

**DEVELOPMENT OF A BASIC MODEL USING INFORMATION
TECHNOLOGY FOR SPORTS MANAGEMENT AND MARKETING IN ARAB
SOCIETIES**

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ملخص

هدف هذا البحث هو اختيار و وصف نموذج أساسي لتنمية الإدارة و الإعلان الرياضي بشكل عام و للأولمبياد بشكل خاص، في الدول الإسلامية. مثل الموضوع الرئيسي في هذا البحث كيفية تنمية الإدارة و الإعلان الرياضي في العالم الإسلامي الذي يملك أهمية كبيرة في الممارسات الرياضية و ضعف في الأمور الإدارية المتعلقة به. المحيط الإجتماعي، الثقافي و التقني المتعلق بموضوع البحث استنتج من خلال مراجعة المراجع العلمية الحديثة المنشورة من قبل مؤلفين إسلام. بالنتيجة لوحظ أن الـ **Information Technology – IT** و الإنترنت هي الخيارات الأكثر تردد في البحث كمصادر للحصول على تنمية سريعة متوازنة و ملائمة للأنماط الثقافية و الدينية للمجتمعات الإسلامية بشكل كامل. هكذا شمل البحث على، أولاً تطبيق فحص حول المفاهيم [Conceptual Testing] كي يرشد في إعداد النموذج الأساسي المرغوب به. المنهجية هنا حددت من خلال تطبيق إستفتاء نصف مفتوح و حسب الأنماط التقليدية للإعلان، و طبق في الأكاديميات الأولمبية الوطنية – **NOA** في الدول الإسلامية. تطبيق وسيلة الحصول على النتائج هذه كانت من خلال مقابلات، مبدأياً في أولمبياد اليونان، في حزيران 2006، و من ثم من خلال البريد الإلكتروني لأفراد متعلقين بهذه الأكاديميات أو مشار إليهم من قبلها، حتى كانون الثاني لعام 2007. من الـ 14 أكاديمية أولمبية وطنية إسلامية الأكثر مبادرة حسب تسجيلات الأكاديمية الأولمبية الدولية (اليونان)، جاوبت ثمانية منهم من خلال أفراد متعلقة بها، ما يمثل 57.1% من العدد الكلي. هذه النتيجة صادقت على البحث من خلال الإستفتاء البريدي. بدورهم، الـ 15 مجاوب المشارك بنشاطات الأكاديميات أضافوا بتعليقات حول المفاهيم التي رغب بفحصها من خلال الإستفتاء. المرحلة الثانية من هذا التحرى ضمت على تفسير النتائج من خلال مقاييس التقارب، و إعتباراً منهم جرى إختيار خمس مفاهيم حررت كحلول للمشاكل. من ثم إستعملت هذه المفاهيم كتوجيه لإختيار نموذج الإدارة و الإعلان التي أختبرت و طبقت، و التي كان بإمكانها أن تجاوب على الهدف العام للبحث. بالنتيجة، طريقة الخيار هذه من خلال المقارنة توصلت إلى النموذج "الأطلس الرياضي"، كقاعدة للنتائج (database) غير تجارية و التي أشارت على إمكانيتها في الإستجابة، و بشكل تبسيطي، على الضرورات الحالية و الأساسية في التنمية الرياضية في العالم الإسلامي من خلال الـ **IT** و الإنترنت.

ABSTRACT

The present research aims to select and describe a basic model for sports management which can be used by Arab societies, with emphasis on marketing as a tool of promotion and development of sport in its different manifestations. The research problem from which such research originated (major assumption) is related to the question of how to develop management and sports events of high relevance but also cases of low relevance of management. The social, cultural and technological context which refers to the problem of the research was established through recent scientific literature review published by Arab authors. For this purpose it was observed that Information Technology – IT and the Internet are today's choices of larger convergence in the consulted sources for a fast, balanced and adequate development to the cultural and religious customs of Arab societies as a whole. As a first step, this investigation applied a Test of Concepts (Conceptual Testing), which could guide the elaboration of the intended basic model. The methodology in this case was defined by the application of a semi-open questionnaire following traditional marketing techniques, having as universe of respondents the National Olympic Academies – NOAs of Islamic countries. The application of such an instrument of data collection was done personally, initially in Olympia Greece, in June of 2006, and afterwards through e-mail with respondents either related or indicated by the NOAs until January 2007. Out of the 14 most active Islamic NOAs, according to registers obtained from the International Olympic Academy (Greece), 8 manifested by means of the respondents linked to them, which represented 57.1% of the total. This result validated the research through posted questionnaire. The 15 respondents who participated in activities at the NOAs added comments to the tested concepts through the questionnaire. The second stage of the investigation was the interpretation of the results by means of criteria of convergence, from which 5 concepts were selected according to a problem-solving formula. After that these concepts acted as principles for the choice of a model of management and marketing already experimented and in operation and which could fulfill the general objective of the research. In conclusion, such process by comparisons fell upon the choice of the "ATLAS OF SPORTS", a database of free access and non-commercial use which proved to be capable to cater in a simplified fashion for today's fundamental demands for the development of sports in the Arab world through IT and the Internet.

DEVELOPMENT OF A BASIC MODEL USING INFORMATION TECHNOLOGY FOR SPORT MANAGEMENT AND MARKETING IN ARAB SOCIETIES

INTRODUCTION

“The Olympic ideals and principles exactly coincide with what our Islamic religion has been preaching for fourteen centuries”.

HRH Prince Faisal Bin Fahad, “Saudi Arabia and Olympism”,
Olympic Review, n°132, 1978, pp. 628-632.

The present research aims to select and describe a basic model for sports management which can be used by Arab societies, with emphasis on marketing as a tool of promotion and development of sport in its different manifestations. The research problem from which such research originated (major assumption) is related to the question of how to develop management and sports marketing in the Arab world, which today shows not only practices and sports events of high relevance but also cases of low relevance of management in cooperation between countries, regions and sports disciplines.

The hypothesis that gives support to the construction of a basic model for management refers to the opportunity that countries that have various ethnic groups and economic situations and which follow the Islamic religion can improve not only sports practices and results but also international competitiveness. In other words, the perfecting of sports management and marketing in this case represents some reinforcement of the national economies as well as an advancement of the Arab societies as a unified block through sport, especially through Olympic sport, which is already traditional in the Arab world.

Within the context of the initial approaches of this study, it is important to characterize sports management and marketing in adjustments to the general objective and to the central hypothesis of this investigation. Within these

circumstances, once more, opportunity has been adopted as criterion. It is then essential to cite the following Arabic source of studies on management when challenges of the new millennium are analyzed: "A new generation of Arab leadership has started to surface in several Arab countries, one that is familiar with the high-tech world, which embraces a global vision, and can reasonably aspire to world-class standards of excellence, with such leadership, countries of the region will be in a better position to promote a common vision based on these values" (Azzam, 2002, p. xi)

In terms of the general direction of this investigation, sports management and marketing has been understood as dependent on a platform of information that allows identification and selection of necessary interventions for the development and promotion of sports in Arab societies. This would start from relationships with the Olympic ideals and the Olympic Movement which already exist in operational conditions. Such platform of information has been understood by the present study as part of the Internet and for this concept it is necessary to cite Azzam (2002, pp. 36-37): " The impact of the Internet on the developing countries, including those in the Arab region, could be more powerful than in the West. Countries with high distribution margins, less competition and price transparency are likely to see the biggest gains in efficiency as a result of the Internet".

As a result, sports management and marketing in the adopted option by this research are defined basically as a tool which includes a network of relationships via Internet, in which autonomous users cooperate with one another generating and sharing information. As information becomes knowledge, that is to say, nexus of practical utilization, always re-interpreted within time periods and geographical space, it makes up the bases for decision-making processes or technical elaborations. The collaborators of this process of mutual development within the Arab world are not only federations, clubs, managers

and sports coaches but also companies, government agencies, investors, various groups and people potentially able to generate information and support sports activities for either commercial purposes or not-for-profit objectives.

In a last instance, the concepts/meanings of management and marketing are understood by this investigation as dependent on basic information about conditions of operation of sports activities. If information is not available, improvisation will take over, which will push away financing sources and potential sponsors.

The evidences that pointed to the construction of the presuppositions of this aforementioned investigation were:

1. Sports which have been related to the Olympic Movement inaugurated by Pierre de Coubertin since the very beginning of the 20th century in Arab societies with continuous expansion and overcoming of conflicts between the nations and blocks affiliated to the International Olympic Committee.
2. The constant presence of Arab societies in the Olympic Games and in other events of great international importance reflects adherence of institutions and governments as well as popular interest in sport.
3. The growing involvement of the Arab world in Olympic events has been recently reinvigorated by the 15th Asian Games which took place in Doha, Qatar, in 2006, when the strategy of staging the 2016 Olympic Games in this Arab country was established by means of official initiative of the Qatar National Olympic Committee – QNOC (China View, 2007)¹.
4. The impact of the good management practices utilized by QNOC in the Asian Games 2006 were recognized in the Olympic milieu of the West as it shows in the London 2012 Forum (2006)².

