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**DISSERTATION FOR PHD : OPTIMIZATION OF MANAGEMENT OF THE  
PROFESSIONAL FOOTBALL CLUBS IN THE REPUBLIC OF TURKEY IN  
LINE TO THE UEFA CRITERIA**

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**SUMMARY**

**OPTIMIZATION OF MANAGEMENT OF THE PROFESSIONAL  
FOOTBALL CLUBS IN THE REPUBLIC OF TURKEY IN LINE TO THE  
UEFA CRITERIA**

Football is the biggest part of sport economics that has rapidly moved away from Olympics understanding and become one of commercial branch like a tradable meta. In general, as being an industrial part, the football clubs for their survival that need more well-educated players, supporters, financial resources, sportive facilities, and proper management structure and organizational chart as well as the production factors in organizations based on plan and system.

UEFA has published UEFA criteria in order to protect football's sustainability and viability in a long term. Those are sporting criteria and labor (players' development) that how it should be used effectively; youth system and nature (providing a safe and well-equipped facilities to players, spectators, and press) that how it should be arranged; financial criteria and capital (the audit and control of financial statements) that how it should be developed; personnel, administrative, and enterprise criteria (having a proper management and organization level) that explain the basic principles; and legal criteria that underline the legal borders of all works and sporting organizations should be based on legal grounds.

Depending on license criteria that is published by UEFA, it has used a road map for football clubs, regarding of corporate structure of UEFA to work, that identified the general rules like in a company structure and management that should be all the necessary factors of production in a systematic and effective way in order to transform football clubs to a corporate organization and make them sustainable.

For an effective club management to attain and sustain a sporting achievement, it is needed to apply completely UEFA criteria, to divide the football clubs into two main functions in terms of administrative and technic, and to identify the job descriptions of those functions, and to provide a balance of power.

**Key Words** : UEFA criteria, Management, Success, Football,

## PROLOGUE

After the 1990's, the changes in the football world had helped to develop and to grow the economy of football rapidly. The development of digital broadcasting led to build a bigger commercial structure. With the effect of those changes, commercial incomes, sponsor revenues, stadium and facilities incomes, and betting incomes have increased over time. This rapid change also brings several problems.

To overcome those problems, UEFA (Union of European Football Associations) has published a set of criteria as effective of since 2008-2009 football season. In this research, the effects of UEFA criteria were reviewed in terms of managing professional football clubs in an effective and efficient way to provide sporting achievement. It is also given some suggestions that how sport clubs provide sporting achievement based on UEFA criteria. During my research, I would like to thank to Prof. Daniela Dasheva and Prof Ivan Sandanski for her great and valuable contributions and my daughter, PhD candidate, Seray Begüm Samur Teraman for their all the support. I wish my research will be beneficial to all researcher in the future.

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CLUBS IN THE REPUBLIC OF TURKEY IN LINE TO THE UEFA CRITERI

**CONTENTS**

	PAGE
Summary.....	II
Prologue .....	III
Content.....	IV-VII
List of Figure .....	VIII
List of Tables.....	IX-X
Abbreviation.....	XI
<b>INTRODUCTION</b> .....	1-3
<b>SECTION ONE</b>	
<b>I. STUDY PROBLEM AND LITERATURE</b> .....	4
I.1 Background of the Study Declaration Problem.....	4
I.1.1 Stakeholders of Football and the Power of Influence.....	4-5
I.1.2 Organizational, Managerial and Financial Problems in the Clubs.....	6-7
I.2 Declaration of the Problem.....	6-8
I.3. Statement of the Problem.....	8
I.4 The Concept and Scopes of Sport Industry.....	8-9
I.4.1 The Industrial Scope of Sport Industry.....	9-10
I.4.2 The Technological Size of Sport Industry.....	10
I.5 Union of European Football Associations (UEFA).....	8-11
I.5.1 The Strategic Goals of UEFA.....	11-13
I.5.2 UEFA Licensing System.....	14-15
I.5.3 Licensing Process.....	16-17
I.5.4 UEFA Club Competitions.....	18
I.5.5 UEFA licensing Criteria .....	18
I.5.5.1 Sporting Criteria.....	19-20
I.5.5.2 Infrastructure Criteria.....	21-22
I.5.5.3 Personnel and Administrative Criteria.....	22

I.5.5.4 Legal Criteria.....	23-24
I.5.5.5 Financial Criteria.....	25-26
I.5.6.6 UEFA Disciplinary Sanction.....	26
I.6 The Concept of Organization and Management.....	27
I.6.1 The Concept of Management.....	27-33
I.6.2 Sport Management.....	33-35
I.6.3 Leadership.....	35-36
I.6.4 Management-Governance.....	37-38
I.6.5 Institutionalization.....	38-39
I.6.6 Sporting Management Structuring.....	39-41
I.6.7 Audit.....	41-42
I.7 Human Resources Management.....	43-45
I.8 Organization Management.....	46-47
I.8.1 Organizational Learning.....	47-48
I.8.2 Brand Value and Corporate Communications.....	49-50
I.8.3 Financial Management.....	51-52
I.8.4 Organizational Culture.....	52-53
I.8.5 Management Strategies.....	53-54
I.8.5.1 Strategic Thinking.....	54-55
I.8.5.2 Strategic Management.....	55-56
I.8.5.3 Sport Facilities Management.....	56
I.9 Environment Management.....	57
I.9.1 Sports Marketing.....	57-59
I.9.2 Sponsorship.....	59-61
I.9.3 Spectators-Supporters.....	62--63
I.10 Sport and Media.....	64-65
I.11 Total Quality Management (TQM) in Sports Clubs.....	65-68
<b>SECTION TWO</b>	
<b>II. METHODOLOGY OF THE RESEARCH</b> .....	69
II.1 Importance of the research.....	69
II.2 Definitions.....	70

II.3 Limitations of Research.....	71
II.4 Model of the Research.....	71
II.4.1 Objective of the Research.....	71
II.4.2 The conceptual framework (The Hypothesis).....	71-72
II.4.3 The Task will be Done.....	72
II.4.4 Method of the Research.....	72-73
II.4.5 The Validity and Reliability Analyses of the Scale.....	74
II.4 Design of the Research.....	74-76
II.5 Universe and Paradigm.....	76
II.6 Development of a Data Collection Tool.....	77
<b>SECTION THREE</b>	
<b>III. ANALYSIS OF THE DATA AND FINDING.....</b>	<b>78</b>
III.1 The Findings in terms of Sport Clubs Executives Regarding UEFA Objectives and Functions .....	78-85
III.1.1 The Comments regarding the question :”How do you define UEFA criteria?”in terms of sports clubs executives.....	86-88
III.2. The Findings regarding the question: “What kind of relationship are there between UEFA Criteria and Club Management in terms of Sports Clubs Executives?”.....	89-111
III.2.1 The Comments regarding the question: “What kind of relationship are there between UEFA Criteria and Club Management in terms of Sports Clubs Executives?” .....	112-116
III.3 The Findings regarding the question: “What kind of relationship are there between UEFA Criteria and Sportive Achievement in terms of Sports Clubs Executives?”.....	117-133
III.3.1 The Comments regarding the question: “What kind of relationship are there between UEFA Criteria and Sportive Achievement in terms of Sports Club Executives?.....	134-136
III.4 The Findings regarding the question: “For sportive achievement what should be done and how to sustain it based on UEFA Criteria in terms of Sports Clubs Executives? .....	137-180

