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The American University in Cairo

School of Global Affairs and Public Policy

**The Edgy Relationship between Sports Media and Sports Organizations in Egypt: The
Urgency for an Effective Media Policy**

A Thesis Submitted to the

Public Policy and Administration Department

In partial fulfillment of the requirements for the degree of

Master of Public Policy

By

Inas Mohamed Ali Mazhar

December 2014

The American University in Cairo
School of Global Affairs and Public Policy

**THE EDGY RELATIONSHIP BETWEEN SPORTS MEDIA AND SPORTS
ORGANIZATIONS IN EGYPT: THE URGENCY FOR AN EFFECTIVE MEDIA
POLICY**

A Thesis Submitted by

Inas Mohamed Ali Mazhar

To the Department of Public Policy and Administration

December 2014

In partial fulfillment of the requirements for the degree of Master of Public Policy
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DEDICATION

TO

MY FAMILY

Thanks for your continuous support during the past two years

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It would be impossible to acknowledge adequately all the people who have influenced this research. A huge thank you goes to my thesis adviser Dr Ghada Barsoum for the comments during the writing of the first, second and final drafts of this research.

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**THE EDGY RELATIONSHIP BETWEEN SPORTS MEDIA AND SPORTS
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POLICY**

Inas Mohamed Ali Mazhar

Supervised by Professor Dr. Ghada Barsoum

ABSTRACT

This study delves into the edgy and often tense relationship between sports organizations and sports media in Egypt. The study confirms how this relationship, which is usually known as being ‘symbiotic’, based on mutual benefits, has now become a burden on the two sides in their day-to-day working relationship. The study is based on qualitative research with data collected through in-depth interviews. A purposive sample of journalists and members of sports organizations were selected to discuss the reasons behind the broken symbiotic ties which led to the relationship being at stake. The study also aims at finding solutions and recommendations for a way out, a chance for a stronger and more beneficial relationship between sports media and sports organizations. Most of the findings came in relation to the review of the literature of other experiences, confirming the problems and sharing the same insights for suggested solutions. The findings showed that both stakeholders equally share responsibility for their relationship which is currently on the edge and at risk. Sports media are blamed for publishing negative stories, favoring some sports more than others, breaking rules and protocols, fabricating stories, invading privacy, and inaccuracy. On the other hand, sports organizations were found to be unfriendly to the media, favoring some journalists more than others and media organizations over others, hiding information, and the unavailability of a media officer, spokesperson or efficient media departments. The findings led to the recommendation of an official sports media policy to be enacted within Egyptian sports federations. The policy is expected to describe in detail the duties, responsibilities and limits of each side. The challenge here is not in creating a media relations policy but that it becomes an effective one, not just a document placed on shelves or in drawers. Both stakeholders have showed their willingness to respect and abide by the policy’s regulations for the sake of a stronger and mutually beneficial relationship. Accordingly, informed by the participants, this study suggests guidelines to an effective media policy for sports organizations, a policy which would serve as a regulatory tool that would monitor and control the relationship between sports and media so that each stakeholder gets a fair share of the symbiotic relationship.

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Chapter 1 : Introduction and Organization of the Study

Sports organizations (Federations & Clubs) and their athletes receive high level of media attention. Because of the media, sports have become global and gained its huge popularity. Accordingly, it has become indisputable that Media plays an important role in the sports coverage and with the sports journalists being the key player in this process. Media highlighting sports achievements in magnificent style have created a ‘symbiotic’ relationship (Mc Chesney 1989, p. 49) between sports and media, a relationship based on cooperation and mutual benefit between both sports journalists and sports federations. However, this relationship has deteriorated in the past years and has become edgy.

This research study describes that edgy relationship between sports media and sports organizations in Egypt. The study also sheds light on their long working relationship and what they have accomplished together. On the way of highlighting the ups and downs of this relationship, the study manages to unveil the reasons that have led to such an edgy relationship between them. Identifying the reasons has revealed solutions to not only fixing the relationship but even taking it further to a higher level of commitment through introducing guidelines for an effective sports media policy within the Egyptian sports organizations.

The statement of purpose of this research is to explore and describe how sports media and sports organizations have ended up having an ‘edgy’ relationship instead of the originally ‘symbiotic’ relationship.

The research focus was derived from the main research question that arose from the research problem and objectives “the relationship between sports media and sports organizations”. The main research question of this study focuses on: *What is the nature of the relationship*

between sports media and sports organizations in Egypt? And in order to be able to answer this question, the research question was broken down into some open-ended sub-questions which were addressed to the participants to make it easier for them to express themselves and provide answers. The sub-questions revolved around;

How can we explain the incidences of clashes between the sports media and the sports organizations? What would be the optimal governance structure for a healthy relationship between sports media and sports organizations?

For the researcher to describe the experiences of the stakeholders; the sports media and sports organizations, the researcher found that a naturalistic and a qualitative method based within the individual explanatory hypothesis would be appropriate as a research approach for the study.

The researcher found that the qualitative research was suitable and applicable to this study because qualitative research describes and interprets the human experiences (Cohen et al 2000) which are in this study the experiences of sports media and sports organizations. Qualitative research allows the participant the privilege to speak up louder than the researcher. In saying louder, it means that what the participant says comes ahead of the researcher or is more useful to the research study than what the researcher has to say.

A purposive sample of journalists and members of sports organizations was selected to discuss the reasons and problems that have marred the symbiotic relationship between both stakeholders. The sampling process was theoretically informed, guided by the developing theory (Marshall & Rossman 2011).

Data was collected through various methods as; interviewing, observation and gathering documentary evidence in a systematic way (Rossman & Rallis 2003).

The findings were a presentation of the information revealed during the research process of data collection and analysis. The discussion of the findings in details comes in chapter five. Yet, the researcher has summed the findings up into four major findings that show the participants’;

- Admitting their relationship is edgy.
- Willing to mend the broken fences.
- Supporting an effective media policy.
- Calling stakeholders to respect this policy.

This chapter also provides the reader with a structural outline which offers additional information about the research. This study consists of the following chapters:

Chapter 1: provides a general introduction to the study. The background has been described from various outlooks and demonstrates how the research question was derived. An orientation is provided to the literature, methodology and design of the study, the findings and the conclusions and recommendations.

Chapter 2: reviews the literature gathered from related academic journal articles on the topic of sports and media as well as excerpts from articles and columns written by sports journalists. This chapter is divided into three sections; the relationship between sports and media, its developments and setbacks in a separate section. The following section highlights the background of sports and media in Egypt. The chapter then concludes with the third section which explains the conceptual framework of the study.

Chapter 3: explains and describes the research methodology, design and process in detail. The chapter also includes descriptions of how the research question, sampling techniques, data collection and analysis were conducted. Also in this chapter, the reader gets to know how issues of trustworthiness, ethical considerations, challenges and limitations were dealt with.

Chapter 4: highlights the current ongoing clash and conflict between sports media and sports organizations by providing some examples of the edgy relationship between these two stakeholders.

Chapter 5: demonstrates the findings that emerged from the data collection. It draws together, compares and discusses the findings with the views conveyed and expressed in the literature.

Chapter 6: wraps up the research study with the conclusions being drawn and recommendations being made for an effective media policy to be implemented within Egyptian sports organizations. Guidelines for a media policy are being suggested and drawn as guidance for those interested in creating a media policy.

Chapter 2 : Review of the Literature and Conceptual Framework

This chapter reviews and draws together the literature relating to the relationship between sports and media in general and how this relation has both positively and negatively affected sports and media together in some ways.

The review shows these positive and negative effects. Positively, each side has benefited from the other but it was all on the accounts of their working relationship which grows edgy every day and therefore affects the quality of their product together. The literature also demonstrates the general background of sports in Egypt, highlight its history and achievements and explains its affiliation to the state of Egypt.

The chapter concludes by showing how the development of the conceptual framework derives from the literature. The review also describes and defines sports and media separately and how this has led to creating new terms as ‘media sport’ and ‘mediated sport’ and guides the study.

The initial general reading for this study was conducted largely through web searches using the library of the American University of Cairo and Google scholar and its citation features to identify related to the topic books, journal articles, academic papers, research reports, newspaper articles and essays of sports journalists, quotes of sports organizations in newspapers and also visiting their social media pages and twitter accounts.

2.1 The Relationship between Sports and Media

"Media-Sport" is a term, according to Miquel de Moragas, Director of the Institute of Communication and the Centre for Olympic Studies, Autonomous University of Barcelona, was derived as a result from the relationship between media and sport.

He defines it as "*one of the major forms of entertainment in modern societies but, as the cultural theory has clearly shown, these forms of entertainment are also forms of production and a privileged vehicle for the broadcast of ideas about identity, social- relationships, cultural exchange, etc*" (De Moragas, 1996) .

De Moragas (1996) also adds that "Media-Sport" has become one of the main venues to demonstrate the rituals, customs and traditions of social and cultural relationships on a worldwide scale.

There is plenty of literature available on sports and media, but separately. For academics, sports and media are two rich fields that would encourage academics to research and explore their policies, viewership patterns, readership fans, fanaticism in sports, television broadcasting rights....etc. These academic journals and researches looked not only in relationships but also in the media policies.

Yet there is limited literature on the social relationship between sports journalists and sports organizations or the media policies involving the mechanism of work in these organizations and institutions. The issue, though global, has not attracted academic scholars to delve into studies related to the relationship between sports and media.

But, the nature of the relationship between sports media and sports organizations has attracted some sports journalists themselves who tackled this relationship in newspapers articles (Cook 2010, Al-Mallah 2010, Hedge 2012, Abu Ayed 2014.). In their articles, they spoke about the important roles that sports and media play in the society and how they affect each other. At the same time, they referred to the edgy relationship that has emerged between both sides and warned that it has led to a decline in this relationship and consequently the level performances.

The researcher believes that the reason those journalists have shown interest is because they were themselves sports media, working in the same kitchen, just like the researcher of this study. Working in this field for more than twenty years, the researcher has observed, as a participant, the same problem. That was the reason to dig into this issue which has been escalating in Egypt in the past ten years, to be specific with the new era of private satellite channels which started by the mid-2000s.

The relationship with the media is vital, essential and fundamental to the political and cultural economy of sport as it has been very obvious how much sport plays a major role in politics and culture among the nations. Major sports events held in countries all over the world has had huge economic impact on these countries and have generated billions of dollars all because media has helped promoting and publicizing these sports events .

Nicholson (2007) confirms that the relationship between sport and the media since the beginning of the 21st century has become a crucial and essential marketable and profitable cultural connection for the two businesses. (Zion et al 2011) add that due to the massive increase in television audiences and revenues of advertising, sports have become of great value to the media.

