

Sports Marketing Strategies in Algeria: A Conceptual Approach to Keeping pace with Professionalism in Football and Developing Sports Institutions and commercial Companies

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Abstract: The study aims to shed light on the reality of sports marketing and its related concepts to keep pace with professionalism in football in light of the growth of various strategies for developing commercial sports institutions and companies, and to know the importance of the marketing strategy in Algeria, which in turn attempts to clarify the nature of the complementary relationship between professionalism and sports marketing and the extent of its impact on marketing activity in order to achieve growth and increase the activation of change and the transformation from amateurism to professionalism in the form of commercial companies with multiple formulas that respond to the laws of trade and economy, and marketing has an effective role that contributes to building strategies that work to develop sports institutions and commercial companies in Algeria.

KEY WORDS: strategy; sports marketing; sports professionalism in football; commercial sports institutions and companies.

المخلص: تهدف الدراسة إلى تسليط الضوء على واقع التسويق الرياضي والمفاهيم المقارنة له لمواكبة الاحتراف في كرة القدم في ظل تنامي الاستراتيجيات المتعددة لتطوير المؤسسات والشركات الرياضية التجارية، ومعرفة أهمية الاستراتيجية التسويقية في الجزائر التي بدورها تحاول توضيح طبيعة العلاقة التكاملية بين الاحتراف والتسويق الرياضي ومدى تأثيرها على النشاط التسويقي حتى تحقق النمو وتزيد في تفعيل التغيير والتحول من الهواية إلى الاحتراف في شكل شركات تجارية ذات صيغ متعددة تستجيب لقوانين التجارة والاقتصاد، وللتسويق دور فعال يساهم في بناء استراتيجيات تعمل على تطوير المؤسسات الرياضية والشركات التجارية في الجزائر.

الكلمات المفتاحية: الاستراتيجية؛ التسويق الرياضي؛ الاحتراف الرياضي في كرة القدم؛ المؤسسات والشركات الرياضية التجارية.

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1- Introduction:

Marketing in the sports field is one of the means or methods that help eliminate numerous barriers. It is the key to achieving the objectives of both profit-making and non-profit sports organizations and entities. It also represents great importance and includes identifying the needs and desires of the target market. Professional sports are sports in which athletes receive money for their performance unlike amateurism sports.

Sports marketing aims to expand the spread of both services and products. Therefore, professionalism in football is a fundamental factor in light of the tremendous development that does not stop at certain limits. The world is now passing through a very important transitional phase and is witnessing economic and sporting transformations that have been reflected in all aspects of life. No one can deny the role that Algerian sports have played in bringing societies together and exchanging ideas and consumer habits of peoples between countries and the degree of influence on these habits, whether positive or negative.

Given the developments imposed by globalization under the new world order, and the necessities of change imposed on countries and their economic policies, professional sports have emerged as a major force after a series of developments. Media have brought greater audiences to the sport, enabling sports organizations and teams to generate significant revenue. Sports marketing strategies are also a critical part of the administrative process within sports institutions and commercial companies. Investing in sports is no longer just an economic phenomenon, but rather a major strategic choice among many other economic options.

This brings us to the understanding of marketing strategies, the nature of sports professionalism in football, and its definition as a new concept that has entered the world of sports, adding terms and concepts that have radically changed the perception of sports. The Algerian legislator did not leave the matter unregulated, but rather followed this shift in changing the practice of sports from amateurism to professionalism with an armada of laws and legislation that regulated the management of this process until it was managed in the form of commercial companies with multiple formats that respond to the laws of commerce and economics.

One of the most prominent things that can be questioned in this regard is:

- What is the reality of sports marketing strategies that keep pace with the professionalism in football and development of commercial sports institutions and companies in Algeria?

To clarify this, we suggest the following questions:

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- What are the sports marketing strategies in commercial sports institutions and companies?
- What are the components of sports professionalism in football and marketing mechanisms in commercial sports institutions and companies?
- What is the relationship between sports professionalism in football and marketing in Algerian sports institutions and companies?

Researching such inquiries needs us to examine the aspect of change in sports marketing strategies, which represents an important aspect in the development of Algerian sports organizations, including sports institutions and commercial companies. This indicates that there is a close relationship between marketing and sports professionalism, so that it requires a special study of this aspect and all its branches, especially with regard to keeping pace with professionalism in light of the strategies of change from amateurism to professionalism.