III.4.1 The Comments regarding the question: “For sportive achievement what should be done and how to sustain it based on UEFA Criteria in terms of Sports Clubs Executives?.....	181-191
<b>SECTION FOUR</b>	
<b>IV RESULT and SUGGESTIONS</b> .....	192
IV.1 Result (Theoretical Implication).....	192
IV.1.1 The define of UEFA Criteria Interm of Goals and Functions...192-194	
IV.1.2 The relationship between UEFA Criteria and Club Management.....	194- 197
IV.1.3 The relation between UEFA Criteria and Sportive Achievement.....	196-199
IV.1.4 For sportive achievement what should be done and how to sustain it based on UEFA Criteria.....	200-205
IV.2 Results are given about Research Objective and Hypothesis of Research.....	205
IV.2.1 Results are given about Research Objective.....	205-207
IV.2.2 Results are given about Hypothesis of Research .....	207-209
IV.3 Practical Implication.....	209-210
IV.4 Future Research Directions and Suggestions.....	210-211
<b>BIBLIOGRAPHY</b> .....	212-216
<b>APPENDICES</b> .....	217
APPX-1 UEFA Ranking for Club Competitions.....	217-218
APPX-2 Forbest’ List of the most Valuable Football Clubs .....	218-223
APPX-3 Interview Form.....	223-225
APPX-3.1 Interview Questions.....	226

## LIST OF FIGURE

<b>Figure :1</b> Design Of the research.....	75-76
<b>Figure :2</b> Based on the research findings, the themes of UEFA goals and functions.....	78
<b>Figure :3</b> Based on the research findings, the themes of UEFA criteria and club management.....	89
<b>Figure : 4</b> The relationship between UEFA criteria and sporting achievement...	117
<b>Figure : 5</b> In the light of UEFA criteria, the themes revealed to reach sporting success and sustain it.....	137





## LIST OF TABLES

<b>Table-1</b> : The Findings In Terms Of Sports Clubs Executives Regarding UEFA Objectives and Functions.....	79-82
<b>Table -2.1:</b> The code and statements of belonging to business management theme about the relationship between club management and UEFA criteria regarding the view of manager .....	91-93
<b>Table -2.2:</b> The code and statements of belonging to business management theme about the relationship between club management and UEFA criteria regarding the view of manager .....	96-97
<b>Table -2.3:</b> The code and statements of belonging to management theme about the relationship between club management and UEFA criteria regarding the view of manager .....	101-101
<b>Table -2.4:</b> The code and statements of belonging to management approach theme about the relationship between club management and UEFA criteria regarding the view of manager.....	104-106
<b>Table -2-5:</b> The code and statements of belonging to system theme about the relationship between club management and UEFA criteria regarding the view of manager.....	109-110
<b>Table -3.1:</b> The code and statements of belonging to organization about the relation between club management and UEFA criteria .....	118
<b>Table-3.2:</b> The code and statements belonging to sporting criteria theme about the relation between UEFA criteria and sporting achievement.....	120-121
<b>Table -3.3:</b> The code and statements belonging to infrastructure criteria theme about the relation between UEFA criteria and sporting achievement.....	123
<b>Table -3.4:</b> The code and statements belonging to personnel and administrative criteria about the relation between UEFA criteria and sporting achievement....	125-126
<b>Table -3.5:</b> The code and statements belonging to legal criteria about the relation between UEFA criteria and sporting achievement.....	128-129
<b>Table -3.6:</b> The code and statements belonging to the development of economic opportunities criteria about the relation between UEFA criteria and sporting	

achievement.....	131-132
<b>Table -4.1:</b> The code and statements belonging to strategic management to attain sporting achievement and make it sustainable.....	138-164
<b>Table-4.2 :</b> The code and statements belonging to administrative management to attain sporting achievement and make it sustainable.....	167-174
<b>Table-4.3:</b> The code and statements belonging to football management theme to attain sporting achievement and make it sustainable.....	176-179



## ABBREVIATIONS

1. Club Licensing and Financial Fair-Play : CLF
2. Full time employee : FTE
3. International Federation of Association Football : FIFA
4. Medical Doctor : MD
5. Supporter Liaison Officer : SLO
6. Total Quality Management : TQM
7. Turkish Football Federation : TFF
8. Top Executive Program : TEP
9. Turkish Commercial Code : TCC
- 10.The Union of European Football Associations : UEFA

## **INTRODUCTION**

Sport (or sports) is all forms of usually competitive physical activities that is played or done by individual or team in order to stay healthy, provide entertainment and evaluate spare time through predetermined rules.

The most effective factors in sports are the physical capacities of people, their skills, and belief in victory. The sport, particularly in recent years, has accepted the practical suggestions of human life in order to have a better quality and healthy life in a balanced way. It is also considered a good practice with cultural activities to help psychologically prepare individuals for daily life. In addition to this, sport undertakes a specific role for an individual in terms of be able to control his/her own body by discipline, to get the habit of teamwork, to drive for success, and to facilitate the compliance of social life. In the beginning of human existence, sport was used for the basic needs; however, sport is today seen as a tool of social participation, being healthy, and enjoyment or a job.

With the entrance of sport to human life, it brings a different aspect to sport that not only physical education and sport classes in schools but also physical activities for healthy purposes are involved in daily life. The sport investments has begun especially in Western societies, that extends to borders of education, as well as the transition to modern Olympics sports helped to establish a foundation of sport philosophy and spread it to large audience. With the effect of globalization, sport is getting started an industry in terms of product, service, and organization. Whatever its management type or ideology, the term “Globalization of Sport” has resulted in the rules of sport that pass the national boundaries, as well as the cultural prevalence of sport that cannot be excluded any country.

As a global phenomenon, sport is spreading depending on the socio-economic conditions of societies, on the other hand, it is also beginning to show itself economically as much as in sport industry. Some issues in sports due to paying astronomical transfer fees to athletes, appearing world clubs in global stage, following sport organizations by millions of people, advertising and sponsorship agreements, and a contribution to the country presentation help to become sport industry more important such as organization and facility investments, sport accommodations, sports

fans, the broadcasting of sport organizations, food-drink industry, sport souvenirs, sports clothing, and so on. As well as the globalization, the process of professionalism removes the sportive events only being a game, it converted into a functioning economic area. Particularly football is beyond of a game, it functions like a miniature model in the social life that transfers a set of role and values to social life over it. As a result, with the impact of globalization, the world which has become economically a large market and created a new market environment including the sport in the development of knowledge and communications technologies.

The sport which is accepted as an alternative in evaluating spare times, in parallel with the development of technology, it is spreading to large audiences. People and organizations in this industry have changed over time; clubs were converted into a business, fans and spectators were converted into a consumer. Since the beginning of the 1990's, the sport industry has seen as a profitable area and incorporation of the professional sport organizations or teams, public offering, higher ticket prices and broadcasting rights changed the Figure of the sport industry.

As a result of this rapid change and development, it brought with some problems. Some football teams that either went bankrupt or became over indebted one by one that they cannot keep pace with rapidly changing the industry. To overcome those problems, UEFA (Union of European Football Associations) has published a set of criteria as effective of since 2008-2009 football season. The situation in football industry which is getting worse, therefore UEFA (Union of European Football Associations) has published a set of criteria as effective of since 2008-2009 football season. Since 2014, those criteria were made obligatory in order to join in international competitions organized by UEFA.

The organizational structure of football teams, the size of incomes, the features of fans, the physical conditions of stadiums, physical and technical capacities of the players, the tactical and technical skills of coaches, written and visual media of the sport which are running to manage the dynamics of sport has been changed.

The football which is the driving force of sport and being the most important part of sport industry. The football teams in the past were managed with an amateur understanding and continuously resulted in the failures. Therefore today they need to

restructure in terms of financial, legal, social, and organizational aspects.

The subject of this thesis; is studied the impact of UEFA criteria on professional football teams in order to provide sporting achievement to manage effectively and efficiently. The thesis consists of four main parts.

In the first part; is stated the study problem and literature.

In the second part; is explained the methodology of the research,

In the third part; is analysis of the data research, finding and In the fourth part; is explained the Result and Suggestions.



## **SECTION ONE**

### **I. STUDY PROBLEM AND LITERATURE**

#### **I.1. Background of the Study Problem**

Turkish football has been governed as an autonomous structure since 1980 by Turkish Football Federation (TFF). %85 of General Assembly of Turkish Football Federation is constituted by club managers who do not specialize in football management as a sports executive and their position often have been changed. The most of decisions taken by general meeting are finding the answers for football's every day concerns and subjects are far away from scientific.