Moreover, through its directly buying of the sports events' rights and world- class competitions, media has therefore become the main sponsors and the right holders of marketing, advertising and the television coverage of these events. This only proves how media has established a considerable ability and competence to impose its power and authority over the sport organization, performance and distribution.

Accordingly, media transformed sport from being amateurish into professionalism with a great effect on the global industry. Indeed, this transformation was not one-sided. As much as media has had its effect on sport, no one can deny that sport itself, with its glamour and excitement had also transformed the media. In this context, analysts described the relationship between sport and the media as a global 'sports media complex' (Maguire, 2004; Rowe, 2009).

To carry out their professional job, Sports media depend on some tools that would endorse and promote sports, such as TV and Radio, Cable and Satellite TV, Internet, Newspapers and Magazines, Books and even Films.

Thus, one ponders how far or to what extent has media affected sport? Studies at the Teach PE, Physical Education and Sports Coaching revealed that media coverage of sport has had both positive and negative effects on the sport;

The positive effects include; Money –selling, education, role models, inspiration and coaching aid. *Money- selling* is generated from selling the sports events and competitions broadcasting rights; *Education* - People watching sports on TV, listening to commentaries and learning the rules of the sport; *Role models* - Seeing good sports people on TV and in newspapers makes them a role model for people to look up to; *Inspiration* - Media brings sport to people who

may not normally get to experience it otherwise, thus inspiring and encouraging people to get involved; *Coaching aid* - Watching professionals on TV can help you see how a technique should be performed which could help one's performance are all considered as good effects on the sport.

On the other hand, bad effects include bias, lack of attendance, overload, attention and demands. *Bias* - Only the really popular sports get much attention on the TV and in newspapers etc. This doesn't help encourage people into the less popular sports; *Lack of Attendance* - For matches that are shown on TV, ticket sales often drop thus affecting the revenues of the organizers; *Overload* - There is a lot of sport on TV nowadays, some say too much; *Attention* - Sport stars often complain of too much attention being paid to their private lives; *Demands* - The media can put pressure on the organizers of sporting competitions to make the viewing experience better for TV audiences.

Both the media and professional sports benefit from sports coverage. Sports Media does not only cover sports in the pitch but off the pitch as well (Hedge 2012). The media has also changed the viewership perceptions and habits of the sports lovers and fans. Without media coverage, Sports would not be where they are today and the media would not be as big as it is today (Hedge 2012), which only confirms Mc Chesney's, 1989 statement "Sports and the mass media enjoy a very symbiotic relationship in American society" (Mc Chesney, 1989, p. 49). Being an American, Mc Chesney's statement "*Media Made Sport*" reveals the truth, not only for the United States but also for other nations as well; developed or the still developing.

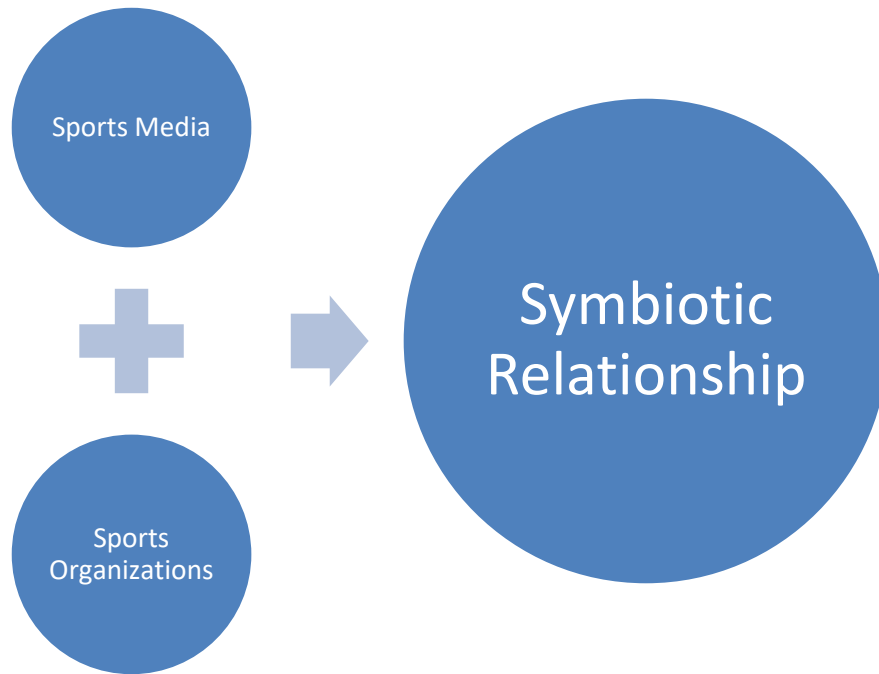


Figure 1: The Symbiotic Relationship

Both sports and media were deeply and greatly affected by this “*very symbiotic relationship*” between sports and media. Sports provided media with valuable and exciting material to use and make profits from and so did media return the favor. Through their high-technical coverage of the sport, media have increased the power and popularity of sport. The marketing and advertising industries have therefore become a key part of the “symbiotic” relationship (Beck & Bosshart 2003).

Literature reveals that most scholars agree that the relationship between sports and media comprises of two main elements; sports and media, except for Smith (1979) who though agrees with them on the two elements of sports and media yet argues and insists that there is another third element that the completes the triad; the sports journalists.

Though the researcher agrees too and believes that sports journalists are the main important element of this triad and in this study as well, yet, the researcher disagrees with Smith in separating between sports journalists and media organizations as sports journalists are those who work within the media organizations; newspapers, radio and TV. Sports journalists are those who produce the whole show with their reports and commentaries. Without sports journalists, media organizations are unproductive. Simply, they can't stand alone.

Smith's defence lies in the fact that sports journalists respond to a variety of countervailing pressures coming from two sides; his media organization who might have an agenda and the sports organizations whom the media organization or the sport journalist would like to please and make good terms with (Smith 1979).

Hedge (2012) shares with Smith his appreciation to the sports journalists by highlighting how sports journalists have contributed in publicizing the life stories of some athletes and reveal their struggles and road to success. By doing so, through media, sports journalists have helped change the lives of some champions who came from a poor or modest background into becoming rich and celebrities (Hedge (2012).

Actually, the researcher herself also shows appreciation to the sports journalists and their job as well. Just as 'Media made Sports' (Mc Chesney 1990), sports has made media as well or to be precise, the researcher believes that sports journalists, presenters and commentators themselves have become famous for writing or reporting about sports. Readers, listeners and viewers know the journalists well, follow their writings, programs and recognize them in the streets just like athletes and coaches.

Good and bad images of sports athletes are created by media. Hedge (2012) explains that any athlete needs to climb the ladder to reach the peak and that is when media starts doing its job. Media not only follows athletes but helps them as well. Focusing on their achievements and underlining it, media draws the attention of the public to those athletes (Hedge 2012). According to him, there is ‘no shortcut for success in sports’ and so athletes need to work hard to earn it (Hedge 2012).

Following and reporting on the athletes is not an easy job. It requires huge effort from the sports journalists, whose job becomes hard, demanding and challenging. They have to make and submit their reports and comments quickly and accurately for the large audience who closely follows their work. Still, for a long time, many newspapers considered the sports section as the “*toy department*” (Rowe & Stevenson, 1995, p. 67), with the sports journalists being the “outsiders in the editorial office” (Weischenberg 1978).

Well, as the analysis in this study shows, the researcher thinks it is a bit unusual especially at the time Weischenberg (1978) and Rowe, Stevenson (1995) conducted their studies. At that time sports was not that big as it is now with an impressive impact on the business market and economy as well. Nowadays, the researcher argues that that toy department is actually the department that brings the most advertisements and revenues to any media organization and the most readable as well.

Sports journalists might have been dubbed as the ‘outsiders’ by their other colleagues in the other departments of the same media organization. But the fact is, according to the researcher, is that it could be or might be sort of jealousy. Because of sports, media representatives (journalists)

have become themselves celebrities as well. They have even become more famous than the more serious journalists, those who write in politics and economics.

The decrease in accuracy and the deterioration of the relationship between journalists and athletes and sports officials have become two negative and disadvantageous effects of the changes occurring in the field of sports journalism (Cooke 2010). She believes that accuracy will continue to be compromised and developed as journalists meanwhile have to compete with a whole new beast of independent bloggers and social media (Cooke 2010). This will continue as long as sports organizations don't react to the calls of journalists or offer them material. The relationship has thus been busted and broken down (Cooke 2010).

As discussed earlier in the literature review, there is a 'symbiotic' relationship between sports media and sports organizations. But, this relationship nowadays does not seem like that anymore. It has become edgy over the past ten years. Thus, one needs to understand what have come between these two sides that drove them apart. In other words, how has the nature of their relationship changed or become edgy in the past ten years and what were the reasons that created such a gap between both sides and how could this study help mend the cracks that are marring the media-sport relationship?

Accordingly, this thesis delves into understanding more about the nature of the relationship between sports organizations and media, why it has reached such a level of almost a tug of war between them and how to reach out to solutions that might help fix the relationship and take it into a more professional level that would achieve the required mutual benefit.

2.2 Background of Sports in Egypt

According to Egypt's State Information Service (SIS), sports in Egypt exists since the era of ancient Egyptians, where wrestling, weightlifting, stick fencing, and ball games were practiced for both amusement and physical training (SIS 2009). Sports have then developed throughout the years.

More than a hundred years ago, at the late 19th century, the Olympic Games (OG) launched from Olympia, Greece to start a new era of competitive sports. The OC has been held every four years since then with the exception for the duration of the World War I and II.

Just as Egypt was one of the oldest civilizations to practice sports, it was one of the countries who have joined the International Olympic Committee (IOC) and the OG at the beginning of the 20th century and never missed an occasion since then. Egypt has also established its different sports federations, associations and organizations since the beginning of the 20th century and joined the International Federations and associations as well. The Egyptian National Olympic Committee (ENOC) was founded in 1910, and Egypt made its first appearance at the Summer OG in Stockholm 1912 with one athlete.

The 1952 July revolution resulted in an extraordinary and unprecedented government investment in sports infrastructure for schools, universities, training institutes, and clubs in an effort to expand the country's standing and status internationally (SIS 2009). Meanwhile, Egypt has the best sports infrastructure and facilities of stadiums, outdoor and indoor sports complexes, venues and arenas for all kinds of sports in Africa and the region.

In addition to sports federations and associations, Egypt has many sports and social clubs in addition to thousands of youth centers. These clubs are located not only in Cairo but all over the country while the youth centers are located within districts, cities and villages as well.

