

A Strategy to Improve the Performance of the Egyptian Olympic Academy for Sport Leaders

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Abstract: The current research aims to use SWOT analysis to identify the current status of the Egyptian Olympic Academy for Sports Leaders and to establish a recommended strategy for improving its overall performance. The researcher used the descriptive (survey and analysis) approach. The researcher had purposefully selected (32) subjects to participate in this research. For gathering data, the researcher designed an open-ended questionnaire that included (21) questions. Results indicated that the Egyptian Olympic Academy requires restructuring according to a clear strategy for improving its performance. The researchers designed a recommended strategy to fulfil this need. [Ezz El-Din Mohamed Ali, **A Strategy to Improve the Performance of the Egyptian Olympic Academy for Sport Leaders**. *Life Sci J* 2017;14(12):76-90]. ISSN: 1097-8135 (Print) / ISSN: 2372-613X (Online). <http://www.lifesciencesite.com>. 11. doi:[10.7537/marslsj141217.11](https://doi.org/10.7537/marslsj141217.11).

Key words: Olympic Academy – Strategy – Performance

1. Introduction and Research Problem:

With its long history and ancient civilization which began in 7000 BC, Egypt has some of the world's most famous monuments, including the Giza pyramid complex and its Great Sphinx. The southern city of Luxor contains numerous ancient artefacts, such as the Karnack Temple and the Valley of the Kings. Egypt is widely regarded as an important political and cultural nation of the Middle East. This very long history indicated major developments in all aspects of human life, including sports activities (Ghazi, L. 2008, P: 1).

Many of today's sports were practiced by the Ancient Egyptians, who set the rules and regulations for them. Inscriptions on monuments indicate that they practiced wrestling, weightlifting, long jump, swimming, rowing, shooting, fishing and athletics, as well as various kinds of ball games. Ancient Egyptian kings, princes and statesmen were keen on attending sports competitions, which they encouraged and provided with the necessary equipment. Drawings on ancient Egyptian tombs of Beni Hasan tell us that several thousand years ago, the Egyptians had laid down basic rules for games, chosen a neutral referee, a uniform for players, and a means of announcing the winners by awarding them different collars. Both winner and loser were met with ovation, the first for his superiority and the latter for his sporting spirit. (Egyptian Olympic Review, 2000, issue 55, PP. 7 – 10).

The ancient Egyptians knew the importance of practicing sport and physical fitness, all Egyptians in various strata and ages practiced sports as a part of their daily life to achieve the perfection of health and body, and Herodotus, in his writing about the history of Egypt (425-484 BC) wrote “the ancient Egyptians

hold sport competitions involving all types of sports and offer prizes”. (Mustafa, F. 1995, PP: 10-13).

Activities were not confined to just practice, but also reached their highest levels by organizing national and international festivals in various sports. These events gathered the best players from other countries, Winners were offered prizes for encouraging other players to compete, and the competitions were ruled by international and national referees from Asia and Africa. (Touny, A. 2000, P: 34).

"In today's highly competitive business environment, Strategic planning has become the process of formulating and implementing decisions about an organization's future direction and this Process is vital to every organizations survival because it is the process by which the organization adapts to its ever-changing environment, and the process is applicable to all management levels and all types of organizations" (Coulter. M, 2005, P: 240).

"Strategic management is that set of managerial decisions and actions that deterges and entails all of the basic management functions." (Cross 2002, P: 5).

Strategic management can make a difference in how well an organization performs. The most fundamental questions about strategy are why firms succeed or fail, and why, when faced with the same environmental conditions, they have varying levels of performance. Studies of the factors that contribute to organizational performance have shown a positive relationship between strategic planning and performance. In other words, it appears that organizations that use strategic management do have higher levels of performance. And that makes-strategic management important. Another reason why strategic management is important has to do with the fact that organizations of all types and sizes face continually changing situations. These changes may be minor or

significant, but there's still change with which managers must cope. (Gallires. R, 2003, P: 17).

Sport leaders are considered as one of the principle pillars necessary for accomplishing any sporting rise based on sound scientific basis, so Leadership has been varied and specialized in sporting field, and it became of various recognized professions in all the developed world countries. So, in belief of the importance of the fine specialization, and admitting of that, Egypt established On December 19th, 1982 the "Olympic Academy for Sport Leaders"(Ali, E, 2002, P: 65).

Vision of EOAs to prepare and refine the leadership in all sport fields. The mission of the (EOA) is:

- To prepare and qualify sport trainers, administrators and umpires in accordance with the needs of the clubs, federations and other sport bodies.

- To refine and train of current trainers and administrators in purpose of development of their abilities and provide them with up to date knowledge and experience in their work fields.

- To determine of fixed and recognized levels for the training profession and the fields of sporting administrative work in Egypt.

- To inseminate of the up to date scientific knowledge and universal experience in the fields of training and management.

- To aid the sporting bodies and institutions in fraternal Arab and African countries in the field of preparation of trainers, administrators and umpires based on their request, given that would be done in accordance with special system approved by the head of the Supreme Council of Youth and Sports.

The Academy works in accordance with general policy drawn by the Supreme Council of Youth and Sports (leadership preparation sector), The Academy should have a board would be formed by a decree of the head of the Supreme Council of Youth and Sports, based on a proposal of the board of the Egyptian Olympic Committee.

EOA provides the following educational programs:

- Setting up and implementing specialized study programs for preparation of trainers, administrators and umpires in various competitive activities.