The majority of sports clubs in association structure which are composed of members of General Assembly and candidate management. Corporate governance - a model in which sustainable commercial success and continuity management is really tough- members are not the club's financial partner and they do not have any commercial tie.

Clubs have become strong financially with the increasing of broadcasting revenues. They are focused on transferring of foreign players and some populist choices rather than spending their resources to develop infrastructure but these choices or decisions would be resulted in disappointments and caused to get into debts. All in sporting structures, loyalty ad interpersonal relations are getting more important than personal merit in the selections of sporting and administrative staff.

#### **I.1.1 Stakeholders of Football and the Power of Influence**

When looking at the impact on sports events, other actors of football who has the power to influence these events:

**Sports Club Management:** In professional clubs, the management group consists of business and non-sport people that their core business is not sport and they did not study sports management. They do not have any idea what and how to manage. They are far away to fulfill their responsibilities with having information only from hearsay. They show big initiatives to first squad coaches. In case of a negative consequence, they become an external part of this case rather than manage coach and other staff.

Coach: Coaches who work at an environment focused on sporting results, they want to penetrate all sporting issues and have big initiatives in order to attain sporting achievements in a short time. It causes a working environment that is managed only by one person and makes the things difficult such as setting up a system.

Player: Players are close to each other in terms of upbringing but their education level is totally different (recently there is an increasing number of well-educated players who graduate from Physical Education and Sports Teacher). It is really hard to develop themselves only based on past football experiences. They have to work in a rapidly flowing league environment with different coaches almost every season that makes the team spirit difficult. Each season even in season break, players work with new coaches. When players have adequate conviction about the coach (improved himself at all points, leadership skills and technical-tactical knowledge is very high), they dedicate himself to his team and coach. In this process, performance increase would not be possible or even decrease.

Fan: They are very sensitive to expressions, impatient and have a result-oriented culture. It is not easy to manage their perception that is becoming a professional job. There is no mechanism or professional figure to manage it yet.

Press: Sporting results are evaluated by the press as a success or failure that helps to growth positive comments when being successful however it causes to increase criticisms in case of a failure like a discriminating criticism.

As a result, except coaches if other actors do not get involved in process in an organization, which is normal that coaches wants to control parameters to succeed by taking initiatives like players transfer and football management. Because coaches know when being seen as successful, they are going to keep their position. But in a failure, they will become the first responsible person. All of them bring short-term thinking and efforts to reach individual goals out rather than contribute to long-term thinking and understanding of the system.

A board of directors who has not completed its management structuring (management function, style, and approach), it is not logical to claim that reaching the projected vision but also it is observed that trying to manage without taking responsibility not to contribute to the sporting success.



A structure that has broad socio-cultural and sporting field cannot be demoted to only sporting results. An approach based on only the coach's knowledge and skill that makes the results accidental. After a while, this makes both the coach and fans unhappy. Such a case places the next management at risk and causes the formation of a negative cycle.

### **I.1.2 Organizational, Managerial and Financial Problems in the Clubs**

If the management determines the priority of the club as sporting success depending on personal resources of managers and their administrative skills that is varying of the management continuously and stability cannot be achieved in this structure (S,Samur,2013);

**As organizational** all are seen below:

- Not given much importance to the permanent long-term strategies,
- No qualified managers to catch the transformation dynamics of football industry,
- Not using of audit mechanisms,
- Task sharing is not made clearly,
- Not utilizing of strategic advisory services,
- Changing coaches and players too often,
- Not fulfilling the requirements of the economic and commercial rationality.

**As managerial:**

- There is no clearly defined administrative roles and transparent communications network in the clubs,
- A systematic strategic planning based on a system (management principles and procedures) with the implementation mechanism is not adopted,
- Targets cannot be clearly determined
- There is no mechanism for accountability
- Media cannot be properly managed and the organization would not be created its own social media
- Has been insisting on incorrect assumptions
- A strong belief to change the coach that stimulates the team
- Need the approval of the fans,

- The habit of working with people who come from football background
- No empowerment
- Lack of competent and technically well-trained sports professionals
- Cannot be strengthen the image, reputation, and brand of the club
- The task differences between senior management and the coach did not reveal and the balance of power cannot be provided,
- Coaches cannot be had a long run patiently,
- An effective and productive infrastructure system cannot be developed,
- There is no internal and external appropriate structure to audit corporate and financial operations,
- The capacity and design of stadiums cannot be updated in accordance with today's conditions and modernity despite of being one of the largest revenue item.

**As financial;** It is seen that

- Not driven to make profitable and long-term sponsorship agreements with large commercial companies,
- In areas such as finance with no direct interest in football cannot be created new joint ventures and where the uncontrolled borrowing,
- Players who are one of the main income of the clubs that is not given importance of their transfers; the high transfer fee is paid to players while they are not transferred to other clubs at higher prices,
- Accounting system is not appropriate to control accordance with generally accepted accounting standards
- Clubs cannot adequately protect their receivables

As a result, when considering the problems encountered football clubs, it is understood that they should make important changes in terms of financial, legal, economic, and organizational in order to fulfill the requirements of the broad socio-cultural and economic environment and to manage these dynamics accurately.

## **I.2. Declaration of the Problem**

UEFA criteria are determined by UEFA that these are mandatory to be applied for all professional sports club as the target audience that will be participated in the Europe Cups.

UEFA criteria has been declared by UEFA as mandatory criteria since 2014. There are financial and sporting sanctions in case of failure to comply with these criteria.

Criteria attributed so much importance are not known exactly what kind of contributions to sports club management and sporting success.

### **I.3. Statement of the Problem**

Defining the effects of UEFA criteria on managing of the Professional Football Clubs effectively and efficiently to provide the sporting success and identifying the recommendations to make sporting success sustainable.

### **I.4 The Concept and Scopes of Sport Industry**

Sports are a big part of the world economies and have strong links to other economic sectors and the number of sport managers has increased over the years. In terms of jobs: for one thing it means lots of them-coaches for children's swimming and soccer teams, accountants at retail chains, athletic directors at schools and universities in management, because good managers are crucial if sport organizations are to retain and motivate the kind of employees who will make their programs thrive. (**Journal of Sports Management, 2006**)

Today sport is accepted as one of important service industry because of protecting and developing both individual and public health. It has also become a productive advertising and publicity tool due to mass communications tools particularly the impact of media. On the one hand, the sport has transferred into a show and an entertainment event to attract large audiences' attention. On the other hand, it has become an attractive area of economic activity for entrepreneurs that are experiencing a significant amount of financial movements. Sport not only with the size of production of services, but also with the size of production of goods and consumption that constitutes as a scientific topic of business and sport business management. (**Devecioğlu,2005**)

Sport formed large consumer groups and brought them together that is started to use as a marketing tool. With the impact of rapidly growing consumer society, it has reached an industrial position and a commercial size. The sport industry which produces and provides any sport products or being a part of any sport organization for

consumers or sport organizations that has continued its growing by dividing in different sectors.

Those sectors comprise of sport products, construction, tourism, logo, franchising, souvenir, food and beverage, advertising, entertainment, promotion and including a number of service professionals related to sport.

The sport industry, in other words, become like the name of market that is providing such as sport, fitness, recreation, spare time activities and related to those products, services, people, venues and thoughts. The product in the sport industry is turned into goods and services such as sport events, recreation, fitness or spare time activities. (**Argan, and Basım,2009** )

In recent years, the reaching size and level of sport industry has attracted attention due to the increase in the number and diverse of sport events, the watching ratio of sport events and games in TV and stadiums, the increase of number of reading sport news in newspaper and magazines, and using of sport areas for the purpose of promotion of other products from non-sport industry.

Sport industry is recorded as 22th sector in the world and in all sectors it is also in front of automotive based on general turnover. It has become a necessary part of human life with both the size of performance and recreation and the size of rehabilitative and protective. (**Saros, and Gökdoğan,2006**)

#### **I.4.1 The Industrial Scope of Sport Industry**

As business grows, the complexity of their internal and external environments increases, especially when a business competes globally. This means finding out about (not a small task by itself) and then complying with the rules and regulations of countries with vastly different economies, workforces, and cultures, an immense undertaking even for a business. (**YMCA,www.ymca.net**)

Since the 1990s, the question is no longer whether our business should go global. Rather, the question is how we go global and how fast (**R.N.Lussier, R.Baeder, and J. Corman, 1994**) Internationalization is not new to sport because the Olympic Games were held centuries ago in Greece and games are now run by the international Olympic and FIFA and UEFA committee .

