

Requirements for implementing e-marketing to revive sports tourism in Algeria

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ABSTRACT

Background: E-marketing can play an important role in promoting and revitalizing sports tourism in Algeria, but its implementation requires adequate material, human, and technical resources. **Objective:** This study aimed to identify the key requirements for implementing e-marketing strategies to support sports tourism in Algeria. **Methods:** A descriptive approach was adopted. The study involved 60 managers from 10 professional football clubs in the eastern provinces of Algeria, representing the first and second national divisions. Data were collected using a structured questionnaire. **Results:** Material requirements were available at a relatively acceptable level, while human and technical requirements were available at a moderate level. **Conclusion:** Effective e-marketing in sports tourism requires strengthening human competencies and technical infrastructure alongside existing material resources.

Keywords: sport management; e-marketing; requirements; sports tourism.

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INTRODUCTION

Electronic marketing has emerged as a crucial pillar for the success of modern organizations, irrespective of their size or scope. It represents a strategic set of methods designed to identify, analyze, and fulfill consumer needs in a competitive digital environment. By transforming virtual interactions into measurable economic outcomes, e-marketing enables institutions to enhance financial performance, ensure sustainable returns on investment, and achieve their long-term goals (Balmbrouk & Al-Hashemi, 2020).

In the realm of sports tourism, the role of digital marketing is particularly vital. Effective advertising and promotional campaigns can stimulate tourist demand, attract participants and spectators, and strengthen the integration of sports events into broader tourism programs (Soofi et al., 2021). Digital marketing is defined as the use of electronic media to promote goods and services, allowing customers not only to discover offerings but also to interact with brands through diverse channels (Vinh & Ly, 2021). This process relies on the systematic utilization of information and communication technologies (ICTs) to optimize organizational processes, accurately identify target market needs, and provide customized products and services (Al-Alaq, 2010).

The internet serves as the primary driver of digital marketing, while websites, social media platforms, mobile applications, and smart devices act as the main gateways to audiences worldwide (Mathieu, 2013). Recreational sports marketing, in particular, is among the most promising segments for tourism development, offering wide opportunities for attracting diverse groups of visitors and generating economic impact (Stjepić et al., 2022).

Globally, sports tourism has experienced rapid growth, leveraging the universal appeal of sports to boost travel flows, cultural exchange, and local economies. Algeria has increasingly positioned itself as an emerging sports tourism destination. The organization of large-scale events, such as the 2022 Mediterranean Games in Oran and the Africa Cup of Nations, has amplified the country's visibility and encouraged authorities to invest in infrastructure and promotion (Kemel & Chetibi, 2025).

Chang et al. (2020) and Gibson (2005) describe sports tourism as a form of recreational travel in which individuals leave their communities to participate in or observe sports events. Such activities play a significant role in destination marketing, stimulate tourism revenues, and create opportunities for international cooperation (Dina, 2018).

From a structural perspective, sports tourism integrates facilities, services, and destination branding to cater to recreational travelers and professional athletes alike (Polanec, 2014). It combines the sports perspective -traveling to practice or watch a specific sport - with the tourism perspective, which involves promoting destinations by leveraging sporting events and activities (Najat, 2017).

Achieving sustainable growth in this sector depends on the fulfillment of several interrelated requirements. From a financial perspective, adequate investment is essential to support the development of digital platforms. Equally important are human requirements, which involve the availability of qualified personnel with expertise in digital marketing, sports event management, and customer experience. In addition, technical requirements must be met, including reliable high-speed internet connectivity, integrated digital booking and ticketing systems, and advanced analytical tools that allow for the monitoring and evaluation of marketing campaign performance.

Moreover, building a strong brand identity is essential. The Handbook on Tourism Destination Branding (World Tourism Organization, 2009) emphasizes the importance of coherent branding strategies to differentiate destinations and attract loyal visitors. Recent studies in emerging economies show that adopting social media marketing, mobile advertising, and user-generated content can significantly improve tourism outcomes and enhance destination competitiveness (Mkwizu, 2019). Similarly, workforce readiness and digital skills are key factors in enabling organizations to adapt to technological innovation and fully exploit digital marketing potential (Abate et al., 2024).

