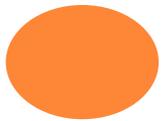


بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الرشاقة المؤسسية ومستقبل المؤسسات الرياضية

د. حماده عيد العتبلي
جامعة الإسكندرية



Success today requires the agility
and drive to constantly rethink,
reinvigorate, react, and reinvent.

— *Bill Gates* —

AZ QUOTES

أين نحن من صناعة الرياضة؟



Sport Industry

All sport related products, goods, services, places, people & ideas – offered to the customer

Sport Industry Segmentation By Product and Byer Type

Sport Promotion Segment

Definition: those products offered as tools used promote the sport production.

- 1 - Promotional Merchandising Products.
- 2 - Promotional Events
- 3 - Sponsorship
 - b - Multiple Sponsorship
 - c - Single team Sponsorship
- Endorsement
 - A - Individual endorsement

Sport Production Segment

Definition: those Products needed or desired for the production of or influence the quality of sport performance.

- 1 - Outfitting Products.
 - a - Equipment.
 - b - Apparel.
- 2 - Performance Production Products
 - A - Fitness trainer.
 - B - Medical Care.
 - C - Sport Facilities.
 - D - Governing Bodies & Officials.

Sports Performance Segment

Definition: Sport Performance as offered to the consumer as a participation or spectatorial product

- 1 - Athletics:
 - a - Amateur Sport.
 - b - Professional Sport.
- 3 - Private Business Sport.
- 5 - Membership Supported Sport Organizations.
- 6 - Non-profit Sport Organizations.
- 7 - Fitness & sport firms.

GLOBAL WELLNESS ECONOMY: \$4.5 Trillion Market

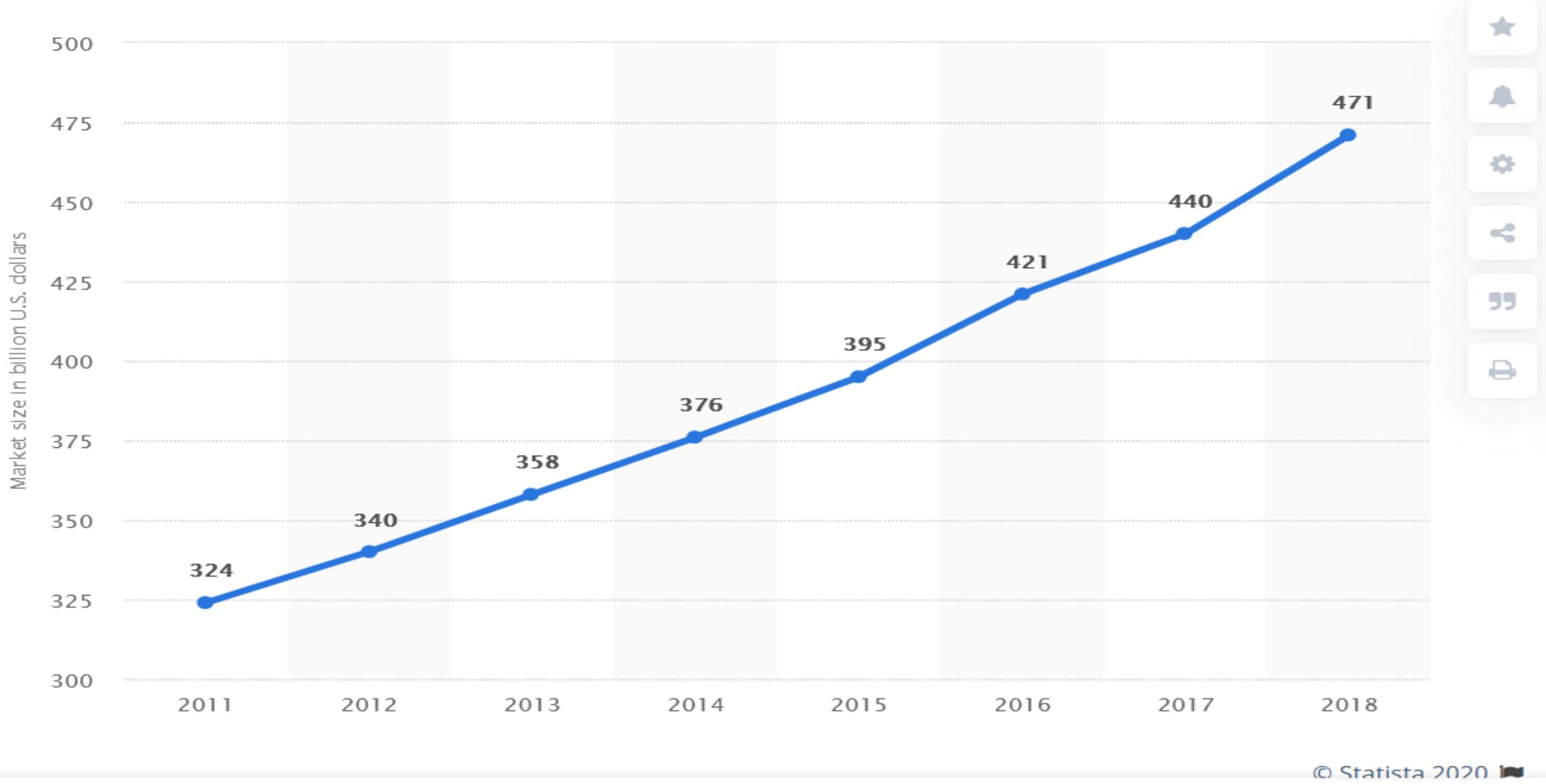


Note: Numbers do not add due to overlap in segments. Dark colored bubbles are the sectors for which GWI conducts in-depth, country-level primary research. Light colored bubbles are sectors for which GWI aggregates global estimates only, drawing from secondary sources.

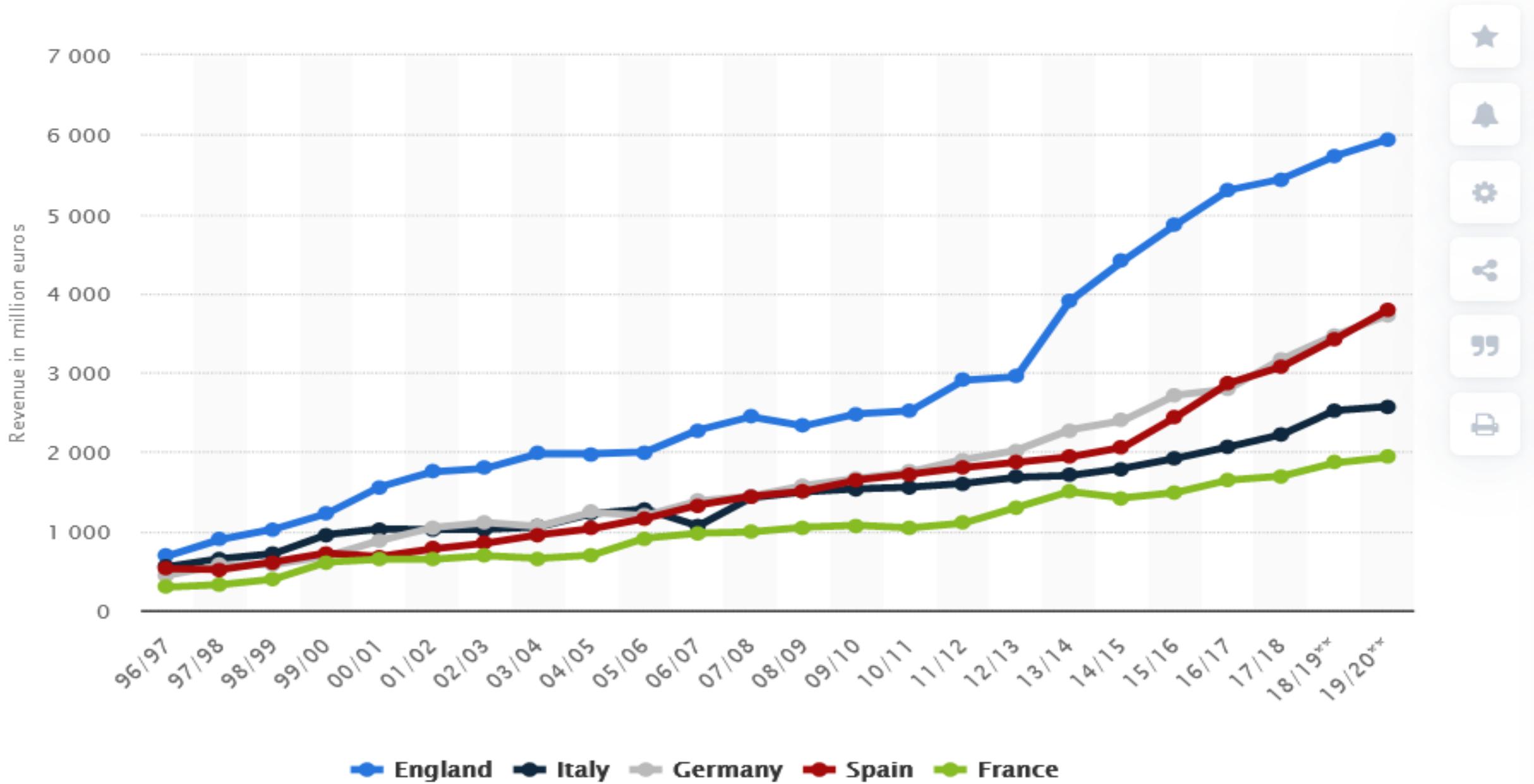
Source: Global Wellness Institute



**GLOBAL WELLNESS
INSTITUTE™**



Market size of the global sports market in from 2011 to 2018 (in billion U.S. dollars)