5. Since the end of the decade of 1990, technical studies of Arab authors have indicated the development of Information Technology – IT as a pre-requisite to be fulfilled by the Islamic countries so that they have success in national development and active participation within the global economy of the 21st century (Masmoudi, 1998; Ayish, 1998). This prognosis presupposes the development of sports in the Arab world as dependent on a better and always growing use of IT in its management and marketing.

DELIMITATIONS OF THE RESEARCH

The above evidence (number 5) delimits initially the research here reported according to the items that follow:

- i. The field of definitions of the research is IT, in which it refers to the circulation of information and respective transformation in knowledge usable in sports management and marketing.
- ii. The degree of generalization of the model of IT to be constructed and of the description of its operational details should be regulated by a review of sources of Islamic countries in relation to the degree of penetration of the new technologies of computers within these societies.
- iii. Following Masmoudi (1998, p. 134), author who discusses losses and benefits of IT in Arab Societies, the delimitation of this research has considered the cultural factor – which includes religion – as fundamental in the sense of the observation of the level and of the

pace of adoption of new technologies in terms of construction of the aforementioned model in items i and ii.

- iv. Another delimitation which seemed to be adequate was that of sports related to the Olympic Movement and the International Olympic Committee, which was equally developed in Arab societies, following the doctrine of international cooperation with complete independence of each country affiliated to Olympic organizations and events.³ This investigation does not include non-Olympic sports and their peculiar organizations as they had either unequal patterns of adherence or none at all in relation to the nations that make up the Arab world.
- v. The delimitation which focuses only on a model of management and marketing through the Internet is admitted in this investigation as point of departure and basic platform for common development of the Arab societies in these disciplines of knowledge of modern sport. This approach does not necessarily exclude other versions of management and marketing which are either already available in the cited countries or planned to be implemented in the future.

METHODOLOGY STRATEGY

The objective of selecting a basic model of sports management and marketing through the Internet implied in assuming exploratory research, that is to say, a study in which the problem is not sufficiently described and delimited in its details.

As such, this exploratory research is classified as qualitative as it is used to indicate answers to the questions related to 'why', 'how', and 'when', and not 'how often', or 'how many', typified by quantitative research. These choices are much more justified by Gumuresson (2000, p.85-86), specialist in research methods in management and marketing, who considers qualitative research

equivalent to quantitative. The distinction between both types resides in the capacity of the qualitative nexus to produce understanding or 'Verstehen', according to the jargon of scientific methodology, while quantification is related to explanation, which is generally causal, without any attention to meanings of relationships and of socio-cultural processes.

Moore (1992), another classic author in the area of management and marketing, recommends the use of exploratory and qualitative research to test concepts before the launching of a new product in the market. In this case, the test consists of the submission of written concepts to users of the future product, service or strategy through personal interviews, field surveys and focus groups. This procedure of consultations can be complemented by quantitative methods, combining understanding with explanation.

This way, the selection of a basic model of management and marketing for Arab societies naturally depends on qualitative exploratory research about concepts that will give support and meaning to the intended choice. In this particular, Moore (1982) adds that the concepts to be tested should describe solutions to one problem. Actually, Oyen (1992, pp. 1-10) proposes descriptive comparative research in face of problems of diversity of opinions, concepts, behaviors etc. in a given group of countries. A methodological strategy (cross-national) which treats data – concepts, in this case – related to one point at a time is then admitted in this research.

Besides his preoccupation in having transversal research and avoiding changes in time periods that cannot be compared, Oyen (1992, p.10) emphasizes the necessary distinction between micro and macro levels for descriptive and comparative analyses. Effectively, a concept with cross-national meaning can only be justified in macro-level terms because the diversity of details does not allow for adequate comparisons at the lowest levels.

To sum up, the investigation presented by this report was delineated taking into consideration item iii of the previous section "Delimitations of the Research", which emphasized the cultural factor – religion included – as fundamental. And, in these circumstances, the study fell upon a test of concepts, which took place before the choice of the IT model. Such concepts were understood as referring to Olympic sport once cultural approaches were admitted as part of scientific literature review, naturally elaborated from Arab sources. The investigation was then developed as follows by items of operation.

ORGANIZATION AND MANAGEMENT OF THE RESEARCH

The field survey consisted of the application of a questionnaire which included concepts related to culture, religion and perspectives of economic and social development of the Arab world, having as complement sports in general and Olympic sports in particular. The written statements in a total of 16 items were produced as scientific literature review, which is recent and which originated from Arab authors. Each statement was adjusted to the sports area according to current knowledge in Olympic studies and multiculturalism obtained in DaCosta (2002, pp. 39-176).

The concepts elaborated for this test were all referred to the macro level of cross-national comprehension of the Arab world and as such only three answers were possible to be accepted: 'yes', "no" and "do not know". This level of generalization of the answers was adequate to the macro level perspective. It had Oyén (1992, p.10) as support when this author suggested that people in general understand better the nexus of space in hierarchically ordered levels including the social environment and the nation in which they live.

As a result, the cross-national context was admitted as valid by means of generalizations already found in the literature review, once possible details could produce false causalities. In other words, answers in scale – such as Lickert's for

example – or other methodological solutions were not considered in this research because each concept should be tested as either adequate or not to Islamic nations in general.

The questionnaire was elaborated as semi-open with enough space for comments from the respondents. This was done to increase the degree of participation in the research.

To sum up, the objective of the applied instrument in this field research was to test concepts that could guide the choice of a basic model of management and marketing adjusted to the necessary sports relations among Arab societies. And, in this sense, the questionnaire was applied between June 2006 and January 2007, initially through personal contact and later through e-mail, according to the reports that follow. Appendix 1 shows the questionnaire here described and analyzed in relation to its application and validity.

RESPONDENTS

The preliminary design of the research defined the National Olympic Academies (NOAs) as support agents for the information which is necessary to test the concepts of the model to be identified as that of sports management and marketing. This decision was based on the fact that the NOAs are considered segments of the National Olympic Committees (NOCs) – maximum authorities in Olympic sports in each Arab society, which devote themselves to studies and investigations and which circulate internationally with continuous participation in the activities of the International Olympic Academy (IOA), headquartered in Ancient Olympia, Greece.

A consultation to IOA Reports⁴ published between 2000 and 2004 showed that the NOAs present at the annual IOA Sessions were the ones hosted in Tunisia, Saudi Arabia, Qatar, Sudan, Oman, Turkey, Malaysia, Indonesia, Bahrain, Lebanon, Kuwait, Egypt, Syria and Iran. This group of NOAs was then considered as the universe of this investigation in terms of Islamic nations as

they fulfill minimum and adequate qualifications for the test of concepts materialized by questionnaire of Appendix 1. It is important to notice that the nature of the research problem demanded from the respondents a preliminary concept of the status of Olympic sport in each country in focus and in the Islamic world as a whole, reducing the universe of qualified informers.

The application of the questionnaire was directed to subjects who participated in the activities of the NOAs, which resulted in a total of 14 potential respondents. This total equals to the whole of Islamic countries here considered proactive due to their active participation in the IOA events. Therefore, the criterion of being proactive was applied in order to give more consistency to the chosen group of respondents.

SAMPLE

The present investigation proved inadequate to the use of statistical methods and of samples which included a great number of respondents because the object of this research was Islamic culture and technological advancement, which requires qualitative comprehension of relationships between society and technology instead of quantitative explanations which do not belong to cultural phenomena.

Therefore, the sample of this study was defined as indicative and not statistical of the universe of 14 NOA respondents when the answers to the questionnaire were studied. These positive replies included 8 NOAs, representing 57.1% of the universe of this research. This result was considered satisfactory once the procedure of posting questionnaires is valid from 10% of return (Bing, Akintoye, Edwards & Hardcastle, 2005).

It is essential to point out that the totality of the respondents had links with the respective NOAs and that in the cases of Tunisia, Sudan, Qatar and

Saudi Arabia there were 2 informers. Three informers were linked to NOAs of Iran, and Oman, making up in these conditions 15 respondents, representing the 8 countries of the sample. Appendix 2 shows the relationship of the informers of the questionnaire survey with their NOAs of origin as well as their electronic addresses.

The initial application of the questionnaire was done through personal contact and interview with 7 respondents (Tunisia, Sudan, Qatar, Saudi Arabia, Oman and Iran)⁵.