In this context, The sport industry may be divided into two important subgroups

like sport products and sport services.

**Sport Products:** The productions are such as the construction of sport facilities construction, sport equipment, physical fitness equipment, sport shoes, sport clothes and any kind of sport products, This sector which is growing rapidly, it has become an important competent of local, regional and national economy.

**Sport Services:** As an alternative way of evaluating spare times such as watching and participating the sport activities, health and physical fitness providers, broadcasting rights, sponsorship agreements, and entrance fees generate other revenues.

#### **I.4.2 The Technological Size of Sport Industry**

In the developments of technology area, except television channels, printed media and Internet also play an important role. Besides the most well-known sport branches (football, basketball, volleyball etc.) even some sport branches which are less known and practiced by very few people have increased the demand with the new audiences and practitioners thanks to the Internet and several TV channels. Televisions are beyond the producing news and video that have become a powerful platform to make sport teams financially strong and help increasing their brand value and number of supporters. Televisions from many different regions of the world inform the audiences instantly about the sport games that help moving out the sport from regional to global scale and let to open reputation doors to talented players. At the same time technological developments has played an important role in sport products that make them more ergonomics. New sport products which is benefited from technology, that lets to beat new records and this is often highlighted by mass media and other tools. (Atasoy ve Kuter,2005 ) Today this process which is still continuing faster in order to expands the sport industry and increase the commercial incomes in this area.

#### **I.5. Union of European Football Association (UEFA)**

Football has become a big economic phenomenon in the result of developing technology and increasing broadcasting revenues with the parallel of increasing commercial and other revenues. In addition to this growth, after Busman ruling, the players transfer market has become more international. In both transfer fees and wages that is paid to players and football teams are highly increased. Football clubs have

started to transfer very high talented players for being successful both in their own league and also international leagues. Football clubs which want to transfer talented players to their teams, they have started to spend huge amount of money for transfer fees, and however they have had financial problems due to poor professional management and organization skills. The demand of getting a bigger pie from football by attaining a sporting goal which caused to make many serious mistakes in their management politics and strategies such as unplanned, undisciplined and uncontrolled borrowing, and disregarding youth league. A football team which invests huge money for setting a good team in order to finish the league in 1st rank, participate in the European Cup competitions, if it would not be succeed at the end of season, the return of investment might be very low or would not be no return. This leads the club failures in terms of financial and sporting.

A big football club particularly candidate to championship that is having a bad position financially not only for itself but also for the league and even the football world, consist of negative sides. Such a situation may cause to reduce the number of football spectators, investors and television broadcaster move away from the football and will be discussed the reputation and image of football. In the future, the effects of this situation may be more destructive. To overcome it, the football should be controlled and connected to certain rules like other sectors. For this, depending on FIFA, UEFA as one of the six continental federations has foreseen some necessary rules to regulate the football industry as a whole. Turkish Football Federation (TFF) is also a member of UEFA whose vision is “a united European football family working together to improve enjoyment of the game.”

UEFA with the philosophy of Football First, which organizes the most competitive competitions for national teams and the world best club sport organizations, develops coaching and the football concept for everyone by working closely with national federations, and leads many sport events in order to develop and promote European football. The key problems of UEFA may be listed preventing of multiple ownership of clubs, linking of club structures to financial security, and supporting of youth players. Those needs generated Club Licensing System to audit and pace the clubs by UEFA. This system is found a 160 page document with its

popular name titled 2004 UEFA Criteria. (**TÜRK Futbol Kulüpleri Yönetim Rehberi, 2010**)

Before the 2004-2005 season, it was planning to get license according to those criteria by all clubs, however this duration was extended first until 2007 then 2014. Those implementations are still followed by national federations.

General Provisions (UEFA Club Licensing and Financial Fair Play Regulation,2015)

### **Article-1 – Scope of application**

1. These regulations apply whenever expressly referred to by specific regulations governing club competitions to be played under the auspices of UEFA.

2. These regulations govern the rights, duties and responsibilities of all parties involved in the UEFA club licensing system and define in particular :

a. the minimum requirements to be fulfilled by a UEFA member association in order to act as a licensor for its clubs, as well as the minimum procedures to be followed by the licensor in the assessment of the licensing criteria.

b. the license applicant and the license required to enter the UEFA club competitions.

c. The minimum sporting, infrastructure, personnel and administrative, legal and financial criteria to be fulfilled by a club in order to be granted a license by a UEFA member association as part of the admission procedure to enter the UEFA club competitions

3. These regulations further govern the rights, duties and responsibilities of all parties involved in the UEFA club monitoring process to achieve UEFA's financial fair play objectives, and define in particular.

### **Article 2- Objectives**

1. These regulations aim;

a. to further promote and continuously improve the standard of all aspects of football in Europe and to give continued priority to the training and of young players in every club,

b. to ensure that clubs have an adequate level of management and organization;

c. to adapt clubs' sporting infrastructure to provide players, spectators and media representatives,

d. to protect the integrity and smooth running of the UEFA club competitions,

e. to allow the development of benchmarking for clubs in financial, sporting, legal, personnel, administrative and infrastructure-related criteria through Europe.

2. Furthermore, they aim to achieve financial fair play in UEFA club competitions and particular :

a. to improve the economic and financial capability of the clubs, increasing their transparency and credibility ;

b. to place the necessary importance on the protection of creditors and to ensure that clubs settle their liabilities with employees, social/tax authorities and other clubs punctually.

c. to introduce more discipline and rationality in club football finances,

d. to encourage more discipline and rationality in club football finances,

e. to encourage responsible spending for the long-term benefit of football,

f. to protect the long-term viability and sustainability of European club football.

As a result of, According to UEFA Licensing criteria which are collected in five groups, the clubs who are not eligible to get license that they cannot join competitions in Europe. UEFA is also asked to apply this criterion in national leagues and some of national federations like Turkish Football Federation (TFF) have implemented criteria listed below.(UEFA Club Licensing and Financial Fair Play regulations, 2014)

- **Sporting Criteria (youth players)**

- **Infrastructure Criteria** (the conditions and environment of stadium and spectators)

- **Personnel and Management Criteria** (professionalization)

- **Legal Criteria** (the common legal background)

- **Financial Criteria** (salary rates, transparency, a healthy financial structure)



### **I.5.1 The Strategic Goals of UEFA**

In order to realize UEFA's mission, the activities are organized by UEFA and leaded as part of the 4 strategic objectives titled Football-Income-Management-Communications.

#### **Football:**

The purpose of UEFA is to organize the best European competitions for the clubs and nations, to develop coaches and referees and promote the football game by stimulating the football.

The events are organized by UEFA;

UEFA Champions League

UEFA European Champion League

UEFA Europa League

Women's Football

Youth League

FUTSAL (indoors)

UEFA Coaching Convention

UEFA Referee Convention

UEFA Grassroots Convention

Social Responsibility

#### **Communications :**

The purpose of a good communication is to build a strong relationship with member associations, to create a new environment for leagues and players in a good cooperation and to raise the management standards of a game by recognizing the unique features of sport and developing it on a legal basis. The following programs are implemented to develop communication.

Hat-Trick Program

European Union Issues

TEP (Top Executive Program)

Club Licensing System

Revenue

Revenue means that meet the needs of commercial partners to satisfy them by

optimizing the benefits of football like TV broadcasting, sponsorship, and other commercial agreements. For this purpose, the following subjects are inspected by UEFA.

