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ROLE OF DIGITAL TRANSFORMATION TO ACHIEVING COMPETITIVE ADVANTAGE IN EGYPTIAN SPORTS CLUBS

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Abstract: The study aims to Identify the Role of Digital Transformation in Achieving Competitive Advantage in sports clubs, samples consisted of (302) members of boards of directors and general assemblies, administrators, coaches, and players, from (15) sports clubs, in urban and rural areas of (4) Egyptian governorates, the results indicated that the level of digital transformation in sports clubs. The level of digital transformation in sports clubs in the study sample averaged 73.32%. Digital transformation helps achieve competitive advantage in sports clubs by creating a flexible and effective organizational environment. providing services to members throughout the day. Under the condition of study, we conclude that obtaining updated data on customers, suppliers, and strategic partners, and assisting senior levels in monitoring the regularity of the club's workflow.

Keywords: *Digital Transformation, Competitive Advantage, Clubs*

Introduction

Competitive advantage is considered an essential competitive weapon to confront the challenges of the market and competing organizations, through the organization developing its competitive knowledge and its ability to meet the needs of customers and beneficiaries in the future by finding productive technologies and skills in a way that enables it to adapt to rapidly changing opportunities. It is also considered an important criterion for determining organizations. Successful than others. (Andrey Dashkov, et al. 2021)

Organizations may be able to create a competitive advantage, but competitors quickly imitate it, and thus this competitive advantage disappears. The resources and capabilities on which they were built affect the ease or difficulty of imitating it. The more difficult it is to imitate, the longer it will last. (Mohsen Muhammad, 2021)

Digital transformation has become a buzzword in recent years, it refers to the integration of digital technology into all aspects of a business, fundamentally changing the way it operates and delivers value to customers. It involves leveraging digital tools and technologies to streamline processes, improve customer experiences, and gain a competitive advantage in today's rapidly evolving business landscape. (Asa Kroon & Göran Eriksson, 2019)

With the rise of the internet and technological advancements, companies across all industries are embarking on digital transformation journeys to stay relevant and thrive in the digital age. From small start-ups to

multinational corporations, organizations are realizing the need to adapt and adopt digital technologies to meet changing customer demands and remain competitive.

Digital transformation is considered one of the innovations of the era and constitutes the greatest competitive advantage for any institution. Owning modern technology helps in its progress, as the need to digitize services has become more urgent than ever before, and institutions must show greater flexibility and efficiency so that they can direct the available resources to rebuild Their economies, in addition to being required to meet the growing expectations of users, as employees and customers live in an accelerating digital world and apply most of the digital transformation. (Ministry of Communications and Information Technology, 2019)

In line with the state's decisions regarding digital transformation for all ministries, the Minister of Youth and Sports issued a decision to organize the first digital transformation conference in October 2020. He also announced the launch of the first digital transformation workshops and the launch of the "Digital Ball" initiative to spread digital culture in partnership with Microsoft and the Care Misr Foundation for Development in mid-2020. December 2020 It is a national initiative that aims to spread and enhance digital culture for the target groups of young people from 14 to 40 years old to develop their digital skills to keep pace with technological development, starting from eradicating digital literacy until obtaining accredited certificates that enable them to keep pace with the labor market. (Ministry of Youth and Sports, 2021)

We believe that sports institutions that do not give any attention to digital transformation constitute a great burden towards progress and cause them to gradually fall out of the classification of sports institutions, and may lose their audience in the short term, and thus incur great economic losses, and this is consistent with what was mentioned by (Eric Avidon, 2020) the absence of fans during the Corona crisis caused a loss of approximately 60% to 70% of sports teams' revenues, so digital transformation was a way for professional sports teams and leagues to increase fan participation in ways that could mitigate at least some of the losses.

It is necessary to know the extent of the application of digital transformation in clubs, to understand the mechanism and reality of digital transformation and to identify the weaknesses and obstacles related to its application. So, our study aimed to identify the role of digital transformation to achieving competitive advantage in Egyptian sports clubs by answering the following two questions.

1. What is the level of digital transformation in sports clubs?
2. What are the most important administrative and organizational competitive advantages of implementing digital transformation in sports clubs?

This prompted the researcher to study the effect of using participatory web editors on the development of critical thinking and the level of kata Empi performance among karate Youth in North Sinai Governorate.

The current study aimed to identify the effect of WIKI as a teaching tool on the development of critical thinking and the level of kata Empi performance among karate Youth. and that is through designing a wiki space using participatory web editors to identify their impact on developing the level of kata Empi performance and critical thinking among karate Youth.

Material and method

Methods.

Sample was selected randomly from (15) sports clubs in the Suez Canal cities and North Sinai, with a total of (302) members of the Board of Directors or the General Assembly, administrators, coaches, and players. After (33) forms were excluded for not meeting the conditions. The data was collected, transcribed, and tabulated to perform statistical treatments.