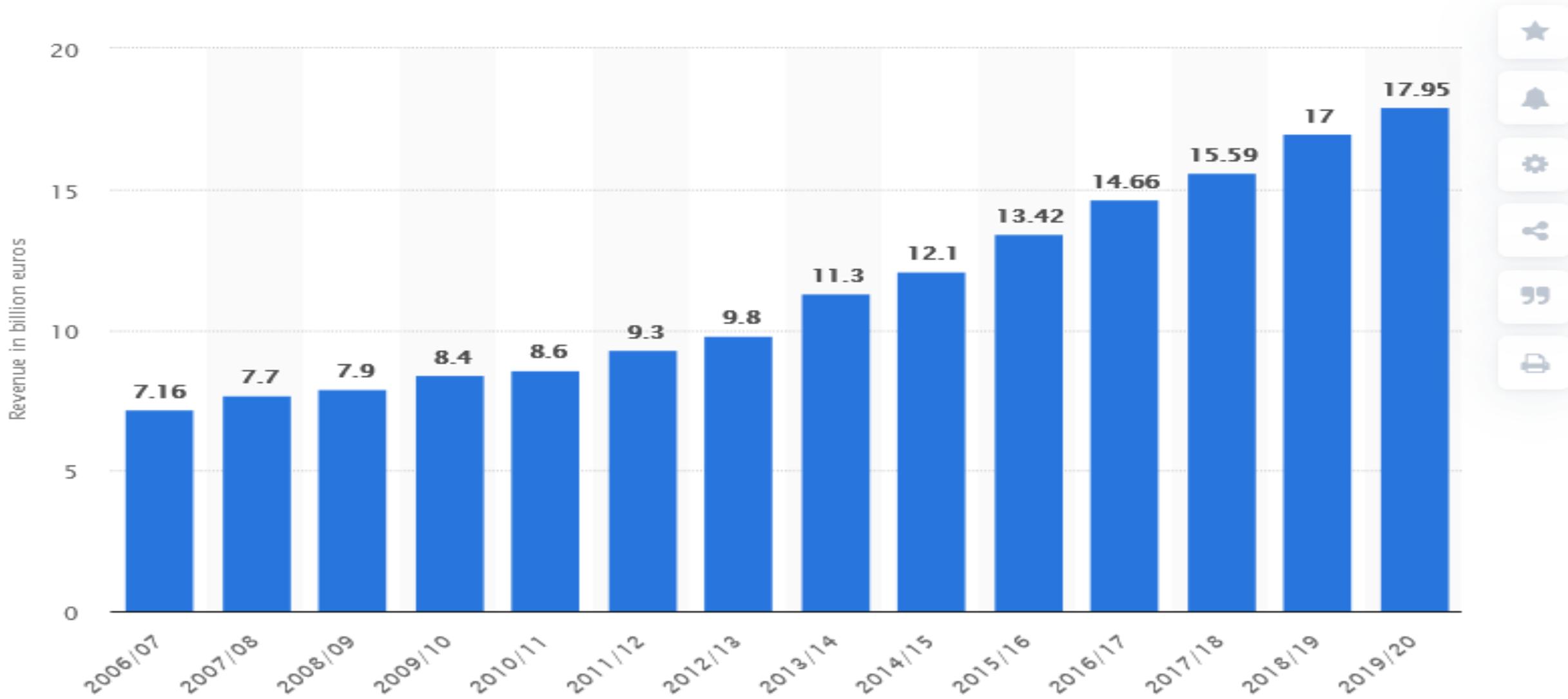
Revenue of the biggest (Big Five*) European soccer leagues from 1996/97 to 2019/20

Country	Brand Value (EUR m)	% of total
 England	8,684	42.7%
 Spain	3,998	19.7%
 Germany	3,815	18.8%
 Italy	2,001	9.8%
 France	1,242	6.1%
 Netherlands	169	0.8%
 Scotland	146	0.7%
 Portugal	142	0.7%
 Russia	116	0.6%
Total	20,313	100.0%

Top 5 Brand Value by League*

 Premier League	1 ← 1 	2019: €8,683m 2018: €8,120m +6.9%
 LaLiga	2 ↑ 3 	2019: €3,998m 2018: €3,242m +23.3%
 BUNDESLIGA	3 ↓ 2 	2019: €3,815m 2018: €3,551m +7.4%
 SERIE A	4 ← 4 	2019: €2,001m 2018: €1,647m +21.5%
 LIGUE 1	5 ← 5 	2019: €1,242m 2018: €899m +38.2%

*Total value of Clubs representing each league within the top 50

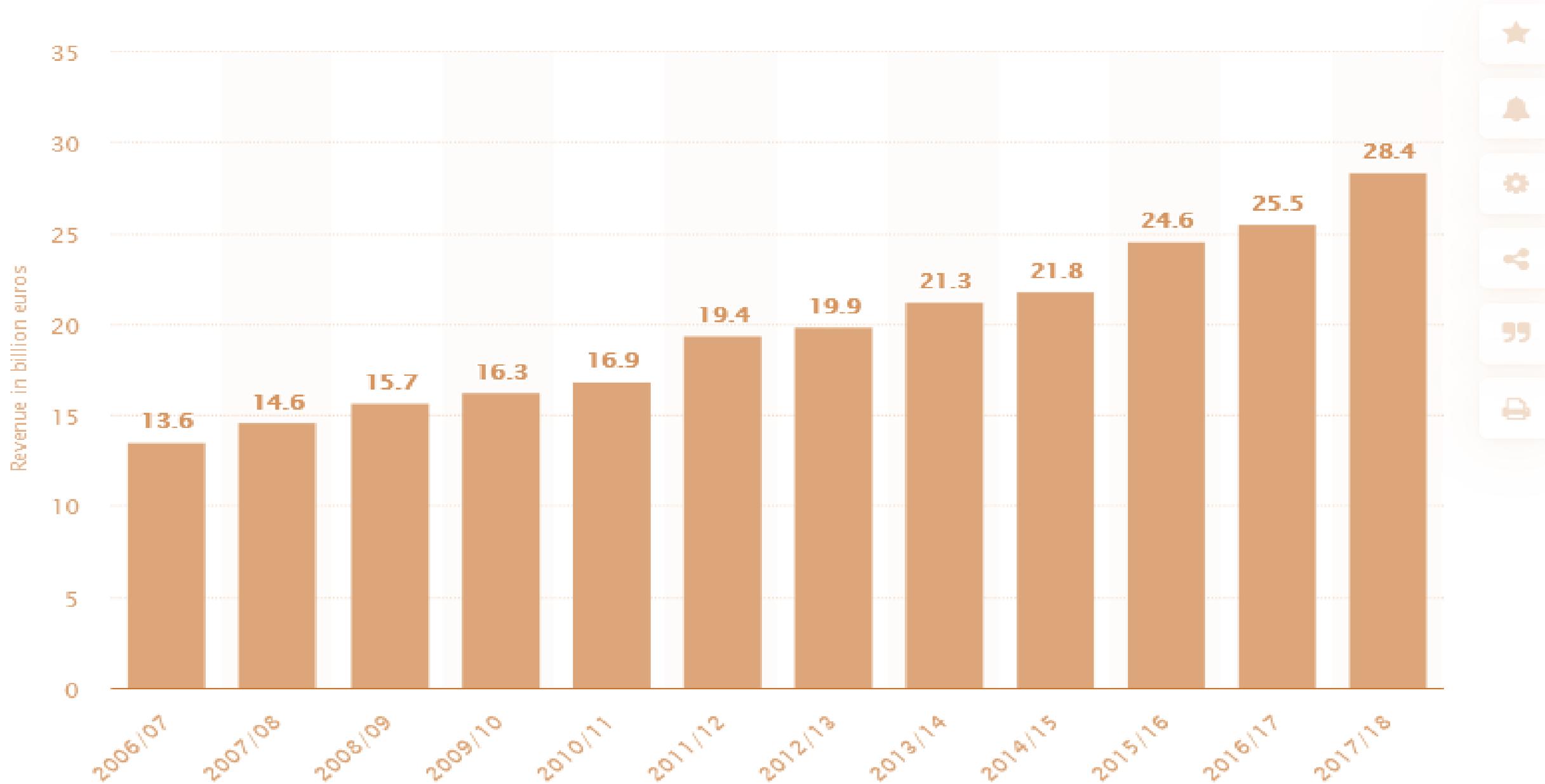


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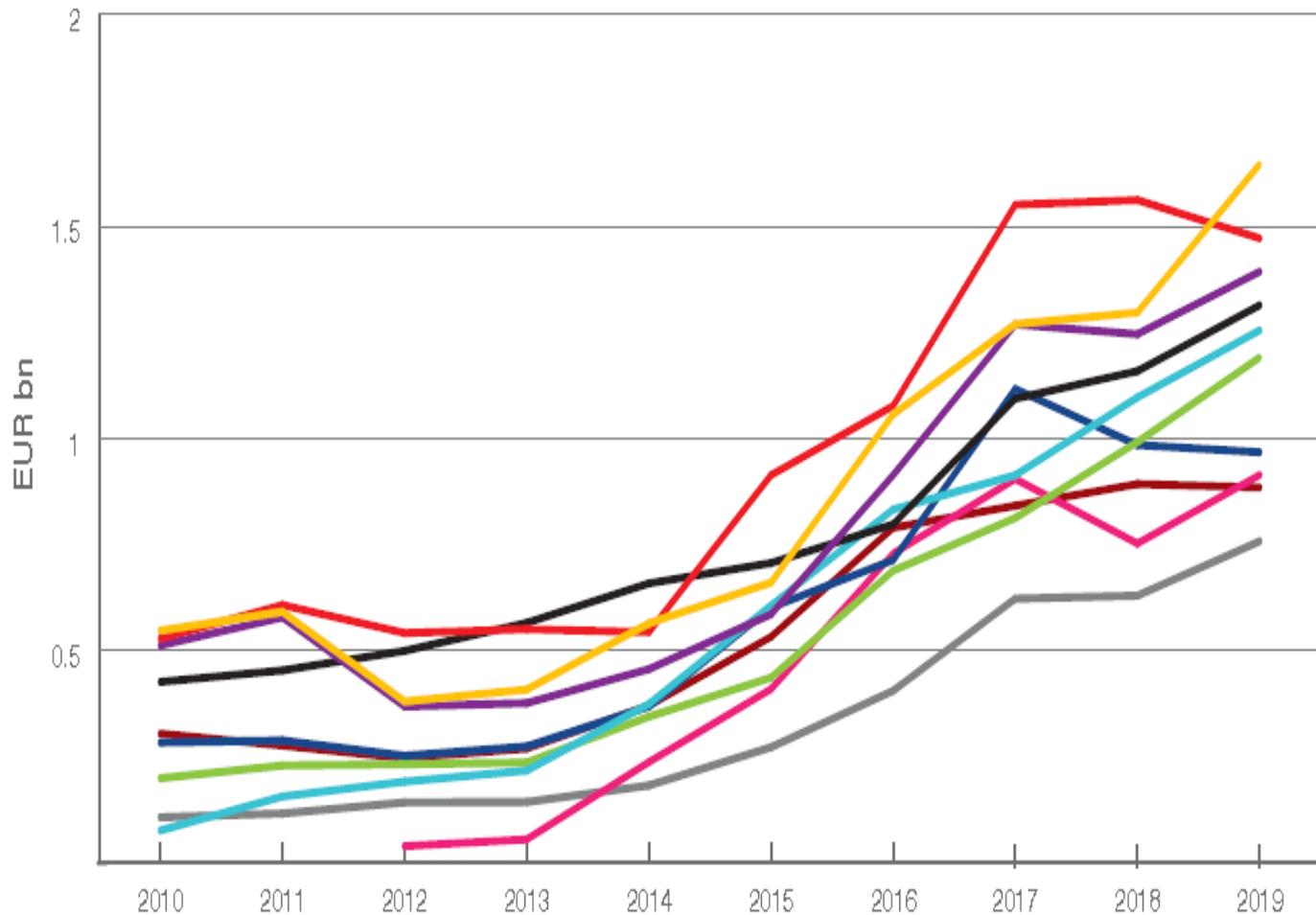
[Show source](#)