The sports sector is considered the core of the administrative process, and we wanted to present it with a perspective based on a strategic vision for developing sports tourism as a source of national income. In reality, they are not tourism authorities but rather strategic partners in developing tourism and the sports system as a whole.

Given this context, it becomes essential to assess the extent to which Algeria possesses these financial, human, and technical capacities to effectively deploy e-marketing for the revival of sports tourism. This study seeks to explore the role of e-marketing in revitalizing sports tourism activity in Algeria.

The international literature provides increasing evidence concerning digital destination marketing, smart tourism, social-media engagement, online consumer behavior, and the tourism effects of sporting events. However, much of this research examines tourists' perceptions, behavioral intentions, destination image, or technological applications. Comparatively less empirical attention has been devoted to assessing the organizational readiness of sports institutions to implement e-marketing strategies, particularly in emerging tourism contexts such as Algeria. The available literature therefore provides limited evidence regarding whether the financial, human, and technical conditions necessary for the implementation of e-marketing are actually available within the Algerian sports tourism sector.

The present study addresses this empirical gap by shifting the focus from the potential effects of digital marketing on tourists to the institutional prerequisites required to implement it. Specifically, the study seeks to determine the availability of the basic requirements for e-marketing aimed at reviving sports tourism in Algeria, and to assess the availability of financial, human and technical requirements in the Algerian sports tourism sector.

METHOD

Participants

The study sample consisted of managers of professional Algerian football clubs competing in the first and second divisions in the eastern regions of Algeria. These managers were considered relevant to the under phenomenon investigation because of their direct involvement in decision-making processes related to sports event management and marketing strategies.

From this population, a simple random sample of 60 managers from 10 professional football clubs was selected for the 2024–2025 sports season. The sample included five first-division clubs—ES Sétif, CS Constantine, USM Khenchela, JS Kabylie, and Olympique Akbou—and five second-division clubs from eastern Algeria—USM Annaba, JS Skikda, MO Constantine, US Chaouia, and MO Béjaïa.

Six managers were selected from each club, representing key administrative positions, including the Chairman of the Board of Directors, General Manager, Head of the Executive Directorate, Chairman of the

Supervisory Board, a member of the Executive Management Committee, and an administrator. This sampling procedure was intended to ensure adequate representation of the participating clubs and to minimize potential selection bias.

Characteristics of the study sample

Age-wise distribution of the sample encompasses managers of professional football sports clubs in Algeria, with 30 managers below the age of 45 and 30 managers aged 45 and above. and Educational level -wise distribution of the sample encompasses managers of professional football sports clubs in Algeria, with 45 managers the secondary and 15 managers University level. years of experience -wise distribution of the sample encompasses managers of professional football sports clubs in Algeria, with 15 managers 1-5 years and 25 managers 5-10 years and 20 managers 10 years and more.

Table 1 shows the sample members according to the age variable. Age-wise distribution of the sample encompasses managers selected from the same office in sports clubs Algeria, with 30 managers below the age of 45 aged. and 30 managers over the age of 45.

Table 1. The distribution of the respondents according to the age variable.

Age	Repetition	Percentage
Under 45 years old	30	50%
Over 45 years old	30	50%
Total	60	100%

Educational level -wise distribution of the sample encompasses managers selected from the same office in sports clubs Algeria, with 45 managers the secondary and 15 managers University. Table 2 shows the sample members according to the gender variable.

Table 2. The distribution of the respondents according to the educational level variable.

Educational level	Repetition	Percentage
Managers the secondary	45	75%
Managers university	15	25%
Total	60	100%

Years of experience -wise distribution of the sample encompasses managers selected from the same office in sports clubs Algeria, with 15 managers 1-5 years and 25 managers 6-10 years and 20 managers 10 years and more. Table 3 shows the sample members according to the years of experience variable.

Table 3. The distribution of the respondents according to the years of experience variable

Years of experience	Repetition	Percentage
1-5 years	15	25%
6-10 years	25	41.66%
10 years and more	20	33.33%
Total	60	100%

Procedures

The present study adopted the descriptive–analytical approach, which is particularly suitable for clarifying and analyzing the phenomenon under investigation, with the objective of identifying its strengths and weaknesses and drawing conclusions that may support decision-making in the field of sports tourism and e-marketing.