The 46th International IOA Session, July 2006, held in Ancient Olympia, Greece, made up the opportunity of personal contact of one of the researchers of the present investigation with 7 Islamic participants of the event – out of a total of 11 – who tested the concepts of aggregation of cultural and religious traditions with sports tendencies and today's advancements of IT. After that, the questionnaire went through some language changes as a result of this two-week contact in Olympia and has also been used as a means of identification of Islamic authors for the production of the book "Olympic Studies Reader", to be launched in 2007/2008 as part of a project of the IOC associated with universities of the Western and Eastern worlds.⁶

Finally, the indicative and non-statistical sample of 15 respondents included not only those who answered by means of interviews but also the ones who answered by electronic mail after their names were chosen by the NOAs. The title of the instrument that tested the concepts (Appendix 1) was adjusted to the profile of the respondents as "Sport Management in the Arab World from a Multicultural Perspective". The profile of the participants was defined in the questionnaire according to the various types of positions they maintain with sports such as sport leaders, scholars, undergraduate and graduate students, researchers, sport professionals and journalists.

LITERATURE REVIEW

The review of scientific literature from Arab sources had the central hypothesis of this study as a reference. It was then organized in the 16 conceptual positions of the questionnaire, which included references in its final section. This way, the selected data of the literature review were incorporated to the instrument of the test, becoming concepts subjected to appreciation and validation by the respondents.

Nevertheless, the sports version in each concept consisted in the projection and adaptation to the social, cultural and technological state described by the selected Arab authors (see italicized declarations in Appendix 1). This procedure was inspired in Puig (1997), author who describes and analyzes sports organizations by international comparison and who concludes: "Sport organizational models are distinguished by diversity. This reveals that such models are not the exclusive product of rational decisions but rather of a specific social-historical context".

More specifically, the sportive concept put to test by the questionnaire represents a solution to the development directed by the social and cultural context of the Arab world, which also conciliates with the macro level delimitation and the research problem in proportions and characteristics.

DATA COLLECTION AND ANALYSIS

The data collected through the questionnaire shown in Appendix 1 were initially processed (Appendix 3) as percentages were attributed to the incidence of negative, positive and do-not-know answers for each of the 16 items. The Table shown in Appendix 4 was constructed based on the quantitative revision of the answers given, which represents a selection of the concepts which only referred to sports. The criterion of the "80 - 20 rule of management" was then applied. This

criterion corresponds to Pareto's Principle in statistics, which states that in business matters generally 80% of facts occur as a counterpoint of the other 20% (Reh, 2006), which is the case of the test, negative answers and lack of knowledge. This procedure was the first round analysis of the questionnaire results of the field research, which selected only the items that obtained percentage equal or superior to 80%, totaling 13 concepts, having as basis the development of sport in general and especially Olympic sport.

The table of Appendix 5 constitutes a refinement of the '80 - 20 rule of management' showing the final selection of concepts: declarations with support equal or more than 90% of positive answers from respondents. The results were therefore product of the analysis of convergence of the positive options, summing up at the end 5 declarations identified by capital letters from A to E.

The analysis that followed was that of comparison of the concepts A, B, C, D and E with a database model for Internet use, also described by items and chosen particularly because it supposedly fulfilled the requisites of the objective of this investigation.

The table of Appendix 6 presents the basic definitions and operational descriptions of "ATLAS OF SPORTS", database developed and updated in Brazil since 2003, with last verification online in January 2007 done by the researchers of the present investigation at <www.atlasesportebrasil.org.br>.

Appendix 8 consists of a comparative analysis of the concepts tests by the field survey and consolidated by the table shown in Appendix 5, having as reference the 6 items from "a" to "f" of Appendix 6.

By this last procedure it was possible to observe that the "ATLAS OF SPORTS" is in fact an alternative of a basic model for sports management and marketing which can be used by Arab societies. In fact, it was possible to conclude that there was some adequacy of the selected model to the principles of the Arab world for its definition due to the high level of correspondence between the data of the tables of

Appendices 5 and 6, with the exception of item "C" of the concepts, which focuses on multiculturalism and respect to diversity. Moreover, because the "ATLAS OF SPORTS" is a simplified information system of low operational cost, free access, no cost and no commercial objectives, its adoption presents a minimum of risks to sports institutions in any country.

DISCUSSION OF RESULTS

The discussion of the analysis presented in the previous section has proved significant because of the revision of the choice of the "ATLAS OF SPORTS" model as a solution to the problem of this investigation. Effectively, there is a great variety of basic models of information for management and marketing, but few refer to sports. For this reason, the option of the "ATLAS OF SPORTS" seems to be thoroughly appropriate when one searches for information systems in IT which could support the needs of data for decision and operations in the sports arena.

This identification was presented at the International Association for Sports Information (IASI), an international association that brings together a worldwide network of information experts, librarians, sport scientists and managers of sport libraries, information and documentation centers. The desired system was not available at this institution once the 9 largest international data base systems on sports affiliated to IASI devoted themselves mostly to science and to technical knowledge of sports practice (see <http://www.iasi.org/guides/index.html>). For this reason, management and marketing for IASI are only areas of knowledge and not tools for administrative decision and respective operations. Summing up, IASI is more for needs of universities and laboratories than for sports enterprises and institutions such as federations, clubs, NOCs, NOAs, media, etc.

A similar process took place with any search in the COMPASS system “Co-Ordinated Monitoring of Participation in Sports”, organization linked to the European Union with access at <http://w3.uniroma1.it/compass/>. COMPASS is concerned with data collected in national sports participation surveys which use questionnaires to collect information on a range of specified sporting activities over a specified period of time. This institution gathers 9 European countries which follow COMPASS standards that privilege Olympic sports as basic sports for the assemblage of a statistics system in sport. Although numbers about sports participants and athletes are necessary for decisions about management and marketing, the data collected by this system are not enough to supply the search for knowledge about sports relations and links with society and with culture. In other words, institutional data as well as data on lack of means, practices which are geographically located, finances, government projects, history of initiatives and other implications of national, local and regional development of sports are not made available through COMPASS. And as such, this system does not cater for today’s needs of sports in the majority of developing countries, including Islamic countries.

Taking these conditions into consideration, the choice of the database of the “ATLAS OF SPORTS” was validated by its design which was supported more in the perspective of the needs of the sports than in the organization of statistics of the systematic and standardized collection of data as it occurs today in the so-called developed world. This option is part of the presentation of the “ATLAS OF SPORTS” (DaCosta, 2005, pp.7 – 10), which also emphasizes that not only simplified procedures but also procedures for short term implementation precede and can operate as a valid alternative due to the absence of national statistics in the sports sector (see Appendix 6).

Even being a simplified and low cost system, the “ATLAS OF SPORTS” was introduced as an innovation in IT as it can be observed in the comparative Table

of Appendix 7. The "ATLAS OF SPORTS" as a system of information can succeed in any community and volunteer system typical of sports practice in countries which face social inequalities. In other words, the "ATLAS OF SPORTS" can deal at the same time with technologically advanced activities and poverty, as it happens in Brazil, where it originated (see item "c" of Appendix 6).

In this sense, there is also meaningful information related to the Islamic world and the experience of the 'ATLAS OF SPORTS" in Brazil, which resides in the fact that Brazil is a multicultural country with great ethnic diversity in which 9 million descendents of Arabs have chosen as a second home. The data base of the "ATLAS OF SPORTS" have been operating in conditions similar to those found in Arab societies, which explains then the high correspondence found between the table of concepts of Appendix 5 and the items of description of the "ATLAS OF SPORTS" in Appendix 6.

CONCLUSIONS

The data collected and processed initially by the survey method and then by a test of concepts to establish the profile of the basic model of information for sport management and marketing showed significant convergence about the "ATLAS OF SPORTS". This conclusion also seems to present a solution to the problem of the present investigation which was about how to make operational a system to be identified by the various societies of Arab culture, a challenge equally faced by the "ATLAS OF SPORTS" in a society which is also thoroughly diversified and which lives with an IT of external influences.

In addition to these findings, it is important to finally point out that the field survey revealed that the respondents seemed to be more comfortable discussing the questions related to Olympic sports and to sports in general than when talking about cultural themes, which is natural in relation to their voluntary and private devotions and professional occupations. However, the results of the test of concepts of the basic model of management and marketing (Appendix 5)

show that culture, society and religion are present in the 5 selected concepts, this way typifying a larger influence of sports in the Arab world.

However, the influence of Olympic sport is present in 3 of the 5 cited concepts. In other words, the relevance of the study developed lies especially in the finding that the sporting Olympic traditions also inhabit Islamic traditions. And to explain this mutual adaptation in a conclusive way it is crucial to cite again HRH Prince Faisal Bin Fahad's words, former president of Saudi Arabia NOC, from three decades ago, "The Olympic ideals and principles exactly coincide with what our Islamic religion has been preaching for fourteen centuries" (quoted in "Saudi Arabia and Olympism", Olympic Review, no. 132, 1978, pp. 628 – 632).