2- Sports marketing strategies in sports institutions and companies:

2-1- Strategy (definitions and concepts) is:

- A plan or course of action, which relates to an aspect of work that is of permanent importance to the organization. Accordingly, interest has increased in defining the concept of strategy so that it can assist in its implementation and use by those responsible for practicing the organization's administrative operations.
- The organization's plans and activities are designed in a way that ensures a degree of congruence between the organization's mission objectives, and the environment in which it operates in an effective and highly efficient manner. (Harir, 2014: 23)

2-2- Marketing (definitions and concepts) is:

- The transfer of goods from producer to consumer, which is the reciprocal process undertaken to satisfy the needs of both parties involved in the exchange. Marketing activity, with its concepts and methods, is present in all types of organizations, whether they are profit-seeking or non-profit-making (Ahmed El-Shafei and Ahmed El-Sattar, 2009: 39).
- Marketing has social and economic dimensions, given that providing services is an economic aspect that complements the needs of customers within society (El-Sharnoubi, 1996: 16).

2-3- Sports Marketing:

The relationship between sports and marketing dates back to 1870, when tobacco companies in the United States printed cards of famous baseball players and inserted them into cigarette packs to promote their product. This method proved highly effective in increasing sales volume. Sports marketing is the process of designing and implementing four-pronged activities (product,

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price, place, and distribution) for a sports product to create consumer needs and desires and achieve company objectives (Al-Maala and Raif, 2002: 196).

This definition leads us to another concept, which is the marketing mix, which is a mixture of marketing activities controlled by the organization and directed at a specific market segment of beneficiaries. The elements of the marketing mix can be explained as follows:

- **Product:** This could be a commodity, a sports product, or a sports event.
- **Price:** This is the value of the sports product and is linked to quality and competition.
- **Promotion:** The use of various methods to promote the sports product, such as advertising, publicity, etc.
- **Place or Distribution:** This refers to the geographical locations where the sports product is distributed to the consumer. (Ahmed El-Shafei and Ahmed El-Sattar, 2009: 40).

2-4- Sports Marketing Methods: It includes the following:

Marketing advertising rights - Television marketing - Marketing of sports tournaments and matches - Marketing of players - Marketing of sports facilities - Marketing of services to domestic and international audiences (Zain Al-Mahan, 1996: 387).

2-5- Sports Marketing Strategy:

Marketing strategies in sports organizations and commercial companies are classified into several categories, including priority based plans. These are strategic, subsidiary, and operational marketing plans. The second category is based on the sports field or sector and focuses on the product, commodity, service, and activity, in addition to pricing, promotion, and distribution. There are other plans developed based on timeframes and market research (Aliyah and Ahmed Al-Shafei, 2009: 179).

The sports marketing strategy is the link between the sports organization and the environment to achieve its primary objectives (Gharab, 2019: 6).

It also considers the marketing plan the marketing manager follows as the means by which he can implement the marketing objectives and the goals of the sports organization (Gharab, 2019: 41).

The marketing manager is concerned with developing internal environmental variables along with external environmental variables, enabling him to identify the variables and weaknesses within the organization (Aliyah and Ahmed Al-Shafei, 2009: 179).

There are mutual influences between marketing and investment in sports organizations, as investment provides the optimal climate for achieving outstanding sports marketing (Gharab, 2019: p. 39).

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Marketing strategy is a quick and effective response to changes in the marketing environment (Al-Barawi and Al-Barzanji, 2004: 139).

2-6- The institution (definitions and concepts) is:

- It is a relative social system and a rational coordination framework between the activities of a group of people linked by interconnected and interdependent relationships, working toward achieving common goals. Their relationships are organized through a specific structure within functional administrative units with defined lines of authority and responsibility. The institution is organized and managed to meet the needs of society in various ways and for various purposes (Al-Adlouni, 2002: 14).

- The institution is a relatively independent economic and social organization, in which decisions are made regarding the composition of human, material, financial, and information resources with the aim of creating added value according to established objectives within a specific time and space (Ben Habib, 2002: 24).

2-7- Sports Institutions:

Sports institutions of various types are established to prepare individuals physically, mentally, and socially in a comprehensive manner. Given the growing demand and need for such organizations, where sports activities, specialization, and advanced skills are practiced, these activities have been organized into amateur, semi-professional, and professional clubs. Interest has shifted toward professional sports clubs that combine athletic practice with financial gain through commercial and industrial activities (Ahmed El-Shafei, 2020: 13).