Revenue of the top European soccer leagues (Big Five*) from 2006/07 to 2019/20 (in billion euros)



Market size of the European professional football market from 2006/07 to 2017/18 (in billion euros)

Brand Value Over Time



- Real Madrid CF
- Manchester United FC
- FC Barcelona
- FC Bayern München
- Manchester City FC
- Liverpool FC
- Chelsea FC
- Paris Saint-Germain FC
- Arsenal FC
- Tottenham Hotspur FC

Top 10 Most Valuable Brands

Rank	Club	2019 Value (€m)	2018 Value (€m)	% Change	Rank	Club	2019 Value	2018 Value	% Change
1		€1,646m	€1,297m	+26.9%	1		95.5	96.2	-0.7
2		€1,472m	€1,562m	-5.8%	2		95.4	96.7	-1.3
3		€1,393m	€1,246m	+11.8%	3		93.5	93.1	+0.4
4		€1,314m	€1,159m	+13.3%	4		92.1	94.6	-2.5
5		€1,255m	€1,097m	+14.4%	5		91.0	92.2	-1.2
6		€1,191m	€992m	+20.0%	6		88.7	88.6	+0.1
7		€968m	€985m	-1.8%	7		88.0	90.4	-2.3
8		€914m	€753m	+21.3%	8		87.3	89.5	-2.3
9		€885m	€893m	-0.8%	9		86.8	88.9	-2.1
10		€758m	€630m	+20.4%	10		85.5	84.3	+1.2

1 Real Madrid FC



Brand Value
€1,646m
Brand Strength
95.5
Brand Rating
AAA+
Enterprise Value
€4,239m
Manager
Zinedine Zidane
Founded
1902



Shirt Sponsor
Fly Emirates
Annual Value 2019
€70.0m



Kit Manufacturer
Adidas
Annual Value 2019
€110.0m



Brand Value
€1,472m
Brand Strength
92.1
Brand Rating
AAA+
Enterprise Value
€4,044m
Manager
Ole Gunnar Solskjær
Founded
1878



Shirt Sponsor
Chevrolet
Annual Value 2019
€58.8m



Kit Manufacturer
Adidas
Annual Value 2019
€83.1m

3 FC Barcelona



Brand Value
€1,393m
Brand Strength
95.4
Brand Rating
AAA+
Enterprise Value
€4,197m
Manager
Ernesto Valverde
Founded
1899



Shirt Sponsor
Rakuten
Annual Value 2019
€55.0m



Kit Manufacturer
Nike
Annual Value 2019
€105.0m

4 FC Bayern Munich



Brand Value
€1,314m
Brand Strength
93.5
Brand Rating
AAA+
Enterprise Value
€4,651m
Manager
Niko Kovač
Founded
1900



Shirt Sponsor
Telekom
Annual Value 2019
€34.0m

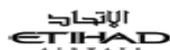


Kit Manufacturer
Adidas
Annual Value 2019
€43.0m

5 Manchester City FC



Brand Value
€1,255m
Brand Strength
88.7
Brand Rating
AAA
Enterprise Value
€2,342m
Manager
Pep Guardiola
Founded
1880



Shirt Sponsor
Etihad Airways
Annual Value 2019
€38.8m



Kit Manufacturer
Puma*
Annual Value 2019
€72.1m

6 Liverpool FC



Brand Value
€1,191m
Brand Strength
91.0
Brand Rating
AAA+
Enterprise Value
€3,186m
Manager
Jürgen Klopp
Founded
1892



Shirt Sponsor
Standard Chartered
Annual Value 2019
€33.3m



Kit Manufacturer
New Balance
Annual Value 2019
€31.0m

7 Chelsea FC



Brand Value
€968m
Brand Strength
87.3
Brand Rating
AAA
Enterprise Value
€2,762m
Manager
Maurizio Sarri
Founded
1905



Shirt Sponsor
Yokohama
Annual Value 2019
€44.3m



Kit Manufacturer
Nike
Annual Value 2019
€66.5m

8 Paris Saint-Germain



Brand Value
€914m
Brand Strength
85.1
Brand Rating
AAA
Enterprise Value
€2,850m
Manager
Thomas Tuchel
Founded
1970



Shirt Sponsor
Fly Emirates
Annual Value 2019
€25.0m



Kit Manufacturer
Nike
Annual Value 2019
€19.0m

9 Arsenal FC



Brand Value
€885m
Brand Strength
88.0
Brand Rating
AAA
Enterprise Value
€2,281m
Manager
Unai Emery
Founded
1886



Shirt Sponsor
Fly Emirates
Annual Value 2019
€44.3m



Kit Manufacturer
Adidas*
Annual Value 2019
€66.5m

10 Tottenham Hotspur FC



Brand Value
€758m
Brand Strength
85.5
Brand Rating
AAA
Enterprise Value
€1,539m
Manager
Mauricio Pochettino
Founded
1882

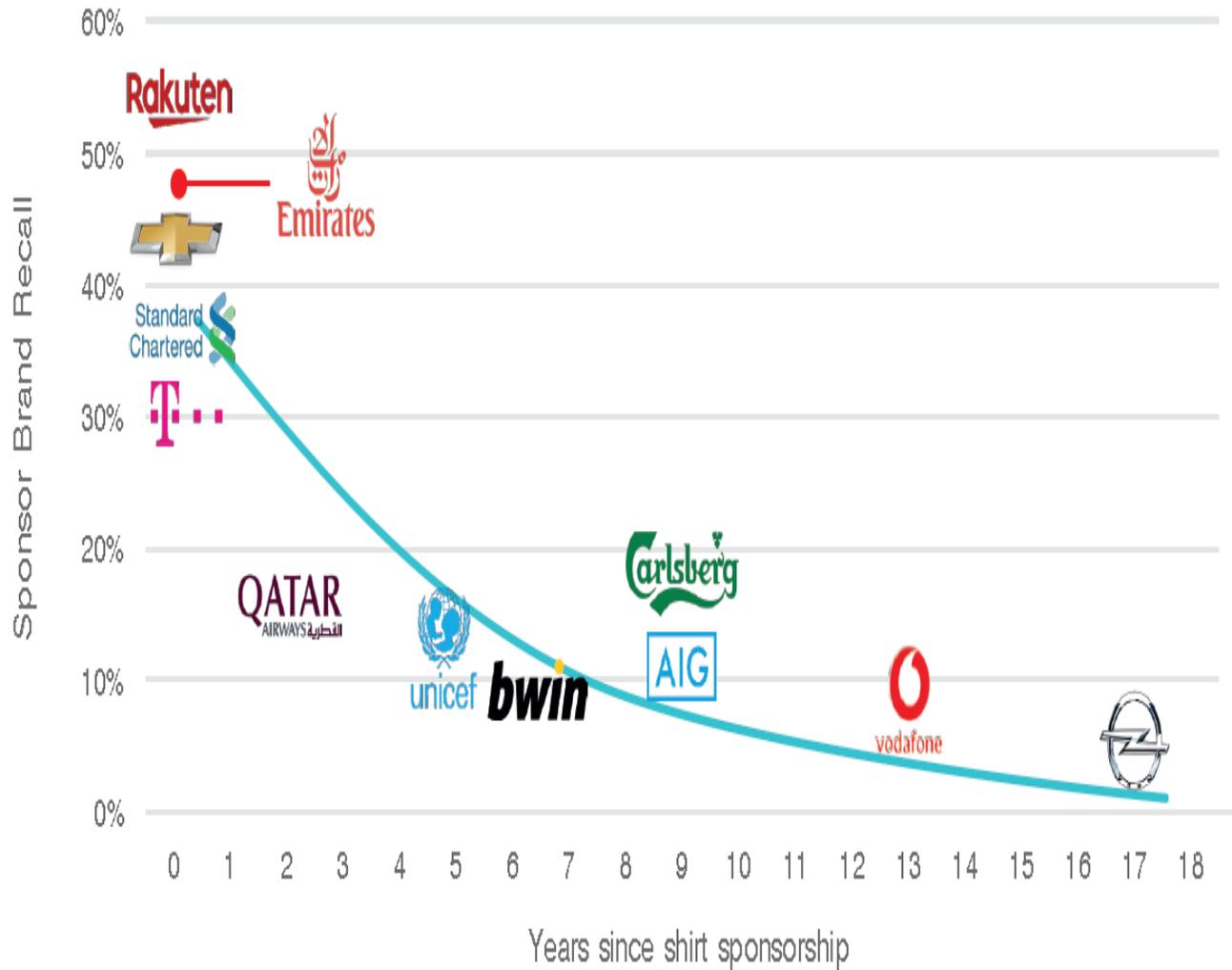


Shirt Sponsor
AIA
Annual Value 2019
€38.8m



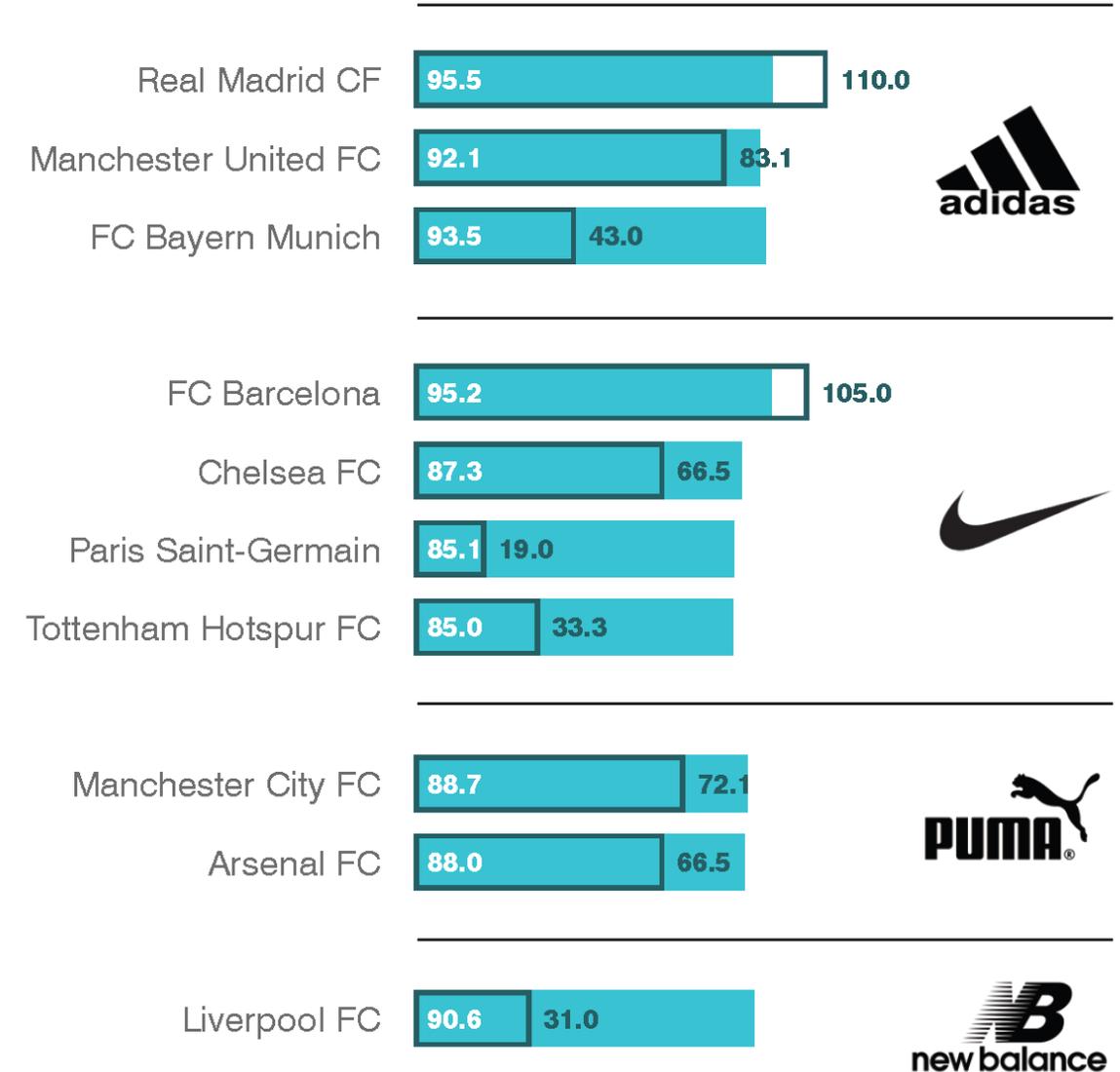
Kit Manufacturer
Nike
Annual Value 2019
€33.3m