- Setting up and implementing specialized study programs in health and medical field in following specializations: Sporting injuries and first aid – Physiotherapy - Rescuing.

The Egyptian Olympic Academy (E.O.A.) nowadays, even after the development is just a building with great facilities, but unfortunately suffers from the following:

- The E.O.A programs are not efficient to spread the Olympic education. And don't achieve its missions, vision and roles which serve the Olympic idea.

- The lack of governmental fund for E.O.A from the government and this limits its efficiency.

- The lack of specific (technical-administrative) strategy to fulfill the mission of the Egyptian Olympic academy.

- The current structure of E.O.A is very weak due to many problems in planning and decision making

(<http://egyptianolympic.org/Arabic/Academy.html>).

The researcher noticed according to his work and experience that the E.O.A programs are not efficient to spread the Olympic education, **don't** achieve its missions, vision and roles which serve the Olympic idea, **lack** fund which introduced to the E.O.A from the government and the E.O.C limit its efficiency, **no** specific (technical- administrative) strategy was found in the Egyptian Olympic academy to lead it to accomplish its missions and the current structure of E.O.A which is very weak, causing many problems in planning and decision making. This led the researcher to try to design a strategy for improving the performance of EOA.

Aim: The current research aims to use SWOT analysis to identify the current status of the Egyptian Olympic Academy for Sports Leaders and to establish a recommended strategy for improving its overall performance.

Research Questions:

1. What is the current status of the Egyptian Olympic Academy for Sports Leaders?

2. How can the performance of the Egyptian Olympic Academy for Sports Leaders be optimized?

3. What is the recommended strategy for improving the overall performance of the Egyptian Olympic Academy for Sports Leaders?

2. Methods:

Approach:

The researcher used the descriptive (survey and analysis) approach.

Participants:

The researcher had purposefully selected (32) subjects to participate in this research. Table (1) shows the specific description of the basic research sample:

Data Collection Instruments:

For gathering data, the researcher designed an open-ended questionnaire that included (21) questions (Appendix 1). The questionnaire was presented to (6) experts who were Faculty members specialized in Sports Administration. Experts agreed on all items of

the questionnaire with an agreement percentage of (100%).

Main application:

The researcher applied the questionnaire to all participants (n=32). All data was tabulated and presented as raw numbers of opinions.

Table No. (1) Sample Description

S	Faction	No. off
1	EOC members	3
2	The leaders in National Council of Sport in Egypt	2
3	Olympic sport federations (Individual –Team fed.)	8
4	EOC staff	5
5	Academics experts	7
6	Journalists (all fields, not sport field only)	5
7	EOA staff.	2
Grand total		32

3. Results:

1- **What are the current available potentials that would improve and have an effect on the EOA overall performance?**

2- **What are the potential that should be available to improve and affect the EOA overall performance?**

Table No. (2)

NO.	current potentials	Experts opinion	order
1	Financial potentials	26	2
2	Human potentials	28	1
3	Organizing potentials	24	3
4	Potential related to law and regulations	21	4

Table No. (3)

NO.	Future potentials	Experts opinion	order
1	Good relationship with media	19	5

According to the experts' opinion, the potentials that would improve and affect the EOA overall performance are "with order according to the previous tables" are as the follows:

- Human potentials.
- Financial potentials.
- Organizing potentials.
- Potentials related to law and regulations.
- Good relationship with media.

3- **According to your answer, explain the current available potentials in details, and what should be added to these potentials to improve the EOA overall performance?**

First: current situation

Table No. (4)

NO.	financial potentials	number
1	The grants from National Council of Sport	24
2	The courses fees	32
no	Human potentials	number
1	EOA staff (only 6 persons)	24
2	EOC staff	18
3	Local Academic lecturers from faculties of physical educations	27
NO.	organizing potentials	number
1	The EOA host building	22
2	Tools and equipment	20
3	A weak and short organizational structure (include only two department)	26
NO.	Potentials related to law and regulations	number
1	Un -clear and old internal regulations	23
2	The general rules are not integrated with the rules of IOA	28

N.B; Both EOA and EOC have different and independent staff

Second: what should be added?

Table No. (5) what should be added?

NO.	Future Human potentials	number
1	Enough EOA staff	27
2	Qualified local academic lecturers from physical education faculties and institutes	29
3	International academic lecturers	28
4	Qualified local sport experts	18

5	International sport experts	24
NO.	Future financial potentials	number
1	The EOC grants	30
2	The IOA grants	13
3	The Olympic Solidarity grants	14
4	Grants from some Ministries	21
NO.	Future financial potentials	number
1	Marketing	27
2	Sponsorship	25
3	Donations	15
4	Olympic library	18
5	Local Olympic products	20
NO.	Future organizing potentials	number
1	Balance between authorities and responsibilities	25
2	Clear job description	19
3	Restructuring the EOA based on enough departments and effective coordination	28
NO.	Future Potentials related to law and regulations	number
1	Clear and new internal regulation suitable to the new strategy and the requirements of development.	21
2	New general rules integrated with the rules of IOA and the goals of IOC	26

The experts suggested a new organizational chart which and many points related to the future media potentials.

5-Is there any current vision behind EOA? If yes please mention it.

Table No. (6) Current vision behind EOA

NO.	Response	number
1	Yes	5
2	No	27
	<i>total</i>	32

The (5) who said (YES) mentioned that the vision is "to prepare and refine the leadership in all sport field". The (27) who said (NO) mentioned that there is no written and clear vision behind *EOA*

6-Who is supposed to be in charge of determining the EOA's vision,?