NOTES

1. The news agency China View published in its website www.chinaview.cn the following declaration, dated January 14, 2007: "The success of the 15th Asian Games has proved host Doha's capability of staging big event and is part of a strategy to bring the 2016 Olympic Games to the west Asian country, the Qatar National Olympic Committee".
2. Declaration of the 2012 London Forum at www.the2012londonolympics.com (6th, Feb., 2006): "The 15th Asian Games as the biggest sporting event to be staged in the Arab world and the second largest sporting event in the world after the Summer Olympics, will bring Doha's infra-structure to the international standards".
3. See DaCosta (2002, pp.91-106), chapter "Olympic globalization in history: sport, geopolitics or IOC power politics?"

4. See Reports of IOA referred to Sessions from 40th to 44th in the Chapter "Guests".
5. The Islamic participants of the 2006 Annual IOA Session non-respondents were from the NOAs of Algeria, Jordan, Indonesia and Mauritius.
6. See information of the IOA in relation to the production of the book "Olympic Studies Reader" at www.olympic.org/uk/passion/studies/full_story_uk.asp?id=1853

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APPENDIX 1

SPORTS MANAGEMENT IN THE ARAB WORLD

FROM A MULTICULTURAL PERSPECTIVE

Questionnaire

Respondents: sport leaders, scholars, students (undergraduate and post-graduate), researchers, sport professionals and journalists.

Please, write an X in one of the three columns which best reflects your opinion (Yes, No, I don't know) in relation to the numbered items below. Each set of statements includes: (1) a declaration based on Islamic authors with reference to the complexity, specificity and inner dynamics of Arab societies of nowadays; (2) a sentence or declaration in counterpoint to the preceding item related to sports in general and/or Olympic sport in particular, which can result in knowledge that can generate innovations in sports in the Arab World in either management or cultural terms. Extra space is provided for you to complement your perspectives with

explanations, comments, or personal opinions related to your own country. This extra information is essential and greatly appreciated. You can write as much as you wish by adding other Word documents. Please note that you can write in French or English.

- Name of the respondent:**
- Educational background (summary):**
- Institution:**
- E-mail address:**
- Country and city of residence:**
- Academic activities in the sports area (summary):**
- Year of beginning activities related to sports:**

Declarations based on Islamic authors with reference to the Arab societies of today, additionally reviewed (<i>Italic format</i>) for the interest of sport management and multiculturalism in Olympic sport (source and original theme)	Yes	No	Do not know
<p>1 - In spite of the fact that Arab and Moslem World have been often understood as a collection of several independent nation-states with separate identities, <i>for cultural and sport concerns</i> today's Islamic World may be seen as a single and unified society (Barakat, 1993, p. xi; theme: social and political transformations).</p> <p>Additional remarks</p>	()	()	()
<p>2 - Arab societies differ dramatically from the longtime dominant Western view that has considered them a mere mosaic of sects, ethnic groups and tribes involved in conflicting orientations. <i>Management enterprises, sport and cultural expressions</i> from Islamic countries often recognize the polarities and difficulties of their social relationships but they usually emphasize their common destiny and outstanding potentials (Barakat, 1993, p. xi; theme: social and political transformations).</p> <p>Additional remarks</p>	()	()	()
<p>3 - The access to telecommunications services in Islamic countries – especially in the United Arab Emirates' area – is increasingly becoming an active link to the global economy of the 21st century. Moreover, the Arab World is attempting to cope with the rapid developments in Information Technology (Ayish, 1998, pp. 141 – 159; theme: the information revolution and the Arab World) <i>with positive impact in the growth and operations of organizations in general, in addition to sports and cultural activities.</i></p> <p>Additional remarks</p>	()	()	()

<p>4 - There are a number of very real forces and conditions making for unity in the Arab World; their existence partly explains the dynamism of Arab society and its continuous struggle (Barakat, 1993, p. 3; theme: social and political integration). <i>This fact informs knowledge producers towards a theory of action for the future of sport, cultural promotion and management sciences.</i></p> <p>Additional remarks</p>	()	()	()
<p>5 - A crucial problem usually detected among Islamic countries lies, not in the ideal of integration itself, but in the gap or imbalance between this ideal and actions designed to achieve the historical task of achieving unity (Barakat, 1993, p. 4; theme: social and political integration). <i>Thus, in terms of modern management the search of unity is an opportunity and the imbalance is the risk to be faced by innovators and entrepreneurs from Moslem societies.</i></p> <p>Additional remarks</p>	()	()	()
<p>6 The fragmentation of Islamic countries in the strongly felt differences among Bedouin, village and urban dwellers is also an important cause of the lack of unitary social force in the Arab World. This interpretation often emphasizes the use of conflict-management practices in decision-making procedures and political arrangements (Barakat, 1993, p. 8; theme: social and political integration). <i>So far, sport and cultural activities may have the role of experimental settings for conflict-management practices in reason of their potential capacity of accommodating antagonist groups to one another.</i></p> <p>Additional remarks</p>	()	()	()
<p>7 Social integration and national unity are increasingly understood by progressive Arab movements to mean harmony with diversity rather than the imposition of cultural uniformity. In any case, efforts to impose unification from the top have proved unsuccessful (Barakat, 1993, p. 8; theme: social and political integration). <i>Sport and other cultural activities are primarily concerned with bottom-to-top management, which often improves social integration.</i></p> <p>Additional remarks</p>	()	()	()
<p>8 - The journey of the Arab World from a 'power culture' to a</p>	()	()	()

<p>'performance culture' requires strong leaderships capable of taking bold decisions that could see the Arab World into today's knowledge-intensive society (Azzam, 2002, p. 12; theme: the Arab World: preparing for a new era of growth). <i>Moslem culture has always emphasized performance in art and sciences and modern forms of sport are perfectly adapted to this tradition which is often reinforced by the very nature of sporting practices.</i></p> <p>Additional remarks</p>			
<p>9 - Globalization will be sustainable if it is perceived as an efficient way to exchange cultures, rather than as a way for one culture to dominate others (Azzam, 2002, p. 26; theme: the backlash against globalization in the region). <i>Modern management conducts and controls global trends taking into account local traditions; in the Islamic countries. Olympic sports are a good example of this local adaptation with ties with global procedures.</i></p> <p>Additional remarks</p>	()	()	()
<p>10 - The impact of Internet on the developing countries, including those in the Arab region, could be more powerful than in the West. Countries with high distribution margins, less competition and price transparency are likely to see the biggest gains in efficiency as a result of Internet (Azzam, 2002, p. 36; theme: the new economy and its impact on the Arab region). <i>The Internet is a new way to empower cultural and sport relationships and to adopt advanced management practices, which is now being developed in most Islamic societies.</i></p> <p>Additional remarks</p>	()	()	()
<p>11 - The Seminar 'Euro-Mediterranean Partnership, Cultural, Diversity and the Universality of Human Rights' with 80 experts from Lebanon, Algeria, Jordan, Palestine, Syria, Egypt, Tunisia, Turkey and Morocco, reported the conclusion that hiding the cultural diversity of a society will automatically generate violence, even fratricidal conflict. Conversely, peaceful management of tensions between the individual and the general level is the very basis of the democratic ideal (El Yazami et al., 2003, pp. 54 – 55); theme: Cultural rights are universal human rights). <i>Thus, multiculturalism in sport basically means to use management tools capable to guarantee respect at all levels for society's internal diversity. Some Olympic values, in this case, represent models of behavior to leaders, managers and athletes in many Islamic countries when they focus on dignity of each and every person as considered being equal and attached to human nature.</i></p> <p><i>Thus, multiculturalism in sport basically means to use management</i></p>	()	()	()

<p><i>tools capable of guaranteeing respect at all levels of any society's internal diversity. Some Olympic values, in this case, represent models of behavior to leaders, managers and athletes in many Islamic countries when they focus on the dignity of each and every person as they are all considered equal and attached to human nature.</i></p> <p>Additional remarks</p>			
<p>12 - To guarantee respect to multiculturalism within the Arab World, three levels must be considered simultaneously: globalization (counter-pointing universalism that respects cultural diversity with imperial universalism); the partnership zone (equitable partnership, recognizing the diversity of societies and culture within the zone); and the societies included within the zone (guaranteeing the respect for cultural diversity in each State). All these situations, even the most sensitive ones, have to be accommodated (El Yazami et al., 2003, p. 54); theme: Rejection of "blind equality" and differentials). <i>Sports in general and Olympic sport in particular in most cultural settings have historically accommodated those three levels for the sake of competition. This condition is valuable to consolidate the Islamic culture as well in its progressive adaptation to internal (same country) and external (between countries) diversity.</i></p> <p><i>This condition is valuable to consolidate the Islamic culture in its progressive adaptation to internal (same country) and external (between countries) diversity.</i></p> <p>Additional remarks</p>	()	()	()
<p>13 - The Arab countries need to pursue a regional vision in order to be able to compete internationally. One key advantage is that of the common language, which if used wisely will allow new economy companies to have a large Arab-speaking regional market (Azzam, 2002, p. 49; theme: The new economy and its impact on the Arab region). <i>Another proved way to integrate Islamic regional interests facing global trends is sports activities and institutions when they are primarily affiliated to International Federations and the IOC.</i></p> <p>Additional remarks</p>	()	()	()
<p>14 - The traditions of financial systems in the Arab World have created a management emphasis mainly on asset size and market share, in the belief that the large balance sheet would guarantee competitive advantage in the long run. However, innovative claims are willing to accept constant change rather than stability, networking instead of rigid hierarchies, and partnerships as opposed to self-sufficiency (Azzam, 2002, p. 86; theme:</p>	()	()	()