Egyptian clubs like Ahly, Zamalek, Heliopolis, Gezira, Shams, Semouha, and Sporting clubs are unique and different than the rest of the world for two reasons; First, because they are sports and social clubs. They have thousands of members who can go to the club every day as a family, practice sports and socialize in the safest and most secured environment.

Second, these sports clubs are public and affiliated to the government despite the fact that its members pay a life-time membership when first applying for the membership in addition to an annual subscription. Outside Egypt, especially in Europe and the USA, clubs are considered as civil society organizations.

According to the Egyptian Sports Law, all sports organizations, associations, Olympic Committees and Clubs are affiliated to the government, according to law No 75 of the year 1977. The Ministry of Youth and Sports (MYS) represents the government and is referred to in the law as the Administrative Competent Body (ACB) who monitors the board of directors, budget and all financial matters. Clubs' subscriptions fees are also approved by the ACB and no club can decide or increase its fees before the approval of the ACB.

The fact of Egyptian sports clubs being affiliated to the Egyptian government is that they receive their budget from the government. This confirms that they are not civil societies or Non-Governmental Organizations (NGOs) as some believe, especially around the world. That has always been the case in Egypt.

As mentioned before, the establishment of sports infrastructure and facilities since the 1960s has led to a tremendous increase in the number of individuals practicing competitive sports. National and regional sports competitions and championships were created more than 70 years ago. Egypt was always there making first appearances in any new sports tournament and even hosted inaugural first editions as the 1957 Africa Cup of Nations of Football.

Egypt play and is a member of 37 different sports namely; football, volleyball, basketball, handball, archery, shooting, sailing, fencing, badminton, cycling, equestrian, golf, gymnastics, hockey, Canoe & Kayak, modern pentathlon, rowing, swimming, tennis, table-tennis, taekwondo, weightlifting, judo, wrestling, boxing, athletics, squash, bowling, chess, karate, billiards, speedball, kung fu, diving & lifesaving, cars & motor cars, water polo and fishing.

Twenty seven of these sports are Olympic sports while the rest are Non- Olympic. This makes Egypt one sport less than the 28 sports listed in the international Olympic program. But soon the 28th sport, Rugby 7, will join the ENOC as the association is still under foundation. The remaining sports are non- Olympic sports. The Olympic sports are part of the Olympic program of the OG while the Non-Olympic are not, but still organize world and continental championships.

Despite the remarkable international and Olympic achievements of some of those sports in the history of Egyptian sports, football remains the most popular sport in Egypt just as it is the number one sport in the world.

This thesis research thus addresses the sports federations, associations and the sports clubs as the sports organizations of this study.

Table 1: Egyptian Olympic Sports Federations

No	National Federation	Established in	International Affiliation
1	Athletics	1910	1912
2	Football	1921	1923
3	Rowing	1907	1925
4	Tennis	1923	1926
5	Swimming	1910	1927
6	Boxing	1923	1930
7	Fencing	1930	1930
8	Weightlifting	1930	1930
9	Table Tennis	1932	1934
10	Basketball	1934	1934
11	Wrestling	1934	1940
12	Cycling	1910	1942
13	Equestrian	1942	1942
14	Hockey	1943	1943
15	Gymnastics	1936	1946
16	Shooting	1950	1951
17	Yachting	1953	1953
18	Volleyball	1949	1954
19	Handball	1957	1960
20	Judo	1962	1965
21	Modern pentathlon	1975	1976
22	Taekwondo	1975	1978
23	Badminton	1991	1995
24	Archery	1989	1995
25	Golf	1953	1958
26	Canoe-Kayak	2013	2013
27	Triathlon	2009	2009

Source: State Information Service, July 2009

2.3 Background of Media in Egypt

There is no doubt media in Egypt has increased the popularity of sports to its peak especially in the age of satellite channels which started late nineties and early 2000s. Thanks to traditional media; newspapers, radio, television, sports have become more famous and richer as well.

As sports grew up and developed through the years by introducing new rules and competitions to the games, sports became more appealing and interesting so people joined in. Though some local newspapers were available in the market at the beginning of the past century, the radio which was launched in the thirties remained as the main means of media as it reached everyone, even the uneducated.

Through the radio, Egyptians got to know about sports news and football. Matches were broadcast live. The introduction of the Egyptian television in the sixties has helped sports a lot and television officials realized how showing sports events live would generate huge income from showing advertisements. And from there it all started. As the years went on, the world of media realized the importance of the sports material which had become more competitive, developing successfully, flourishing and capturing the readers, listeners and viewers' attention.

It was not only the sports that have become popular and famous, but also the athletes and their coaches. Media have made them stars and celebrities.

Sports organizations became money collectors and the sports media market flourished as well and became richer too with the marketing of the media rights; the official newspaper, official radio, official TV....etc. What applied to the world, applied also in Egypt and the relationship

between sports and media developed as well as they became partners seeking a mutual benefit of a symbiotic relationship.

But the signs of the relationship getting edgy appeared in the past ten years with the increase in the number of state, private media outlets and satellite channels; newspapers, radio and television channels. Newspapers saw an increase in the number of sports pages added and the sports section was allocated more pages by the management than other pages. So did sports programs in radio and TV. Instead of just weekly programs in the eighties and nineties, it became daily sports programs by the beginning of the new millennium, scoring high viewership rate.

Not only that, but the amusement, greatness, glamour and the competitiveness of sports have motivated the business of media. More television sports channels, launched just a few years before the revolution. To be accurate, in 2006, when the Egyptian football team won the Africa Cup of Nations and went on to dominate African football until 2011. That has brought up huge material for the media thus the opening of channels like (Modern Sport, Modern Kora, Melody Sport, Zoom Sport, Al-Hayat Sport, Ahly, Al-Nahar Sport, Dream Sport....etc). With so many voices around in the media, the relationship between sports media and sports organizations started its suffering in the absence of clear media policies to regulate such issues.

It is just worth mentioning that those channels have been very successful for years but some of them unfortunately had to shut down as of 2011 when the sports activities in Egypt was affected by the political and security unrest. With sports activities been suspended and out of service these channels had to shut down for financial reasons and of course lack of the sports material.

Also newspapers and magazines were launched (Al-Ahram Al-Riyadi, Akhbar Al-Riyada, Al-Forsan, Al-Hadaf, Al-Riyadia, Negm Al-Gamaheer...etc) only dedicated to sports. Electronic media also had its contribution with the launching of several sports websites like www.filgoal.com, www.yallakora.com, www.goalfmradio.com ...etc.

Media Policy has never been clear in Egypt, not only in sports, but in general. State media, especially radio and television, has always been run and controlled by the Ministry of Information (MOI) and the Egyptian Radio and television Union (ERTU). Even private media which emerged by the beginning of the 2000s, was monitored by the MOI. Though, private media would receive instructions, yet, no full authority from the MOI for the private media.

After the 25 January Revolution in 2011, there have been calls from the media sector and others for media independence, the annulment of the MOI and creating a National Council for Media instead. By June 2014, and for the first time, the Egyptian government cabinet formation saw the absence of the MOI.

The 2014 Egyptian constitution included three main articles (211, 212 & 213) in chapter ten regarding the formation of the National Supreme Council for the Regulation of Media (NSCRM) to serve as a regulatory body for state and private media in Egypt. Two other bodies are also to be formed; The National Press Organization (NPO) and the National Media Organization (NMO) to set the codes for the performances of both press and media.

According to the Constitution article 211, the NSCRM is an independent entity that has a legal personality, and enjoys technical, financial and administrative independence, and has an

independent budget. It would regulate the affairs of audio and visual media, printed and digital press, and other media means.

The Council is also to be responsible for:

- Guaranteeing and protecting the freedom of press and media as stipulated in the constitution
- Safeguarding its independence, neutrality, plurality and diversity,
- Preventing monopolistic practices, monitoring the legality of the sources of funding of press and media institutions
- Developing the controls and criteria necessary to ensure compliance by the press and media outlets with the professional and ethical standards, and national security needs as stated in the Law.

The NPO is to manage and develop state-owned press institutions and their assets, as well as ensure their modernization, independence, neutrality and their adherence to good professional, administrative and economic standards.

The NMO is an independent organization that shall manage and develop state-owned visual, audio and digital media outlets and their assets, as well as ensure their development, independence, neutrality and their adherence to good professional, administrative and economic standards.

Laws are to determine the composition and regulations of the Council and the two other entities and the employment conditions for its staff.

In the absence of effective media policies in Egypt, other countries such as the USA, UK and France are enjoying successful independent operative media environment thanks to their regulatory bodies. This study hereby highlights these bodies' responsibilities and performances:

➤ **The Federal Communications Commission (FCC)** is an independent U.S. government agency established by the Communications Act in 1934 and is overseen by Congress. It regulates interstate and international communications in the USA by radio, television, wire, satellite and cable in all 50 states, the District of Columbia and U.S. territories. The commission is the USA's primary authority for communications law, regulation and technological innovation. The FCC also works on revising media regulations so that new technologies flourish alongside diversity and localism and provides leadership in strengthening the defense of the nation's communications infrastructure. In its work facing economic opportunities and challenges associated with rapidly evolving advances in global communications, the agency capitalizes on its competencies in:

- Developing and implementing regulatory programs
- Promoting competition, innovation and investment in broadband services and facilities
- Supporting the nation's economy by ensuring an appropriate competitive framework for the unfolding of the communications revolution
- Revising media regulations so that new technologies flourish alongside diversity and localism
- Providing leadership in strengthening the defense of the nation's communications infrastructure

The FCC's rules and regulations are in Title 47 of the Code of Federal Regulations (CFR). Most FCC rules are adopted by a process known as "notice and comment" rulemaking. Under that process, the FCC gives the public notice that it is considering adopting or modifying rules on a particular subject and seeks the public's comment. The Commission considers the comments received in developing final rules.

- **Ofcom** is the communications regulator in the UK. It regulates the TV and radio sectors, postal telecommunications and wireless communications services. It makes sure people in the UK get the best from their communications services and is protected from scams and sharp practices, while ensuring that competition can thrive. Ofcom operates under a number of Acts of Parliament. The most important is the Communications Act 2003 which says that Ofcom's principal duty is to further the interests of citizens and of consumers, where appropriate by promoting competition. Accountable to Parliament, Ofcom sets and enforces regulatory rules for the sectors to ensure:
 - A wide range of high-quality television and radio programmes are provided, appealing to a range of tastes and interests.
 - Television and radio services are provided by a range of different organisations
 - People who watch television and listen to the radio are protected from harmful or offensive material
 - People are protected from being treated unfairly in television and radio programmes, and from having their privacy invaded.