Marketing Strategies

New Media Technologies

TV Sales

Sponsorship Programs

New Commercial Opportunities

Brand Development

**Management :**

The purpose of a good management is to manage UEFA staff and resources efficiently, to provide full administrative support for all works of UEFA rules and perform both external and internal communication process effectively. The core activities of management are;

Budget Management

Goal Setting

Human Resources Management

IT Support

Internal Audit Systems

Long-term Planning

As a result, those 4 strategic goals which are football, communications, revenue, and management are formed the basis of new corporate structure under the leadership of UEFA General Secretary. With the National Club Licensing System published by UEFA the clubs in European football should competitively rearrange their infrastructure, corporate and organizational structures, management styles, and current facilities based on “Financial Fair-play” until the 2014-2015 season. And it is aimed to provide opportunities in order to compete a more balanced competition among themselves.

UEFA has strived for the football clubs to ensure them financially strong and convert them a transparent structure without any debt. The purpose is eliminating some unstable elements of football by equilibrating the core dynamics of football for

the competition.

### **I.5.1 UEFA Licensing System**

UEFA has decided to entail to get license in order to participate in competitions for the football clubs who are affiliated with member associations. UEFA has published UEFA Club Licensing Criteria which is also known UEFA Criteria that contains the requirements that should be obeyed by the clubs who are affiliated with member associations or participated in UEFA organizations as effective of 2004-2005 football season. UEFA's club licensing criteria which are aiming the high standards in football that was revised in 2006. UEFA Club Licensing Manuel V.2.0 is comprised of infrastructure, personnel and administrative, legal, and financial criteria that should be met minimum requirements by the football clubs as of 2008-2009 season.

This handbook is divided into two parts. In the first part; member associations are shown as a licensor with their specific job descriptions. In addition to this application process, it is defined the organs of licensing and applicants.

On the other hand, the minimum requirements in five categories are explained in the second part. They are sporting, infrastructure, personnel and administrative, legal, and financial criteria. UEFA licensing system that is prepared in order to regulate all parties' rights, tasks, and responsibilities which are involved in club licensing system that foresee to attain following goals:

Increasing the standard of football in every aspect, improving it continuously, and prioritizing the development of youth players in all clubs

Providing the proper management and organization level for the clubs

Adapting the club's resources to provide a safe and well-equipped facilities to players, spectators, and press

Protecting and keeping the integrity and sustainability of sport competitions

Enabling the clubs to develop in the areas of sporting, legal, personnel, administrative, and infrastructure

Paying enough importance that strengthening the clubs financial structures, promoting their transparency and reliability and protecting their receivables

Watching financial fair-play in competitions

The other purpose of Club Licensing and Fair-Play System is making "financial

fair-play” dominant in sport competitions. In this context, it is aimed to reach following goals:

- Promoting the clubs’ transparency and reliability by improving their financial and economic opportunities
- Paying importance to the protection of creditors by providing the necessary liabilities towards to players, tax office, social security institution, and other football clubs in due time

In Turkey, the license issuer is Turkish Football Federation (TFF) and the licensing procedures are made by the 2 decision-maker. Those are the Board of Directors and Arbitration Committee. The first evaluation was made in the 2007-2008 season. The Club Licensing Criteria are defined as the minimum requirements that should be obeyed by all clubs which of Turkish Super League and Turkish Second League A Category in order to participate in the national and international competitions as of the 2008-2009 season. The football clubs that will apply for licensing, must have a registration in TFF. The club who has applied for licensing, it is fully dominant and responsible of all football activities regarding licensing requirements to participate in national and international competitions. The applicant club for licensing is obligated to meet the following requirements;

- All players who should be registered to member association or its affiliated league and if there are professional players should have an employment contract with a registered member or company.

- All salaries that paid to players based on employment contract or legal obligations and ticket revenues must be reflected in the accounting records by member association or company.

- The license candidate is fully responsible of football team composed of participating in national and international competitions by registered players.

- All necessary information and documentation regarding fulfilling the requirements completely for licensing should be submitted to licensor. (Those requirements are sporting, infrastructure, personnel and administrative, legal and financial criteria)

- All information related to sporting, infrastructure, personnel and

administrative, legal, and financial must be provided to licensor by the organizations who are obliged to give notice. On the other hand, the licensor who must assess the specific organizations based on their statements whether they are eligible to get license or not.

### **I.5.3. Licensing Process**

Licensing process begins on the date which is determined by Turkish Football Federation. For UEFA Club License, it ends within a specified period which is determined by UEFA as forwarding the licensing decisions to UEFA. For National Club Licensing, it ends on the date regarding the final decisions of licensing process by Club License Committee. Licensing Process is audited annually according to Club License Quality Standards by an independent audit organ.

Licensing process comprises of these steps below:

- Submitting of license application papers to the license candidates
- Submitting of application papers to TFF
- Assessing of documentations by Directorate of Club License and Financial Fair-Play
- Presenting of written representation letter to TFF
- Submitting of the list of licensing decisions to TFF, respondents, and UEFA

A professional football club which is registered of TFF whose participation of UEFA club competitions depends on the license given by the committee. It is mandatory to be able to get UEFA Club License to meet all criteria completely in the field of sporting, infrastructure, personnel and administrative, legal and financial.

- A final decision regarding a club's participation in UEFA club competitions which is given by UEFA's competent organs.

### **I.5.4 UEFA Club Competition**

Sports Clubs Which perform of UEFA Criteria and success in national league participate in European Champion and European League.

When we look at the last five years competitions from 2011 to 2015 in UEFA (APPX-1) we can see the successful clubs in the same place which means that Sportive Success creates a brand valuable and a valuable revenue of clubs (APPX- 2 )

It is understood that the sports club performing of UEFA criteria have to

implement a strict finance plan. These mean that If you don't have any systems of your clubs like a professional management you can not success to go in the European League.

## **I.5.5 UEFA Licensing Criteria**

### **I.5.5.1 Sporting Criteria**

Sporting criteria means that develop a common understanding between the footballers, referees, technical trainers and staff to deploy fair-play inside and outside in the playing field, to hire qualified technical trainers to train youth players both academic and sporting.

#### **Article 17 - Youth Development Program :**

The license candidate must have a written youth development program which is approved by the licensor. Licensors must verify and evaluate the approved youth development program. The program must include at least following areas:

- Objectives and youth development philosophy
- The structure of youth development organization (organizational chart, functions, the relationship of the license candidate, youth teams etc.)
- Personnel (technical, medical, administrative etc.) and other minimum qualifications
- The facilities for youth players (training and playing facilities)
- Financial resources (current budget, the contributions of the license candidate, players or local community)
- Football training program for diverse age groups (playing skills, technical, tactical, and physical)
- A training program about game rules
- A training program about anti-doping
- Medical support for youth players (including health examinations)
- Child protection policy
- Review and feedback sessions to assess the achievements and results
- The duration of program (minimum 3, maximum 7 years)

#### **The license applicant is also,**

- should ensure youth players in youth development program that they have a

chance to continue to their compulsory education based on national laws and

- should provide not to delay youth players in youth development program to continue to their non-football education.

#### **Article 18-Youth Teams :**

The license applicant must have at least youth teams below depending on its own legal personality or the scope of the club's legal personality.

- At least two teams age range: 15-21
- At least two teams age range: 10-14
- Minimum one team under the 10 years of age
- Except the teams under the age of 10, all youth teams must be taken place in all official competitions or regional, national, or local organizations recognized by TFF.

- For the teams under the age of 10, should be organized appropriate events such as mini-tournaments and local youth meetings for the purpose of entertainment in order to gain experience by competing other child teams. The registration is not mandatory for those players.

- The youth teams criterion in this article which is stated in the first paragraph of this article that means to fulfill by having a team for every single age category in terms of Super League and 1st League clubs.

#### **Article 19 –Medical care of players**

The license applicant must establish and apply a policy to ensure that all players eligible to play for its first squad undergo a yearly medical examination in accordance with the relevant provisions of the UEFA club competition regulations.

#### **Article 20- The Registration of Players :**

All the license applicant's players, including youth players above the age of 10, must be registered with the UEFA member association and/or its affiliated league in accordance with the relevant provisions of the FIFA Regulations on the Status and Transfer of Players.