The researchers used a questionnaire as the primary data collection tool to investigate the research problem. A closed-ended questionnaire format was adopted, using a five-point Likert scale developed by the psychologist Rensis Likert.

The questionnaire was divided into three sections designed to address the research objectives. These sections were as follows:

Section 1: Demographic variables. This section included age, educational qualification, and years of experience.

Section 2: This section addressed the financial, human, and technical requirements for e-marketing of seven statements.

Section 3: Sports Tourism. This section addressed sports tourism and consisted of seven statements. The overall scale score is calculated based on the five-point Likert scale, with response options ranging from 1 to 5. The mean score of the response categories is calculated as follows:

$$\left[\frac{5+4+3+2+1}{5}\right]=3$$

The class width is calculated using the following formula:

$$\left[\frac{\text{Upper Limit}-\text{Lower Limit}}{\text{Number of Levels}}\right]=\frac{5-1}{5}=0.80$$

Table 4. Weighted means and response weights for the study scale.

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Weight	1	2	3	4	5
Weighted means	1.00-1.80	1.80-2.60	2.60-3.40	3.40-4.20	4.20-5

Source: Adapted from Ezz (1982).

Data analysis

The field application of the study followed a clearly defined sequence of steps to ensure methodological rigor. The research was carried out across 10 professional football clubs located in the eastern provinces of Algeria, which were selected to represent the study population. The study commenced in early March 2025, was concluded on July 1, 2025. For data analysis, the researchers utilized the Statistical Package for the Social Sciences (SPSS), version 26.

The study employs the following statistical techniques for data analysis:

- Pearson's correlation coefficient: to examine item-total correlations and assess the internal consistency validity of the research instrument.
- Cronbach's alpha coefficient: to measure the internal consistency reliability of the questionnaire items.
- Descriptive statistics (arithmetic mean and standard deviation): to summarize and analyze the response patterns of study participants.

In order to ensure the psychometric soundness of the questionnaire, both validity and reliability tests were conducted. Regarding validity, the instrument was first subjected to face validity (arbitrators' validity) by presenting its initial version to a panel of experts in scientific research and the field of sports management.

Their feedback was incorporated through revisions to the wording, removal of ambiguous items, and the addition of new, relevant statements where necessary. To further verify the robustness of the instrument, construct validity and internal consistency were assessed using Pearson correlation coefficients. This statistical procedure allowed the researchers to measure the degree of association between individual items within each axis and their corresponding total scores, confirming that the items were internally consistent and measured the intended dimensions.

Table 5. Correlation coefficients between each paragraph of the electronic marketing axis and the total score of its paragraphs.

No.	Axis	Correlation coefficient	Significance level
01	High-quality Internet connectivity is available and meets the requirements of e-marketing in sports clubs.	.791**	.01
02	The club has a well-designed, user-friendly, and interactive website that facilitates the marketing of sports products and services.	.869**	.01
03	A secure communication infrastructure is available to protect users' data within sports clubs.	.725**	.01
04	Technology is used to train and develop human resources to support the implementation of e-marketing in professional sports clubs.	.758**	.01
05	Human resource considerations are given priority in all aspects of e-marketing within the club.	.734**	.01
06	Adequate financial resources are allocated to support the implementation of e-marketing in sports clubs.	.753**	.01
07	A sufficient budget is allocated for digital advertising and the maintenance of technological platforms in professional sports clubs.	.704**	.01

Table 6. Correlation coefficients between each paragraph of the sports tourism axis and the total score of its paragraphs.

No.	Axis	Correlation coefficient	Significance level
01	E-marketing contributes to supporting sports clubs and promoting sustainable development through sports tourism.	.857**	.01
02	E-marketing provides opportunities to promote national identity and preserve the history and heritage of sports clubs through sports tourism.	.736**	.01
03	Sports tourism enables clubs to increase local spending and diversify their revenue streams through online platforms.	.819**	.01
04	Developing smart sports-city infrastructure is important for attracting sports tourists.	.805**	.01
05	Promotional campaigns for sports tourism contribute to increasing tourism awareness and enhancing the benefits for professional sports clubs.	.825**	.01
06	Providing qualified personnel in sports tourism contributes to generating revenue through digital promotion and advertising.	.780**	.01
07	Sports clubs can contribute to revitalizing traditional sports and promoting sports tourism through digital platforms.	.758**	.01

The results presented in Table 5 indicate that the correlation coefficients between each item within the questionnaire's axes and the total score for its respective axis ranged between .704 and .869. These values are statistically significant at the .01 – .05 level, confirming that the items are valid measures of the constructs

they were designed to assess. This internal consistency provides a solid basis for the use of the questionnaire as a reliable research instrument.

