlation coefficient is calculated between the scores of individual expressions and even statements for each axis of the questionnaire.

Table No. (5)

The arithmetic mean and standard deviation of even and odd expressions and the value of the correlation coefficient between the two parts and the Cronbach alpha coefficient

Cronbach alpha	Correlation coefficient between the two parts	Even statements		odd statements		Item
		S.D	Mean	S.D	Mean	
0.829	*0.719	2.60	30.38	3.12	34.56	The first axis
0.720	*0.879	1.28	38.93	0.46	42.48	The second axis
0.844	*0.985	2.53	37.33	1.12	41.96	The third axis

0.947	*0.929	4.34	38.93	3.35	42.05	Questionnaire
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* Tabular (R) value at significance level (0.05) = 0.361

Table (5) shows the correlation coefficient between even and odd expressions ranging between (0.719, 0.985) and that the value of the Cronbach's alpha coefficient for the questionnaire is between (0.720, 0.947) and this value is statistically significant, which confirms that all the axes of the questionnaire have a high coefficient of stability.

Study application steps:

After determining the sample and testing the questionnaire form and ensuring its validity and reliability, the researcher applied it to all members of the basic research sample, which amounted to (155) individuals, and the application period was from June 2018.

Correct the questionnaire form:

After completing the application, the researcher corrected the forms according to the existing instructions and previously described, and after completing the correction process, the researcher monitored the scores in preparation for treating them statistically.

Statistical treatments used:

The researcher used statistical treatments appropriate to the nature of the research and used the significance level at 0.05, which is as follows:

- Mean.
- Standard deviation.
- Correlation coefficient.
- Chi square.
- percentage .
- Cronbach's Alpha Factor.

II. Presentation of the results discussed:

First: Presentation of results:

- 1- Presentation of the results of the responses of the study sample individuals to the terms of the axis: the selection policy followed by the companies that own sports clubs, which expresses the degree of employee satisfaction with the e-marketing policy in these companies

Table No. (6)

Frequencies, Relative Importance, and Chi square Value of Responses Research Sample in Using E-Marketing to Achieve Cultural Adaptation for Companies Owning Sports Clubs

Chi square	Disagree		To some extent		Agree		Statement	No
	%	freq	%	freq	%	freq		
*232.31	1.93	3	7.10	11	90.97	141	I feel that my choice to work in the company's e-marketing field was an addition to the work team.	1
*95.24	2.58	4	30.97	48	66.45	103	I think that the company's electronic marketing system encourages teamwork and contributes to reducing the rate of work turnover.	2
*101.32	1.93	3	30.33	47	67.74	105	I think that the company's electronic marketing system contributes to the formation of a cooperative work team and reduces the rates of loss.	3
*89.24	1.93	3	34.19	53	63.87	99	I see that the e-marketing system defines the behavior and skills required of an individual.	4
*94.85	1.29	2	33.55	52	65.16	101	The electronic marketing system reveals the ability of individuals to assume responsibility and integrate with different cultures.	5
*99.65	2.58	4	29.68	46	67.74	105	The company's electronic marketing methods and tools are suitable for all cultures and nationalities.	6

Table No. (6) continued

Chi square	Disagree		To some extent		Agree		Statement	p
	%	freq	%	freq	%	freq		
*110.03	1.29	2	29.03	45	69.68	108	The company's electronic marketing methods and tools are appropriate to the customs and traditions of society.	7
*110.92	1.93	3	27.75	43	70.32	109	The company has specialists to reveal the skills required to fill marketing positions.	8
*105.30	1.29	2	30.32	47	68.39	106	I feel the interest of those in charge of choosing by evaluating the effectiveness of the methods and tools of digital marketing used continuously.	9
*99.11	1.93	3	30.97	48	67.10	104	I see professional and intellectual merit as the basis for individuals' choice of online marketing.	10
*99.65	2.58	4	29.68	46	67.74	105	I believe that the company's electronic marketing system increases the level of acceptance towards foreign cultures.	11
*101.97	2.58	4	29.03	45	68.39	106	I feel that the e-marketing system reveals my skills, abilities, mental and physical capabilities well.	12

* Chi square value at a significant level of 0.05 = 5.99

Table (9) shows the significance of the differences for the responses of the research sample, the use of e-marketing to achieve cultural adaptation for companies owning sports clubs, where the value of Chi square was statistically significant at a significance level of 0.05 for all statements, which confirms the significance of the expressions of that axis.

4/1/2 Presentation of the results of the responses of the individuals of the research sample to the terms of the axis: cross-cultural e-marketing in companies owning sports clubs and the extent of their contribution to achieving cultural adaptation in these companies.