Table 1. Sample Description

Governorate	Club	Category			Total
		Board Member or General Assembly	Administrative and Coach	player	
Port Said	Elmasry	7	8	10	25
	Mars	4	4	12	20
	Rabat and Anwar	3	3	13	19
	Port Fouad	5	6	9	20
Ismailia	Ismaili	8	7	6	21
	the channel	6	6	8	20
	Shohada	4	5	9	18
	Ismailia Electricity	5	4	7	16
Suez	Suez national team	7	7	13	27
North Sinai	The star club	8	8	7	23
	Nasr club	7	7	7	21
	North Sinai Union	5	4	11	20
	Al-Arish Club	3	4	10	17
	Youth of Egypt	4	5	12	21
	Youth of Bir al-Abd	4	3	7	14
Total	15	80	81	141	302

Data collection tools.

To build the questionnaire, the following were reviewed:

- Digital transformation plan at the Ministry of Communications and Information Technology in the Arab Republic of Egypt.
- Decisions of the Egyptian Minister of Youth and Sports, workshops and conference recommendations related to digital transformation.
- Previous studies on digital transformation and competitive advantages, such as (Ahmed Ismail, 2014; Hani Youssef, 2017; Asa Kroon & Göran Eriksson, 2019; Esmat Sayed, 2020; Amr Mohamed, 2020; Ahmed Azmy, 2020).

This resulted in defining the questionnaire's axes (2 axes).

1. The level of digital transformation in sports clubs.
2. Administrative and organizational competitive advantages of implementing digital transformation in sports clubs.

To verify the scientific coefficients of the questionnaire, it was applied to an exploratory sample consisting of (15) individuals from the research community and from outside the basic sample, in the period from 5/5 to 5/12/2023, and we used the validity of the internal consistency by calculating the significance of the correlation coefficient between each phrase and the total score for the axis and dimension to which it belongs. A 3-point Likert scale. Agree (3 point), Disagree (1 point), and Neutral (2 point). to measure the intensity of the response to each statement, and to allow space for the sample to express an opinion.

The validity coefficient using internal consistency method was between (0.620 and 0.889). The reliability coefficient using Cronbach's alpha method was between (0.715 and 0.762), which indicates a high validity and reliability coefficients for the questionnaire axes.

Table 2. Estimated levels of the data collection tool.

Mean	Percentages %	Estimated level
2.34: 3.00	More than 77.69%	High
1.67: 2.33	57.12 to 77.69	Middle
1.00: 1.66	Less than 57.12%	Low

Statistical Treatment.

The researcher used the SPSS Ver 25 program to perform the statistical treatment of the study.

Results.**Table 3. Level of digital transformation in the sports clubs**

No.	Items	M.	SD	%	EL
1	The club has a strategy to implement digitalization	2.47	0.88	82.40	H
2	The club's digitization strategy implements the country's digitization trends	2.47	0.64	82.65	H
3	A digital system is used that matches the club's activities and policy	2.53	0.71	84.63	H
4	Digital services are operated by industry professionals	2.66	0.60	88.72	H
5	There is a unit within the club specialized in operating digital services	2.34	0.94	78.19	H
6	The unit seeks to train members on how to use digital services	2.10	0.75	70.26	MI
7	The club's digital services are:				
	Phone application	1.20	0.60	40.02	L
	Data management system	2.27	0.96	75.96	MI
	Online meeting rooms	2.64	0.76	88.10	H
	Blog and electronic newspaper	1.71	0.95	57.12	MI
	An electronic education and training platform	2.11	0.90	70.63	MI
8	The club's digital services include				
	Club employees	2.46	0.77	82.03	H
	The audience	1.84	0.81	61.58	MI
	Board of Directors	2.39	0.92	79.67	H
9	The club's digital services contain transactions				
	Apply for membership	2.04	0.82	68.27	MI
	Participate in an activity	2.15	0.81	71.87	MI
	Correspondence to other institutions	2.98	0.10	99.62	H
	Buy tickets for matches and events	2.04	0.79	68.02	MI
10	The club seeks to implement digitization through				
	Providing data protection programs	2.18	0.71	72.98	MI
	Providing a strong information network that links all information within the club	2.44	0.75	81.53	H
	Providing programs and screens for navigating through the virtual environment	2.23	0.79	74.59	MI
	Creating a digital media library for online workers	2.33	0.75	77.69	MI
	The level of digitization in sports clubs	2.19	0.29	73.32	MI

M= Mean, SD = Standard Deviation, %= Percentage, EL= Estimated Level (H= High, MI = Middle, L= Low)

It is clear from Table (3) that high percentage of the sample's approval of the existence of a strategy or plan for digital transformation and its operation through specialists to its importance in achieving creativity, excellence and competition and thus increasing production and income.

Table 4. The most important administrative and organizational competitive advantages of implementing digital transformation in sports clubs.