➤ **The French Authority for Media Networks (Conseil Supérieur de l'Audiovisuel)** is an independent authority to protect audio visual communication freedom. Known as CSA, this council was instituted under the law of 17 January 1989 with the charge of guaranteeing broadcasting communication freedom in France. The scope of the CSA's responsibilities under the law of 30 September 1986, amended numerous times, is wide-ranging ensuring;

- Plurality in opinions expressed
- Organising radio and television electoral campaigns
- Rigorous news treatment, allocating frequencies to operators
- Ensuring human dignity is upheld
- Protecting consumers
- Safeguarding on-air "defence and showcasing of French language and culture"
- Rendering television programmes accessible to hearing or the visually impaired
- Ensuring media reflection of the diversity in French society
- Supporting health protection public policies

The CSA is the interface between broadcasting media and French audiences. Therefore, the CSA keeps in regular contact with the public via email and phone calls. Users' expression of their satisfaction or dissatisfaction is an indispensable indicator for regulatory purposes. The CSA believes in its responsibility to raise channels' and stations' awareness to positive and negative reactions on the part of viewers and listeners.

So far and until this thesis study was submitted, the NSCRM has not been formed yet. The Chairman of the ERTU is meanwhile the acting Minister of Information and leads a 50-member committee of media expertise who are to set the composition and regulations of the NSCRM. Egyptian policy makers should take the previously mentioned entities as models and examples when composing the NSCRM and the other two entities.

2.4 The Conceptual Framework

Conceptualization usually comes as the next step when designing process of one's study and after the purposes of the study have been identified and clarified. The clarification of concepts, in some forms of qualitative research, is an essential and major element in the collection of data process (Babbie 2007).

The Open- ended interviews, as in the method used here in this research study, is one of the above-mentioned forms of qualitative research, according to Babbie (2007). He thinks the open-ended interviews are usually used in "the less tightly-structured research". He explains that interviews, an important part of the research, may uncover and report aspects of social life that were not evident at the beginning of the research project in the first place.

Accordingly, the conceptual framework of this study constitutes the researcher's theory about the world of sports and media of this research. The conceptual framework also derives from the researcher's own experience as a sports journalist and from the literature that have been collected through the web and reviewed and described earlier in this chapter.

The conceptual framework has therefore been used as a leading tool to the researcher in this study, in other words as a guide to the progress in this research. It also explains the phenomenon but not the analysis of the data (Rossman & Rallis 2003). The analysis though is grounded in the data collected from the interviews and the researcher's observation which is to follow later in the next chapter.

Chapter 3 : Research Methodology, Design and Process

3.1 Research Methodology

The previous chapter examined the literature and demonstrated the derivation of the conceptual framework for this study. This chapter therefore discusses how the research study evolved from the conceptual framework and explains how the methodology and process resulted from the research design. It also addresses issues of trustworthiness, ethical considerations and limitations.

Research has been described by many as describing, examining, investigating, explaining and probing serious and critical issues. For the researcher here to go through all these definitions and delve into the experiences of the stakeholders, sports media and sports organizations, a natural and a qualitative method that would reflect the realistic day-to- day life experiences of the stakeholders, was selected by the researcher to be applied as a research approach to the study, also based within the subjective interpretive hypothesis.

The researcher also found that the qualitative research was suitable and applicable as a research methodology to this study because qualitative research describes and interprets the human experiences (Cohen et al 2000) which are in this study the experiences of sports media and sports organizations.

Qualitative research also offers the participant the privilege to speak up louder than the researcher. In saying louder, it means that what the participant says comes ahead of the researcher or is more useful to the research study than what the researcher has to say.

3.2 Research Design

This research study describes the working relationship between sports media and sports organizations in a qualitative research style. The researcher here directly observes and participates in small-scale social settings in the researcher's home culture (Neuman 2006)

This makes this thesis research of a social nature which aims to find regularity in social life (Babbie 2007). A high degree of regularity is exhibited as a result of social affairs. Through social research, regularity can be revealed and theory can be explained (Babbie 2007).

The social nature of this thesis study comes from the fact that it involves dealing with humans, who are in this case the media representative; journalists and officials, coaches, athletes and employees as representatives of the sports organizations.

This justifies the fact that this research had to follow the qualitative research methodology. This methodology is believed to have developed and matured in the last years (Rossman & Rallis 2003). The qualitative methodology has also become increasingly and progressively an important mode of inquiry for the social sciences and applied fields (Marshall & Rossman 2011).

The researcher depended on collecting the **primary data** on the researcher's own observation first as a journalist who has been working in the field for more than twenty years and has been a witness to several disputes between sports media and sports organizations. The life stories and story-telling of the participants' own observation including media journalists, sports officials, athletes, coaches and their different good and bad experiences among each other was also part of the primary data collected.

That was a reason that drove the researcher to think of contributing, by this research study in some way, to the field who theoretically shares a symbiotic relationship between them both but practically; this relationship is suffering from some set-backs. These life-stories, witnessed by the participants and from which the information came to the attention of the researcher, have served in guiding the researcher to the topic of the study.

Secondary data was also collected through gathering information about the relationship between sports media and sports organizations from the internet by looking into the academic journal articles of researchers, excerpts of articles written by sports media and statements released by sports organizations in the same matter and sports officials, athletes and coaches being quoted in the media complaining from the media itself.

Social media; face book and twitter were also other secondary sources which the researcher depended on during the process of collecting data. Social media have been a 'stage' or a 'pitch' for verbal fights between media and sports organizations.

3.2.1 Research Questions

The main research question of this study focuses on the nature of the relationship between sports media and sports organizations? To answer this question, the research question was broken down into further sub-questions namely;

How can we explain the incidences of clashes between the sports media and the sports organizations? What would be the optimal governance structure for a healthy relationship between sports media and sports organizations? What is the criteria needed to operationalize a better relationship?

These standardized open-ended questions allowed the participants to develop and express their own point of view and allowed the researcher further question their answers when there was a need to do that.

3.2.2 Sampling Techniques

There were two samples conducted in this study. Both were a purposive and theoretical samples of sports journalists and sports individuals within the sports organizations (officials, athletes, coaches and employees). The interviews and sampling process were theoretically informed, guided by the developing theory as they have particular benefits as it yields data in quantity quickly (Marshall & Rossman 2011).

First; the Sports Media which included sports journalists in newspapers, radio, TV and internet. The sample saw a combination of journalists representing national and private newspapers as well as state and private radio and TV stations as participants in the study. Selected interviewees also included different genders, male and female and also representing different age groups, senior and junior reporters and journalists.

Second: This sample comprised the Sports Organizations which comprises of officials, staff, athletes and coaches. Athletes represent the crown jewel, the valuable product of the sports organizations that is the target sports media chase day and night.

The purposive and theoretically informed samplings were used because it is often built into qualitative designs which are used here in this research study.

3.2.3 Data Collection Strategies

Qualitative research studies people in their natural settings employing several and different methods such as interviewing, observing and gathering documents. Collecting a data is a “deliberate, conscious, systematic process” (Rossman & Rallis 2003 p.179).

In this study, interviews were the primary plan and design used to collect data. According to researchers, interviews describe “a conversation with a person” (Burgess 1984, p.102). Gubrium & Holstein (2002 p.3) define interviews as a social encounter, while Rosty (1979, p.389) believes interviews are the “ultimate context within which knowledge is to be understood.”

Tuckman (1972) declares that there are purposes behind doing interviews. As a matter fact, he lists them as three purposes which emerge from the outcomes of the interviews conducted between the researcher and the participant. These three purposes include;

- Giving the researcher the opportunity to dig deep into the interviewees head
- Accessing and measuring the knowledge stored inside in his head
- Getting to know that person’s values and preferences in life as well as his attitudes and beliefs.

Observations supported the interview data. The informal observation, verification of genuine and accurate data as well as examining documents when necessary were all part of the daily life experiences within the context that were used as support to the data.

3.2.3.1 Interviews

Rather than being a starting point, the researcher finds that the interviews conducted were actually concluding. Interviews have given the researcher a valuable and great opportunity to understand in details some concepts which was taken by some for granted that resulted from the research sub questions and the conceptual framework.

To be precise, this research depended on the in-depths interview strategy. The in-depth interviews helped identify and highlight the problem and solve the empirical dilemma in the nature of the relationship between sports media and sports organizations. In-depth interviews are a common data collection method in a range of disciplines and a qualitative research method that uses open-ended questions to uncover information on a topic of interest and allows interviewees to express opinions and ideas in their own words (Webber & Byrd 2010).

Though the in-depth interviews in this research were enhanced with other data like journal articles, academic papers and excerpts of some of the participants, the primary strategy was to capture the full meaning of the experience in the participants' own words.

Altogether, twenty individuals were interviewed; ten from each side; they included ten sports journalists, and ten sports organizations (officials, employees, coaches and athletes). The interviews with the participants, especially the colleagues, revealed the interaction of the background and related factors for which the researcher was in quest of.

Other informal interviews were done with some foreign colleagues from England, Zimbabwe, Belgium and Nigeria which showed that the study was not a local issue but an international one as well. The participants were aware of my topic research and the purpose of it.

But because it was not planned, they did not read or sign a consent form. They were told orally and they agreed orally as well.

In both samples, during the interviews, more questions were probed during the interviews because the questions were open-ended allowing probing frequently during the interview. The open-ended questions have sometimes being very useful and beneficial to the research as it had opened up to new subjects, missing and different angles that have helped in solving the puzzle. It was good to hear what each side thought and contemplated about the other.

And since the interview strategy required close, personal interaction between the researcher and the participant, the researcher visited each individual of the first sample of sports journalists in their offices and was keen when selecting the interviewees that the selected journalists represent different types of media; newspapers, radio and TV, male and female, junior and senior reporters. The office interviews were recorded and ranged between 20 to 45 minutes during which the researcher was taking notes.

Some interviews were conducted in the sports organizations themselves (federations or clubs) which involved officials or employees and these also lasted from 20 to 45 minutes and were recorded while the researcher took notes. .

Other interviews of this same sample which involved athletes or coaches were held in the field of play, during sports events and matches. But these infield interviews were shorter and lasted a few minutes and were very quick as the athletes were in a hurry after competition. Still, these field interviews were also recorded as there were no times to take notes. The notes were taken as soon as the researcher returned back, listened to the recorded audio and took the notes.

Because sports journalists are colleagues of the researcher, who maintains a good relationship with the sportsmen as well, the interviews conducted were the informal, conversational interview type, where both the researcher and interviewee felt at ease during the conversation. Interviews also followed the interview guide or topical approach because it is semi-structured and the most typically used type of interview in qualitative research.

The primary goal of using an interview guide was to balance the methodical organized collection of data with the flexibility needed to tap respondent's understandings (Webber & Byrd 2010).