Under the leadership of an administrative body that defines and implements work programs and monitors results, they are legally subject to commercial and civil law, which governs everything related to these institutions (Yalouni, 1998: 12). The philosophy of sports varies across societies, changing according to prevailing trends, religions, and culture.

2-8- Management in the sports institution:

The sports institution, whether it is a sports club or a facility, is based on gathering many factors, human resources, financial availability and equipment, where all of these elements are elevated to a special department for its management so that the management profession contributes to that institution through specialized or voluntary jobs in each of "Olympic committees, sports federations, clubs, youth centers, clubs of economic institutions and sports factories." (Abdul Maqsoud, 2000: 44).

2-9- The basic principles of managing a sports institution: One of the most important principles of managing a sports institution is the use of scientific methods to define and organize parts of work, and following scientific

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methods capable of selecting leaders and preparing them for training, as well as encouraging specialization in the profession and achieving cooperation within sports institutions while applying the principle of evaluating work and distributing responsibilities, and developing positive democratic leadership within the institution.

2-10- Goals and objectives of the sports institution: The goals of the sports institution are established and planned to form an integrated personality from the “social, health, intellectual and spiritual” aspects, to spread the national spirit among the members, to provide the means and manage the funds, to develop the capabilities and prepare the competencies to raise them to the highest levels, and to achieve the skills or what is called the “productive athlete” who is able to achieve intangible rewards and gain financial benefits.

2-11- Strategy of Commercial Sports Institutions and Companies: Strategy and social values directly influence the strategy of a sports organization, thereby changing its management systems (Abdul Maqsood and Ahmed Al-Shafei, 2003: 32-35).

A good strategy for sports organizations depends on an appropriate organizational culture, in addition to a structure designed to extend the term of this strategy. Indeed, the effective management of sports organizations results from good alignment. Furthermore, the resources available to the sports organization (financial, human, and technical) are among the most important factors influencing the organization (Mahmoud Abu Bakr, 2005: 124).

3- Sports professionalism and marketing in algeria football (From amateurism to Commercial Sports Companies):

3-1- The Nature of amateurism and Professionalism in Sports: One of the most important topics addressed by the modern Olympic Games is **amateurism and professionalism** in the Olympic Games, to the point that “De Coubertin” devoted a chapter to this topic in his book, *History of the Olympic Games' Mischief*. The same topic was also on the agenda of the conference addressing the mischief of the modern Olympic Games (Saati, 2001: 51).

This fundamental disagreement in the lives of competitors is followed by disagreements in athletic preparation, guidance, and the spirit of struggle for victory. Professionals strive to win in order to increase financial gain or expected financial return. The most dangerous aspect of amateurism and professionalism is the combination of the two for the sake of deception and hidden financial gain. Professionalism, in its simplest form, means that an individual works as a player, champion, coach, or assistant coach, earning an income from this work according to contracts or conditions agreed upon in

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advance, i.e., rent and a livelihood from practicing the sport (Darwish and Al-Saadani, 2000: 50).

While amateurism, in its simplest form, refers to engaging in sporting activities without the expectation of any material or moral gain. Thus, it becomes clear that sports have two aspects:

- Professionalism is the regulation by which an individual engages in a moral sporting activity for a specific benefit, it is always associated with wealth, which is why it is widespread in European and American countries.
- Amateurism, on the other hand, is limited to an individual practicing a sport without receiving any profits or wages for their work, other than the necessary expenses for transportation or accommodation. (Darwish and Al-Saadani, 2000: 51).

3-2- The Olympic definition of amateurism and professionalism in sports:

In January 1983, after professionalism had seeped into the Olympic Games and the President and members of the International Olympic Committee recognized professionalism, professionalism became entrenched in everything Olympic, and professionals were allowed to participate in the Olympics. They were even considered champions of the 1993 Olympics in Barcelona, as well as champions of the 1996 Olympics in Atlanta, and also champions of the 2000 Olympics in Sydney.

The International Olympic Committee's statutes stipulated in Article (26) the following:

-An amateur player is someone who participates and has always participated in a sport for fun, without any financial gain of any kind. whether direct or indirect. This is someone whose constant involvement with sports is for the physical, mental, and social enjoyment they derive from it, and for whom sport is merely a form of recreation.