Recall Decay for past Shirt Sponsor

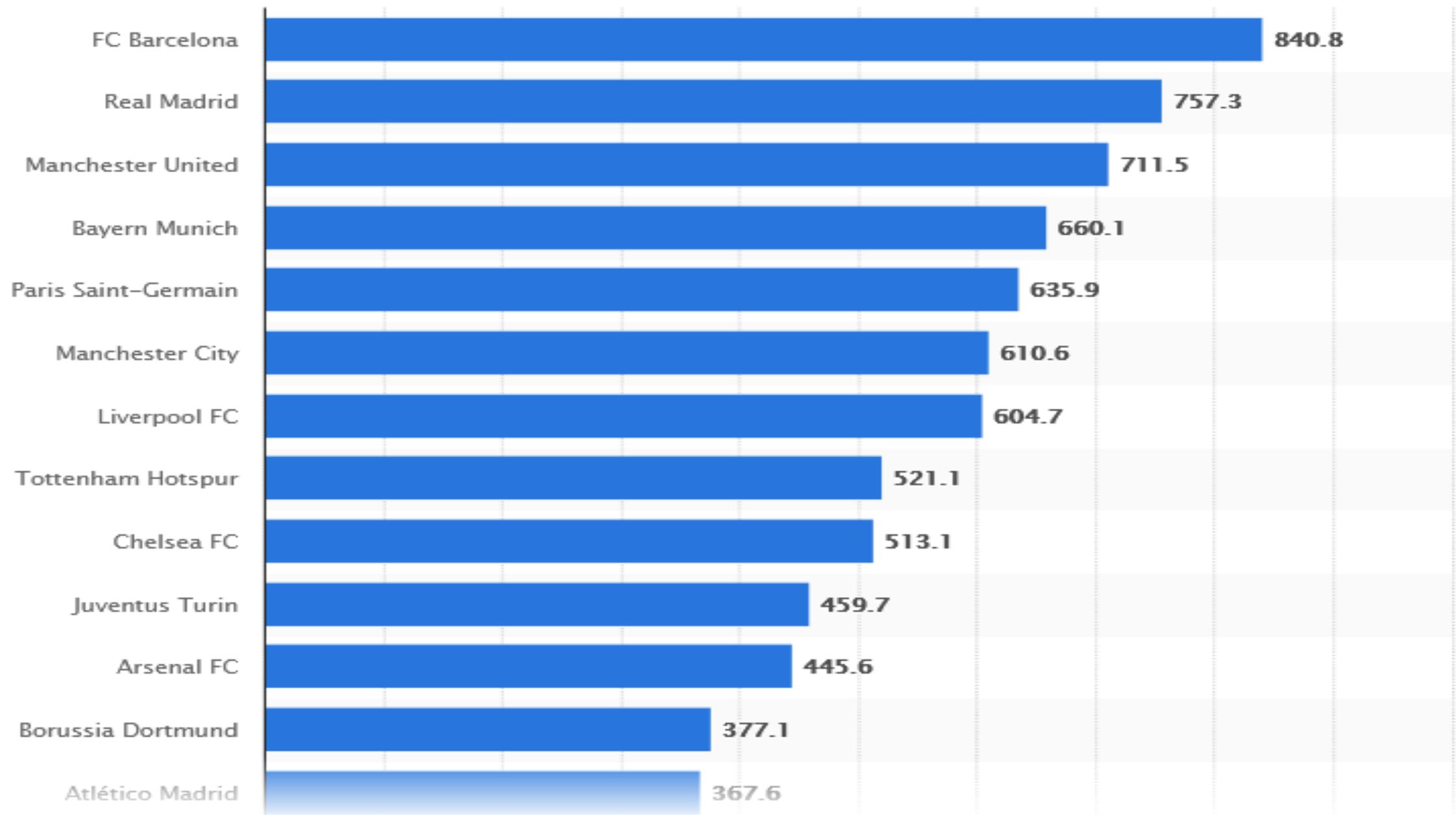


● FC Barcelona ● Real Madrid CF ● Liverpool FC ● Manchester United FC ● FC Bayern Munich

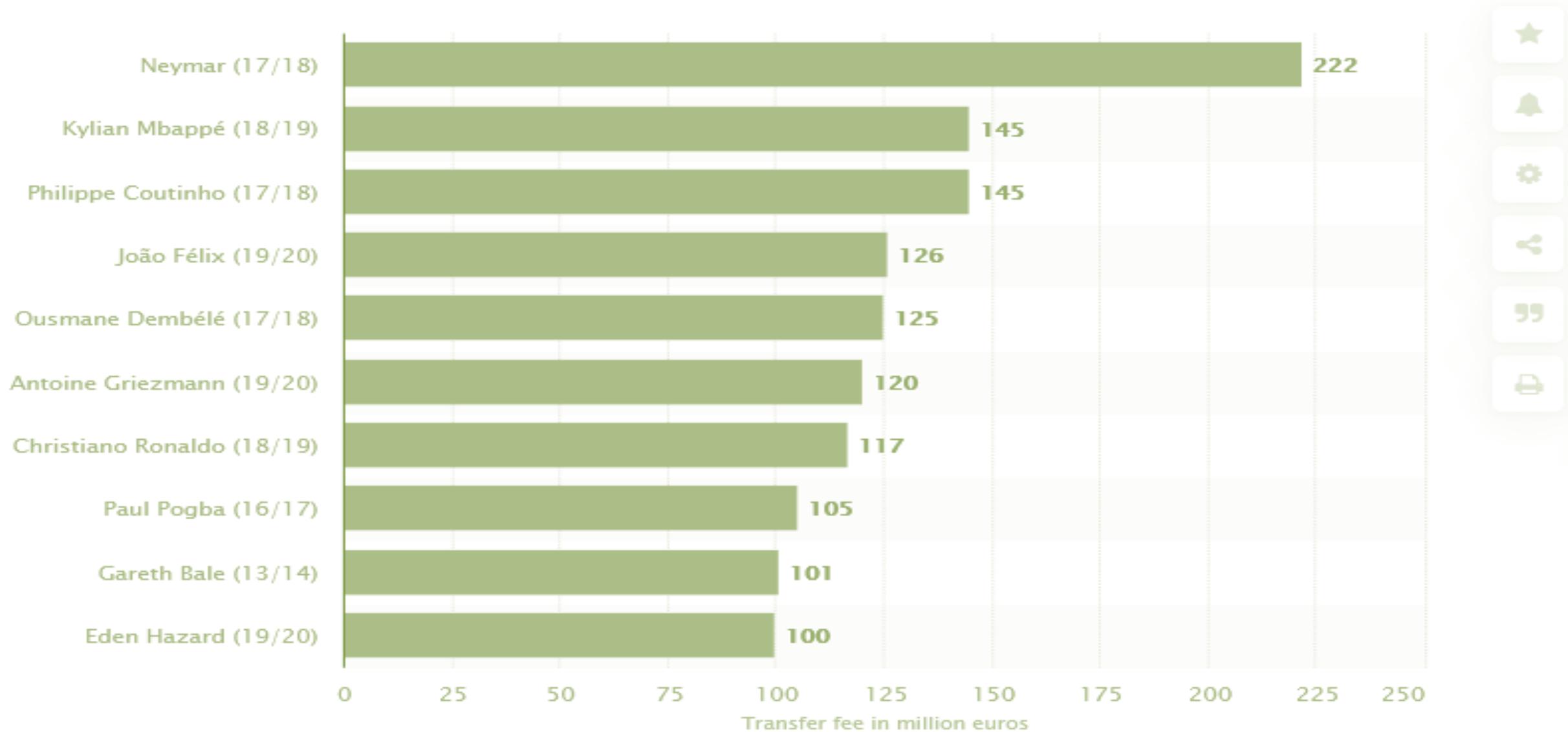
Kit Sponsor Ranking – Brand Strength



● Amount ● BSI



Top-20 European soccer clubs by total revenue 2018/19 season (in million euros)