#### **Artcile-21 - Written Contract with Professional Players:**

All professional players of the license applicant must make a written contract with the license applicant based on FIFA Regulations on the Status and Transfer of

Players and TFF Regulations on the Status and Transfer of Professional Players.

**Article 22- Refereeing and Laws of the Game :**

The license applicant should participate in a refereeing seminar or training in a cooperation with TFF or organized by TFF before the previous season. Team captains (first and second) team coach and assistant coach should participate in those seminars.

**Article 23- Racial equality and anti-discrimination practice**

The license applicant must establish and apply a policy to tackle racism and discrimination in football in line with UEFA's 10-point plan on racism as defined in the UEFA Safety and Security Regulations.

**I.5.5.2 Infrastructure Criteria :**

Throughout Turkey and Europe, infrastructure criteria include following purposes; having the facilities in equal standards in terms of equipment, cleaning, and qualification; having safe and comfortable stadiums for spectators; providing appropriate working environment to the press in the stadiums; providing training facilities to players to improve their skills.

**Article-24 Stadium for UEFA club competitions**

- The license applicant must have a stadium available for UEFA club competitions which must be within the territory of the UEFA member association and approved by the UEFA member association

- If the license applicant is not the owner of a stadium, it must provide a written contract with the owner(s) of the stadium(s) it will use.

- It must be guaranteed that the stadium(s) can be used for the license applicant's UEFA home matches during the license season.

- The stadium(s) must fulfill the minimum requirements defined in the UEFA Stadium Infrastructure Regulations and be classified at least as a UEFA category 2 stadium.

**Article 25 - Training facilities – Availability**

- The license applicant must have training facilities available throughout the year.

- If the license applicant is not the owner of the training facilities, it must provide a written contract with the owner(s) of the training facilities.



- It must be guaranteed that the training facilities can be used by all teams of the license applicant during the license season, taking into account its youth development programme.

#### **Article 26- Training facilities – Minimum infrastructure**

As a minimum, the infrastructure of the training facilities must include outdoor and indoor facilities, dressing rooms and a medical room.

#### **I.5.5.3. Personnel and Administrative Criteria**

It is defined a general structure of sports organizations and determined the staffs' duties who will be employed in this structure.

The objectives of the personnel and administrative criteria are that (UEFA official web site)

- License applicants are managed in a professional way;
- License applicants have available well-educated, qualified and skilled specialists with a certain know-how and experience;
- The players of the first and other teams are trained by qualified coaches and supported by the necessary medical staff.

Professional, well-educated and experienced staff is the most importance factor to run a football club in an efficient and effective manner. Being professional at all levels and in all functions does not mean that license applicants have to recruit only fulltime staff. UEFA's intentions are clear and focus on professional manner how the function is done by persons appointed for it.

The professionalism will also be improved if clubs are defining clear profiles for these functions, which include the main activities, the main responsibilities (technical, financial and decision power, if applicable) and the requirements for the job (education, working experience, technical know-how, IT skills, human competences, language skills and others incl. football know-how).

The persons who UEFA wants to have been hiring in clubs are below :

- Club secretariat, and General Manager
- Finance Officer and Media Officer
- Medical Officer, Medical Doctor and Physiotherapist
- Security Officer

- Stewards,
- Supporter Liaison Officer
- Disability access Officer
- Head Coach of first Squad, Assistant Coach of first Squad, Head of Youth Development Programme and Youth Coaches.

#### **I.5.5.4 Legal Criteria**

The primary aims of the legal criteria are hiring the qualification and well-educated employees who have specific background and knowledge, benefiting from competent services in terms of security, training all teams by qualified and technical trainers in terms of sporting success, getting medical services, and carrying the clubs' legal structure and functions in terms of national football regulations.

**Article 43 Declaration** in respect of participation in UEFA club competitions  
The license applicant must submit a legally valid declaration confirming the following:

- Complying with the regulations, committees, decisions, and instructions of the CAS (Court of Arbitration for Sport) which is based in Lausanne, FIFA, UEFA, and TFF are legally binding.
- Complying with the all regulations and decisions on UEFA and National Club Licensing within a specified time.
- Complying with the all regulations of federation and participating in all events organized by the federation all the time.
- Participating in the status of non-competitions recognized by UEFA/FIFA at the international level.
- All documents and information submitted to the federation as a basis for granting licenses is complete and accurate, and having significant economic impact and occurring after issuance of the license application documents, all kinds of events and developments to report to TFF within a specified time.
- Complying with the regulations on TFF Club Licensing and Financial Fair-Play and committing to this.
- In case of participation in UEFA club competitions, complying with the regulations on the UEFA Club Licensing and Financial Fair-Play and committing to this.

- Providing all documentation is complete and accurate,
- Authorizing the federation and UEFA's authorized committees and organs with the purpose of inspecting or auditing of all necessary information and documentation,
- Pledging the UEFA or TFF's making on-site inspections at national level with the evaluation, decision-making and investigation process.
- Letter of undertaking should be signed by the authorized person more than 3 months before the expiration license application needs to be done.

**Legal Information is required to be provided :**

The license applicant must submit the following information and documents (the original one or notarial one):

- A current copy of the charter or a copy of main contract of company
- The official title of the license applicant
- The legal statue of the license applicant
- List of authorized signatures

**Written Contract with a Football Company :**

If the license applicant is a football company as defined in Article 15/2, it must submit a transfer agreement done with a registered member. The agreement must contain the following items:

- The football company must comply with the FIFA, UEFA and TFF's regulations and determinations.
- The football company shouldn't transfer the right of participating in national or international competition.
- The right to participate in such a competition is terminated when the member association's membership of the football company is deactivated.
- In case of the football company's bankruptcy or liquidation, within the context of Article 15, it is supposed as the interruption of membership or the interruption of relationship based on agreement. To clarify the situation, if the license was already given to Football Company, this license is not transferred to a registered member of the football company.
- TFF reserves the right to approve of Football Company's name under which the company participate in the national competitions.

- Upon request of the CAS and TFF committees, the football company provides all necessary information and documents related to participate in the national or international competitions

- Any change or correction on transfer agreement must be approved by TFF.

#### **I.5.5.5 Financial Criteria :**

The primary aims of financial criteria are increasing the club's financial and economic capacity, caring about investors, providing sustainability of the national and international competitions, establishing financial fair-play. Especially the football clubs while auditing financial criteria;

- Firstly, they submit their own internal audit reports and if the football club is a company that they submit auditing commission reports (financial advisor for 1st and 2nd league clubs, chartered accountant or independent audit company for super league clubs)

- Overdue debts to other clubs, overdue debts to employees and SSI or Tax Office, and liabilities for future periods must be paid or made a repayment plan.

- Players, technical and administrative staff's salaries and other receivables should be made over real payments.

#### **Football Activities include :**

- employing/engaging personnel (before defined in Articles) including payment of all forms of consideration to employees arising from contractual or legal obligations;

- acquiring/selling players' registrations (including loans);

- ticketing;

- sponsorship and advertising; broadcasting;

- merchandising and hospitality;

- club operations (e.g. administration, match day activities, travel, scouting, etc.);

- financing (including financing secured or pledged against the assets of the license applicant);

- use and management of stadium and training facilities;

- youth sector.

**Annual Accounts :**

Annual accounts must be prepared and submitted before the deadline for applicants to TFF and before the deadline for the list of licensing decisions to UEFA according to closing date of the previous accounts.

Annual accounts must be audited as defined in apex IV by an independent auditor.

**Annual accounts must consist of the following items;**

Balance sheet

Profit-and-lost statement

Cash flow statement

Notes and other annotations comprising a summary of important accounting policies

Financial report prepared by the management

Additional financial information described in the application file

Annual financial statements should be conformed to minimum disclosure obligations and accounting principles stated in UEFA Criteria and Comparative information regarding the previous statutory accounting period closing must be submitted.

The license applicant must prepare additional information if the minimum requirements and accounting obligations in financial statements are not met stated in paragraph 4 above.