- A professional player is someone who makes sport their primary occupation, earning their living from its income. Restrictions are imposed on them in the performance of their duties, and they are not permitted to pursue any other occupation besides it (Ahmed El-Shafei, 2004: 34)

3-3- The difference between amateurism and professionalism in football:

- Amateurism aims to participate in sports for the sake of sports and spending time in a healthy way. In professionalism, this is done for financial gain. In amateurism, participation in official competitions is based on the programs of the Olympic federations and committees, while participation in professional competitions is limited to higher-paying competitions (Ahmed El-Shafei, 1985: 63).

- The money an amateur receives is not linked to any personal financial gain, and it does not cover transportation and clothing expenses based on the

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financial return from work. The money a professional receives, however, is linked to their financial gains in exchange for participating in training and competitions and exposing them to danger (Richard Mandel, 1971: 38).

- Penalties imposed on amateur athletes are subject to investigation and consideration of all the circumstances related to violations, with the amateur being given the right to defend himself and appeal the penalty decision. Penalties imposed on professional athletes, however, are subject to financial conditions and fines, unless more stringent provisions are provided in the contract. (Ahmed Al-Shafei, 1985: 64).

3-4- The components of sports professionalism in football: In order for sports professionalism to be achieved, the sports activity must be characterized by regularity and continuity in practicing the game, and the game practiced must constitute a primary source of income for the player, and there must be a professional contract between the player and the sports club (Al-Hanafi, 1995: 80).

3-5- Components of Sports Professionalism in football:

3-5-1- Professionalism from a legal perspective: Professionalism, in its general sense, means that a person practices his activity as a profession, practicing it on a regular and continuous basis with the aim of generating income that he relies on as a means of livelihood and his primary source of income (Darwish and Al-Saadani, 2000: 58).

3-5-2- Aspects of sports professionalism in football: Sports professionalism is like any other profession or activity, whether commercial or industrial, as it requires that the player adopt the practice of sports activity as a profession that he practices on a regular and continuous basis with the aim of achieving a financial return that he depends on as a means of earning and living. Therefore, the process of professionalism must have basic pillars represented by the club, the player, and an agreed-upon contract between them (Anwar Al-Khawli, 2004: 743).

3-6- Dimensions of Sports Professionalism in football: Professionalism is defined as "a sports process that is economic, legal, regulatory, and institutional." From this perspective, sports professionalism is based on four (04) main dimensions:

- The economic/legislative dimension - The sports dimension - The regulatory dimension - The institutional dimension (Chantelat Pascal, 2001: 156).

3-7- Professional contract between the player and the sports club: The professional player cannot participate in official matches or competitions organized by the sports federation of the game, unless he is licensed to do so by the sports federation. Obtaining this license requires the player to be registered as a professional player in one of the clubs licensed to practice

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professionalism. The latter does not allow the player to be registered in the list of professional players, unless the player has concluded a professional contract with it, in which he receives financial amounts according to a specific contract between him and the club. (Al-Hanafi, 1995: 11).

3-8- Obligations and Duties Resulting from a Professional Contract: The effects resulting from a professional player's employment contract are the duties and obligations arising from the contract for both parties (the sports club and the professional player), and the rights it imposes on one party, which at the same time constitute obligations on the other party (Al-Hanafi, 1995: 17).

3-8-1- Obligations of the Professional Player: The professional player is subject to the same obligations as other employees. The professional player is primarily obligated to perform the agreed-upon work, participate in training sessions, matches, and competitions of which he is notified by the contracting club, and maintain the club's property and funds (Anwar Al-Kholi, 2004: 743). - The player is also obligated to confidentiality (Darwish and Hassanein, 2004: 235).

3-8-2- Special obligations imposed on professional players by the nature of their sporting activity:

The professional player is obligated to maintain his health and not expose it to danger. He is also obligated to inform the club of any illness that prevents him from playing and performing his duties. He is also obligated to follow a specific diet, adhere to appointments, and refrain from making any statements or interviews with the press or media. He is also obligated to participate in matches and competitions, whether national, continental, or international. The basic elements required by the professional player, which enable him to adhere to the terms of his contract with his club, are also evident in: "Protection - Awareness - Care" (Al-Hafni, 1995: 17).

3-8-3- Obligations of the sports club towards the professional player: The club is bound by the contract with the player as an employer with the main obligation that all businesses are bound by, which is the payment of wages. As for the other obligations, they are secondary obligations resulting from the agreement between the two parties and stipulated in the union's regulations, the internal regulations of the clubs, and in the terms of professional contracts (Al-Hafni, 1995: 17-18).