Table No. (7) Who is supposed to be in charge of determining the EOA's vision,?

NO.	Response	number	order
1	Executive board of EOC	5	3
2	Academics	4	4
3	Both (1 and 2) through collaborating	13	1
4	IOA	6	2
5	National Council of Sport	1	6
6	Programs Stakeholders	3	5
	Total	32	

7-Are there any current values behind EOA? If yes please mention it.

Table No. (8) Are there any current values behind EOA? If yes please mention it.

NO.	Response	number
1	Yes	4
2	No	28

The (4) who said (YES) mentioned that the values are "Education, preparation, Refinement". The

(28) who said (NO) mentioned that there are no written and clear values behind EOA.

8- What is the current mission devoted to the EOA?

Table No. (9) What is the current mission devoted to the EOA?

NO.	Mission	Number	order
1	To prepare and qualify sport trainers, administrators and umpires in accordance with the needs of the clubs, federations and other sport bodies.	5	2
2	To refine and train of current trainers and administrators for the purpose of development of their abilities	14	1
3	To provide trainers and administrators with up to date knowledge and experience in their work fields	4	3
4	To determine fixed and recognized levels for the training profession and the fields of sporting administrative work in Egypt	3	5
5	To inseminate up to date scientific knowledge and universal experience in the fields of training and management	4	4
6	To aid the sporting bodies and institutions in fraternal Arab and African countries in the field of preparation of trainers, administrators and umpires based on their request.	2	6
	total	32	

The (2) who mentioned the mission number (6), said that this mission would be done only in

accordance with a special system approved by the head of the National Council of Sport.

9- Who is giving these missions to the EOA?

Table No. (10) Who is giving these missions to the EOA?

NO.	Answer	Number	order
1	Executive board of EOC	6	3
2	Academics	4	5
3	Both (1 & 2) through collaborating commission	7	1
4	The National council of sport	3	6
5	The IOA	5	2
6	Clubs and federation	2	7
7	Administrators, trainers and umpires	4	4
	Total	32	

10-Do you consider that EOA's programs fulfill to the EOA's Missions?

Table No. (11) Do you consider that EOA's programs fulfill to the EOA's Missions?

NO.	Response	Number	order
1	Strongly Agree	2	5
2	Partially Agree	4	4
3	Neither Agree nor disagree	5	3
4	Partially disagree	14	1
5	Strongly Disagree	7	2
	Total	32	

The result of this table shows that most experts partially disagree. This means that the current EOA's programs are very weak and that they are not sure that it is suitable to achieve its current mission. On the other hand, there are variations among experts' responses which mean that they are not quite sure if the current mission itself is suitable for the NOA's roll.

11-Is the EOA doing its missions accordingly to the IOA missions?

Table No. (12) Is the EOA doing its missions accordingly to the IOA missions?

NO.	Response	Number
1	Strongly Agree	-
2	Partially Agree	1
3	Neither Agree nor disagree	5
4	Partially disagree	10
5	Strongly Disagree	16
	Total	32

The result of this table shows that most experts disagree or are not sure that the EOA is doing its mission according to the IOA missions because the EOA's mission is completely different from the IOA's mission. In addition, EOA is one of the local OSOs and has its international and official accreditation around the world from the IOA. So experts believe that any local Olympic academy must be part of the international Olympic academy, and its mission should be so close, quite similar and a real part of the IOA mission, and if this was available, maybe the EOA can make a success, but actually in this case, this is not available, and the EOA can't make any success, because its mission is different from that of IOA.

12-Do you think that the Egyptian Olympic Academy should reach a broad population and not a small target group or groups?

Table No. (13) Do you think that the Egyptian Olympic Academy should reach a broad population and not a small target group or groups?

NO.	Response	Number
1	Strongly Agree	26
2	Partially Agree	6
3	Neither Agree nor disagree	-
4	Partially disagree	-
5	Strongly Disagree	-
		32

The result of this table shows that all experts' agreed that the Egyptian Olympic Academy should reach a broad population and not a small target group or groups and this is because majority of experts said that the current EOA target groups are: Employees in clubs and federation and Players (must be graduated from the university) and that both target groups are not enough or helpful to the EOA to achieve mission and goals, so there is a great need to reach a broad population and many target group or groups which will be more suitable for the new vision, mission and goals of EOA.

13- Are National Olympic Academies the primary source to teach Olympic Education?

Table No. (14) Are National Olympic Academies the primary source to teach Olympic Education?

NO.	Response	Number
1	Strongly Agree	20
2	Partially Agree	7
3	Neither Agree nor disagree	5
4	Partially disagree	-
5	Strongly Disagree	-
	Total	32

This question is considered as one of the most important questions in this research, because it proves

by using scientific ways (expert's opinion through questionnaire, interview and reviewing the IOA vision, mission and objectives) that Olympic Education is a very important item which help and support the IOC and IOA to achieve its missions and objectives and it is the primary step to promote and spread Olympism and that is considered as the NOAs responsibility and the most important reason why the NOAs are founded.

14 -In this research SWOT analysis of the EOA'S activities is very important, so please answer the following sub questions

14.1-What do you consider to be the strength of EOA?

Table No. (15.1) What do you consider to be the strength of EOA?