<p>Transformation of management philosophy). <i>The sport sector from Islamic countries has been exposed for a long time to constant changes and partnership among themselves and with non-Moslem countries and institutions; thus, this sector is ready to make developments towards more advanced innovative claims.</i></p> <p>Additional remarks</p>			
<p>15 - Concerning religion and other cultural heritages, traditional values continue to prevail. But that is not what distinguishes Arab culture. What most distinctively characterizes Arab cultural identity in this today's transitional period is the ongoing struggle between opposing values orientations, confirming the complexity of Arab culture at present (Barakat, 2003, pp. 181 – 205; theme: National Character and Value Orientations). <i>Sport in the context of conflicting values is a matter of reconciliation in the Arab World as far as it is a creative expression of innovation, representing at the same time some reinforcement of the local and regional traditions. By all means, Moslem religion does not contradict modern sport and even gives great value to traditional sport activities. This view is also akin with the fundamentals of "all nations, all games' doctrine as proposed by Pierre de Coubertin, the reformer of Olympic Games in early 20th century.</i></p> <p>Additional remarks</p>	()	()	()
<p>16 - National cultures, including Arab culture, need wings as much as they need roots in the process of integration within a globalized culture. If there is a decisive issue about the future of Arab culture in the era of globalization, it is on how the Arab culture will remain rooted in its soil and land, and yet at the same time how it will fly in the skies of globalization (Tarabichi, 2000, p. 20; theme: Globalizing the Arab World). <i>Arab sports, mainly in their Olympic connections, are becoming a trial of globalization, but as opposed to western cultures, by thinking locally and acting globally just because they are making use of globalization's advantages and eschewing its disadvantages.</i></p> <p>Additional remarks</p>	()	()	()

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APPENDIX 2

Questionnaire "Sports Management in the Arab World from a Multicultural Perspective"
Names, countries and e-mail addresses of respondents (June 2006 - January 2007)
M. Zaoui – Tunisia < maha.z@gnet.tn >
W. Mohamed Sulieman – Sudan <drwelli99@yahoo.com>
H. Al - Hajri – Qatar < hammad@qnoc.net.qa>
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S.M. Al Naamani – Oman <s.naamani@refinery.co.om>
S. Ashtian – Iran < niciri@neda.net >
S. Haji Taqawi – Bahrain < sosotq55@hotmail.com>
A. Khalifa Ali Al-Shmali - Oman < alshamli@yahoo.com >
M. Mootassem – Qatar <mrym18@hotmail.com>
S. Amir Hosseini - Iran <seyedamir.hosseini@gmail.com >
M. Al Fahaid – Saudi Arabia < fahaidmn@hotmail.com >

M. ZAHAR - Tunisia < dr.mzahar@planet.tn >
 H. Abdullah Al Dalhami – Oman <aldalhami@hotmail.com>
 M. Mahdi Rahmati - Iran < mahdi.rahmati@gmail.com >
 L. Ayoubi - Syria < liliana@ureach.com >

APPENDIX 3

SPORTS MANAGEMENT IN THE ARAB WORLD FROM A MULTICULTURAL PERSPECTIVE

Questionnaire – Results

Respondents: 15 members or active participants of NOAs from Islamic countries.

Aim: Concept Testing for a basic model development in sport management and marketing.

Additional remark: the respondents' comments were summarized keeping their original contents.

Declarations based on Islamic authors with reference to the Arab societies of today, additionally reviewed (Italic format) for the interest of sport management and multiculturalism in Olympic sport (source and original theme)	Yes %	No %	Do not know %
1 - In spite of the fact that Arab and Moslem Worlds have been often understood as a collection of several independent nation-states with separate identities, <i>for cultural and sport concerns</i>	73.3	2.0	6.6

<p>today's Islamic World may be seen as a single and unified society (Barakat, 1993, p. xi; theme: social and political transformations).</p> <p>Additional remarks</p> <p># This unification depends in the sport discipline; in my country the championships of football move from one region to another and this creates respect to each other. I can not say the same about swimming as far as there is a concentration of swimming pools in the capital.</p> <p># Despite the separate identities that our nations have or maybe even the conflicts that arise at some times among us, when it comes to culture and sports we are very much alike and more unified. Our cultures are very close and we share many similar customs. When it comes to sports we forget all our differences and we come together as one nation.</p> <p># Concerning the political system we can see some cultural influences</p> <p># I'm not sure that the world see us as a single and unified society</p> <p># Each Islamic country has its tradition and many different languages</p>			
<p>2 - Arab societies differ dramatically from the longtime dominant Western view that has considered them a mere mosaic of sects, ethnic groups and tribes involved in conflicting orientations. <i>Management enterprises, sport and cultural expressions</i> from Islamic countries often recognize the polarities and difficulties of their social relationships but they usually emphasize their common destiny and outstanding potentials (Barakat, 1993, p. xi; theme: social and political transformations).</p> <p>Additional remarks</p> <p># In general sports has had positive effects on decreasing ethnic conflicts difficulties although many of these difficulties are organized from Western policies over Islamic countries. As we see in Afghanistan and Iraq.</p>	80.0	13.3	6.6
<p>3 - The access to telecommunications services in Islamic countries – especially in the United Arab Emirates' area – is increasingly becoming an active link to the global economy of the 21st century. Moreover, the Arab World is attempting to cope with the rapid developments in Information Technology (Ayish, 1998, pp. 141 – 159; theme: the information revolution and the Arab World) <i>with positive impact in the growth and operations of organizations in general, in addition to sports and cultural activities.</i></p> <p>Additional remarks</p>	93.3	0.0	6.6

<p># There have also been developments in the Education sector as well as Human Rights issues especially in Qatar</p> <p># International sports have had positive impact on development of relations between the sports organizations and athletes in Arab countries.</p> <p># The information revolution can help the growth of sport in the Arab World.</p> <p># There is today more interest in sport and cultural activities from the media and the general public</p>			
<p>4 - There are a number of very real forces and conditions making for unity in the Arab World; their existence partly explains the dynamism of Arab society and its continuous struggle (Barakat, 1993, p. 3; theme: social and political integration). <i>This fact informs knowledge producers towards a theory of action for the future of sport, cultural promotion and management sciences.</i></p> <p>Additional remarks</p> <p># The importance of sports management only in recent years has become more visible in our countries. Marketing has expanded more in the sports federations.</p>	86.6	6.6	6.6
<p>5 - A crucial problem usually detected among Islamic countries lies, not in the ideal of integration itself, but in the gap or imbalance between this ideal and actions designed to achieve the historical task of achieving unity (Barakat, 1993, p. 4; theme: social and political integration). <i>Thus, in terms of modern management the search of unity is an opportunity and the imbalance is the risk to be faced by innovators and entrepreneurs from Moslem societies.</i></p> <p>Additional remarks</p> <p># Modern management is also an important factor for the growth of sport in our countries</p>	26.6	20.0	53.3
<p>6 The fragmentation of Islamic countries in the strongly felt differences among Bedouin, village and urban dwellers is also an important cause of the lack of unitary social force in the Arab World. This interpretation often emphasizes the use of conflict-management practices in decision-making procedures and political arrangements (Barakat, 1993, p. 8; theme: social and political integration). <i>So far, sport and cultural activities may have the role of experimental settings for conflict-management practices in reason of their potential capacity of accommodating antagonist groups to one another.</i></p> <p>Additional remarks</p>	80.0	6.6	13.3

<p># This is widely seen among sports groups and also organizations based on my own experience.</p> <p># As clubs have less influence than sports disciplines, there is less antagonism in local sport (towns, villages, etc.).</p>			
<p>7 Social integration and national unity are increasingly understood by progressive Arab movements to mean harmony with diversity rather than the imposition of cultural uniformity. In any case, efforts to impose unification from the top have proved unsuccessful (Barakat, 1993, p. 8; theme: social and political integration. <i>Sport and other cultural activities are primarily concerned with bottom-to-top management, which often improves social integration.</i></p> <p>Additional remarks</p> <p># To reach high levels of sports and other cultural activities it should have a political decision from the top, which follows the policy of the country.</p> <p># Islam has special emphasis on multiculturalism and in KORAN we have a special verse on the value of multiple cultures.</p> <p># In sport activities athletes from different backgrounds and social level have the opportunity to show their abilities and achievements. So different people get to know about each other and this is a community development.</p>	86.6	0.0	13.3
<p>8 - The journey of the Arab World from a 'power culture' to a 'performance culture' requires strong leaderships capable of taking bold decisions that could see the Arab World into today's knowledge-intensive society (Azzam, 2002, p. 12; theme: the Arab World: preparing for a new era of growth). <i>Moslem culture has always emphasized performance in art and sciences and modern forms of sport are perfectly adapted to this tradition which is often reinforced by the very nature of sporting practices.</i></p> <p>Additional remarks</p> <p># Sport is also in the tradition of the Arabic society</p> <p># In sport practices females are not encouraged to participate with men. However, women are improving their performances.</p> <p># There are various levels of importance for religion concerns, depending in the Arab country we are talking about.</p> <p># The "Koran" says that physical practices and games, with either competition or recreation are good for the people and for the families.</p> <p># In our countries the influence of religion is good for sports</p>	86.6	6.6	6.6