3-9- The specificity of professional sports in terms of obligations and duties: Professionalism is the ambition of every athlete in the world. Amateur players aspire to become professionals, while professional players aspire to increase their earnings and achieve widespread fame, thus raising their price, salary, and compensation. Money is the goal that every professional player

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strives for (Abdul Aziz, 2005: 49). Professional sports also has basic rules that professional players must adhere to. Professional players devote themselves fully to the game as their primary profession, which is their sole source of income (Abdul Aziz, 2005: 27).

3-10- Media, Communication and Marketing in Professional Sports in football: Media and communication in general is the exchange of information and the transmission of meaning to achieve a specific goal or result between the individual and society. Sports media is considered the process of disseminating sports facts and information in the field of sports, and aspects of sports activities using various media and communication means, whether audio, visual, or both. Media also plays an important role in the marketing process of professional sports by disseminating facts and information to beneficiaries and achieving media objectives in three aspects: “educational, cultural, and entertainment objectives...”, by utilizing all different media and communication means and employing available technologies for this purpose (Ahmed El-Shafei and Ahmed El-Sattar, 2009: 43).

3-11- A professional sports club is a commercial company with a sports objective:

- A professional sports club is a commercial company with a sports objective and can take one of the following commercial company forms:

- ❖ A sole proprietorship with limited liability.
- ❖ A sports limited liability company.
- ❖ A sports joint-stock company.
- The above-mentioned companies shall be governed by the provisions of the Commercial laws, as well as by their own bylaws, which must specify, in particular, the methods of their organization and the nature of their contributions.
- The standard bylaws for the above-mentioned companies shall be determined by regulation.
- A professional sports club aims to improve its economic and sporting competitiveness, as well as that of its athletes, by participating in paid sports events and competitions, employing paid coaches and athletes, and engaging in all commercial sports activities related to its objectives.
- The state encourages, through incentive and support measures, every legally established professional sports club to establish a center for training young sports talents in accordance with applicable laws and regulations.
- Every amateur sports club and any natural or legal person may establish, become a shareholder, or partner in a professional sports club.
- Foreign companies may be shareholders or partners in a professional sports club, in accordance with applicable legislation.

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- Any amateur sports club that regularly participates in organizing paid sporting events and demonstrations may participate.

- When an amateur sports club owns the capital of a limited liability sports sole proprietorship, all profits generated by this company shall be allocated to the formation of a reserve fund .in the event of an increase in the share capital of the commercial sports companies referred to in Article 78, either through the issuance of new shares or social shares, or through an increase in the value of the shares or social shares, the general assemblies of shareholders or partners of the aforementioned companies must accept new subscriptions issued by natural or legal persons of Algerian or foreign nationality, with the aim of increasing the resources of these companies and ensuring their continuity. (From Article 78 to Article 84, Order No. 13/05, 2013)

3-12- Provisions applicable to professional sports clubs and model bylaws for commercial sports companies.

Based on the reference texts represented by Executive Decree No. 15/73, and in implementation of the provisions of Article 78 of Law No. 13/05, Executive Decree No. 15/73 aims to regulate the provisions applicable to professional sports clubs and define the model bylaws for sole proprietorships with limited liability, limited liability sports companies, and joint-stock sports companies.

- The forms of commercial sports companies are those stipulated in the provisions of the Commercial Code relating to sole proprietorships with limited liability, limited liability companies, and joint-stock companies. (Article 1, Executive Decree No. 15/73, 2015)

- The professional sports club is responsible for improving its economic and sporting competitive level, as well as that of its athletes, by participating in paid sports events and competitions, employing paid coaches and athletes, and engaging in commercial activities related to its objective. In this capacity, it is responsible for the following: "Participating in various sports competitions - Carrying out training operations - Ensuring the training and coaching of the club's athletes - Participating in the selection of talents - Working to educate and promote the club's members - Organizing paid sports events - Creating or exploiting any sports facility - Providing salaries to the club's athletes and coaches - Carrying out advertising and sponsorship - Carrying out commercial activities".