Before conducting the in-depth interviews, the researcher briefed about the research topic and the expected outcome target and benefits they should expect from this research and then introduced to the participants the 'interview guide' to get familiar with the questions. However, they were informed that the researcher might not ask the questions in the order they were set at the interview guide. The researcher thinks people differ, therefore questions could be tailored to specific people and situations and atmosphere of the setting of the interview.

When the researcher found out that all interviews conducted had revealed similar answers which have led the researcher to a saturation point (Berg 2009), the researcher realized that nothing new was coming up, there was no need to conduct further interviews.

3.2.3.2 Observations

Observations are essential and needed to qualitative research. While interviews offered the researcher with the most of the data, personal observation of the researcher was used as an addition to the research study. These personal observations included the daily dealings with my fellow colleagues, the sports journalists, whether those who were interviewed by myself or the others with whom I work almost on a daily basis. The personal observations also included the daily interactions and dealings with the sports individuals within the sports organizations.

Such observations also included informal conversations, occasions and cases of dealing with sports organizations and discussions around our daily life experiences in sports events and in dealing with the athletes.

These observations have not been of course recorded because it has never been planned. It all occurred in previous occasions like matches, press conferences, symposiums and competitions. However, the observations used in this study exist in my memory. Sometimes, I did not even take notes especially in the beginning of my thesis research because, as mentioned before, it was unplanned. However, at the first chance after the event, I would recall and the incidents and take notes.

These observations were drawn on to this research to provide background, clarification and interpretations to the data contained in the interviews.

3.2.4 Data Analysis

After the participations' observations and primary and secondary data were collected, in- depth interviews done, the researcher started working on the content of the data collected by managing, analyzing and interpreting the data for the analysis process in order to wrap up the study and extract the findings.

For analyzing the data, the compiled information collected from the interviews were put down in notes and then the interpretative and explanatory style of treating this information as text was applied. Since data was collected through a qualitative method strategy, it was necessary to use various data sources for the analysis process such as the interviews, the participants' observations and the life stories.

In this research study, the actual analytical strategies applied in this case were similar to the interpretative and social anthropology approaches; conventional directed and summative content analysis (Rossman & Rallis 2003). The data was analyzed in an ongoing and iterative way, keeping the main and sub- research questions in mind, shifting from close analysis of the data to larger conceptual issues throughout the data analysis process.

The researcher's analytic strategy followed the steps of Rossman & Rallis (2003), each of which the researcher carried out several times during the data analysis process as follows;

- Getting familiar with the data.
- Organizing the data.
- Coding and interpreting the data.

- **Getting familiar with the data:**

In getting familiar with the data, the researcher first started by listening again to each interview and transcript the data. The second step was to listen again to the interview while reading through each transcript to check the accuracy of the transcripts and make sure it is all there.

Sometimes, words were missing and I had to fill in the gaps or was not heard properly so it was corrected. In doing that the researcher was able to remember the atmosphere of the setting, the content and the general tone of the interview. The last step in getting familiar with the data was by comparing this data with the notes that I had taken while interviewing the participants.

Organizing the data

With only two stakeholders involved in this study; the sports media and the sports organizations, the researcher had no difficulty in organizing the data. The bulk of work has already been done in the first process, of getting familiar with the data, downloading the interviews, transcribing them and then checking accuracy.

Coding the data:

The researcher did not use themes or drawings as codes or means of interpreting the data. It was simple.

3.3 The Research Process

3.3.1 Challenges

The power relationship (Platt 1981, p.76) between the researcher and the participant is not a one-to-one conversation or interview in which the researcher who has set the interview questions holds the upper hand in controlling and leading the process of the interview (Smith 1975 p.18). Researchers thus need to pay attention of any bias that might occur in case they controlled or guided the course of the interview.

That was a challenge that faced the researcher when interviewing colleagues. The researcher had known them for years and that meant a mutual working - relationship already existed and did not need to be established. Still, the researcher did not make advantage of such a relationship and try to guide the course of the interview. The researcher was aware that her role has changed here in the purpose of the research. Thus, participants were informed at the beginning of the interview that they were facing a researcher and not a colleague.

The other challenge faced was in the data collected whether it was contextual or background data. To be useful, data need to provide thick rich descriptions, especially the details about the context (Rossman & Rallis 2003 p.68).

Given that the focus of this research is specifically on the context, this fact had confused the researcher. One had to ask oneself several times how own background, experience and knowledge of the topic of the research could be useful, valid and reliable. After going through that knowledge again, the researcher became content that one's knowledge and background has added to this research, therefore the researcher was satisfied to consider the own knowledge gained from personal experience of this context as data.

Another challenge was the fact that the researcher belonged to the sports media at the end of the day and how it was important to maintain balance throughout the whole process of the research. Sports Organizations was cooperation willingly agreed to contribute to the research topic whose main purpose was finding solutions to help make the edgy relationship better.

3.3.2 Trustworthiness

The terms of trustworthiness and ethical considerations, depend on the integrity, truthfulness and reliability of the researcher (Kvale 2002). This is to make sure that the procedures of the research are followed and carried out in that context.

There are qualities that shape and establish integrity. Rossman & Rallis (2003) define these qualities in honesty, coherence, wholeness and moral principles. Also important to the research trustworthiness and ethical concerns are considerations of accuracy, balance and appropriateness at the research design stage. (Cohen et al 2000). Trustworthiness can therefore be weighed and measured by how well the study follows and adapts to principles and ethics for acceptable and capable practice and whether it meets the ethical and sensitive standards.

Minimizing bias at the data collection stage and minimizing subjectivity at the data analysis process are also important considerations to ensure this study is valid and reliable. For this qualitative study to be trustworthy and as a participant researcher, the researcher was careful to make certain that considerations regarding reliability, context, authenticity, comprehensiveness, details, honesty and depth of response, are being take care of.

The research participants have enthusiastically and freely taken part in the research study in terms of the informed consent principle (Rossman & Rallis 2003), read and signed it as a proof

of their readiness to participate in the study. Even those who did not sign the informed consent form because they were interviewed by phone, as mentioned earlier in this chapter, were still eager to take part in the research study. They showed full trust to the researcher and orally accepted what came in it.

Rossman & Rallis 2003 explain that in social research, the issue of trust and betrayal is a delicate issue. Based on mutual trust, the researcher was impressed by the openness and honesty of the participants. During the interviews they have outspoken to the research as they enriched the researcher with their experiences.

3.3.3 Ethical Considerations

According to Babbie (2007), most people believe themselves to be ethical. Not perfect, but enough to consider yourself as ethical as anyone else and perhaps more so than most. It is also thought that the problem in social research, as possibly as in life, is that ethical considerations are not always obvious in terms of what is 'right' and what is 'wrong' (Babbie 2007). But in real life, people are different and they argue. Not everyone agrees on what is right and what is wrong.

In this study, the researcher was keen to follow ethical considerations as much as possible with the participants. That is to say that the researcher, when approaching the participants for the field research had to explain to them certain points which were already mentioned in the informed consent form which they later signed like: the voluntary participation, no harm to participants, anonymity and confidentiality, deception, analysis and reporting and finally claiming the approval of the Institutional Review Board (IRB).

3.3.4 Limitations

Since sports organizations officials, coaches and athletes are considered as celebrities and are always engaged in trainings or competitions and sometimes hard to catch, there were some study limitations in being unable to conduct all the interviews required face to face.

Accordingly, some of these interviews were held by phone. Again, the participants were briefed with the topic and read the consent form and agreed orally. The phone call lasted between five to ten minutes.

The researcher would have liked to conduct a comparable study between one of the Egyptian Sports Organizations and its counterpart in a European country and discuss the difference and try to work on recommending means and tools for reaching the same level.

However, due to time limits, the researcher was unable to carry on this comparable study as it would have required speaking and interviewing the individuals via skype or email. The idea was to look into the European experience, compare it to Egypt and find out the differences in sports media policies and discover if to what extent it could be applicable in Egyptian sports organizations. Unfortunately, time constraints prevented that.

The researcher had also planned to select a sample of foreign sports journalists to speak about their experiences working with the sports organizations in their countries. A sample of individuals representing developed and developing countries was to be selected for the study. Questions were to be sent to these individuals by email and if necessary interviews could have been held via Skype.

Unfortunately, as previously mentioned this was not possible and the researcher believes the comparable study could still be used in a future study.

Chapter 4: Examples of the Edgy Relationship

In this chapter, some cases are highlighted to illustrate the clash between sports media and sports organizations in Egypt. These cases are just some examples of how this relationship is suffering and how it has reached the level of being on the edge.

It goes with no doubt that the increase in the number of sports media outlets in the past ten years as previously mentioned, has increased the number of sports athletes and journalists as well. That sounds good for both sports and media but not for their relationship together. Because of the emergence of private media, competition moved from the pitches to the newspapers pages and television screens. That resulted in the beginning of decline of the relationship and in it becoming edgy. It was clear it was not healthy as it used to be before. The decline in the relationship has therefore affected the media content.

Several incidents occurred in which sports athletes or officials accused sports journalists of writing incorrect information and thus putting their images in a false light. One of these cases involved a famous football coach who in an interview in the private widely-circulated daily Al-Youm Al-Sabae Newspaper said ‘media slaughtered me’ (Al-Youm Sabae 2014)in response to the media harshly criticizing him for failing to qualify to a major continental competition.

Another incident saw a former head coach of a famous club describing sports journalists as “dirty” in September 2011 in a sports program on a private satellite channel. A decision was taken by the Egyptian Sports Press Association (ESPA) to boycott the coach and never publish news about him or even a photo until he apologizes to journalists. Surprisingly, not all newspapers respected the decision thus sending a message to the sports organizations that sports journalists

were on split. The club later apologized and so did the coach claiming he was ‘misunderstood’ and he did not mean all journalists but only one in particular who used to criticize him all the way. In a statement that was distributed to journalists, the head coach said he respected and appreciated the role of the media.

ESPA is a branch association member of the EPS that includes more than 400 written press sports journalists as members and who among its main mission is liaising between sports media and sports organizations, to support and defend sports journalists and make sure their job is done smoothly and in the perfect working conditions.

There are many other incidents that have taken place between sports media and sports organizations in the last years. Yet, there were two notable cases that are worth mentioning as they describe the nature of the relationship between sports media and sports organizations. The first incident took place in October 2013 during the Egypt vs Ghana match in the qualifications of the 2014 World Cup while the second occurred a year later in November 2014 and involved a clash between a president of a club and two journalists.

These two cases are a result of the absence of a clear media policy where individuals should know their rights and obligations according to codes and regulations. It also confirms that the nature of the relationship between sports media and sports organizations is at stake and indeed edgy.