**I.5.5.6 UEFA Disciplinary Sanction :**

To guarantee the evaluation process, national federations may determine the sanctions that can be applied by relevant licensing bodies. These sanctions may be warning, fine, or any specific disciplinary. If the criteria is applied for participating in the national competitions, the deduction of points also can be applied. The following disciplinary measures apply in the event of any violations including A and B category grade criteria:

Warning: All criteria are applicable in the first time violence.

Fine: After notice of the violation is applied in case of repeated.

Prohibition on Registering New Players: This applies if the debts are not paid off

players, technical staff, and member association or not fulfilled the decisions taken by UEFA-FIFA.

**Deduction of Points:** Despite of the fines, it is applied as a reduction of current or league points in case of repetition.

**Withdrawal of a License:** Despite of the reduction of point, after notice of the violation is applied in case of repeated.

**Relegation:** Despite of the reduction of point, after notice of the violation is applied in case of repeated.

**Cancellation of Registration:** Despite of relegation, after notice of the violation is applied in case of repeated.

## **I.6 The Concept of Organization and Management**

### **I.6.1 The concept of Management**

**Organization** : There are many definitions of the term organization. According to (**Howard E. Aldrich, 2008** )"An organization can be conceptualized as a collection of individuals deliberately structured within identifiable boundaries to achieve predetermined goals." Also below definitions are very common all of the organizations.

Organizations are social entities

All organizations have a structure

Organizations are designed to achieve specific goals

Organizations have identifiable boundaries

Organizations exist in a relatively permanent basis

All formal organizations use specific knowledge (or technology) to perform work-related activities

**Organizational Goals and Resources:** Every organization has various types of goals. "Organizational goals are desired states of affairs or preferred results that organizations attempt to realize and achieve" (**Amitai Etzioni,1964**) but these goals may represent a consensus arrived at by all members of the organization. Goals are constantly changing in time and members of the organizations should respond the new one appropriately, by formulating new goals as well as deciding which goals will be accomplished in earlier and then. The author (**Charles Perrow,2014**) has identified the

following types of organizational goals:

- Official goals. These goals are the formally stated goals of an organization described in its charter and annual reports and they are emphasized in public statements by key executives.

- Operative goals are the outcomes that the organization actually seeks to attain through its operating policies and activities.

- Operational goals Organizational goals define the performance objectives and desired behaviors within an organization.

Organizations need to the resources to become and alive so Organizations use different resources to accomplish their goals. The major resources used by organizations are (1) human resources, (2) financial resources, (3) physical resources, and (4) information resources. All of the Managers are responsible for acquiring and managing the resources to accomplish organizational goals.

**Management** : Management can be used in several different ways. From Peter Drucker's viewpoint, managers give direction to their organizations, provide leadership, and decide how to use organizational resources to accomplish goals. As a More specific, management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims (**Koontz and Weihrich 1990,**)

The term management refers to the definition of management described by (**Richard L. Daft, 2014**) "Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources" There are two important ideas in this definition: (1) the four functions of planning, organizing, leading, and controlling and (2) the attainment of organization goals in an effective and efficient manner.

Managerial work relates benefits, what it mean is that prospective managers need to know what the management task through discussions of the role and definition of management, the management process as it pertains to management functions and organizational goal attainment, and the need to manage organizational resources effectively and efficiently. (**Samuel C. Certo & S.Trevis Certo,2010**).

Organizational Performance : Organizational performance is "the way in which

an organization tries to be effective" (**Ricky W. Griffin,2008**). An organization's performance can be measured in many different ways. The most common ways are in terms of efficiency or effectiveness.

Management theorist Chester Barnard believed organizations need to be both effective and efficient. Effective means meeting organizational goals in a timely way. Efficient, in his opinion, means the degree to which the organization can satisfy the motives of its employees. In other words, the organizational goals will be accomplished and authority will be accepted when workers feel satisfied that their individual needs are being met. This is known as the acceptance theory of authority

No introduction to the field of management would be complete without a discussion of management skill. Management skill is the ability to carry out the process of reaching organizational goals by working with and through people and other organizational resources. Learning about management skill and focusing on developing it are of critical importance because possessing such skill is generally considered the prerequisite for management success. (**Les Worrall and Cary Cooper, 2001**) Because management skills are so critical to the success of an organization, companies commonly focus on possible steps that can be taken to improve the skills of their managers.

The most important functions was made by Henri Fayol, who suggested that planning, organizing, leading, and controlling." Although some others theorists identify additional management functions, such as staffing, communicating or decision making, now there is agreement these basic managerial functions :

Planning: what sort of work will be done, how to do those in which order, and how long will be achieved to attain a foreseen vision and goal. Planning involves choosing tasks and must be performed to attain organizational goals, outlining how the task must be performed, and indicating when they should be performed. Planning activity focuses on attain goals. through their plan, managers outline exactly what organizations must do to be successful. Planning is essential to getting the "right" things done. (**Jacqueline McLean ,2006**). Planning is concerned with organizational success in the near future (short term) as well as in the more distant future (Long term) (**Gary Hamel and C.K. Prahalad (1994), Paul J.Di Stefano (2006)**)



Organizing: In order to achieve organizational goals anticipated in the planning process, existing the possibility of manpower and equipment, organizing the most effective work environment and conditions, grouping works to be done and dividing them into specific parts, and determining the empowerment and responsibilities. **(Tosun,1974).**

Organizing can be thought of as assigning the task developed under the planning function to various individuals or groups within the organization. Organizing, then creates a mechanism to put plans into action. People within the organization are given work assignments that contribute to the company's goals. Tasks are organized so that the output of individuals contribute to the success of departments, which in turn, contributes to the success of divisions, which ultimately contributes to the success of organization. Organizing includes determining tasks and groupings of work. **(T.L.Stanley,2006).** Organizing should not be rigid, but, adaptable and flexible to meet challenges as circumstances change. **(Jared Sandberg, 2005)**

Influencing :Applying the structure determined by planning and organizing, explaining what should employees do by giving directions or other management tools, leading them in their every effort and development of their expertise, motivating them to achieve the goals, communicating with them effectively. **(Buker,1988)**

Influencing is another of the basic function within the management process. This Function- also commonly referred to as motivating, leading, directing, or actuating-is concerned primarily with people within organizations. Influencing can be defined as guiding the activities of organization members in appropriate directions. An appropriate direction is any direction that helps the organization move toward goal attainment. The ultimate purpose of influencing is to increase productivity. Human-oriented work situations usually generate higher levels of production over the long term than do task-oriented work situations, because people find the latte type less satisfying. **(Samuel C.Certo & S.Trevis Certo,2010)** Controlling: Monitoring all works, comparing the realized results with the planned goals, taking corrective actions if necessary. **(Sahin,1988)**

**Management approach** : In order to fulfill the functionality of management, deciding one of the management models such as centralization, classic, behavioral, or

modern besides these, will need to be applied new models in the field of management such as Excellence in Management, Strategic Management and Planning, Total Quality Management, Conflict and Crisis Management.

It is thought that some specific situations, cases, and developments would be used as analyzing input-process-output-feedback elements in management models. A unified structure which is consisting of specific parts, relevant to each other and contained in some relations with its parts among external environment that should be developed and managed cooperatively according to system theory.

Technological developments, especially information technologies, in information age have caused radical changes in the organizational structure, economic system, and managers' competency.

The globalization bears information age society towards more competitive environment. Nowadays, because of experiencing a high level of competition, organizations need to provide organizational effectiveness, efficiency, quality, and high-performance which are inevitable for organizations. An innovative approach based on learning, searching, making difference, and changing has begun to be accepted in institutionalization efforts.

Corporate governance means to have a management philosophy based on responsibility and obligations that protecting the rights of all stakeholders in their relationship between the company management and stakeholders. Corporate governance is also a term that refers broadly to the rules, processes, or laws by which businesses are operated, regulated, and controlled.

Types and Levels of Managers : The managerial functions must be performed by anyone who manages any type of organized activity. According to Ricky W. Griffin definition of manager is as follows: " A manager is someone whose primary activities are a part of the management process. In particular, a manager is someone who plans, organizes, leads, and controls human, financial, physical, and information resources." Most people think of three basic levels of management: top, middle, and first-line managers.