Table (7)

Frequencies, relative importance and Chi square value of responses Research sample in cross-cultural e-marketing in companies owning sports clubs and the extent of contribution to achieving cultural adaptation in these companies

Chi square	Disagree		To some extent		Agree		Statement	r
	%	freq	%	freq	%	freq		
*233.08	0.65	1	8.38	13	90.97	141	The company's e-marketing programs are concerned with cultural diversity as follows:	13
*203.51	1.94	3	10.96	17	87.10	135	Providing the necessary knowledge, skills and capabilities to work in the field of e-marketing.	14
*217.17	2.58	4	8.39	13	89.03	138	Developing the individual's performance and trends.	15
*88.32	0	0	12.26	19	87.74	136	Understanding the culture of foreign workers in terms of getting to know (customs, traditions, values and trends).	16
*218.57	0.65	1	10.32	16	89.03	138	Learn other foreign languages.	17
*82.38	0	0	13.55	21	86.45	134	Encouraging teamwork and exchanging experiences.	18
*209.28	0.65	1	11.61	18	87.74	136	Taking advantage of cultural differences and making them a competitive advantage.	19
*88.32	0	0	12.26	19	87.74	136	Encouraging cultural diversity and accepting cultural differences.	20
*192.40	5.16	8	9.03	14	85.81	133	Achieve cultural adaptation.	21

*188.99	3.23	5	11.61	18	85.16	132	The ability to negotiate and communicate with individuals of different customs, traditions and values.	22
*213.88	0.65	1	10.98	17	88.39	137	Change values and attitudes to be more positive.	23
*209.28	0.65	1	11.61	18	87.74	136	Openness to different cultures for technical and sport exchange.	24

* Chi square value at a significant level of 0.05 = 5.99

Table (7) shows the significance of the differences for the responses of the research sample in cross-cultural e-marketing in companies owning sports clubs and the extent of the contribution to achieving cultural adaptation in these companies, where the value of Chi square was statistically significant at a significant level of 0.05 for all statements, which confirms the significance of the expressions of that axis.

4/1/3 Presenting the results of the responses of the individuals of the research sample to the terms of the axis: The factors that contribute to addressing cultural differences and achieving cultural adaptation through electronic marketing:

Table No. (10)

Frequencies, relative importance and Chi square value of responses Research sample on factors that contribute to addressing cultural differences and achieving cultural adaptation through e-marketing

Chi square	Disagree		To some extent		Agree		Statement	n
	%	freq	%	freq	%	freq		
*198.44	2.58	4	10.97	17	86.45	134	Knowing the customs, traditions, trends and values of each culture.	25
*195.92	0.65	1	13.54	21	85.81	133	Knowing the management style prevalent in each culture.	26

*222.05	2.58	4	7.74	12	89.68	139	Ways of making decisions and the extent of participation in them.	27
*222.40	1.94	3	8.38	13	89.68	139	Focus on teamwork.	28
*212.37	2.58	4	9.03	14	88.39	137	Knowing the prevailing ways of thinking in each culture.	29
*209.28	0.65	1	11.61	18	87.74	136	Language used (verbal and non-verbal).	30
*218.57	0.65	1	10.32	16	89.03	138	The extent of the flow and flow of information and its circulation within the organization.	31
*211.76	3.87	6	7.74	12	88.39	137	Familiarity with foreign languages spoken by foreigners working for the company.	32
*206.96	3.87	6	8.39	13	87.74	136	A stable work environment contributes to the development of relationships between individuals.	33
*203.51	1.94	3	10.96	17	87.10	135	Traveling abroad to live with different cultures using e-marketing.	34
*197.97	3.23	5	10.32	16	86.45	134	Moving between the different branches of the company and working in more than one country through electronic marketing.	35
*222.83	1.29	2	9.03	14	86.68	139	Mutual trust between individuals leads to integration and cooperation between them.	36
*218.57	0.65	1	10.32	16	89.03	138	Changing work methods and performance pattern in	37

							accordance with the emerging variables.	
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Table No. (10)

قيمة ك2	Disagree		To some extent		Agree		Statement	م
	%	freq	%	freq	%	Freq		
*114.12	0	0	7.10	11	92.90	144	Methods for selecting leaders and the powers granted to them.	38
*171.58	0	0	6.45	10	93.55	145	The relationship of the subordinate with the superiors and the extent of loyalty to them.	39
*124.65	0	0	5.16	8	94.84	147	Positive feelings towards foreigners achieve interconnectedness and close distances between individuals through electronic marketing.	40
*121.09	0	0	5.81	9	94.19	146	Knowledge and in-depth understanding of other cultures increases skills through e-marketing.	41
*124.65	0	0	5.16	8	94.84	147	Social engagement with foreign cultures through e-marketing.	42
*121.09	0	0	5.81	9	94.19	146	Trends towards time and punctuality through e-marketing.	43
*121.09	0	0	5.81	9	94.19	146	Compatibility with the style of performance and ways of working with foreign cultures	44

							through electronic marketing.	
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* Chi square value at a significant level of 0.05 = 5.99

Table (10) shows the significance of the differences for the responses of the research sample in the factors that contribute to addressing cultural differences and achieving cultural adaptation through e-marketing, as the value of Chi square was a statistically significant level of 0.05 for all expressions, which confirms the significance of the statement of that axis.