No.	Items	Iterations			EG	EP	C-S
		A	N	D			
1	Digitization characterizes the club by providing services to members throughout the day	176	93	0	714	88.47	25.61
2	Digital services provide the opportunity for members to follow club activities without being present	173	96	0	711	88.10	22.04
3	Digitization helps the club complete administrative work in record time	182	87	0	720	89.21	33.55
4	The member can learn about the amendments to the club's regulations through digital services	140	129	0	678	84.01	0.45
5	Digital services help senior levels monitor the regularity of the club's workflow	189	80	0	727	90.08	44.16
6	Digital services allow members to follow changes to the club's organizational structure	163	106	0	701	86.86	12.07
7	Digitization helps workers to be fully aware of their tasks and duties	151	118	0	689	85.37	4.04
8	Digitization helps create a flexible and efficient regulatory environment	173	96	0	711	88.10	22.04
9	Digitization achieves control over club branches or academies and follows up on their activities	142	120	7	673	83.39	117.01
10	Digitization enables obtaining updated data about customers and suppliers	139	128	2	675	83.64	129.24
11	Digitization helps modernize communication with customers and strategic partners	141	121	7	672	83.27	116.55
12	Digitization enables the rapid termination of contracts for professionals and workers	137	129	3	672	83.27	126.00
13	Digitization maintains the continuity of the club's quality system	147	118	4	681	84.38	127.45

EG= Estimated grade, EP= Estimated percentage, C-S = Chi-Square test.

It is clear from Table (4) that there are statistically significant differences in the phrases (1, 2, 3, 5, 6, 8, 9, 10, 11, 12, 13), in favor of the response "agree." It is also clear that there are statistically non-significant differences in the phrases (4, 7), as the calculated value of Chi-Square is less than the tabulated value at a significance level (0.05)

Discussions.

First question.

What is the level of digital transformation in sports clubs?

Table 3 results consistent with (Mahmoud Gamal, 2020) that digital transformation helps in improving the feasibility of investments and increasing Production process and improving the value of products. This is also consistent with what was mentioned by (Sultan Al-Askar, 2021). Implementing digital transformation strategies, being bold, and keeping pace is the result of understanding the extent to which revenues will increase from implementing digital transformation.

This differs from the results of the study of (Basma Abdel Basir, 2020; Noura Al-Qamhawy, 2020). Regarding the weakness of strategic planning practices for digital transformation in youth and sports. The researchers may attribute the high agreement of the research sample that meeting rooms are online), and the average

agreement of the research sample that meeting rooms and smart training halls are the most important digital services in sports clubs, to their positivity in communicating with members and conducting training during the epidemic period, and this is consistent with the results of (Ahmed Azmy, 2020) that positivity of the electronic training program among students of the Faculty of Physical Education, Minya University, during the Covid-19 crisis.

The researchers also attribute the research sample's agreement that the data management system is the most important digital service in clubs for its comprehensive reference to customers and affiliates. This is consistent with (Ahmed Farouk, 2019) stated that the data gives insight into the identity of customers and their preferences.

The researchers attribute the sample's choices regarding training members to use digital services, organizing workshops, seminars, and conferences to clarify the benefit of digital transformation) to the clubs' total reliance on implementing digitization through specialists and their continuous presence within the club and implementing all operations for members, without relying on individuals. The club and their qualification, and this differs from (Mahmoud Gamal, 2020) that the entire organization needs to cooperate for digital transformation, so no longer is just the IT department responsible.

Second question.

What are the most important administrative and organizational competitive advantages of implementing digital transformation in sports clubs?

Table 4 results consistent with what the (Federal Authority for Human Resources, 2019; International Telecommunication Federation, 2021)) stated that during the outbreak of the Corona virus, digital transformation has helped to quickly complete the required work, reduce errors at work, and carry out work for the largest possible number of individuals.

This is also consistent with the results of Ahmed Azmy (2020) regarding the positivity of the electronic training program among students of the Faculty of Physical Education, Minya University during the Covid-19 crisis.

The researchers attribute the increase in the research sample's approval rate that digital transformation (is characterized by providing services to members throughout the day, following up on activities without being present, and completing administrative work in record time), to the fact that digital transformation is an administrative and organizational advantage for the club, so attendance is not required to conduct the training in implementation of the procedures. Be careful, and training is not limited to certain hours or coming to the club's headquarters to obtain data or to be busy with study or work. What is available to me may not be available at the same time to others, and thus the number of members of this club will increase, or at least maintain the current number and implement All activities during the pandemic period.

Conclusions.

Under the conditions of our article, the researcher conclusion that:

- The level of digital transformation in sports clubs. The level of digital transformation in sports clubs in the study sample averaged 73.32%.
- The most important administrative and organizational competitive advantages of digital transformation in sports clubs:
 - Digital transformation helps achieve competitive advantage in sports clubs by creating a flexible and effective organizational environment.
 - providing services to members throughout the day.
 - Completing administrative work in record time and giving members the opportunity to follow club activities without being present.
 - It also saves the effort expended on creating a paper archive for invoices and obtaining member data, following up on amendments to the club's regulations and organizational structure.

- Obtaining updated data on customers, suppliers, and strategic partners, and assisting senior levels in monitoring the regularity of the club's workflow.

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