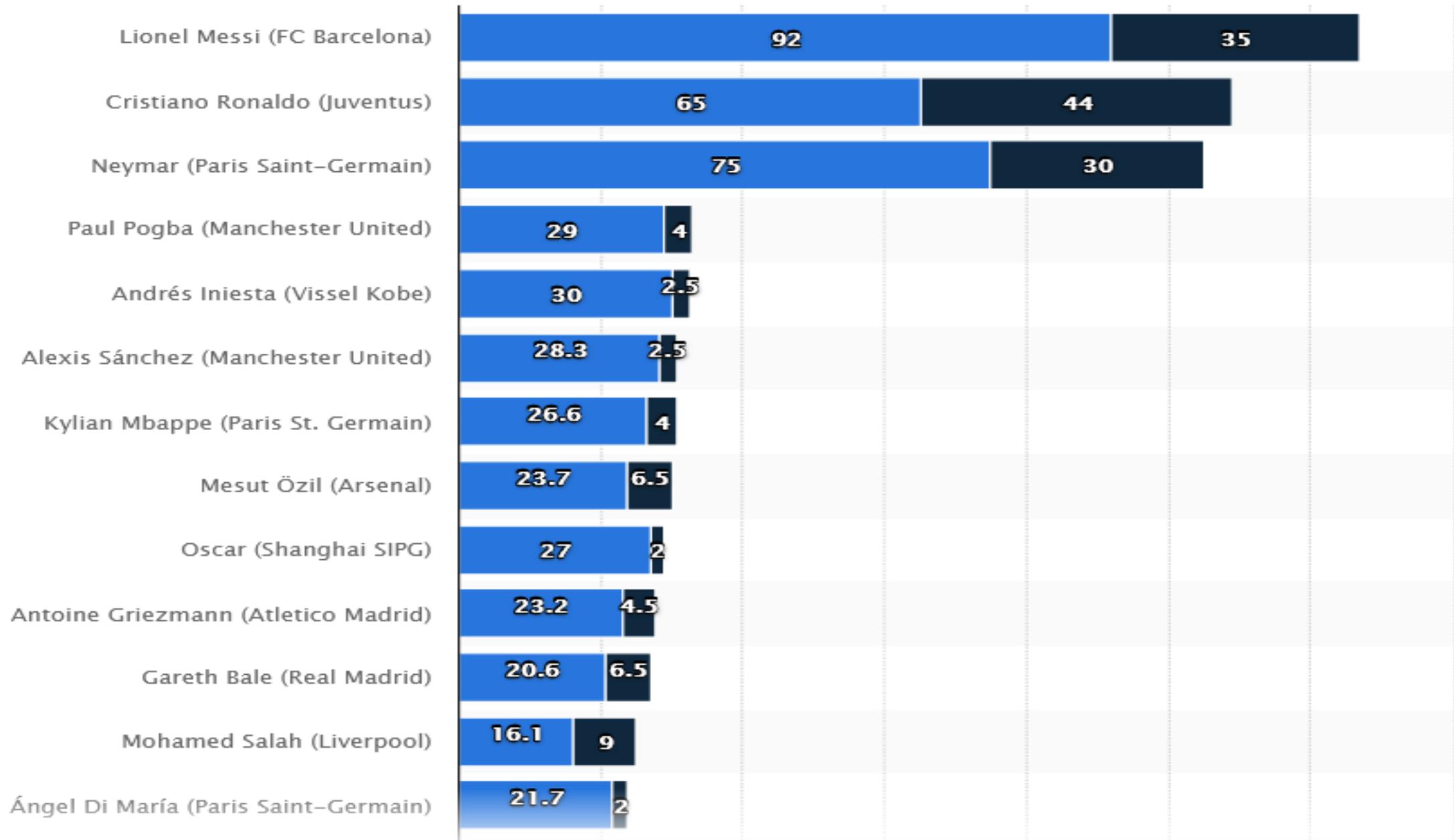


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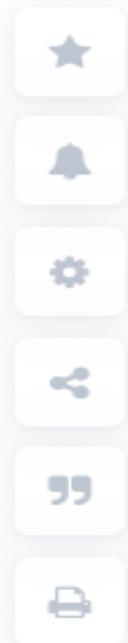
 Additional Information

Show source 

Soccer player transfers by highest all-time transfer fee worldwide as of March 2020 (in million euros)



Highest-paid (salaries & endorsements) soccer players worldwide in 2019



EGYPTIAN PREMIER LEAGUE



League level: First Tier - Egypt
 Number of teams: 18 teams
 Players: 559
 Foreigners: [85 Players](#) 15.2%
 ø-Market value: €221Th.

Record-holding champions: [El Ahly Cairo](#) 41 time(s)
 ø-Age: 27.0 Years
 Reigning champion: [El Ahly Cairo](#)
 Most valuable player: [Ramadan Sobhi](#) €3.20m

Total Market Value:
€123.68m

CLUBS - PREMIER LEAGUE 19/20

Club	Squad ↓	ø age ↓	Foreigners ↓	Total market value ↓	ø market value ↓
El Ahly Cairo 🏆 🏆	32	27.7	5	€22.88m	€715Th.
Zamalek SC 🏆 🏆	31	26.7	4	€15.25m	€492Th.
Pyramids FC	29	27.4	5	€14.85m	€512Th.
Ismaily SC	35	24.4	5	€6.63m	€189Th.
El Masry SC	36	26.3	7	€6.30m	€175Th.
Smouha SC	33	25.8	5	€5.83m	€177Th.
Enppi SC	32	27.0	3	€5.65m	€177Th.
Tala'ea El Gaish	33	26.8	4	€5.53m	€167Th.
Masr El Makasa	30	28.6	5	€5.43m	€181Th.
Ittihad Alexandria	29	28.1	5	€5.25m	€181Th.
El Mokawloon SC	29	28.7	5	€5.23m	€180Th.
Wadi Degla FC	27	25.2	6	€4.85m	€180Th.
Entag El Harby	28	28.3	4	€4.48m	€160Th.
El Gouna FC	28	27.5	4	€4.15m	€148Th.
Harras El Hodoud	32	26.6	5	€3.43m	€107Th.



Sports investments

the Ministry of Youth and Sports has achieved financial returns amounting to EGP 1.8bn from investment projects implemented in cooperation with the private sector.

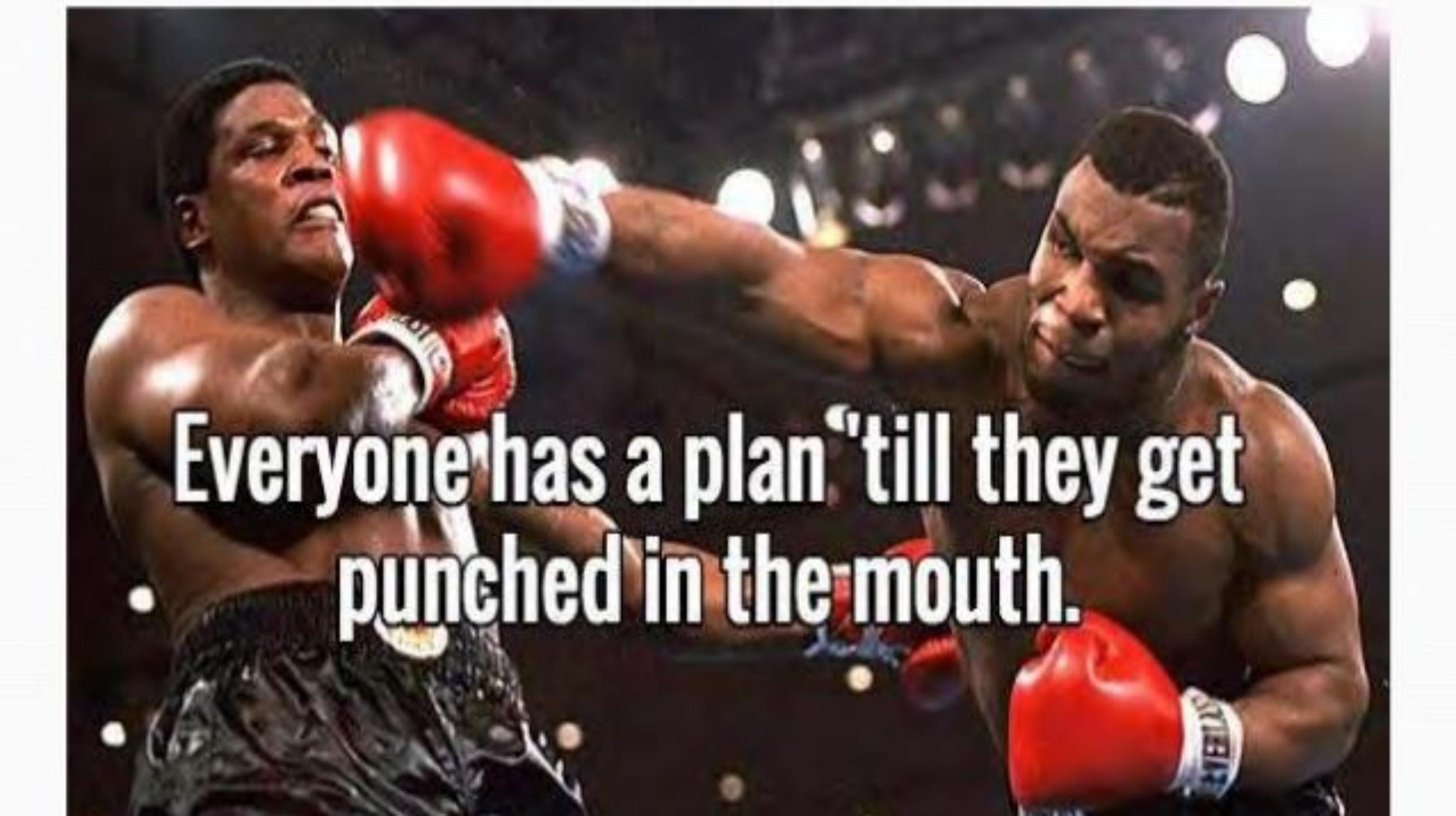
EGP 1.1bn from investment projects in youth centres. A further EGP 700m in revenues have come from the sports facilities sector.