- A sports club must, in particular: "comply with the basic statutes - respect all standards and instructions - work to increase its social capital to ensure the financial balance of the commercial sports company - fulfill its obligations to prevent and combat violence - refrain from any infringement on the integrity of the game or competition - respect the rules of official ceremonies and

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protocols - subscribe to all insurances - liaise with the bodies and structures concerned with protection and medical follow-up - prepare inventories and accounting documents - appoint one or more accountants - work to prevent and combat doping" (Articles 2 to 3 of Executive Decree No. 15/73, 2015).

- Furthermore, a professional sports club must subscribe to a specification booklet that sets out, in particular, the technical conditions and obligations that must be met for participation and inclusion in the systems of sports events and competitions under the supervision of the relevant national sports federation, the model of which is determined by a decision of the Minister of Sports (Article 4 of Executive Decree No. 15/73, 2015).

3-12-1- Conditions for establishing a commercial sports company by an amateur sports club:

- Any amateur sports club legally established in accordance with the provisions of Law No. 12/06 and Law No. 13/05, with revenues and wages amounting to at least fifty (50) million dinars for the last fiscal year, may establish a commercial sports company in accordance with the forms stipulated in applicable legislation.

- Revenues and wages mean: "Revenues generated by paid admission to the club - Advertising revenues - Revenues generated by athlete transfers - Proceeds from television, radio, and cinema rebroadcast rights or any audiovisual support paid to the club - Potential subsidies and contributions from the state, local authorities, federations, and associations... - Financial aid and contributions - Gifts and bequests - Income from private property or property exploited through concessions - Profit installments resulting from sponsorship, equipment, and marketing contracts - Salaries, grants, and compensation".

- When an amateur sports club holds more than one-third of the sports company's capital, it may, within the framework of the specifications mentioned in Article 4 above, contribute, particularly in the form of a sports facility that complies with the standards and is operated in accordance with the forms stipulated in applicable laws and regulations. It may also construct each sports facility using its own resources (Articles 5 to 7, Executive Decree No. 15/73, 2015).

- The amateur sports club and the commercial sports company must sign an agreement specifying the activities related to amateur sports and the activities related to the professional field that fall under the responsibility of the club and the company. The activities related to sports training are distributed between the amateur club and the commercial company, with the company's participation remaining under the responsibility of the amateur sports club.

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The agreement is subject to the approval of the Minister of Sports and is accompanied by documents, the list of which is determined by a decision of the Minister of Sports. (Article 8, Executive Decree No. 15/73, 2015)

3-12-2- Conditions for establishing a commercial sports company by a natural or legal person:

- Any legal or natural person of Algerian nationality may establish a commercial sports company in accordance with the provisions stipulated below. The persons referred to in Article 9 may also contribute, in the form of capital shares, a sports facility that complies with applicable standards and which must be owned by them and operated in accordance with the forms stipulated in applicable laws and regulations. In the event of the issuance of shares or an increase in the value of shares, each commercial sports company must, subject to applicable legislation, particularly the right to pre-emptive subscription, accept at its general assembly of shareholders or partners any new subscriptions from natural or legal persons of Algerian or foreign nationality with the aim of increasing the company's revenues and ensuring its survival. Pursuant to the provisions of Article 81 of Law No. 13/05, any amateur sports club and any natural or legal person may establish, become a shareholder, or partner in a professional sports club. (From Article 9 to Article 12, Executive Decree No. 15/73, 2015)

3-12-3- Provisions relating to the management of commercial sports companies:

- When an amateur sports club owns the capital of a sole proprietorship sports company with limited liability, the total profits generated by this company shall be allocated to the formation of a reserve fund in accordance with applicable laws and regulations. The name of the amateur club, followed by the letters "S.R.L.C.", "S.R.L.C.", or "M.R.L.C." must be included in every commercial sports company name when it is a shareholder or partner in this company, in accordance with the agreement stipulated in Article 8.

- The professional sports club must make all declarations and perform all procedures stipulated in applicable laws and regulations, particularly in the areas of: "Employment - Social Security and Retirement - Taxes and Fiscal Duties - Residence and Work of Foreigners - Subscription - Insurance" (Articles 13 to 17, Executive Decree No. 15/73, 2015).