NO.	Strengths	number
1	Name	24
2	Motto	20
3	Accreditation (internal-external)	26
4	Reputation	19
5	Facilities	22
6	Academic lecturers	18
7	Full National Olympic Committee support	15

Most of the (24) who mentioned the name as one of the strengths said that it is very important to delete the words "sport leaders" from the name because it is against the future EOA vision, values, mission, objectives and programs, and also the EOA new target group include many categories not only the sport leaders, in other words sport leaders represent a general concept, and this is not required, so we need to be specific if we want success to our strategy.

14.2- What do you consider to be the weaknesses of EOA?

Table No. (15.2) What do you consider to be the weaknesses of EOA?

NO.	Weaknesses	number
1	Lack of funding	26
2	Lack of marketing	23
3	Very poor media converge of the program	19
4	Lack of sponsors	17
5	No vision	24
NO.	Weaknesses	number
6	Unrealistic missions	28
7	Lack of organizational structure	21
8	Poor & weak programs	29
10	Unqualified staff	18
11	Lack of networking with SOs	16
12	Lack of relations between EOA missions and IOA missions	25
13	Un realistic objectives	29
14	Lack of freedom	22

14.3- What do you consider to be the Opportunities of EOA?**Table No. (15.3) What do you consider to be the Opportunities of EOA?**

<i>NO.</i>	<i>Opportunities</i>	<i>number</i>
1	Olympic solidarity funding	13
2	Olympic solidarity programs" Opportunity to promote Education"	15
3	Serve as a leading voice in development of academies in region	20
4	IOA Programs	19
5	Culture and Olympic education Commission initiatives.	13
6	Scientific researches in sport	23
7	Physical education and sport institutes	25
8	Sport NGO's	27

14.4-What do you consider to be the threats that EOA faces or could face?**Table No. (15.4) What do you consider to be the threats that EOA faces or could face?**

<i>NO.</i>	<i>Threats</i>	<i>number</i>
1	Governmental interfering	12
2	Competitors	28
3	Discrimination in Olympic Solidarity funding and programs	8
4	Conflict of interest with sport profession syndicate and sport academics institutes	14

These results clearly show the current status of EOA according SWOT analysis.

15-What could be the role of media and marketing in the realization of EOA's missions?

*Role of media

Table No. (16.1) Role of media

<i>NO.</i>	<i>The role</i>	<i>number</i>	<i>order</i>
1	Strong media coverage of the EOA programs	24	2
2	Producing Sport media programs about Olympism	22	3
3	Fit the image and value of Olympism in the society	27	1
4	Publishing press articles on Olympism	21	4
5	Focusing on the benefits of sport and Olympism for society (ethically, health, sociological, psychologically)	18	7
6	Increase peoples awareness about Olympism	20	5
7	Media should be a positive approach to spread Olympism and Olympic education and a method for positive criticism.	19	6

*Role of marketing

Table No. (16.2) Role of marketing

<i>NO.</i>	<i>The role</i>	<i>number</i>	<i>order</i>
1	Promoting for the events hosted and organized by EOA	26	2
2	Help EOA to attract sponsors to support some of its activities.	20	4
3	Increase peoples awareness about Olympism and EOA's activities through various methods of communication	19	5
4	Increase stakeholders participation in EOA's activities	27	1
5	Providing a variety of financial sources, helping EOA to implement its plan and achieving goals	22	3
6	Strengthen the EOA's reputation	18	6
7	Increase media exposure	13	7

The EOA needs a good connections and relations with media, because it is the most important way to announce its vision, mission, objectives and action plan. In addition, we need accurate and clear concepts about the importance of marketing and its impacts on the success of EOA, which in turn help us to develop

appropriate means for the marketing of EOA programs. Many experts mentioned that if we want to make a new strategy, it will be better to apply this strategy first in Cairo city, especially during the first four years; following the results of an evaluation the EOC Board could apply other governorates.

16-According to the evolution of the Egyptian society, do you have some new ideas related to a reconsideration of EOA's vision, values, mission and objectives?

*(A) New ideas about vision

Table No. (17.1) New ideas about vision

<i>NO.</i>	<i>vision</i>	<i>number</i>	<i>order</i>
1	To prepare and refine youth and athletes in all sport fields.	12	5
2	To contribute a better community by educating stockholders through sport and in the Olympic Spirit, this requires mutual understanding with a spirit of friendship and solidarity.	22	2
3	To make a positive difference to the Egyptian society by promoting and exploring the values of Olympism and developing Olympic education.	26	1
4	To promote the spread of Olympism and provide Olympic education in Egypt.	21	3
5	To oversee and act to ensure the development, furtherance and safeguarding of the Olympic Movement, sport, the spirit of sportsmanship and out-of-school physical education, within the scope of the principles of the Olympic Idea	19	4

(B) New ideas about values

Table No. (17.2) New ideas about values

<i>NO.</i>	<i>value</i>	<i>number</i>	<i>order</i>
1	Education	29	1
2	leadership	3	5
3	Human development	28	2
4	Excellence	22	3
5	Creativity	18	4