In the Ghana vs Egypt World Cup first-leg qualifier match which was held in Kumasi, Ghana, the Egyptian Radio and Television Union had no right to broadcast the game live because the exclusive broadcasting rights belonged to a television network in the Middle East and North

Africa Region. It was then known as Al-Jazeera Sport and which later changed its name to beIN sports. That channel had claimed the exclusive rights after signing a deal with the FIFA, the International Football Association in return for millions of dollars. However, despite knowing the fact and though beIN sports showed the match on its Al-Jazeera public channel for free, the ERTU chairman still ignored the rights and violated protocols and broadcast the game live on the state television, through signal piracy, so Egyptians could watch the match free on state television. It was an action that has led to huge losses to the right holders.

Since the African Football Federation (CAF) and (FIFA) deal only with national sports associations, the Egyptian Football Association (EFA) was fined an amount of \$2 million for violating the rights. The incident had embarrassed the Egyptians, even before the fine, as it proved there was negligence of broadcasting policies, rights and rules.

Despite the national media criticism of Al-Jazeera for its obvious bias against Egypt, sports media believed that the ERTU made a mistake because of negligence of the rules (Mazhar 2013). “What the ERTU did was unprofessional and showed disrespect to the rules and rights of broadcasters” (Abu Ayed 2013). The ERTU was also criticized in the daily Al-Shorouk, describing the pirating operation as “looting and thugging” (Khafagi 2013).

The second case took place in November 2014 and continued for months and attracted the international media was the case that involved the president of a famous club and two sports journalists. This case of the club president versus sports journalists was the first that really showed a case of solidarity for the first time among all sports media and in where more than 4,000 journalists Egyptian Press Syndicate (EPS) joined forces with the Egyptian Sports Press Association (ESPA) against the president of the Club.

The dispute between the president of the club and journalists started during a sports TV show “Messa Al-Anwar “ which was aired live on the MBC Masr 2 station. On the show aired Sunday 9 November 2014, the president of the club, in a phone-in to the host, was critical of comments made by a club’s star defender who in an interview published in the widely circulated daily Al-Masry Al-Youm praised the club’s Ultras fans. The Club president was on dispute with the Ultras. In the show, the club president insulted the player, the reporter and the head of the sports section of Al-Masry Al-Youm. Egypt’s media then reacted angrily against the Club president after insulting the two journalists on the air (Mazhar 2014).

The following day, ESPA issued an official statement calling for a boycott of the Club president. However, the statement explained that the ban did not include covering the activities of the club itself. Egypt’s newspapers were notified of the ban. The statement warned that any journalist or newspaper which breached the decision would risk their membership being cancelled. Showing solidarity, the EPS supported ESPA and joined it in its official complaints to the courts.

Furthermore, the Chairman of the ERTU, Chairman of the Media Industry Chamber (MIC), banned the appearance of the Club president on all radio and TV shows, even if his appearance was not related to sports.

Other reactions included the gathering of about 1,500 journalists marching from the EPS to the nearby Supreme Judiciary Court where they lodged six complaints to the prosecutor-general against the Club President. The cases were supported by video and audio evidence (Mazhar 2014).

In reply, the club president described the ESPA statement as insulting and called for a press conference which was attended by only four journalists and one TV channel. With the media doors

shut, the club president sought refuge with journalists who are Club members. He called for an emergency meeting, however, ESPA and the EPS warned journalists against attending or risk being investigated.

As a punishment for not attending his meeting, the Club president then sent those journalists letters cancelling their memberships. No reasons were mentioned in the letter. Journalists complained to the Minister of Youth and Sports (YS) who studied the issue and after the ministry's legal department saw the action was illegal, the Minister of YS cancelled the decision.

So far, the issue and dispute is still ongoing as this thesis is being written. The president of the club refuses to apologize to the journalists and remains stubborn and so the sports media continue boycotting the club president, but continue to report on the club's activities. Both sides await the court.

What is really impressive here is the fact that this incident represents the escalation in the edgy relationship between sports media and sports organizations. This incident has also seen for the first time signs of solidarity among the media; the ESP, ESPA, ERTU and even the MIC. They have all come to the moment which led to public action as they unified together as an interested group calling for a media policy and a media code of ethics.

There have always been calls for media independence, the annulment of the Ministry of Information (MOI) and creating a NSCRM instead. But after the 25 January Revolution in 2011, these calls have become more serious and urgent. Still, it took three years to come into effect when the 2014 constitution included three main articles (211, 212 & 213) in chapter ten regarding the

formation of the NSCRM to serve as a regulatory body for media in Egypt. By June 2014, and for the first time, the Egyptian government cabinet formation saw the absence of the MOI.

Two other organizations are also to be formed according to Egypt's constitution articles 212 and 213; The NPO and the NMO as two independent organizations.

This study therefore hopes these entities would help regulate the edgy relationship through its clear policies and save the nation more embarrassments because of policy ignorance.

Chapter 4 : Discussion of the Findings

This chapter describes the findings that generated from the analysis of the content of the interviews conducted with the stakeholders involved in the study; sports media and the sports organizations. The findings are results, a presentation of information revealed during the interviews held during the research process.

The content analysis of the data developed in the interviews showed valuable and interesting results and outcomes to the researcher. Some of the findings even confirmed to the researcher what had sometimes been doubts. The answers of the sports journalists side came matching to an extent to what the researcher thought of based on the long working experience in the field.

The findings showed that both stakeholders equally share responsibility for their relationship which is currently on the edge and at risk. Sports media were blamed for publishing negative stories, favoring some sports more than others, breaking rules and protocols, fabricating stories, invading privacy, and inaccuracy.

On the other hand, sports organizations were found to be unfriendly to the media, favoring some journalists more than others and media organizations over others, hiding information, and the unavailability of a media officer, spokesperson or efficient media departments.

The findings led to recommendations coming from the field for an official sports media policy to be enacted within Egyptian sports organizations. The policy is expected to describe in detail the duties, responsibilities and limits of each side. It is also worth mentioning that this policy,

when composed, should be derived from the main policies set by the National Council for the Regulation of the Media when it is formed.

The answers of side of the sports organizations were not surprising. Some were expected when they had in previous occasions complained from the sports media in different media outlets. But this time their answers were formal and honest. But what actually came to my attention was how open and frank the participants were.

The sports journalists criticized their profession and admitted there were defaults in accuracy and competence of some sports media. Sports organizations sometimes even blamed their system and sometimes spoke in defense of their job and organization.

Though the majority of sports media agree that the sports field lacks a working media relations policy, yet, one can never say it doesn't exist. There might be no written document available, but it there, a way or another under a different name may be. But what is certain is that whether there is a media policy or not, what is available is not in effect.

What can be said from analyzing the findings is that there is no clear or effective media policy within the Egyptian sports organizations. Some sports organizations do have media departments or a media personal to liaise with the sports media journalists, but with no media policy or guidelines to follow. Accordingly, these media departments sometimes fail to meet the expectations of the media or provide them with the suitable working conditions.

Other sports organizations, especially the unpopular sports do not have media departments at all as they believe media ignores them because they are unpopular and this creates the problem. Media focuses on covering popular sports, the team sports like football, handball, basketball more

than the unpopular ones as the individual sports like Judo, Karate and gymnastics. Media not covering unpopular sports is the reason that creates such edgy relationship because simply sports organizations loses interest in the media in reaction to media ignoring them. (Senior sports journalist, state newspaper).

Existing media departments at Sports organizations were described by sports journalists as inefficient because they lack media qualifications and professionalism. This is because the selection of the individuals dealing with sports media is always based on favoritism. This person might be a cousin or relative to a board member who needs to present him a favor, so this person is appointed to handle the media even though he is not qualified to the job (Editor-in-Chief, sports magazine).

Sports media also complain that Sports officials have no clear vision or a strategy towards media and that sports organizations are making their job so hard. Therefore, Sports media suggest following:

- First of all, sports organizations need to show good will by setting a clear vision or a strategic policy to maintain the relationship with sports media.
- Second, full understanding and appreciation to the role media has played in sports popularity and is still playing until now. Because of sports media, sponsors and advertisers were attracted to sport and that is why sports organizations started selling their broadcasting rights, all because of the media.
- Third, either a professional media department or a professional media officer should be appointed to liaise with the media, with a clear job description so each side would know what to expect from the other side.

- Forth, sports organizations should regularly be in contact with the media to meet with the sport family to keep up with the latest news and activities.

On the other hand, sports organizations believe that some journalists deliberately publish negative stories about them which put them in false light and a bad image. They believe that these negative reports occupy more space than their success stories in the newspapers and television programs.

“Sometimes, we can’t speak before matches as we are under pressure and only focusing on our game. After the game, it actually depends. When I am a winner I am happy and would give as much interviews as possible and please everyone. But when I am a loser, I am upset and sometimes can’t speak. Others can. Sports journalists should respect that. (Athlete, individual sport)

Sports organizations also get angry when some sports journalists become annoying tend to invade their privacy and found it intimidating. Therefore, they have become cautious and unfriendly with the media, accusing sports media of getting offline and over stepping their limits. Athletes complain that when they refuse to give an interview, some media would then fabricate a story just to take revenge of them. Athletes then wonder how they could be nice to someone who had harmed them.

Athletes, especially the popular ones, are aware they are considered by media as celebrities and public figures and they appreciate the role of the media in that case. However, they think this is no excuse for them to be available on a 24/7 basis. For those athletes, they have their own lives which should be respected but they find that some media do not respect that and only care about the scoop.

Some sports organizations and sports media do believe their problem is local, meaning that it exists only here in Egypt and the relationship between sports media and sports organizations

abroad are better because simply both parties show respect to each other and follow and respect the regulations.

The Sports organizations explain that when they travel abroad for an international competition and when they are there they do not face the same difficulties. As they describe, everything is organized and they are informed ahead about all media activities they would encounter and the policies media should abide by. When abroad, rules are respected by sports organizations and media (Football head coach).

The researcher also recalls going through an international experience in August 2014 at the Youth Olympic Games (YOG) in Nanjing, China. Days into the competition, the organizers issued in a statement addressing more than a thousand media individuals covering the two-week event. The statement called media to respect the media policy of the event in order to protect the rights of everyone. According to the event's policy in the post matches media activities, priority is given to the right holders, host broadcasters and then the written press each in turn. Media officers were there to ensure the policy is carried out accordingly.

Other findings revealed that a conflict of interest is created by some sports journalists working as a media officer or head of a media department within sports organizations while still reporting for the same sport in their media organization. This creates a negative image of the sports journalists, harms the sport and raises issues of corruption.