The results presented in Table 6 indicate that the correlation coefficients between each item within the questionnaire's axes and the total score for its respective axis ranged between .736 and .857. These values are statistically significant at the .01 – .05 level, confirming that the items are valid measures of the constructs they were designed to assess. This internal consistency provides a solid basis for the use of the questionnaire as a reliable research instrument.

Reliability

To assess the reliability of the instrument, Cronbach's alpha coefficient was calculated for each of the four axes, as well as for the questionnaire as a whole.

Table 7. Cronbach's Alpha reliability coefficients.

Questionnaire axes	Cronbach's α
Physical requirements	.733
Human requirements	.730
Technical requirements	.816
Sports tourism	.787

As illustrated in Table 7, Cronbach's alpha values for all axes were high, ranging between .730 and .816 indicate acceptable to good internal consistency in this sample. These findings confirm the reliability of the research instrument, thereby granting the researchers full confidence in the accuracy and credibility of the results obtained.

RESULTS

To address the primary research question concerning the extent to which material, human, and technical requirements for e-marketing are available for the revival of sports tourism in Algeria, the researchers calculated arithmetic means, standard deviations, frequencies, and percentages.

Table 8. Availability of material, human, and technical requirements for e-marketing in sports tourism.

No.	Content of statements	Mean	Standard Deviation	Ranking
01	Material requirements	3.92	0.99	01
01	Human requirements	3.66	1.10	02
03	Technical requirements	3.61	1.07	03
All axis statements		3.73	1.05	

An analysis of the requirements for implementing e-marketing to support the revival of sports tourism revealed notable differences in their relative importance. Financial requirements ranked first, achieving the highest arithmetic mean of 3.92 with a standard deviation of 0.99, a very acceptable coefficient, indicating that financial resources and infrastructure are the most important drivers of successful implementation. Human resources came in second, with an arithmetic mean of 3.66 and a standard deviation of 1.10, also an acceptable coefficient, reflecting the important role of qualified personnel, experience, and managerial capabilities in sustaining marketing initiatives. Technical requirements ranked third, with an arithmetic mean of 3.61 and a standard deviation of 1.07, another acceptable coefficient, suggesting that while technological tools and digital platforms are important, they are considered less influential compared to financial and human

factors. Overall, the combined arithmetic mean for the three dimensions was 3.73 with a standard deviation of 1.05, which is a very acceptable coefficient, confirming the existence of a general positive perception about the readiness to apply e-marketing in promoting and revitalizing sports tourism.

DISCUSSIONS

The findings indicate that the material, human, and technical requirements for implementing e-marketing to support the development of sports tourism in Algeria are moderately available, although the overall level can be considered promising. The overall mean score ($M = 3.73$, $SD = 1.05$) suggests a moderate level of perceived readiness among the respondents. However, this result should be interpreted as an assessment of the availability of the required conditions rather than as direct evidence of the effectiveness of e-marketing in developing sports tourism. The findings are broadly consistent with previous studies emphasizing the importance of adequate organizational resources for the implementation of digital marketing initiatives (Ismail et al., 2025; Abate et al., 2024).

Because the same respondents assessed the material, human, and technical requirements, the three dimensions constitute related or repeated measurements rather than independent groups. Therefore, comparing their mean scores provides an initial descriptive indication of differences in perceived availability. The material requirements recorded the highest mean ($M = 3.92$, $SD = 0.99$), followed by the human requirements ($M = 3.66$, $SD = 1.10$) and the technical requirements ($M = 3.61$, $SD = 1.07$).