4- The relationship between sports professionalism in football and marketing in Algerian sports institutions and companies:

There are studies related to one of the study variables, but there are no studies that actually match the title of the study. This is due to the study (Amer Houari and Saif Eddine Rahailia, 2014), which aimed to understand the reality and obstacles to the use of sports marketing by football clubs as part of

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professionalism requirements. The study concluded that the developments witnessed by the sports arena in Algeria and the introduction of what is known as professionalism have transformed sports clubs into economic organizations aiming to achieve profit. This requires them to employ marketing practices to generate more funds and create new sources. It is objective to investigate how sports marketing is linked to social, economic, and political factors in spreading sports awareness in commercial sports institutions and companies and building it among their members. Accordingly, many studies and research have addressed sports professionalism as a subject of study and research, and this is what we seek to establish the relationship, based on what (Mohamed Saada, 2014) addressed in his study, which concluded that the sports market is not an important means of establishing the popularity of the product among sports consumers and others, but rather that sports marketing plays an important role in promotion. Advertising products and goods offered by private economic institutions to the sports market. The study by Lounes Abdallah and Mansouri Nabil (2014) is consistent with our study, as it aims to clarify the relationship between marketing management and investment in Algerian professional clubs in managing funds from inputs and outputs, how they behave in light of the lack of government funding, and understanding strategies for finding investment funding sources for this from the advertising and marketing aspects. This is compared to the study by Layadhi Abdelhakim (2018), which concluded that for the success of the sports professionalization project, Algerian football clubs must be qualified to implement the conditions and obligations in the areas of sports and technical supervision, players and managers, and in the areas of sports facilities, security, and supporter supervision. Ibrahim Ali Saleh Ghrab (2019) adds in his study to clarify the relationship, whether there are mutual influences between sports marketing and investment in sports institutions, as investment is the optimal climate for achieving distinguished sports marketing. Furthermore, sports marketing, from its modern perspective, is considered one of the best approaches and tools for activating investment projects in the sports field.

Therefore, most recent studies on sports marketing and professionalism in football have become directly linked to the prevailing organizational culture, which can be applied to sports organizations, including all commercial sports institutions and companies. Consequently, it has become impossible for organizational change to ignore professionalism in football and sports marketing, which is considered a significant element and a fundamental factor in determining the success or failure of the change process in sports institutions. This is in contrast to our study, which addressed sports marketing strategies in Algeria with the aim of developing commercial sports institutions

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and companies as a conceptual approach to effecting change and keeping pace with professionalism in football. Furthermore, Algerian legislators did not leave the matter unregulated, but rather followed this shift in sports practice from amateurism to professionalism with an armada of laws and regulations that regulated the management of this process until it was now managed in the form of commercial sports companies with multiple formats that respond to the laws of sports commerce and economics. This is due to the positive relationship between the strength of the organizational marketing culture at the level of small and medium-sized sports companies and institutions and the growth of these institutions. This is consistent with the study by Ibrahim Ali Saleh Ghorab (2019), which, in turn, has made sports marketing a necessity to understand the current status of marketing strategies and their impact on improving the performance of sports institutions. Previously, it became clear that some clear strategies and policies were absent from officials regarding sports marketing, unlike the current situation. This is what we sought through this study to understand the relationship between the legal components of professional sports in Algeria, from amateurism to commercial sports companies, and how these laws are being accommodated in light of the changes taking place. This is illustrated by the study by Ben Akki Rakia Souni (2022), which demonstrates that the process of sponsorship and advertising plays a positive role in providing the necessary assistance to sports clubs, thus ensuring that Algerian commercial institutions advertise and promote their products. The weakness of this process is also due to several considerations, including the implementation of the professional system and the idea of privatizing the sports sector based on legal texts. This is what (Ous Abdel Aziz, 2014) addressed to find the relationship in several legal texts related to the study, as it became clear that the Algerian sports legislator excluded personal companies from the forms of commercial sports companies, and in return he used the joint-stock company which is considered a money company, and chose a type of company known in legal jurisprudence as mixed companies which is a limited liability company that is established by one person or several people, as he chose from the forms of commercial institutions what does not conflict with the development of sports professionalism in Algeria, in order to find the relationship between the legal approaches to the development of sports professionalism in Algeria. Our study is consistent with the study of (Tahir Yasmine and Zawaq Adel, 2019) to know the reality of sports marketing in economic institutions, as it was shown that Algerian economic institutions have a national motive and a constant readiness to support the sports sector in general and football in particular without regard to the financial returns and meager returns, which made it clear