Sports media find that hiring a sports journalist to serve as a media officer or lead the media department at a certain sports organizations is unethical and unacceptable. But it happens a lot. The selection of this journalist is not based on his qualifications but it is sort of a bribe, an indirect

way to pay him in return for a being loyal to the organization and writing positive stories. It is a decent way to silence or stop him from criticizing the organization and become one of them. Not only that but also to prevent his colleagues from doing that.

The defense given by the sports organization to the media is that they are bringing someone professional to deal with his fellow colleagues and make life easier to them. But, the findings reveal that this is not true because this person's role changes immediately after he gets the job. He becomes the eyes, ears and mouth of this sports organization. His main job is to use his influence and connection with his sports colleagues to promote the officials, who brought them to the job, first then the sports activities.

Thus sports media suggests that if one of their colleagues want to take a media job in any sports organization, then they should quit their job as media whether a newspaper, radio or TV to remain in the safe side and there are some respectable examples of some journalists who did that. Some quit their media jobs to work full time for that media organization while others did not quit media job but stopped writing or reporting about the sports organization they work for.

Sports journalism is not as efficient as it used to be. It is now lacking efficiency, accuracy and objectivity. The reasons according to the findings reveal that sports journalists face hard times to be able to produce good- quality journalism. Sports officials, coaches and athletes are usually unfriendly with the media. They are hard to reach. Yet, sports journalists have to submit their stories in time. And with no rules or guidelines to facilitate their job, some sports journalists bypass organizational protocols to find a source. In doing so, their source might lack credibility. In some other cases, some sports journalists would go on to fabricate stories.

Junior sports reporters who need to prove themselves, tend to invent a story and stir it up in order to grab the attention of the sports organizations or to become famous. The junior reporter becomes famous in no time and his story becomes the talk of the town until the source denies it.

“Fabricating stories and spreading rumors about teams and athletes have had its negative impact on the credibility and objectivity of the job and has driven sports officials, coaches and athletes to undermine sports journalists and even hate the media, though, media was the source of their fame.” (Sports reporter, private newspaper)

The past decade had witnessed a tremendous and obvious increase in the number of sports journalists especially free-lancers. Sports journalism itself has witnessed an invasion from outsiders when sports fans and spectators moved from the stadiums to media outlets. That increase has put a burden over sports organizations, coaches and athletes who have failed to cope with the demands of sports journalism.

Sports Journalism became “the job of the jobless” according to a sports section head at a daily evening newspaper. For him, one cannot say sports journalism is a profession anymore.

Though sports journalists should be knowledgeable about sports rules and regulations, at least regarding the sports they are covering, this is not the case anymore. Anyone, who is jobless can become a free-lance sports journalist and work as a reporter in any small newspaper or media outlet. Interestingly, some fans who used to support teams and athletes in the stadiums, became friends with the athletes and then suddenly took sports journalism as a job. They lack the professionalism, the know-how of doing interviews or writing in-depth stories and articles, yet they can write any news item, a rumor and surprisingly, it spreads quickly all over social media and people start sharing it. They even create their own sports blogs or websites and call themselves sports critics while they are not members either in the EPS or ESPA.

About two decades ago, sports journalists used to know each other by name. The sports organizations knew their reporters by name. There were mutual and close ties with the sources because reporters were like four or five covering each sports organization. But nowadays, he describes it as “it’s a catastrophe” The number has increased a lot. (senior reporter state newspaper). Accordingly, it became very difficult for the sources or athletes to answer everyone. Professional journalists or the more experienced do already have strong ties with the sources which makes it sometimes easier for them to reach their source and sometimes sources contact them. But they ignore and sometimes disrespect us (junior reporter, private TV).

According to previous findings both Sports Media and Sports Organizations suggest and believe that a Media Relations Policy might be the solution towards a better working conditions and stronger cooperative relationship between sports and media.

Sports organizations also admit that media is a translation of any sports organization. It increases its popularity and because of the media, clubs and federations value increasing in the marketing business.

The Media department in any organization is the most important department in any sports organizations. It comes first even before the marketing department which generates money. But this would not happen if media did not publicize the sports activities first.

Sports journalists believe that the absence of professional and efficient media departments is because it is thought to be of no importance. It is only available on paper, just to complete the organizational chart of this organization.

Both stakeholders believe their relationship together will not work out unless the law of the right to claim information goes into effect. Most sports organizations tend to hide information from the media and therefore from the public. Media is usually unaware of certain news except what sports people allow them to.

Sports media also believe that the current individuals working in the sports media are less professional than the previous generation of journalists, not only in their reporting, credibility and professionalism but also in their style of writing. A veteran sports editor-in-chief of a weekly sports newspaper believes he was lucky to have worked with that generation from whom he had learned all the principles of journalism.

Sports media were accused of not being neutral and biased through hate speech, whether in their writings or on screen, using tough, provoking and vocabulary. This kind of hate speech by the media has only led to the edgy relationship and fanatics' among sports supporters (official, sports federation).

In a symposium "Sports and Tolerance" held by Egyptian Culture and Sports Association (ESCA) in the occasion of celebrating the United Nations Tolerance Day in November 2014, a veteran sports official described the sports field in general as messy. Actually, his exact words were: "Unfortunately, the Sports field has become like an Egg Omelet".

The Sports field has also become a big "Talk Show". It is all that talking that lacks credibility and accuracy. TV presenters who belong to the same field use their programs in their differences and verbally fight on air (senior official, State TV).

Private media was found to be less professional and more prejudiced than State media. Private media was seen as to directing fans and a means and a channel for avenging old personal accounts whereas state media was seen as the more conservative and balancing its bias (female athlete).

Sports media in general has also introduced new unqualified sports individuals. These private newspapers, radio and Television channels have made use of the fame of retired footballers, athletes, coaches and even officials by hiring them despite the lack of qualification. Overnight, they have joined the media without studying or even receiving any training. In newspaper they were given space as columnists while in the radio and television they became presenters.

“This is a new phenomenon. A retired player cannot become a coach without studying for it and going through several steps to gain a certificate to prove he is eligible for the job of a coach. Being a star player is not enough to join the media. Before joining our world, they have to study and train. So they can meet the audience,” (TV journalist)

The researcher recalls an occasion, in which the researcher was present, when a new state sports television channel was about to launch in the late 1990s. It has attracted many applicants including sports journalists and retired sports athletes. All have gone through a formal interview and then a camera test except for a famous footballer who refused to go either for the interview or the camera test. Depending on his fame he clearly said “If they want me fine, but without a test.” Though he didn’t join that state channel but is meanwhile a famous TV sports presenter in a private channel.

The findings has also shown that all participants in this study have agreed that there was a desperate need for a media policy, a code of ethics or any regulatory body that monitor and control the relationship between sports media and sports organizations and the media freedom as well.

So, in order to develop the nature of this edgy relationship into a better one, it is thus, urgently needed that both stakeholders should look into what other sports organizations in developed countries do to maintain a healthy relationship with each other. They need to know how these organizations are maintaining the relationship between media and sport because it is a huge business there for everyone.

Rules and recommendations of media policies are required to guide stakeholders as examples to help create or develop their own system. Stakeholders should all contribute in setting the guidelines, regulations, rights and duties for such a media policy and everyone should respect.

Existing media departments, media officers and officials at sports organizations should agree on a strict media policy that should be enacted and implemented but in cooperation with the ESPA in order to ensure that sports journalists abide by and respect the regulations just as the sports organizations would do or else it would be worthless.

“Both stakeholders are to be blamed for taking their relationship to the edge and only they can make it better without any pressure or outsiders from the field.” (Club media officer)

Chapter 6: Conclusions & Recommendations

This chapter draws together the findings with the views expressed in the literature. Conclusions are drawn and recommendations made.

6.1 Conclusion

In order to agree on such a policy, it is recommended that the governmental body represented in the Ministry of Youth and Sports and, to which, all those sports entities are affiliated, and the Egyptian Sports Press Association to which sports journalists belong, should work out on creating that Policy, setting its guidelines, developing it and recommending and advising all sports organizations affiliated to the ministry and sports media to carry it on and respect it as well.

Throughout the process of this research study, the researcher was amazed by the mutual cooperation of both sports media and sports organizations and their support to the research topic. They are even waiting for what the findings might bring out as results as they are looking forward to the benefits. The researcher thus finds it a good omen for a better future between both sides. The willingness the stakeholders have shown towards the research topic reveals two things; First, the determination to improve the relationship and second, the enthusiasm and readiness for a media policy to regulate that relationship.

The Challenge here is not in developing a media policy but in bringing it into effect. One thing looks promising though. With all the implications that bring about, indications point out to the fact that the sport-media marriage will continue showing progress and developing over the coming years. At the end of the day, if the relationship is good and strong so will the sports media business.

6.2 Recommendations for an effective Media Policy

According to the findings, almost everyone interviewed in this study from both stakeholders believes in the necessity of a media policy to be implemented within the Egyptian

Sports Organizations, agreeing that a media policy could be the best solution to fix the relationship between sports media and sports organizations.

But before discussing a media policy, it is noteworthy here to explain that the sports field is confused between two constituents existing within the same sports organization or should be; the media department and the media committee. Some think they are the same, whether sports media or sports organizations. But the fact is they are not. They have different roles.

A Media Committee is one of the committees in the structure of the sports organization and reports to the board of directors of the organization whereas the media department is an administrative body and reports to the Secretary General of the organization.

The Media Committee is chaired by a member or more of the board of directors of the sports organization in addition to a group of media experts. Their role is to set the media policy of the daily working conditions in the organization for the media or at the events and activities of the organization. Once this media policy is set and approved by the board, it is the role of the media department to make sure this policy is implemented.

The Media department in any sports organization is an administrative body whose role is to effectively run a specific media policy set by a media committee. It is usually chaired by a Media Director and a team of professional media people, each handling one those sections.

Both the committee and department complete each other. A media department cannot offer media the best working conditions without a media policy and the media committee is useless and even worthless without a team of professional individuals to implement its policy. To sum it up, each organization should have both.

Below is a figure, prepared by the researcher, which illustrates a functional map of how a professional media department at a sports organization should be created.