<p>although there are concerns with the ways to practice but not with the sports themselves.</p> <p># Sport is part of religion.</p> <p>#Religion, sport and government are a circle....</p>			
<p>9 - Globalization will be sustainable if it is perceived as an efficient way to exchange cultures, rather than as a way for one culture to dominate others (Azzam, 2002, p. 26; theme: the backlash against globalization in the region). <i>Modern management conducts and controls global trends taking into account local traditions; in the Islamic countries, Olympic sports are a good example of this local adaptation with ties with global procedures.</i></p> <p>Additional remarks</p> <p># Globalization in some Arab countries comes from Islam which is enthusing the country policy.</p> <p># But unfortunately what we see in today's global world is that one culture is trying to dominate and use its power to do so.</p> <p># But not in all Islamic countries the local traditions exchange with globalization trends.</p> <p># The Islamic religion always appreciated local, community and family events and things; therefore, to take into consideration sports management with emphasis on the local environment is also a good solution for development.</p> <p># Club is just a place.</p> <p># Management and marketing are always growing in Arab societies but there seems to be qualified professionals. In other words: hardware OK; software: very bad.</p>	86.6	6.6	8.6
<p>10 - The impact of Internet on the developing countries, including those in the Arab region, could be more powerful than in the West. Countries with high distribution margins, less competition and price transparency are likely to see the biggest gains in efficiency as a result of Internet (Azzam, 2002, p. 36; theme: the new economy and its impact on the Arab region). <i>The Internet is a new way to empower cultural and sport relationships and to adopt advanced management practices, which is now being developed in most Islamic societies.</i></p> <p>Additional remarks</p> <p># It can be used to highlight different cultures from many countries that can be use.</p> <p># I do agree that the Internet has a huge impact in the Arab region but I do not necessarily agree that it could be more powerful than in the West. I also do agree that it is a new way to empower culture, sports, education and many things.</p>	100.0	0.0	0.0

<p># Internet has to be improved and used more.</p> <p># The "Koran" encourages learning and this expression also means knowledge in our language. The Internet is a means to get to know and learn.</p> <p>#We need decision-makers.</p>			
<p>11 - The Seminar 'Euro-Mediterranean Partnership, Cultural, Diversity and the Universality of Human Rights' with 80 experts from Lebanon, Algeria, Jordan, Palestine, Syria, Egypt, Tunisia, Turkey and Morocco, reported the conclusion that hiding the cultural diversity of a society will automatically generate violence, even fratricidal conflict. Conversely, peaceful management of tensions between the individual and the general level is the very basis of the democratic ideal (El Yazami et al., 2003, pp. 54 - 55); theme: Cultural rights are universal human rights). <i>Thus, multiculturalism in sport basically means to use management tools capable to guarantee respect at all levels for society's internal diversity. Some Olympic values, in this case, represent models of behavior to leaders, managers and athletes in many Islamic countries when they focus on dignity of each and every person as considered being equal and attached to human nature.</i></p> <p>Additional remarks</p> <p># It is important also to teach people to appreciate and embrace the differences among them because that is what makes us unique is being different. And if we truly follow the Islamic religion we will find that it is based on respecting others no matter how different they are from us and treating them all equal.</p> <p># The Olympic values can help to increase the human value.</p> <p># The problem in Islamic societies is not the Olympic values. The problem is some prejudices that survived from the past and have been understood as values.</p> <p># Friendship and health are Islamic values that can be shared with Olympic traditions.</p>	100.0	0.0	0.0
<p>12 - To guarantee respect to multiculturalism within the Arab World, three levels must be considered simultaneously: globalization (counter-pointing universalism that respects cultural diversity with imperial universalism); the partnership zone (equitable partnership, recognizing the diversity of societies and culture within the zone); and the societies included within the zone (guaranteeing the respect for cultural diversity in each State). All these situations, even the most sensitive ones, have to be accommodated (El Yazami et al., 2003, p. 54); theme: Rejection of "blind equality" and differentials). <i>Sports in general and Olympic sport in particular in most cultural settings have historically accommodated those three levels for the sake of competition. This condition is</i></p>	93.3	0.0	6.6

<p><i>valuable to consolidate the Islamic culture as well in its progressive adaptation to internal (same country) and external (between countries) diversity.</i></p> <p>Additional remarks</p> <p># If we want to look at Islamic societies, if Islam has been followed in the right way, respect to multiculturalism will automatically happen.</p> <p># We consider the diversity as a power of culture growth.</p>			
<p>13 - The Arab countries need to pursue a regional vision in order to be able to compete internationally. One key advantage is that of the common language, which if used wisely will allow new economy companies to have a large Arab-speaking regional market (Azzam, 2002, p. 49; theme: The new economy and its impact on the Arab region). <i>Another proved way to integrate Islamic regional interests facing global trends is sports activities and institutions when they are primarily affiliated to International Federations and the IOC.</i></p> <p>Additional remarks</p> <p># I do agree that if we reach a regional vision we can compete internationally but we are so busy with small unimportant things that are keeping us apart from one another. I also believe that foreign involvement in our issues plays a big part in that.</p>	86.6	6.6	6.6
<p>14 - The traditions of financial systems in the Arab World have created a management emphasis mainly on asset size and market share, in the belief that the large balance sheet would guarantee competitive advantage in the long run. However, innovative claims are willing to accept constant change rather than stability, networking instead of rigid hierarchies, and partnerships as opposed to self-sufficiency (Azzam, 2002, p. 86; theme: Transformation of management philosophy). <i>The sport sector from Islamic countries has been exposed for a long time to constant changes and partnership among themselves and with non-Moslem countries and institutions; thus, this sector is ready to make developments towards more advanced innovative claims.</i></p> <p>Additional remarks</p> <p># I am specially experiencing that in Qatar; the country is rapidly changing in almost all sectors, networking is increasing as well as partnerships which proves that we are willing to accept change</p> <p># The "Koran" also appreciates memory of the past as guide to</p>	93.3	6.6	0.0

<p>adaptations to the present data and this gives prestige to Olympic sport.</p>			
<p>15 - Concerning religion and other cultural heritages, traditional values continue to prevail. But that is not what distinguishes Arab culture. What most distinctively characterizes Arab cultural identity in this today's transitional period is the ongoing struggle between opposing values orientations, confirming the complexity of Arab culture at present (Barakat, 2003, pp. 181 – 205; theme: National Character and Value Orientations). <i>Sport in the context of conflicting values is a matter of reconciliation in the Arab World as far as it is a creative expression of innovation, representing at the same time some reinforcement of the local and regional traditions. By all means, Moslem religion does not contradict modern sport and even gives great value to traditional sport activities. This view is also akin with the fundamentals of "all nations, all games' doctrine as proposed by Pierre de Coubertin, the reformer of Olympic Games in early 20th century.</i></p> <p>Additional remarks</p> <p># I can emphasize the part that mentions that the Muslim religion does not contradict modern sport and it gives great importance to sports and it encourages Muslims to be fit and practice sports because if you have a healthy body you will have a healthy mind</p>	33.3	26.6	40.0
<p>16 - National cultures, including Arab culture, need wings as much as they need roots in the process of integration within a globalized culture. If there is a decisive issue about the future of Arab culture in the era of globalization, it is on how the Arab culture will remain rooted in its soil and land, and yet at the same time how it will fly in the skies of globalization (Tarabichi, 2000, p. 20; theme: Globalizing the Arab World). <i>Arab sports, mainly in their Olympic connections, are becoming a trial of globalization, but as opposed to western cultures, by thinking locally and acting globally just because they are making use of globalization's advantages and eschewing its disadvantages.</i></p> <p>Additional remarks</p> <p># I do agree that our roots are very important to us and this will create a big challenge if we would like to have wings and fly but if managed and done properly it can happen. We still can preserve our identity and roots and at the same time become global and have wings.</p> <p># Clubs in my country has often the name of the village or town they are located. So they represent the communities into which they are thinking about. In the case of big clubs</p>	80.0	0.0	20.0

<p>sometimes they go abroad to compete so they are acting globally. But not always; football, for example, does not give space to other sports and it is a global movement.</p> <p># The role played by the government in these games between what comes in from the outside and local habits is fundamental, even when in the case of clubs.</p>			
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APPENDIX 4

CONCEPT TESTING FOR A BASIC MODEL DEVELOPMENT IN SPORT MANAGEMENT AND MARKETING FOR ISLAMIC COUNTRIES

Results (1st round)

Respondents: 15 members or active participants of NOAs from Islamic countries, focusing on Olympic Movement development in the Islamic World.