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to us that some Algerian sports clubs did not help to reach the ultimate goal and advance this activity and promote it through the embodiment of the sports marketing process, even if the concept of economic institutions for sports marketing is not clear. Private economic institutions and commercial sports companies also acknowledged their obligation to support and sponsor sports, despite the lack of seeking new investment in the sports sector. However, sports marketing played a fundamental role as one of the important means and pillars in the development of Algerian sports. We conclude from the above and through the variables related to the study that the relationship between sports professionalism and marketing in Algerian sports institutions and companies is like the relationship between belonging and loyalty, proving the quality of the successful manager in sports institutions and commercial companies as an Algerian citizen for everyone who has citizenship, and vice versa, as the relationship between professionalism and sports marketing is a relationship Documented and complementary, sports professionalism in sports clubs enhances the effectiveness of sports marketing and increases the chances of success. To acquire the status of sports institutions and companies, they must conduct objective, professional business activities. Meanwhile, sports marketing contributes to building and strengthening sports professionalism by promoting the brand, for example, and presenting products or services in a professional manner that attracts customers and meets their needs. This requires a continuous and regular relationship between sports professionalism in football and marketing in Algerian sports institutions and companies, as they are two sides of the same coin. The more professional sports performance is, the more effective sports marketing becomes. The more professional sports marketing is, the greater the chances of success and building a strong reputation in Algerian sports institutions and companies. From this, we conclude that sports institutions and commercial companies in Algeria have played an important role in all fields and have served as a strong communication platform that can be used to encourage the culture of sports marketing strategies, which are considered one of the most necessary methods and tools to keep pace with professionalism. Marketing strategies are also considered an effective and integrated tool in building Algerian sports. They face internal challenges represented by the absence of some administrative reform strategy and coordination between the various stages and fields of training in sports institutions and commercial companies. For this reason, commercial sports activities must be carried out in an ongoing manner so that professional practice should form a real craft, i.e. a sports profession that raises the competitiveness of economic institutions and develops the sports system in Algeria.

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Conclusion:

Our study shows that sports marketing has its own strategies. The marketing function is a specialized activity or a specific economic service performed before and during the process of distributing goods and transferring them from the producer's possession to the consumer's possession. These functions vary from one sports organization to another depending on their characteristics and objectives. Sports marketing in Algeria has witnessed significant growth, and commercial companies have begun to allocate a large portion of their general budget to marketing. Sports professionalism in football was created to improve the economic image of clubs and generate additional funds for clubs. Therefore, sports institutions and commercial companies need clear and specific economics, as each institution has its own goals that it wants to achieve. This is what drives clubs to shift from merely practicing sports to managing a sports company with managed capital, various equipment, and even various properties and sales bearing the symbol of the professional club, to invest in them so that they can be sources of development of funds and various resources in this club, and for sports companies to control the markets and continuously increase their market share.

Through what we have discussed, we have realized the importance of marketing strategy in Algeria. It stems from its attempt to clarify the nature of the complementary relationship between professionalism in football and sports marketing, and the extent of its impact on the marketing activity of sports institutions. The more professional sports marketing is, the greater the chances of success and building a strong reputation in commercial sports institutions and companies. This is what has enabled successful sports organizations to achieve growth in activating change and transforming from amateurism to professionalism.

What we have concluded from this research is that sports marketing plays an effective role in developing commercial sports institutions and companies, establishing the basic principles of idea management, and identifying the methods, means, and techniques used to achieve organizational goals, with the goal of contributing to the development of marketing strategies that keep pace with sports professionalism in Algeria. **In light of what we have been able to reach from our study, we propose the following recommendations:**

- Practical implementation of the provisions of the Professionalization Law by transforming sports clubs into sports institutions.
- Relying on a management advertising and marketing strategy to generate funds for the clubs.

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- Establishing specific regulations and laws governing the sports marketing process in Algeria.
- Adopting modern methods for sports marketing, implementing well-thought-out strategies, and avoiding randomness and improvisation in marketing work.
- Effective marketing policies must be adopted in formulating and building investments, as they constitute a fundamental factor in the spread of sports companies through the products and services offered in the market.
- Developing innovative strategies for planning the various sports marketing activities of sports institutions and commercial companies to improve the status and image of professional sports clubs.
- The necessity of involving employees and those responsible for managing sports organizations in the process of planning and implementing change and making them an integral part of it, as their participation in the change will make them more aware of how it is implemented, its results, and its objectives.
- Developing marketing policies that keep pace with technological and information developments, ensuring minimal competition with global commercial sports companies.
- Preparing marketing plans and strategies to attract the attention of the community, businessmen, sports companies, and commercial houses.

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