The descriptive differences suggest that respondents perceived material requirements as more readily available than human and technical requirements. However, differences between the means should not be interpreted as statistically significant without an appropriate repeated-measures test. A repeated-measures ANOVA would be appropriate if the relevant assumptions are satisfied; otherwise, the non-parametric Friedman test would provide an alternative for comparing the three related measurements. Where a significant overall difference is identified, appropriate post-hoc pairwise comparisons should be conducted to determine which dimensions differ from one another, together with an effect-size estimate and confidence intervals. Such an analysis would provide stronger evidence than ranking the dimensions solely according to their mean values.

From a material perspective, the relatively higher mean score ($M = 3.92$, $SD = 0.99$) indicates that respondents perceived financial and physical resources as comparatively more available than the other dimensions examined. This finding may be interpreted within the organizational context of professional sports clubs, where visible physical facilities and existing financial arrangements may be more readily recognized by managers than specialized digital capabilities. Nevertheless, the present findings do not establish that Algeria has sufficient national financial or infrastructural foundations for sports tourism, as the study is based on the perceptions of managers from professional football clubs in a specific regional context. The finding is consistent with the literature emphasizing the importance of financial and infrastructural resources in supporting digital transformation and destination-related marketing activities (Balmbrouk & Al-Hashemi, 2020; World Tourism Organization, 2009).

The human requirements recorded a mean of 3.66 ($SD = 1.10$), indicating a moderate perceived level of availability. The lower mean compared with the material dimension may suggest that respondents perceive a relative need for additional skills, training, and managerial competencies related to e-marketing. Digital marketing requires not only general managerial capacity but also knowledge of digital communication, content development, social media management, customer engagement, and the interpretation of digital

data. From a theoretical perspective, differences associated with age, educational qualification, and professional experience could potentially contribute to variations in perceptions of human-resource readiness. For example, respondents with greater exposure to digital technologies through education or professional development may evaluate the availability of relevant competencies differently from respondents with less exposure. However, these explanations remain theoretical unless supported by subgroup-level statistical analysis.

Similarly, the technical requirements obtained a mean of 3.61 (SD = 1.07), representing the lowest of the three dimensions, although still within the moderate range. This result may indicate that digital infrastructure, technological tools, data-management systems, and related technical capabilities are perceived as less readily available than material resources. The finding is compatible with research emphasizing the role of technological infrastructure in strengthening tourism competitiveness and supporting digital transformation in developing economies (Vinh & Ly, 2021). The difference between the technical and material dimensions may also reflect the distinction between traditional physical resources, which may already exist within sports organizations, and more specialized digital resources that require continuous technological investment and updating.

The demographic characteristics of respondents, particularly age, educational qualification, and years of professional experience, may theoretically influence perceptions of e-marketing readiness. Age may be associated with differences in exposure to digital technologies, although age alone cannot be assumed to determine digital competence. Educational qualification may influence respondents' familiarity with contemporary marketing concepts, information technologies, and strategic management practices. Likewise, years of professional experience may shape perceptions through accumulated knowledge of organizational practices, infrastructure, and managerial constraints.

Accordingly, demographic differences should be examined empirically rather than assumed. For two-category demographic variables, an independent-samples t-test may be considered where its assumptions are met, whereas variables containing three or more categories may be examined using one-way ANOVA. If normality or homogeneity assumptions are not satisfied, appropriate non-parametric alternatives, such as the Mann–Whitney U or Kruskal–Wallis tests, may be used. Given the relatively limited sample size, the interpretation of subgroup analyses should remain cautious, particularly where some demographic categories contain only a small number of respondents.

Theoretically, differences according to educational qualification could be expected if respondents with higher or more specialized qualifications have greater exposure to digital marketing, information systems, or strategic management. Similarly, professional experience may produce either higher or lower readiness assessments: experienced managers may have a more detailed understanding of organizational limitations, whereas less-experienced managers may report greater familiarity with newer digital practices. These are plausible explanations rather than established findings of the present study and should therefore be treated as hypotheses for further empirical investigation. Taken together, the results indicate a moderate level of perceived e-marketing readiness among the surveyed professional football club managers. The relatively higher score for material requirements, compared with human and technical requirements, may indicate that the principal perceived challenges are not limited to the availability of physical or financial resources but also concern the development of specialized human competencies and technical capabilities.