Methodological instrument of the test: questionnaire with 16 options of solutions as referred to the research problem.

Selection of concepts: declarations with support equal or more than 80% of positive answers from respondents, following the '80 – 20 rule of management' (corresponding to Pareto's Principle in Statistics), which states that in business matters generally

80% of facts occur as a counterpoint of the other 20% (Reh, 2006), that is in the case of the test, negative answers and lack of knowledge.

Format: declarations only referred to sports and summarized from original versions and comments from respondents.

Concepts of today's Olympic sport development for the interest of management and marketing in Islamic countries – Final selection with quantitative assessments in percentage of respondents' total	Yes %	No %	Do not know %
I - Management enterprises, sport and cultural expressions from Islamic countries often recognize the difficulties and conflicts of their social relationships but they usually emphasize their outstanding potentials.	80.0	13.3	6.6
II - The Islamic World is attempting to cope with the rapid developments in Information Technology with positive impact in the growth and operations of organizations in general, in addition to cultural activities and sports, including the relationships between leading organizations and participants or athletes.	93.3	0.0	6.6
III - There are a number of very real forces and conditions making for unity in the Islamic World. This fact motivates knowledge producers to create proactive solutions towards new development projects for the future of sport, cultural promotion and management sciences.	86.6	6.6	6.6
IV - The social inequalities of Islamic countries often emphasizes the use of conflict-management practices in decision-making procedures and political arrangements. Thus, sport and cultural activities may also have the role of experimental settings for conflict-management practices in reason of their potential capacity of accommodating antagonist groups to one another.	80.0	6.6	13.3
V - Social integration and national unity are increasingly understood by progressive Islamic movements to mean harmony with diversity rather than the imposition of cultural uniformity. Sport and other cultural activities are primarily concerned with bottom-to-top management, which often improves social integration.	86.6	0.0	13.3
VI - The future development of the Islamic World requires strong leaderships capable of taking bold decisions that could lead into today's knowledge-intensive society. Moslem culture has always emphasized performance in art and sciences and modern forms of sport may be perfectly adapted to this	86.6	6.6	6.6

tradition which is often reinforced by the very nature of sporting practices.			
VII - Globalization will be sustainable if it is perceived as an efficient way to exchange cultures, rather than as a way for one culture to dominate others. In the Islamic countries modern management conducts and controls global trends taking into account local traditions. Olympic sports are role models of this local adaptation with ties with global procedures.	86.6	6.6	8.6
VIII - The impact of Internet on the developing countries, including those with Islamic culture and religion, could be more powerful than past experiences of the developed societies. The Internet must be promoted as a new way to empower cultural and sport relationships and to adopt advanced management practices, which is now being developed in most Islamic countries.	100.0	0.0	0.0
IX - Multiculturalism in sport basically means to use management tools capable to guarantee respect at all levels for society's internal diversity. Some Olympic values, in this case, may represent models of behavior to leaders, managers and athletes in many Islamic countries when they focus on dignity of each and every person as considered being equal and attached to human nature.	100.0	0.0	0.0
X - Sports in general and Olympic sport in particular in most cultural settings have historically accommodated globalization trends and respect to social and cultural diversity for the sake of competition. This condition is valuable to consolidate the Islamic culture as well in its progressive adaptation to internal (same country) and external (between countries) diversity.	93.3	0.0	6.6
XI - The Islamic countries need to pursue a regional vision in order to be able to compete internationally. Another proved way to integrate Islamic regional interests facing global trends is sports activities and institutions when they are primarily affiliated to international Olympic institutions.	86.6	6.6	6.6
XII - The Olympic sport activities and organizations from Islamic nations has been exposed for a long time to constant changes and partnership among themselves and with non-Moslem countries and institutions. Thus, this sector is ready to make developments towards networking and more advanced innovative claims.	93.3	6.6	0.0
XIII - Islamic sports, mainly in their Olympic connections, are becoming an important trial of globalization, but as opposed to western cultures, by thinking locally and acting globally just because they are making use of globalization's advantages and eschewing its disadvantages.	80.0	0.0	20.0

Reference

REH, J. (2006) Pareto's Principle – the 80 – 20 rule. "Management About" site, available at <http://management.about.com/cs/generalmanagement/a/Pareto081202.htm>

APPENDIX 5

CONCEPT TESTING FOR THE DEVELOPMENT OF A BASIC MODEL FOR SPORT MANAGEMENT AND MARKETING FOR ARAB SOCIETIES – Results (2nd round)

**Final selection of concepts: declarations with support equal or more than 90%
of positive answers from respondents.**

Concepts of today's Olympic sport in Arab societies for the interest of management and marketing basic model of development

A - The Arab World is attempting to cope with the rapid developments in Information Technology with positive impact in the growth and operations of organizations in general, in addition to cultural activities and sports, including the relationships between leading organizations and participants or athletes.

B - The impact of the Internet on the developing countries, including those with Islamic culture and religion, could be more powerful than past experiences of the developed societies. The Internet must be promoted as a new way to empower cultural and sport relationships and to adopt advanced management practices, which is now being developed in most Islamic countries.

C - Multiculturalism in sport basically means to use management tools capable of guaranteeing respect at all levels for society's internal diversity. Some Olympic values, in this case, may represent models of behavior to leaders, managers and athletes in many Arab societies when they focus on dignity of each and every person as considered being equal and attached to human nature.

D - Sports in general and Olympic sport in particular in most cultural settings have historically accommodated globalization trends and respect to social and cultural diversity for the sake of competition. This condition is valuable to consolidate the Arab culture as well in its progressive adaptation to internal (same country) and external (between countries) diversity.

E - The Olympic sport activities and organizations from Islamic nations have been exposed for a long time to constant changes and partnership among themselves and with non-Moslem countries and institutions. Thus, this sector is ready to make developments towards networking and more advanced innovative claims.

APPENDIX 6

Atlas of Sport Database Model for Internet Usage

Basic Definitions and Operational Descriptions (additional remarks in Appendix 7)

Last Update: January, 2007

National scope online demonstration: www.atlasesportebrasil.org.br

Local scope online demonstration: www.cref2rs.org.br/atlas

- a. ATLAS OF SPORTS – It is an IT system configured as database which aims to operate as point of departure for efficient and advanced management of national, regional and local sports, helping to improve functions such as re-organization, professional qualification, institutional leadership, marketing and other activities typical of sports competition or just promotion of health and recreation. The ATLAS OF SPORTS model is rooted in Olympic sport and stores information produced by volunteers, using the Internet as a means of principal access, amplifying the offer of knowledge and facilitating the management of

sports entrepreneurial projects. The main focus of the ATLAS OF SPORTS lies on geographical space and on national and local themes, whenever possible with new interpretations, comparisons and examples related to other countries. This procedure of innovation in sport is also justified as reinforcement to the local cultural traditions, which is the basis of any sporting development.

- b. The experimental stage of the ATLAS OF SPORTS model took place in Brazil, consisting of a book in Portuguese (complete texts) and in English (summaries and maps), with non-profit objectives, published in 2005 with the title "Atlas do Esporte no Brasil". Its production started in 2003 and had 410 volunteer authors and 19 editors (volunteers and professionals), who operated through a network. The book included 300 themes related to physical activities in their many disciplines of practice, sports management and production of knowledge. This book gave the initial references to a free and non-commercial system of access through the Internet, whose production has been decentralized since 2006 with the participation of 9 Brazilian States (32% of 27 states). The reward of the volunteers is the identified authorship of the texts in a proper section within the database and which can be added to their curriculum vitae for academic and professional purposes. The positive impact of the book made the development of the IT version possible having the Internet as basic support.
- c. The ATLAS OF SPORTS of the various States and cities of Brazil are reduced versions and complement the national ATLAS OF SPORTS of 2005 (2003/2004 data), which focuses on a specific region, putting together basically chapters devoted to municipalities with more details than the national ATLAS OF SPORTS, with the addition of chapters with themes that have more meaning for the State in focus, specific or re-adaptation/updating of local themes already found in the national ATLAS OF SPORTS. Therefore, the ATLAS OF SPORTS has been developed as a means of integration with information being offered through an Internet website at the following address: <www.atlasesportebrasil.org.br>. The objective is more visibility and understanding of sporting activities through quantitative, qualitative and spatial data. This type of procedure imposes itself due to the cultural diversity and inequalities that are typical of Brazil, which also happens in many developing countries.
- d. FreeAtlas: Process of management of scientific research on sport done basically by local and regional volunteers on disciplines and sporting knowledge. The results belong to the public domain and cannot be used to obtain profit (freeware patents internationally required). This innovative process of management was generated from the initial project of the ATLAS OF SPORTS with routines, formats, and programs planned and initially tested in Brazil, but related to tendencies of the globalization of sport. As it is a tool for management and marketing, FreeAtlas follows the principle of social responsibility, with voluntary or semi-voluntary participation, strengthening the relationships of sports with society, aiming at collective benefits and integration of people, groups, and institutions devoted to sport according to the culture and local economic possibilities.
- e. Consortium ATLAS OF SPORTS: association of sponsors to provide financial support of the ATLAS OF SPORTS database on the Internet. The first version of the ATLAS OF SPORTS had 11 sponsoring institutions that comprehended the whole country, including the Brazilian Olympic Committee and the Ministry of Sports of Brazil besides government agencies, companies, universities, etc. Today, financial support is organized according to local options and conditions. At national level, that is to say, in terms of keeping the webpage on the

Internet, the annual cost with technical labor and hardware is of approximately US\$50,000.00 (costs in Brazil). Summing up, the model ATLAS OF SPORTS has also been developed as a tool for marketing and for sports sponsorship, produced in an environment of IT and with integration of leading institutions of sports and government.