mega events

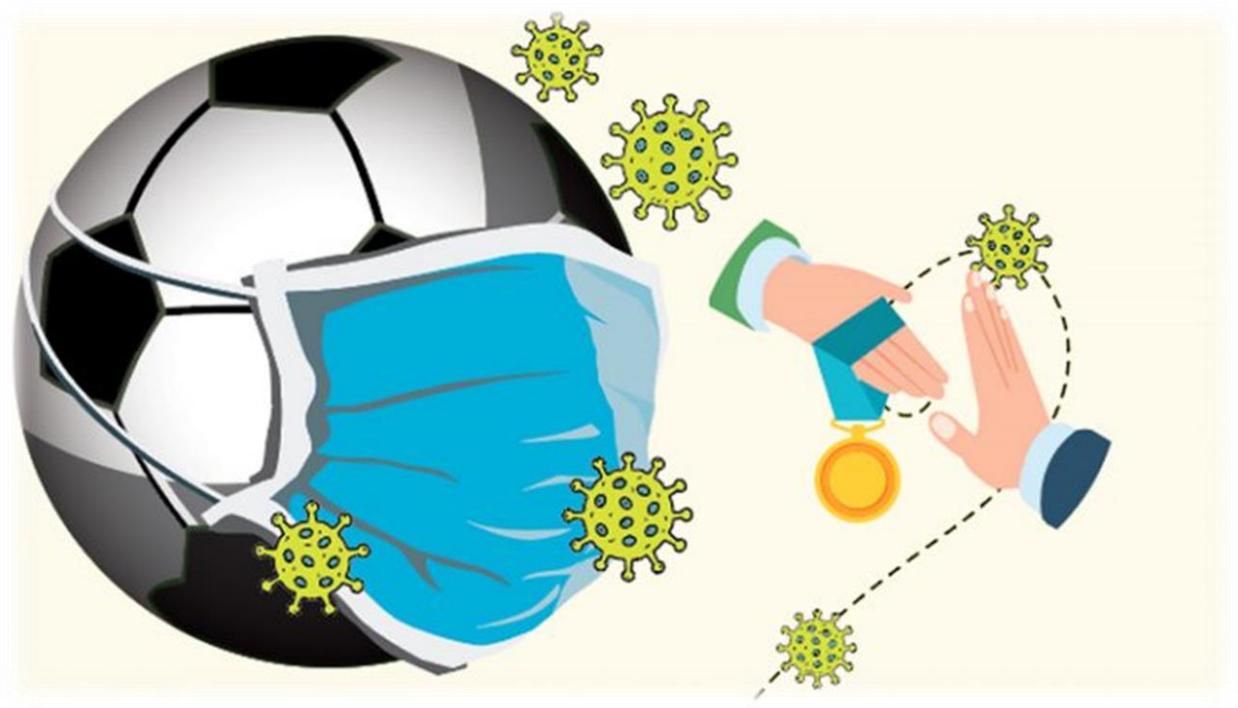


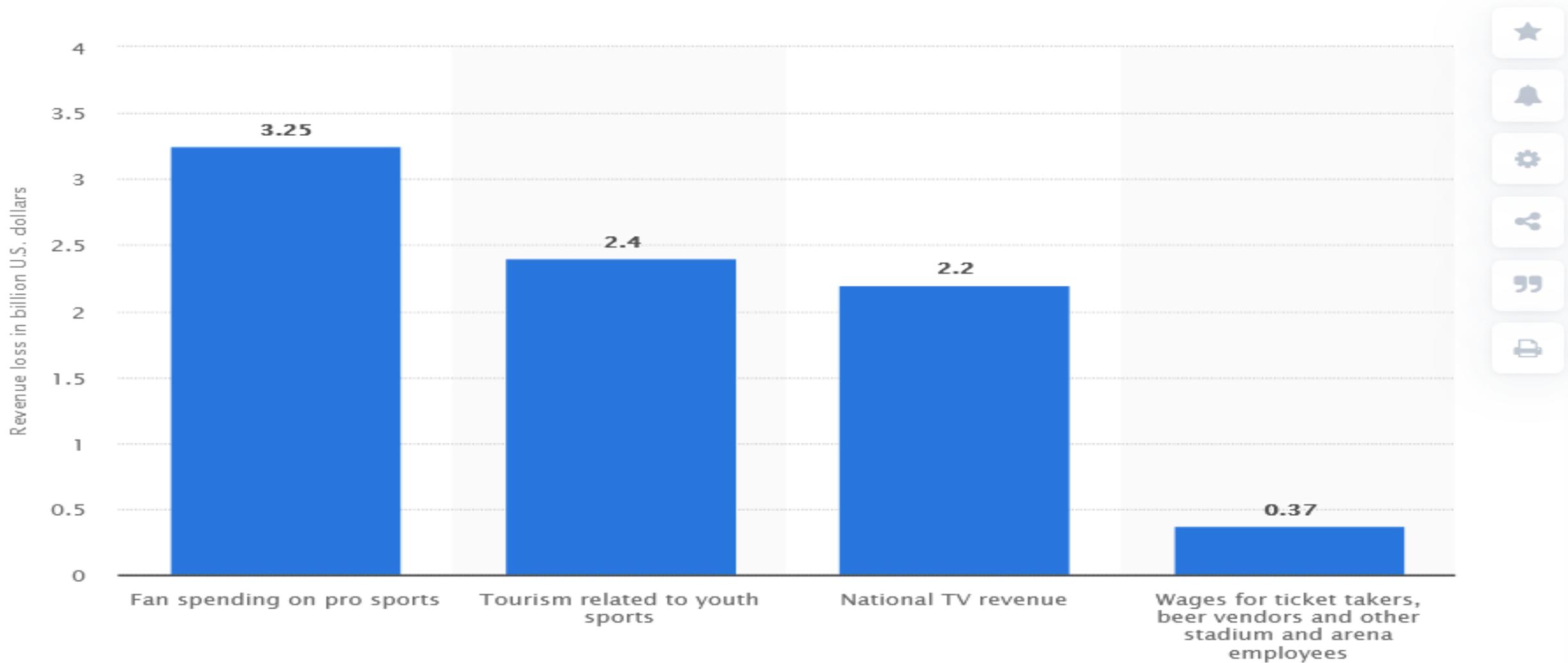
sports achievements



A meme featuring a scene from a boxing match. On the right, a boxer in red gloves is in the middle of a powerful right-hand jab, striking the face of another boxer on the left. The boxer on the left is wearing black trunks and has a pained expression. The background is a dark arena with bright, out-of-focus lights. Overlaid on the center of the image is the text "Everyone has a plan 'till they get punched in the mouth." in a bold, white, sans-serif font with a black drop shadow.