(C) New ideas about missions

Table No. (17.3) New ideas about missions

<i>NO.</i>	<i>missions</i>	<i>number</i>	<i>order</i>
1	To create an Olympic national cultural centre in Egypt	26	1
2	To preserve and spread the Olympic Spirit	19	6
3	To study and implement the educational and social principles of Olympism and consolidate the scientific basis of the Olympic Ideal	23	2
4	To prepare and qualify sport trainers, administrators and umpires in accordance with the needs of the clubs, federations and other sport bodies	19	5
5	Directing high performance educational programs in the pursuit of international excellence	22	3
6	To coordinate with media to raise the Olympic awareness among Egyptian.	18	7
7	To oversee and act to ensure the development, furtherance and safeguarding of the Olympic Movement, sport, the spirit of sportsmanship and out-of-school physical education, within the scope of the principles of the Olympic Idea	21	4

* (D) New ideas about Objectives

A - Short term objectives

Table No. (17.4) Short term objectives

<i>NO.</i>	<i>objectives</i>	<i>number</i>	<i>order</i>
1	To act as a national Forum for free expression and exchange of ideas among the Olympic Family, intellectuals, scientists, athletes, sport administrators, educators, artists and the youth in Egypt	23	3
2	To motivate people to use the experiences and knowledge gained in the EOA productively, in promoting the Olympic Ideals in sport organizations	17	7
3	Enumeration of the needs of the clubs, federations and other sport bodies of trainers, administrators and umpires, and setting up the plan necessary for meeting such needs in accordance with specific time schedules	18	6
4	Organizing conferences, seminars and symposiums on training and administration issues.	26	1
5	Issuing scientific publishes and journals relevant to the fields of training and administrative work, and other adequate ways.	21	4
6	To increase the awareness of Olympism and Olympic spirit between peoples in sport field.	25	2
7	Organizing activities in every places in Egypt to spread And promote Olympic education.	20	5

B - Long term objectives

Table No. (17.5) Long term objectives

<i>NO.</i>	<i>objectives</i>	<i>number</i>	<i>order</i>
1	To function as a national Academic Centre for Olympic Studies, Education and Research.	20	2
2	To serve and promote the Ideals and principles of the Olympic Movement in large base of Egyptian citizens.	22	1
3	To cooperate with and assist sport organizations, sport NGO's ministry of education and any other institutions devoted to Olympic Education.	19	3
4	To further explore and enhance the contribution of Olympism in Egypt and the regions around.	17	4
5	To Create an Egyptian integrated and balanced personality to enable the individual to serve themselves as well as society.	15	5

Most of experts choose long term: 10-12 years and short term: 3-4 years.

17- What is supposed to be the ideal Target group of the EOA' programs?**Table No. (18) What is supposed to be the ideal Target group of the EOA' programs?**

<i>NO.</i>	<i>New target group</i>	<i>Number</i>	<i>order</i>
1	Students (in school and universities)	8	1
2	Employees in all sport organization (paid staff-volunteers)	7	2
3	athletes	4	4
4	Employees in sport sectors in all companies and factories.	3	5
5	Youth in clubs and youth centers	6	3
6	Teachers in schools	2	6
7	Lecturers at physical education faculties	2	7
	Total	32	

The experts' responses about this question are very realistic and compatible with the proposed vision which concern with promoting and exploring the

values of Olympism and developing Olympic Education.

18- What are the organizations should be involved in the proposed strategy?**Table No. (19) What are the organizations should be involved in the proposed strategy?**

<i>NO.</i>	<i>Stakeholders</i>	<i>Number</i>	<i>order</i>
1	IOC	11	9
2	IOA	10	10
3	Ministry of Education	27	3
4	Ministry of Higher Education	25	4
5	Ministry of Culture	27	3
6	Ministry of health	20	7
7	Companies	17	8
8	National federations	30	2
9	EOC	32	1
10	NGOs	24	5
11	National Council of Sport in Egypt.	21	6

Sport is considered now as an open social system, and we believe that if we would like the EOA to obtain success in its mission, we have to cooperate with the organizations mentioned before, for example the EOA has to establish many special programs serve the sport community such like" a Campaign to stop smoking" between athletes, so we need a good

cooperation between the EOA and the ministry of health, also we need the support of the ministry of Education because it is the executive and official body which can turn the Olympic Education programs from dream into reality. The SNGOs, NCS, NFs and EOC as local sport organizations should be involved in the proposed strategy, because it is considered as the main

stakeholders of the EOA's programs and also it is one of the most important elements that make up the rules of the Olympic system. Companies are very important,

because it is working with the Olympic organizations as sponsors.

19-Could you suggest some ideas about new programs to be added?

Table No. (20) Could you suggest some ideas about new programs to be added?

<i>NO.</i>	<i>Program</i>	<i>number</i>	<i>order</i>
1	Refine and preparations courses in all sport fields	27	2
2	Olympic day run programs	16	6
3	National –international Olympic youth camp	15	8
4	Olympic youth challenge programs	17	5
5	Olympic days	14	9
7	Olympic week	18	4
8	Olympic for life programs	16	6
9	Organizing conferences, seminars and symposia on sport in general and on Olympism in practical and Awareness campaign	23	3
10	Issuing scientific publications and books about Olympism, Olympic movement, Olympic spirit,. Olympic education for different levels.	28	1
11	Scholarships for high school graduates	12	10

Many experts mentioned that there is a necessary to organize programs to develop the Olympic Library, establish an Olympic studies centre, developing the EOA website and organize visits and tour in the Olympic museum.

4. Conclusion

"A strategic plan to enhance the performance of the Egyptian Olympic Academy"

The researcher used all the results obtained from the data collection methods for creating an appropriate strategy according to the current situation in Egypt and the available potentials.