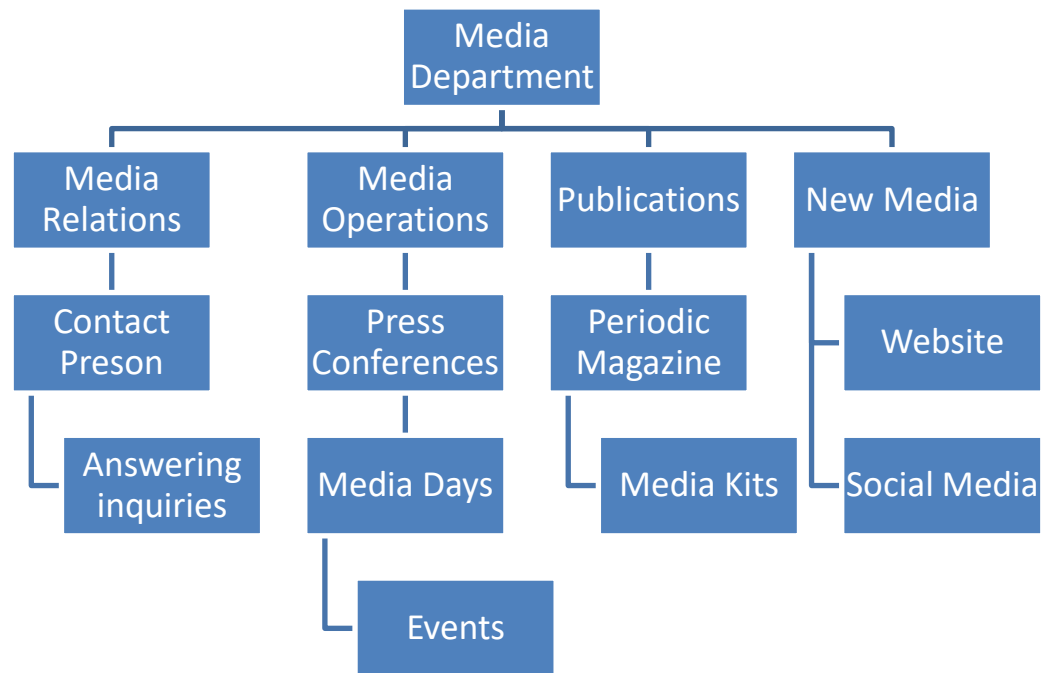


Figure 2: A functional map of how a professional media department should be

Participants in this research have shown eagerness and enthusiasm of the idea of a media policy. They have even made suggestions of how such a media policy could be shaped and what they expect from it. This media policy could also be referred to as a media relations policy, an information policy or a communications policy. These ideas could be summarized as follows;

- ❖ The General guidelines for a media policy should be jointly set by both the ESPA and officials from the sports organizations to ensure the policy will be respected and ethically followed.

- ❖ The media policy is to govern all media-related activities in the spirit of mutual respect.
- ❖ The values, principles and components of the media policy should serve as policies to guarantee proper ethical, just, unbiased and reliable communication with all stakeholders.
- ❖ This policy should be used for the daily routine work and activities (Press releases, news, results) between the sports organizations and the sports media.
- ❖ Special policies are to be set for World Championships and international events held in Egypt to regulate the mechanism of media work before, during and after the event (Press releases, pre-match press conference, flash interviews, mixed zones and post-match press conference).
- ❖ Sports federations and clubs might each have their official media policy and at the same time, the sports team within this same organization could have its own separate media policy, on condition that it is to be extracted from the general guidelines of the general media policy of the organization.
- ❖ The policy should also describe in detail the limits on how the organization's employees should interact with the media.
- ❖ A skillful and professional media liaison or media officer should be appointed within the sports organization as a media contact and to make sure this media policy is followed. This person should also receive proper training before taking the responsibility. He or she needs a special character, friendly, frank, direct, humorous and an open person in order to be able to deal with the demanding media.

- ❖ The media officer is also expected to respond quickly to media inquiries and coordinate media interviews in a fair and equitable manner and to conduct media relations activities in the spirit of transparency and accountability.
- ❖ It is preferable that this media-liaison or media officer not be a professional working journalist in any media outlet to avoid conflict of interest.
- ❖ While the anticipated media policy is meant to better serve sports media and to promote the sports organization, it is very important as well that this media policy should also be designed to ensure the rights of the Egyptian athletes and coaches are respected in media relations activities.
- ❖ In addition to a media officer, an official spokesperson is also recommended to be appointed within the sports organizations. Life would be easier for media if they know they are getting official and correct information from one person instead of chasing several officials and employees within the organization.
- ❖ The spokesperson is the voice of the sports organization who should provide the media with information, official announcements, policies and emergency situations that need the release of clear statements.
- ❖ Sometimes, the spokesperson of the organization is not an employee but might be a high-profile person such as the president of the organization, a board member or even the media director. When he speaks or makes statements, he is speaking on behalf of the organization and reflects its policies.
- ❖ It is also recommended that media organization hold a regular “Open Media Day”, be it weekly or monthly. It is important to mingle with the media and brief them regularly with the latest developments and news in their respective sport.

Media Officers and Spokespersons are usually the voice and image of their sports organizations. What they say and how they say it requires people with specific qualities and qualifications in order to be able to talk a good game with the media in the pitch as well as off the pitch.

Here are some guidelines that can help sports organizations select the right persons for the job.

1. The Media Officer

Media Officers should be:

- A good writer, able to write newsletters, briefs, bulletins and reports in a good attractive style to be distributed to the media.
- Familiar with the technology and internet as contact with media has become easier and faster using emails.
- Should be introduced to the organization's officials, athletes and even parents. If they are contacted by media anytime, they should pass it first to the media officer.
- Ensure they have a good debut. They should be friendly and keep the conversation short, as reporters are busy people.

Media Officers should do the following;

- Media Officers should set-up and maintain a contacts list. They should make contact with local media when starting the role and should keep a positive relationship going.
- Media Officers should keep a record of all media coverage secured and share this with members.
- Media Officers should look after all media attending matches or club events.

- The sports organization should always update its media officer with the latest developments. It would be such an embarrassed if he was approached by the media and looked ignorant of the issue.
- Note down all your local media channels. These should include newspapers (local and regional, daily and weekly) local magazines and events' guides, websites (think newspaper/radio sites, plus listings sites, radio and TV stations).
- Do a web search or use your local phone directory to get preferably a contact number or email address for each channel.
- Call or email if you don't have a number and ask to speak to the right person on the sports desk, or a reporter who deals with local community news and events.
- Get the reporters' contact details, a direct phone line and email, check the best time to send through press releases and mention any key events you have coming up. Provide your contact details in a follow-up email.
- Update contacts list every six months as in case some contact has left. List should be kept in a safe place.

2. The Spokesperson

As mentioned before, the spokesperson may be the same person as the media officer or a different person like an official or a senior board member of that sports organization.

- Spokespersons deliver statements and key messages.
- Need to be good talkers and trustworthy.
- Should always communicate with media officer if not same person.
- Speak clearly and keep answers short.

So, Sports organizations have two different options to improve their media:

- **First:** Developing a media committee with a clear vision and understanding to the role of media and creating a media department that would implement the committee's policy.
- **Second:** Allocate and appoint a media officer and a spokesperson, both or either according to budget. If they can afford both then why not? Sometimes, one can do both jobs.

The options recommended to the sports organizations actually depend on how big and popular a sports organization is. For example the Egyptian football Association and clubs like Al-Ahly and Zamalek are big sports organizations and rich as well. They can afford creating an efficient media department and appoint media officer as well as the spokesperson. These organizations can afford it all. But before all that, a media committee is to be formed in order to set the proper media policy.

But one cannot ask or impose a certain media policy model for all sports organization. What we have proposed and offered in this study are suggestions, guidelines and tips that could help sports organizations maintain a good relationship with the media. Each organization should, according to its budget and interest, comprise its own media policy if it recognizes its importance and if it believes such a policy would make a difference.

Finally, these are only recommendations coming from the field of the study. It is up to sports organizations to adopt them or not. However, the researcher do really hope, that if stakeholders are serious about fixing their edgy relationship and expect the symbiotic relationship

to grow stronger, then they should consider studying this. Take what suits your organization, what you feel will be for your best interest.

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Appendix I:

Interview Guide

Why is the relationship between sports media and sports organizations known to be edgy?

What do you think the reasons are?

How could such a relationship affect the mutual business between both sides?

How could we fix this edgy relationship?

What is the role of the media departments in the sports organizations? Are they doing their job?

How do you foresee the future of this relationship?

Can you suggest solutions?

Could a media policy serve as an answer to a better-Sport relationship? How?

In addition to the above- mentioned questions Sports Organizations would be asked whether they do have a specific media policy to regulate the relationship between Sports Media and sports organizations? If yes, how is it implemented? If no media policy exists, then why not?

N.B: According to the answers of the interviewees, some other questions might be added for more investigation.

Appendix II

Egyptian Constitution 2014

Chapter Ten

Article (211)

The Supreme Council for the Regulation of Media is an independent entity that has a legal personality, and enjoys technical, financial and administrative independence, and has an independent budget. The Council shall be competent to regulate the affairs of audio and visual media and regulate the printed and digital press, and other media means. The Council shall bear the responsibility for guaranteeing and protecting the freedom of press and media as stipulated in the Constitution, safeguarding its independence, neutrality, plurality and diversity, preventing monopolistic practices, monitoring the legality of the sources of funding of press and media institutions and developing the controls and criteria necessary to ensure compliance by the press and media outlets with the professional and ethical standards, and national security needs as stated in the Law. The law shall determine the composition and regulations of the Council, and the employment conditions for its staff. The Council shall be consulted with respect to the bills and regulations related to its scope of competence.

Article (212)

The National Press Organization is an independent organization that shall manage and develop state-owned press institutions and their assets, as well as ensure their modernization, independence, neutrality and their adherence to good professional, administrative and economic standards. The law shall determine the composition and regulations of the Organization, and the employment conditions for its staff. It shall be consulted with respect to the bills and regulations pertaining to its scope of work. .

Article (213)

The National Media Organization is an independent organization that shall manage and develop state-owned visual, audio and digital media outlets and their assets, as well as ensure their development, independence, neutrality and their adherence to good professional, administrative and economic standards. The law shall determine the composition and regulations of the Organization and the employment conditions for its staff. It shall be consulted with respect to the bills and regulations pertaining to its scope of work.

Appendix III

List of Abbreviations

ACB: Administrative competent Body

CAF: Confederation Africaine de Football- African Football Federation

CAS: Conseil Supérieur de l'Audiovisuel- Authority for Media Networks

ENOC: Egyptian National Olympic Committee

EPS: Egyptian Press Syndicate

ERTU: Egyptian Radio and Television Union

ESPA: Egyptian Sports Press Association

FCC: Federal Communications Commission

FIFA: Federation International de Football Association- International Football Association

IOC: International Olympic Committee

MIC: Media Industry Chamber

MOI: Ministry of Information

MYS: Ministry of Youth and Sports

NGO: Non-Governmental Organization

NSCRM: National Supreme Council for the Regulation of Media

NPO: National Press Organization

NMO: National Media Organization

OG: Olympic Games

SIS: State Information Service

YS: Youth & Sports