**Everyone has a plan 'till they get
punched in the mouth.**



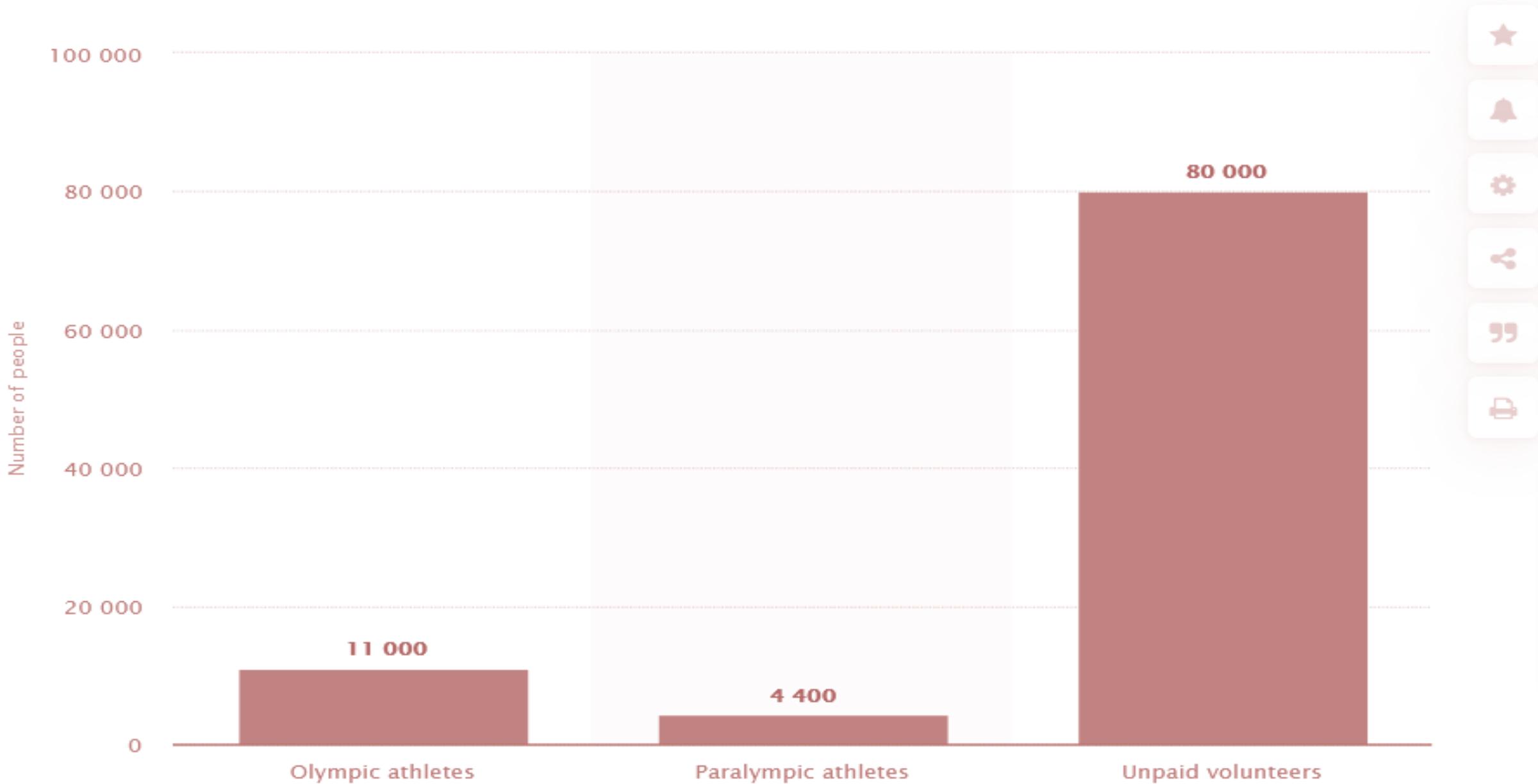


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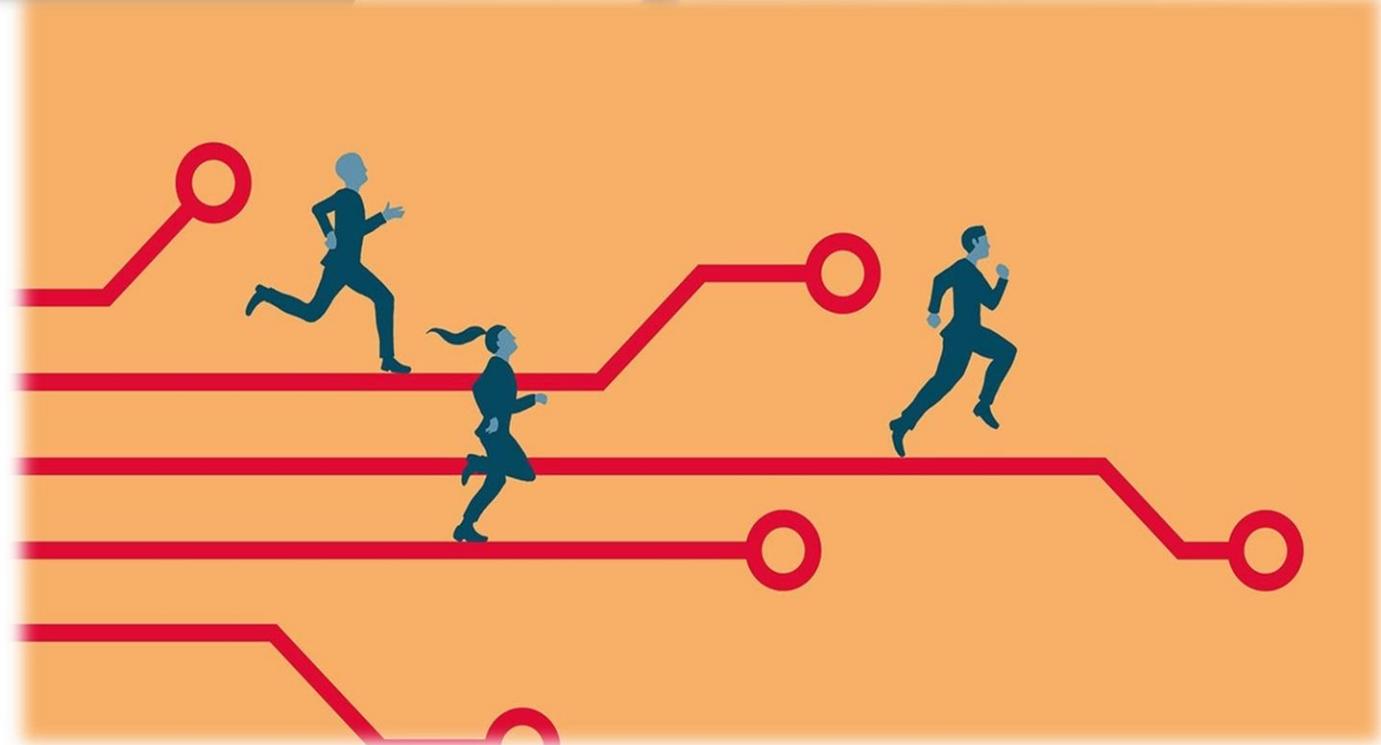
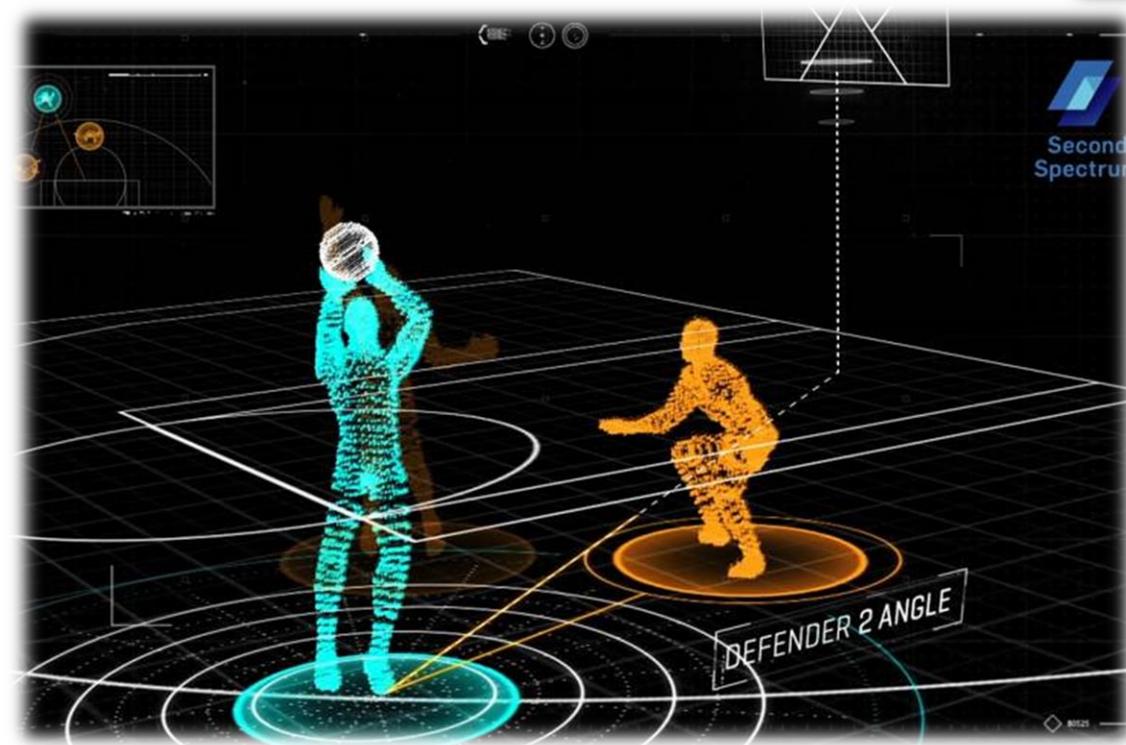
Loss of revenue in the sports industry due to the coronavirus (COVID-19) pandemic as of May 2020, by segment (in billion U.S. dollars)



Number of people affected by the postponement of the Tokyo 2020 Olympics due to the coronavirus (COVID-19) pandemic as of March 2020, by category



Machine Learning In Sports





organizational agility



concept of organizational agility

Organizational Agility is the ability to respond to strategic shifts in internal and external environments, make collective commitments and deploy the necessary resources quickly to capitalize on new opportunities.

Symptom \neq Problem



Why?



Focus on value

Pull

Collaboration

Team



Push

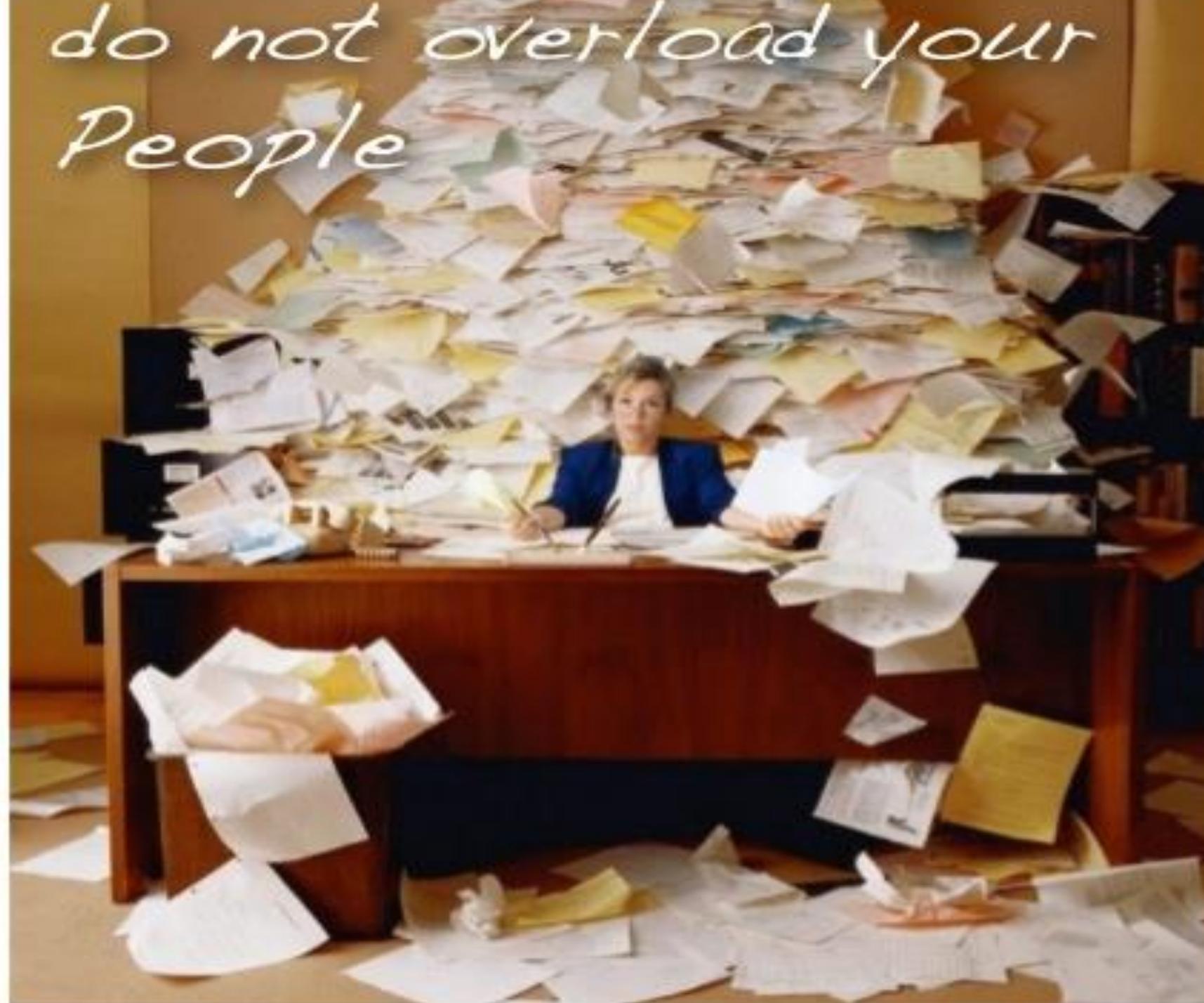
Competition

Compliance

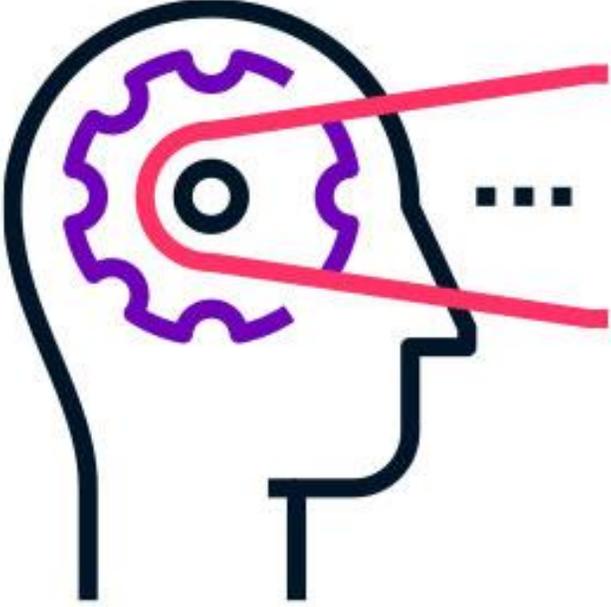
Individual

Overburden

(無理: muri)