(Chappelet, J. L. & Bayle, E. 2004. P: 3) indicated that the concept of strategy can be defined as "the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals".

1- The basic pillars of the proposed strategy

- Human potentials.
- Financial potentials.
- Organizing potentials (Restructuring the EOA).
- Potentials related to law and regulations.
- Good relationship with media

Human potentials

- Enough EOA staff.
- EOC staff (if there is any need).
- Qualified local academic lecturers from faculties of physical education.
- Qualified international academic lecturers.
- Qualified local sport experts.
- Qualified international sport experts

Financial potentials

- The grants from the National Council of Sport.

- The grants from EOC.
- The courses fees.
- The fees paid by organizations to participate in the EOA's activities and programs.
- The grants from (Ministries, private and governmental organizations and companies) who cooperation relation with the academy.

- Marketing.
- Sponsorship.
- Donations.
- Olympic Library (entry fees).
- Olympic Museum (entry fees).
- Assets and property belonging to the Academy (shops to sell souvenirs – TV rights-mascot-local Olympic products-...Etc) as the Olympic Museum in Lausanne.

- The grants from IOA. "if it is possible".

- The grants from O.S "if it is possible" .

-Best methods for attracting sponsors to the proposed strategy.

- Preparing new programs and activities (local and international)
- Creating a market strategy.
- EOA must make courses for marketing like the Olympic sponsors, Olympic partnership.
- Inviting all the companies related to the sport field like medicine, environment, sportswear and equipment for presenting her offers and the benefits for having many sponsors.
- Offering percentages from the financial benefits to NF
- Putting sponsors in the spotlight.

- Achieving the best results in various activities.

- Producing a national lottery and gambling on the national sport events.

- Marketing is a very important process and has a great role in the realization of EOA's missions as the following:

- Increasing stakeholders' participation in EOA's activities.

- Promoting for the events hosted and organized by EOA.

- Providing a variety of financial sources, helping EOA to implement its plan and achieving goals.

- Help EOA to attract sponsors to support some of its activities.

- Increasing people's awareness about Olympism and EOA's activities through various methods of communication.

- Strengthen the EOA's reputation.

- Increasing media exposure.

Organizing potentials

- The EOA host building.

- Tools and equipments.

- Restructuring the EOA based on enough departments, effective coordination and balance between authorities and responsibilities.

- Clear job description.

- Changing the name to "Egyptian Olympic Academy" and deleting the word "sport leaders".

The proposed EOA's organizational chart will be as the following:

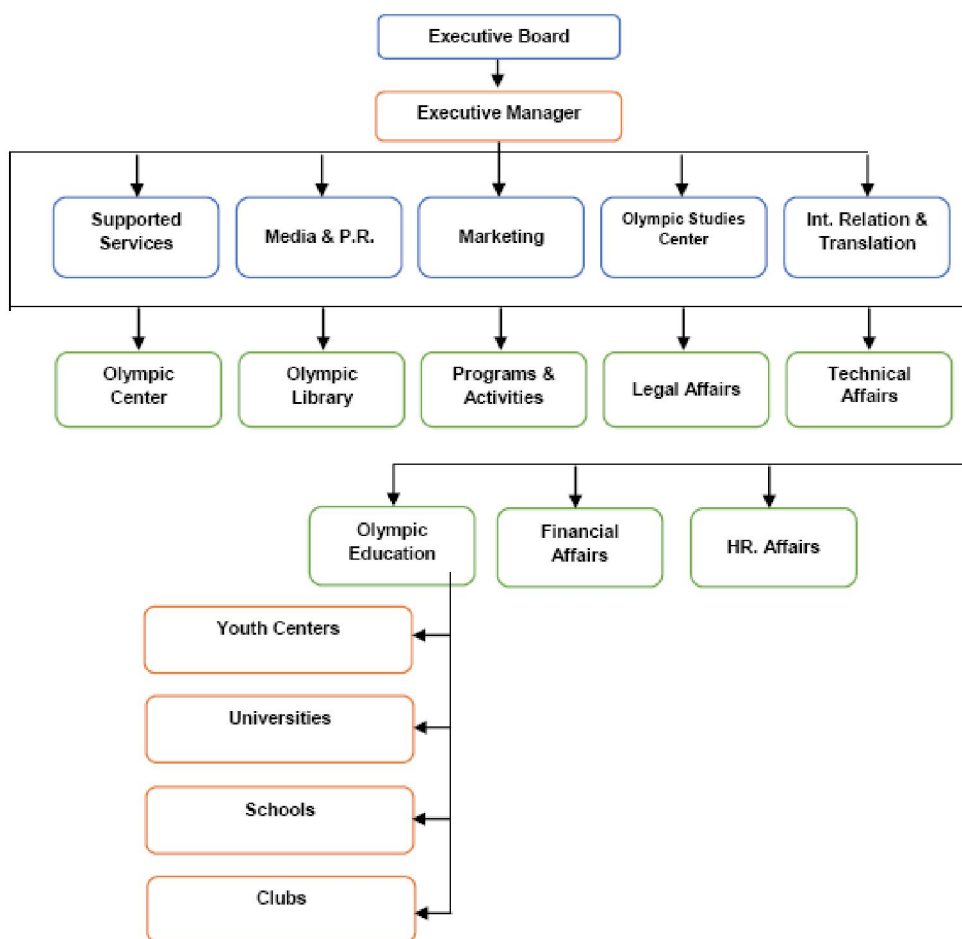


Figure. 1: The proposed EOA's organizational chart

Vision

"Making a positive difference to the Egyptian society by promoting and exploring the values of Olympism and developing Olympic Education"