- f. ATLAS STANDARDS: general and simplified references for the elaboration of contributions for the database ATLAS, subjected to successive reformulations according to needs that came up in the editing process of information, in the procedures of visual programming and in the adjustments of the texts to electronic formats. These references for the orientation of volunteer authors are part of the ATLAS website. These standards in comparison with either free or commercial international database systems suggest larger advantage for ATLAS platforms managed in developing countries (ref. Appendix 7). As a result, the simplified procedures and procedures of implementation of short term precede them and can operate as a valid alternative in the absence of national statistics of the sports sector.

Sources:

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APPENDIX 7

Comparative Table Wikipedia-Encyclopedia Britannica-Atlas of Sports operational characteristics– 2006 the institutions being compared

Typology of Sources: Internet webpages of

Comparison items	Wikipedia	Encyclopedia Britannica	Atlas of Sports in Brazil
Objectives	To create and distribute a free encyclopedia of the highest possible quality to each person of the planet in their own language. http://pt.wikipedia.org	To be the most complete and precise source of information in the world by unification or deepening of knowledge. http://corporate.britannica.com	To organize knowledge about sports as memory (dated events) and geographical location (located events) with final description of facts and updated and relevant numbers of sports in Brazil, giving support to fast consultations, studies and new research.

<p>Number of articles or chapters</p>	<p>3.1 million articles (various sizes and types of details) and around 10,000 authors – 2006 data.</p>	<p>120,000 (32 volumes in paper) – 2006 data.</p>	<p>199 chapters (920 double pages; 410 authors and 17 Editors) in the printed edition (2005) with progressive expansion from this base to the <i>online</i> edition; estimated preview for 2007: 400 chapters with 3,000 pages and more than 1,000 authors.</p>
<p>Year of launching and versions (sponsors)</p>	<p>2001; <i>Online</i> and DVD (edition in German).</p>	<p>1768, printed version; 2001, <i>online</i> version.</p>	<p>2005, printed version (Confef) 2006, <i>online</i> version (Cref 2 RS) 2007, CD / DVD versions (Cref 6 MG).</p>
<p>Definitions and languages</p>	<p><i>Online</i> encyclopedia (organized by entries and articles), free access and collaborative and voluntary production (multilingual).</p>	<p>Dictionary of themes instead of words, in alphabetical order and focusing on multiple areas of knowledge; commercial book (English).</p>	<p>Thematic database with maps, organized by chapters and additions, free access <i>online</i>, and collaborative and voluntary production focusing on multiple types of knowledge related to sports (Portuguese with summaries, explanations and maps in English).</p>
<p>Theory of support to the ordenation of data</p>	<p>Linus's Law: "given enough eyeballs, all bugs are shallow".</p>	<p>Encyclopedia has been a current expression since the 16th century defining a work which includes all of the sciences and arts in general; in 1772, a pioneer "Encyclopédie" was published in France with 35 volumes, which aimed to organize all of the knowledge that existed at that time.</p>	<p>Knowledge management which is defined basically as collection, organization and use of information by means of a union of producers with consumers of data by adequacy of utility of the contents with the practical needs of the users.</p>
<p>(1) Transcription and copies; (2) Rights of photos and pictures.</p>	<p>(1) Any article can be transcribed, modified and amplified as long as the rights of copies and modifications are preserved. (2) Notification of specific conditions in each case.</p>	<p>(1) The contents of the entries are protected by copyright international conventions, patents and trademarks. Rights of Encyclopædia Britannica® (2) Protection exercised by the rights of the same publication.</p>	<p>(1) Texts in PDF for free copies of selected pages, for non-commercial use and with mention to authors and original work. Rights of authors preserved without financial compensation (attribution of academic or professional title). (2) Copyrights to the identified authors or to public use.</p>

Institutional support	<i>Wikimedia Foundation</i> (non-profit organization).	Publication of the commercial objectives of the company Encyclopædia Britannica®.	National level: Confef-Cref system State level: Cref with local associations and partnerships Production as service to the community with no commercial ties.
Revision and reliability	Instantaneous (<i>online</i>); internet users, specialists or non-specialists in the subjects (which has generated controversy, according to Wikipedia).	Programmed for edition (various dates and conditioned to the rhythm of sales and marketing) and conducted by specialized and professional editors. Source of recognized reliability in its information.	Revisions and updating by identified authors with texts submitted to Editors for more reliability. The texts already revised are kept available for the accompaniment of the changes made. As it is a memory document, the successive revisions represent some criticism to the sources and to the interpretations in terms of History. Growing reliability following the revisions and register of changes.
References	Bibliography and links of the Internet.	Standardized bibliography of technical and scientific sources.	Written oral, iconographic sources of various natures with nominal indication; bibliographical references in system chosen by the authors; electronic addresses of websites and sources.
Security of the original information	Condition not available by this model of electronic encyclopedia.	Printed texts (unchangeable) and book format.	Texts, quantitative data and memory data in PDF format (unchangeable) for copies.
International rights and patents	GNU <i>General Public License</i> (free license for software) - texts distributed on a free basis, keeping copyrights and with no permission to be used in an inappropriate manner.	International conventions of copyrights in relation to printed books.	GNU <i>Free Documentation License</i> under the name "FreeAtlas", which prohibits commercial use and reformulations of original texts with no authorization from the authors. Starting in 2008, the reference will be "FreeAtlas-LP DaCosta" based on ISO 26000 that will regulate social responsibility in companies.
Public	Anyone who uses the Internet.	Anyone who buys the encyclopedia or consults it in a library.	Anyone through the Internet; sports fans; students in general and professionals related to sports, physical education and recreation; researchers of various areas of knowledge and media professionals.

Authors	Not identified; specialists or non- specialists. Voluntary adherence.	Authors and editors identified in secondary levels in the texts; specialists highlighted in their areas of knowledge; texts of individual authors in its majority. Professional collaboration financially rewarded.	Authors and editors by voluntary adherence; names next to their texts; important specialists identified in their areas of knowledge, or at the beginning of their careers in certain areas; individual or collective texts.
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APPENDIX 8

<p>Concepts of today's Olympic sport development for the interest of management and marketing in Arab societies Ref.: Appendix 5</p>	<p>Correspondence with the Atlas of Sport Database model Ref.: Appendix 6</p>
<p>A - The Arab World is attempting to cope with the rapid developments in Information Technology with positive impact in the growth and operations of organizations in general, in addition to cultural activities and sports, including the relationships between leading organizations and participants, or athletes.</p>	<p>Items a, b, c, d and e.</p>
<p>B - The impact of Internet on the developing countries, including those with Arabic culture and religion, could be more powerful than past experiences of the developed societies. The</p>	<p>Items a, c, d, e and f.</p>

<p>Internet must be promoted as a new way to empower cultural and sport relationships and to adopt advanced management practices, which is now being developed in most Arab societies.</p>	
<p>C - Multiculturalism in sport basically means to use management tools capable of guaranteeing respect at all levels for society's internal diversity. Some Olympic values, in this case, may represent models of behavior to leaders, managers and athletes in many Islamic countries when they focus on dignity of each and every person as considered being equal and attached to human nature.</p>	<p>Item d.</p>
<p>D - Sports in general and Olympic sport in particular in most cultural settings have historically accommodated globalization trends and respect to social and cultural diversity for the sake of competition. This condition is valuable to consolidate the Arabic culture as well in its progressive adaptation to internal (same country) and external (between countries) diversity.</p>	<p>Items c, d and f.</p>
<p>E - The Olympic sport activities and organizations from Arab societies have been exposed for a long time to constant changes and partnership among themselves and with non-Moslem countries and institutions. Thus, this sector is ready to make developments towards networking and more advanced innovative claims.</p>	<p>Items a, b and d.</p>