Second: Discussing the results:

It emerged from the results of Table No. (6) that the responses of the sample individuals of the research sample to the terms of the selection policy axis followed by companies owning sports clubs, which express the degree of employee satisfaction with the e-marketing policy in these companies. The frequency of the answer (agree) ranged between (141.99) and a percentage Ranging between (63.87%, 90.97%) and the frequency of the answer (to some extent) ranges between (11, 53) and with a percentage ranging between (7.10%, 34.19%) and the frequency of the answer (disagree) ranges between (2, 4) With a percentage ranging between (1.29%, 2.58%) and that the calculated Chi square value ranges between (89.22, 232.33), which are statistically significant differences in the responses to all statements, where the calculated Chi square value was greater than the tabular Chi square value at a significant level (0.05).

The researcher attributes this result to the fact that the general policy of clubs in the recent period seeks to ride the tremendous scientific progress that has occurred in the world, as sport in the modern era has become one of the most important economies of countries, which in turn leads to an increase in the economic status of countries due to their large financial returns, and this is evident when Organizing any club or country for international tournaments, as they generate countless material gains from behind these tournaments that may in turn lead to an economic recovery for the club or the state behind this tournament, and therefore the trend of senior cadres in clubs or federations within the country has been urging clubs to invest sport at the highest level, the levels through the use of electronic marketing mechanisms in addition to achieving the different cultures between the state and international sporting bodies.

The researcher considers the morale of the phrases of that axis to the multiplicity and abundance of clubs in Egypt in general and the increase in the requirements and needs of their sporting activities in general, as well as the requirements of football activities and races in particular at a time when some sports have turned into trade and investment of capital worldwide, while Egyptian clubs are still relying on Its spending on government support, which may be minimal, increases the hall of practitioners.

The researcher also believes that if the trend is towards activating good e-marketing, it can allow it to rise in all aspects (financially, technically, and administratively), according to the approach of many countries of the world that have made great progress in this.

The results of Table No (7) also indicate that the responses of the individuals of the research sample to the phrases of the cross-cultural e-marketing axis in the companies owning sports clubs and the extent of their contribution to achieving cultural adaptation in these companies. The frequency of the answer (agree) ranged

between (144.132) and a percentage ranging between (85.16%, 92.90%) and the frequency of the answer (to some extent) ranges between (12, 21) and with a percentage ranging between (7.74% and 13.54%) and the frequency of the answer (disagree) between (1, 8) and by a percentage (0.65%, 5.16%) and that the calculated Chi square value ranges between (158.28, 232.9), which are all statistically significant, as the calculated Chi square value was greater than the tabular Chi square value at 0.05 significance.

The researcher attributes this result to the fact that the clubs within the Arab Republic of Egypt have good infrastructure and that these buildings can be optimally utilized in the field of electronic marketing to attract investors to invest in them to achieve many economic gains within the club in addition to achieving different cultures within their clubs.

III. Conclusions and recommendations:

First: Conclusions:

In light of the results reached by using the electronic marketing methods of the clubs owning companies to achieve cultural intensification in them, the following conclusions can be concluded:

1- The electronic marketing policy adopted in the companies (under discussion) is marred by many deficiencies and weaknesses, where the most important manifestations of deficiencies and weaknesses are in the following aspects:

2- The marketing policy adopted is not commensurate with global variables, technological developments and cultural differences due to the following considerations:

- Individuals are selected based on practical experience without regard to cultural diversity and the ability to accept a new culture.
- Individuals are chosen without regard to their ability to work in culturally diverse environments.
- There is no interest from companies in selecting qualified individuals to learn other foreign languages.
- The company does not care about the degree of cultural awareness of individuals when choosing them.
- The company does not have an integrated system that collects information about foreign cultures in order to facilitate communication and communication methods through electronic marketing.
- The company's selection methods and tools are not appropriate for e-marketing.
- The selection methods and tools used by the company are not appropriate for all cultures and nationalities.

Second: Recommendations

In light of the results reached, the researcher was able to present some recommendations that contribute to achieving cultural adaptation in companies owning sports clubs and increasing the use of e-marketing, as shown as follows:

1- The companies owning sports clubs should go towards educating their employees to benefit from them in the electronic marketing process.

2- The selection and employment of individuals should be based on effective performance, multilingualism, appropriate cultural awareness, and sufficient flexibility to accept a new culture because it contributes significantly to the success of the e-marketing process.

3- Training programs directed towards addressing cultural differences should contribute to achieving the following:

- Encouraging communication of in different cultures.

-Enhancing communication between countries and individuals through the use of electronic marketing.

-Developing cultural awareness among individuals and accepting cultural differences through electronic marketing.

4- Companies owning sports clubs must adopt practices and policies that are commensurate with all cultures to achieve the goal of e-marketing.

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