Values

"Education –Human development t- Excellence - Creativity"

Mission

"The mission of the Egyptian Olympic academy is;

- To create an Olympic national cultural centre in Egypt,

- To preserve and spread the Olympic Spirit,
- To study and implement the educational and social principles of Olympism and consolidate the scientific basis of the Olympic ideals,
- To oversee and act to ensure the development, furtherance and safe-guarding of the Olympic Movement, sport, the spirit of sportsmanship and out-of-school physical education, within the scope of the principles of the Olympic Idea,
- To direct a high performance educational programs in the pursuit of international excellence,
- To prepare and qualify sport trainers, administrators and umpires in accordance with the needs of the clubs, federations and other sport bodies, to Coordinate with media to raise the Olympic awareness among Egyptian."

Objectives

- Short term objectives

- To organize conferences, seminars and symposiums on training and administration issues.
- To increase the awareness of Olympism and Olympic spirit between peoples in sport field.
- To act as a national Forum for free expression and exchange of ideas among the Olympic Family, intellectuals, scientists, athletes, sport administrators, educators, artists and the youth in Egypt.
- Issuing scientific publications and journals relevant to the fields of training and administrative work, and other adequate ways.
- To organize activities in every place in Egypt to spread and promote Olympic education.
- To enumerate the needs of the clubs, federations and other sport bodies of trainers, administrators and umpires, and setting up the plan necessary for meeting such needs in accordance with specific time schedules.
- To motivate people to use the experiences and knowledge gained in the EOA productively, in promoting the Olympic Ideals in sport organizations.

- Long term objectives

- To serve and promote the Ideals and principles of the Olympic Movement in large base of Egyptian citizens.
- To function as a national Academic Centre for Olympic Studies, Education and Research.
- To cooperate with and assist sport organizations, sport NGO's ministry of education and any other institutions devoted to Olympic Education.
- To further explore and enhance the contribution of Olympism in Egypt and the regions around.
- To Create an Egyptian compatible and balanced personality to enable the individual to serve themselves as well as society.

Personnel in charges of EOA's vision, mission, values and objectives are:

- Executive boards of EOC .
- Academics.
- IOA.

Place of applying the strategy

The best place we can apply the strategy is Cairo City, especially during the first four years, following the results of an evaluation the EOC Board could apply other governorates.

Time for applying the strategy

The best Time of applying the strategy is from 4 to 12 years.

Supervising and following up the strategy

The EOA would create a commission for each program included in the EOA and the involved responsible organizations in each program for supervising, following up and evaluation of each program for achieving the best results of our proposed strategy.

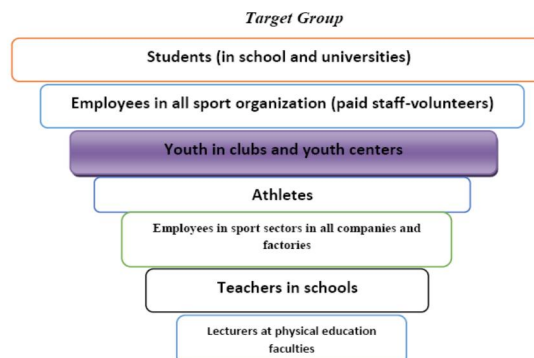


Figure. 2: Target Group.

The organizations involved in the proposed strategy

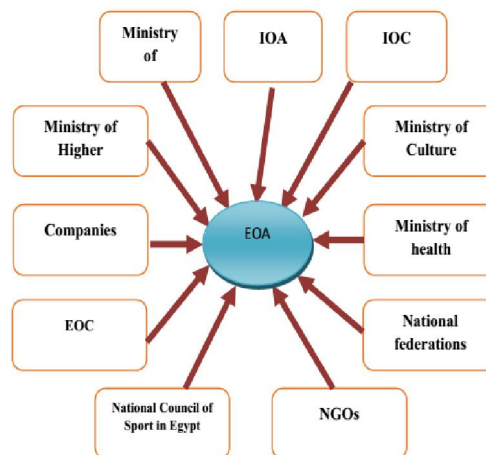


Figure. 3: The organizations involved in the proposed strategy.

The arrows go in the reverse direction, because these organizations are involved, because of its influence as stakeholders on the strategy.

Action plan

In order to achieve the objectives of our strategy it is necessary to set an action plan (**include all new programs**), which must be achievable, realistic,

concrete, continuous, flexible, measurable and the most important point suitable to the available potentials.

Therefore the researcher chose the most appropriate programs proposed from the expert's opinion (Questionnaire – Interviews – Focus Group “EOC Staff & Student’s”).