This pattern can also be understood through a digital-readiness perspective. The implementation of e-marketing requires complementary resources: financial and physical resources provide an organizational

foundation, while skilled personnel and appropriate technological systems enable these resources to be converted into effective digital practices. Consequently, the presence of material resources alone does not demonstrate that an organization is fully prepared to implement sophisticated e-marketing strategies.

The findings should therefore be interpreted as evidence of perceived readiness, rather than objective evidence that e-marketing has already contributed to the growth of sports tourism in Algeria. In particular, the present descriptive results do not establish a causal relationship between the availability of e-marketing requirements and sports-tourism outcomes. Nor do they demonstrate that strengthening these requirements will necessarily attract new tourist segments or increase Algeria's competitiveness. Such conclusions would require additional evidence, including tourism-performance indicators, digital-marketing outcomes, or longitudinal and explanatory analyses.

Overall, the findings point to opportunities for strengthening human and technical capacities alongside existing material resources. Training and professional development, together with investment in appropriate digital technologies and data-management capabilities, may constitute relevant areas for organizational development. However, the extent to which these measures influence sports-tourism development should be examined through future empirical research involving a broader range of stakeholders, geographical areas, and objective indicators of tourism and digital performance.

CONCLUSIONS

The results of this study highlight the importance of e-marketing requirements in supporting the development of sports tourism in Algeria. The findings indicate that the financial resources required to implement e-marketing are relatively available, with a mean score of 3.92, indicating a relatively high level of availability. Human and technical resources were also found to be available to a moderate extent. These findings underscore the need for continued investment in human capital development, particularly through training and capacity-building initiatives, as well as the recruitment of specialists in sports tourism and digital marketing. The study also emphasizes the importance of strengthening technological infrastructure by ensuring reliable Internet connectivity and providing professionally designed, user-friendly websites.

In light of these findings, the researchers recommend broadening the scope of future research on the availability of sports marketing requirements across different sectors in order to develop a deeper understanding of their potential economic and tourism implications. They also recommend organizing workshops and specialized training programs in e-marketing for employees of sports institutions to support the development of sports tourism, enhance digital awareness, and equip staff with the skills required to use digital tools effectively.

Furthermore, greater attention should be given to improving the quality of sports tourism services and developing effective mechanisms for attracting tourists. This could include the development of smart sports cities, the preservation and revitalization of traditional sports and games, and the establishment of sports museums within clubs to document and showcase their historical archives, achievements, and sporting heritage. Sports clubs should also be encouraged to adopt modern technologies and smart applications and to strengthen their e-marketing activities.

Collectively, these measures could contribute to creating a more integrated sports tourism environment capable of attracting a broader range of active tourists and supporting the sustainable development of Algeria's tourism sector.

AUTHOR CONTRIBUTIONS

All authors meet the criteria for authorship in accordance with established ethical guidelines. Contributions are specified according to the CRediT (Contributor Roles Taxonomy) as follows:

Conceptualization, I.L. and S.B.; Resources, I.L. and B.T.; Methodology, I.L.; Investigation, I.L. and S.B.; Data curation, I.L.; Formal Analysis, I.L. and S.B.; Writing – original draft, I.L. and B.T.; Writing – review & editing, I.L.

All authors have critically reviewed and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

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CONFLICT OF INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this manuscript.

RESEARCH ETHICS

This study was conducted in accordance with established principles of research and publication ethics. As the study was non-clinical and descriptive in nature, it did not involve any clinical intervention or experimentation on human participants. Instead, it examined the perspectives of managers of professional sports clubs. Participation was voluntary, and respondents were free to complete the questionnaire or decline to participate without any consequences. Informed consent was obtained from all participants prior to data collection, and the confidentiality and anonymity of their responses were respected throughout the study.

AI USE DISCLOSURE

In accordance with current publishing ethics and transparency recommendations, artificial intelligence (AI) tools were used solely to assist with translation and language editing, with the aim of improving clarity and readability. No AI tools were used in the generation of scientific content, including the study design, data collection, analysis, interpretation of results, or the formulation of conclusions. The authors retain full responsibility for the content of the manuscript and confirm its originality, integrity, and accuracy.

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