**Elements of
organizational agility**



Speed

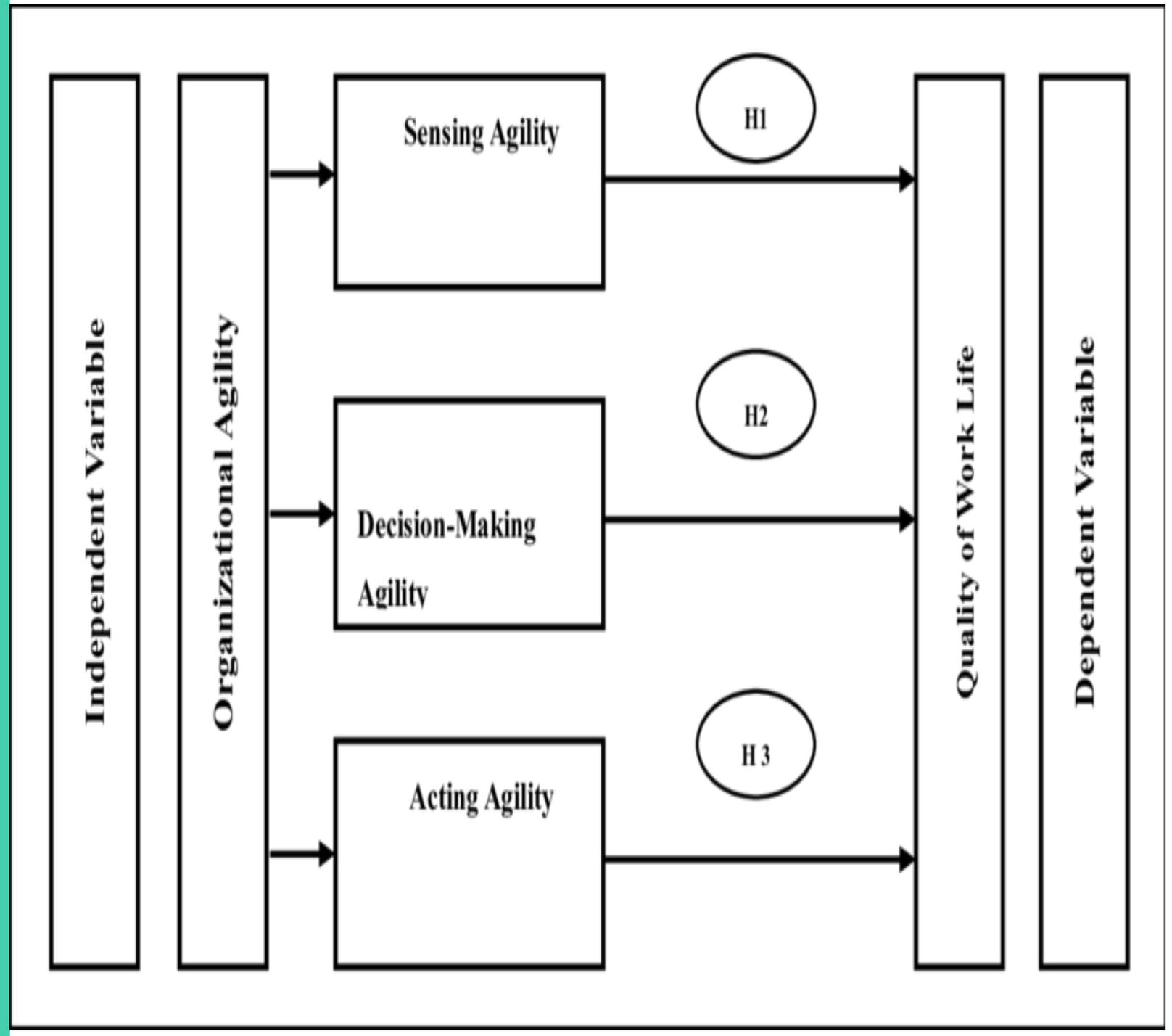
Innovation

Cooperation

**Foresight
Vision**

**Flexibility
and
adaptation**

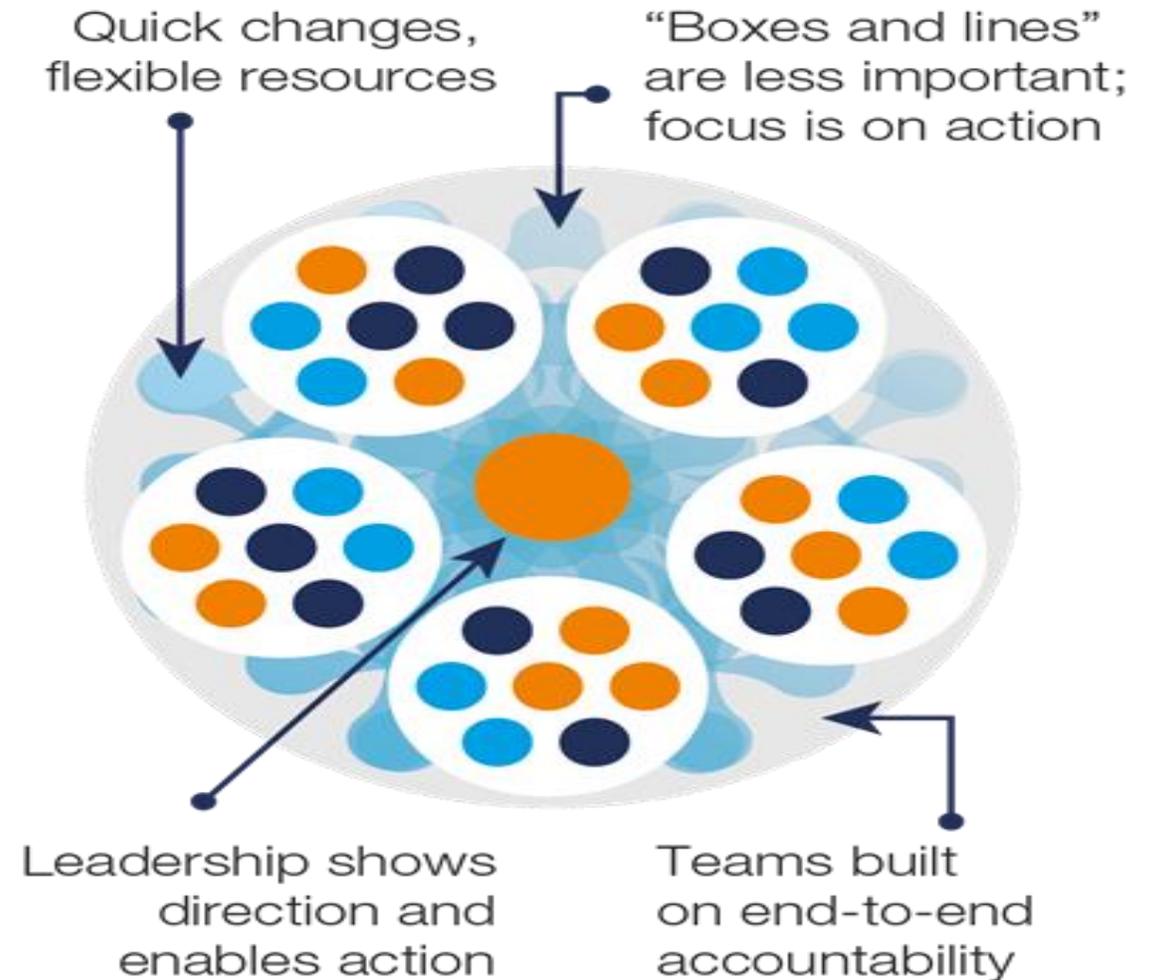
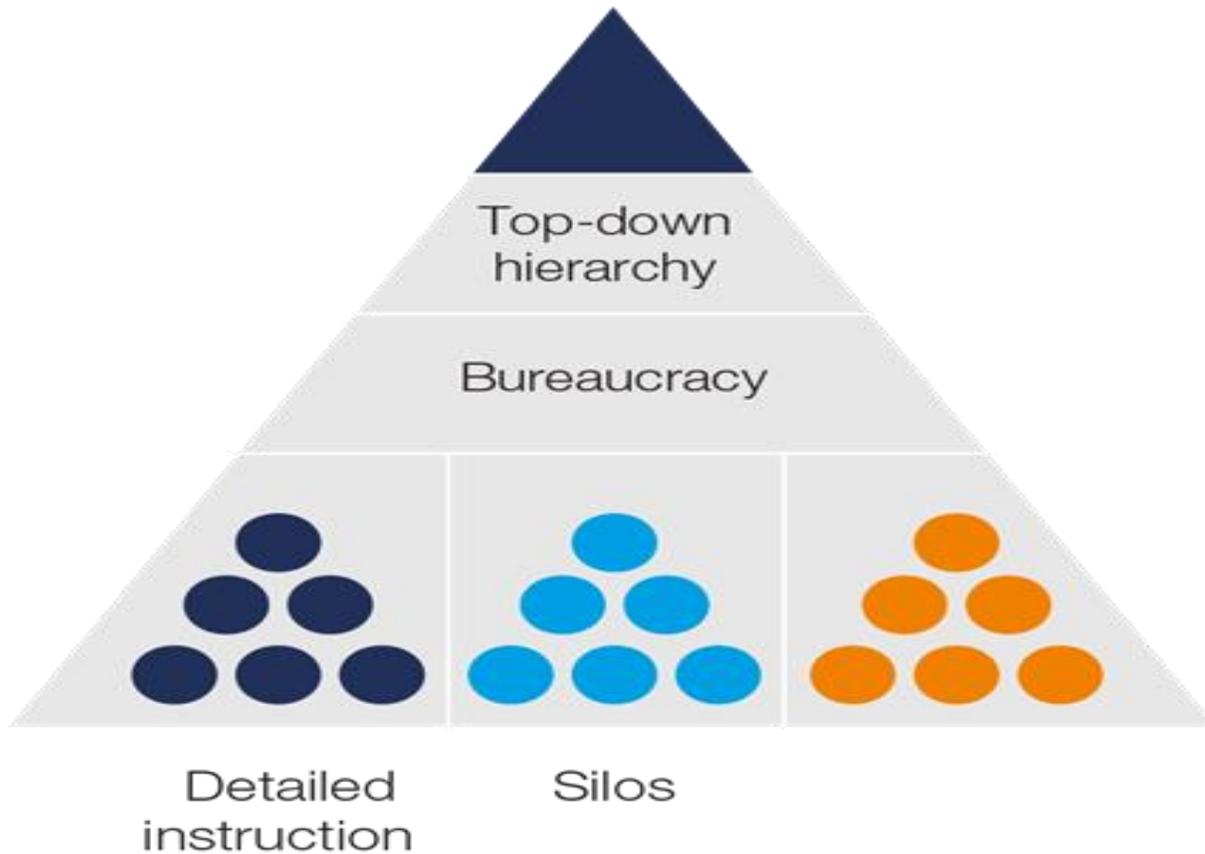
Excellence



Agile organizations are emerging as the new dominant organizational paradigm

From organizations as “machines” ...

... to organizations as “organisms”



THE FIVE TRADEMARKS OF AGILE ORGANIZATIONS

Trademark

Strategy



“Boxes and lines” less important, focus on action

Structure



Network of empowered teams

Process



Rapid decision and learning cycles

People



Dynamic people model that ignites passion

Technology



Next generation enabling technology

Organizational agility practices

- Shared purpose and vision
 - Sensing and seizing opportunities
 - Flexible resource allocation
 - Actionable strategic guidance
-
- Clear, flat structure
 - Clear, accountable roles
 - Hands-on governance
 - Robust practice communities
 - Active partnerships and network
 - Open physical and virtual environments
 - Fit-for-purpose accountable cells
-
- Rapid iteration and experimentation
 - Standardized ways of working
 - Performance orientation
 - Information transparency
 - Continuous learning
 - Action-oriented decision making
-
- Cohesive community
 - Shared and servant leadership
 - Entrepreneurial drive
 - Role mobility
-
- Evolving technology architecture, systems, and tools
 - Next-generation technology development and delivery practices

...all on the same boat





TRADITIONAL
METHODOLOGY

AGILE
METHODOLOGY



?

THANK YOU
FOR
YOUR
ATTENTION
ANY QUESTIONS?