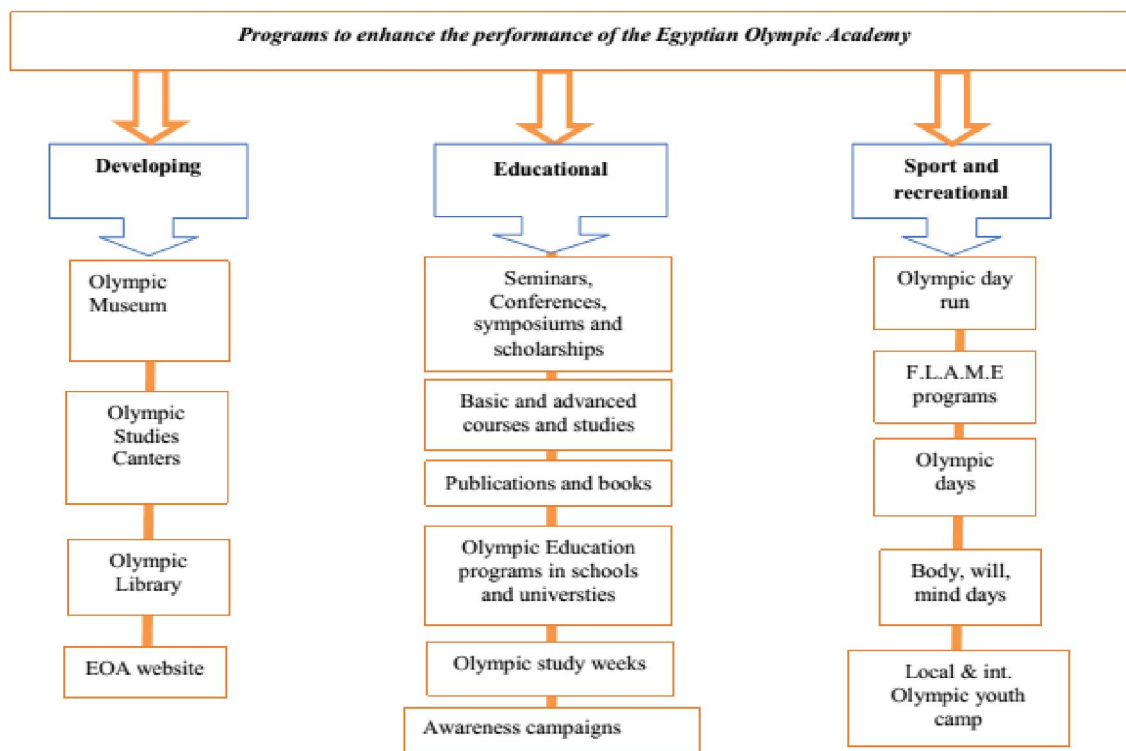


Figure 4: proposed Programs to enhance the performance of the Egyptian Olympic Academy.

Recommendations

The researcher recommends the following:

1- Government, NCS and EOC must confirm the vision, mission, values, objectives and the programs of the proposed strategy to ensure the success of applying all its Terms and the support from all the sectors of the State.

2- Selecting and providing the qualified cadres for each program of the proposed strategy for the Success of delivering the concept of Olympism for all Categories.

3- Providing budgets and financial support for applying each program.

4- Change the name to The Egyptian Olympic Academy instead of The Egyptian Olympic Academy for Sport Leaders.

5- Following up and evaluating the proposed Strategy and moderating it in accordance with the new developments that happen on the Olympic Field.

6- Developing the EOA Structure to be suitable for the proposed strategy also supporting it with the qualified Cadres.

7- Including an educational Subject on Oympism at all different levels of Egyptian Schools and sports must be a mandatory subject in the Educational System.

8- Including an integral studying program about Olympism in the Plan of EOA.

9- Benefiting from all Programs and scholarships provided by the International Olympic Committee and Olympic Solidarity and the International Olympic Academy.

10- Giving more opportunities for women to participate in seminars, training courses, and sports scholarships to increase the participation of Egyptian women in the Sport Fields.

11- Benefiting from the Egyptian Cadres who have been nominated to attend seminars and studies by

teaching the obtained scientific materials, form lectures to the employees in the sport fields.

12-Encouraging the students of high level studied (Master, Doctorate) for doing studies and researches in the Olympic field.

13-Including the Egyptian Olympic Museum in the tourist landmarks in Egypt.

14-Encouraging the volunteer to work in Olympic Sport Organizations.

15-EOC & EOA have to confirm the recommendation mentioned at LamisGhazay -MEMOS XI participant- research "Strategy for Spreading Olympism in Egypt"

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Appendix I
Olympic Academy Survey

- 12. Country: _____
- 13. Sex: Male Female
- 14. What are the current available potentials that would improve and effect on the EOA overall performance?
a.
.....
- 15. What are the potentials should be available to improve and effect on the EOA overall performance?
a.
.....
- 16. According to your answer, explain the current available potentials in details, and what should be added to these potentials to improve the EOA overall performance?
- 17. First: current situation:
a.
.....
- 18. Second: what should be added?
a.
.....
- 19. Is there any current vision behind EOA? If yes please mention it?
a. Yes No
- 20. Who is supposed to be the charge of determining the EOA's vision?
- 21. Executive board of EOC Academics
- 22. Both(1 and 2) through collaborating IOA
- 23. National Council of Sport Programs Stakeholders
- 24. Are there any current values behind EOA? If yes please mention it?
a. Yes No
- 25. What is the current mission devoted to the EOA?
a.
.....
- 26. Who is giving these missions to the EOA?
a.
.....
- 27. Do you consider that EOA's programs fulfill to the EOA's Missions?
a.
.....
- 28. Is the EOA doing its missions accordingly to the IOA missions?
.....
- 29. Do you think that the Egyptian Olympic Academy should reach a broad population and not a small target group or groups?
.....
- 30. Are National Olympic Academies the primary source to teach Olympic Education?
a.
.....
- 31. What do you consider to be the strength of EOA?
a.
.....

12/25/2017