Managers play the interpersonal role when they act as figureheads, leaders, and liaisons. Managers play the informational role when they act as monitors,

disseminators, and spokespersons. Managers play the decisional role when they act as entrepreneurs, disturbance handlers, resource allocators, and negotiators. (Robert N. Lussier & David C. Kimball, 2008) Regardless of the goals managers need some skills. According to a classic article (by Robert L. Katz, 2009) managerial success depends primarily on performance rather than personality traits. He indicates that three types of skills are important for successful management performance:

- Conceptual skills: Conceptual skill is the cognitive ability to see the organization as a whole and the relationship among its parts. Managers need the mental capacity to understand how various functions of the organization complement one another, how the organization relates to its environment, and how changes in one part of the organization affect the rest of the organization.

- Human skills: The manager needs human skills: the ability to communicate with, understand, and motivate both individuals and groups.

- Technical skills: Technical skills are skills necessary to accomplish specialized activities (e.g., engineering, computer programming, and accounting).

#### **Management Techniques :**

An organization needs to determine its business principles according to fundamental principles of corporate governance like “fairness, transparency, accountability, and sense of responsibility” in order to be institutionalized. In addition to this, some effective management techniques should be used and applied such as “relationship management, asset and risk management, goal-oriented performance management and tracking, strategic management, total quality management, and human resources management” (Akşar and Merih, 2008) Peter Drucker who was a pioneer of TQM, listed his principles that should be in a management below (P. Drucker & W. Edwards Deming, 2011):

- Setting goals
- Organizing
- Motivating and communicating
- Setting performance measures
- Developing people

Drucker explained the secret of management success that was: “to know what

are the qualifications in which business area they have and what objectives they focus on". He also emphasized how to define and express the success and failures in the workplace to employees clearly.

Organizations need to have a decentralized management style with corporate responsibility and ethics, to have a management style like total participation and synergic management that integrates with information technology, to create a work environment based on trust, to place importance on teamwork, motivation, amateur spirit and professional work

In decentralized management approach; it is needed to delegate responsibility and authority to mid-level managers and employees, to value all employees and benefit from new information technology.

In total participation and synergetic management; it is needed to establish multi-task working groups and to place importance on teamwork.

In systematic and holistic management approach; it is important to accept all factors like manpower, machine, material, environment, and rules in order to achieve the success of the organization and address these in a holistic way.

### **I.6.2 Sport Management**

In sports, as in other businesses, managers determine organizational performance both on and off the playing field. Sport management programs train people for management positions in such areas as college athletics, professional teams, fitness centers, recreational centers, coaching, officiating, marketing, youth organizations, and sporting goods manufacturing and retailing. **(Robert N. LUSSIER & David C.KIMBALL ,2004)**

Despite of having different organizational purposes, there is no difference in public and private enterprises' management practices (education and sport etc.) in terms of organizing human and materials to produce goods and services, leading and managing these products.

This definition belongs to general management, it is also valid for sport management because, the sport businesses are service businesses as well. Due to the characteristics of the service, it requires a different business approach and practice apart from the production businesses.

Because of increasing a high competition among organizations as well as consumer awareness, people not only buy goods and services but also they look for quality in their lives, and pay attention to use the right to choose. All these show that it is also important to provide quality service in the service industry.

Sport organizations are established and continue its own activities under the impact of internal and external environmental factors that individuals cannot realize in line with purposes alone. In social life, people's expectations in sporting events and service are met by sport clubs which are the basic unit of these organizations.

Cooperative success is to create a value by moving the current situation up better conditions and making it regularly. In value creation for continuity, it is needed to set a realistic vision with a great business idea that can be accepted by everyone around the organization. Strategies should be generated for the accuracy of this business strategy and provided to apply TQM for doing the right thing. Doing the right thing in the right methods, companies may able to sustain success if they follow this approach in a cooperative structure.

Today, the definition of sport management is misunderstood because it is mentioned how to overcome the sport's economic problems. This causes to have a negative impression that is not given enough importance on this subject. It is a fact that is accepted by all people who get involved in sport the problems faced by the clubs managers are not only financial. Since the beginning of the 2000's, the complexity of management with the differentiation and development of sport organizations has increased.

Sport management means, management of all activities that is required to fulfill all tasks within a business or organization as a performance process. **(Steinmann, and Schreyögg,1997).**

A sports Manger is responsible for achieving the sport organization's objectives through efficient and effective use of resources. So that we start with a good perspective on what sport mangers all about. In this context efficient means getting the maximum out of your available resources. Effective means doing the right things (following the proper strategy) to attain your objective ; it also describes how well you achieve the objectives. The manager's resources include human. Financial, physical

and Informational Resources. (**Robert N. LUSSIER & David C.KIMBALL**)

Sports organizations need to require a management structure that should be mutual contact with individuals and groups focused on its impact (the areas including direct control, management and authority and responsibility) and interest (the areas including indirect control) areas.

Issues on personnel management, sports executives with reference to the relationship between science and sports that they primarily take their impact areas into consideration including players, technical staff, and management committee. On the other hand, issues on planning of the organizational goals, to be converted into these goals action, and controlling them with the structure of organization; issues on marketing, product development, and activity planning that it is important to take their interest area (supporters, group, and external environment) into consideration.

Sport clubs that have large budgets that need to be managed effectively to provide maximum benefit to their stakeholders, to create a competitive power and to sustain. For this, they need to have a vision, corporate structuring, human resources management, modern facilities, sponsorship strategies, sporting achievement, and TQM.

It is obvious that clubs shall be successful and generate value if they have a right vision, institutionalized in management of staff, organization and environment and internalize TQM as a management approach.

No matter how much an organization is institutionalized, most of time the final decision might be charged a few people in the organization at critical moments. In the current circumstances, people who is able to measure data accurately and use their perception good enough that they can take the right decisions. For this reason, effective leadership in an organization is the most important multiplier effect and needs the artistic viewpoint.

### **I.6.3 Leadership**

Leader is a person who contributes to society for managing change based on responsibility, perception, intelligence, and knowledge. Depending on the use of power in hand, leader is a person who affects his/her environment. In case of necessity, leader knows to stand behind tough decisions and results. A leader who aims to manage a

sport organization (Non-Governmental Organization-NGO), should have a personality that can be dragged to influence individuals around herself/himself with public speaking, vision and knowledge; to listen people and make a special effort to understand them; to provide a positive change and learning environment that enable people to develop their strength sides. Thanks to leader's strong social values, it helps to be an effective role-model for other people around based on positive image, consistent personality and behavior.

Leaders have a power to take people somewhere that they could not go by themselves. An effective leader who is honest, far-sighted, inspired, supporting differences, equitable, supportive, expressing his/her opinions openly, a good communicator, listener, and assessor, using the power appropriately, reliable, supporting his/her team, respecting others opinions, learning lessons from mistakes, being aware of his/her own power and having good management skills.

For the success of an organization, the most important criteria is to generate values continuously and have extensive alternatives. Increasing of alternatives means strength however, limiting the opportunities means weaknesses. It is essential to create many different action plans for every case and situation that only powerful leaders can do this. A good leadership is able to retain many alternatives as possible. In other words, keeping the initiative area broadly and acting decisively with enough self-confidence.

In addition motivation and performance are the most important criteria to success in sports clubs. For many years, researcher try to find what motivates people and they thought that motivation is based on our feelings and needs. According to content-based theories, to create a satisfied workforce, organizations must meet their employee' needs. **(P.Steel and C.J.Konig,2006)** Content-based motivation theories thus focus on identifying and understanding people's needs. The key to success for organizations is to achieve resonance between the needs of the work foresee and objectives of the organizations.

Abraham Maslow developed the hierarchy of needs theory in the 1940s. **(A Maslow, 1954)** The hierarchy of needs theory proposes that people are motivated by five levels of needs : physiological, safety, social, esteem, and self-actualization. Dr.

Maslow noted that enlightened managers who truly understand that people are the organization's most valuable assets are rare.

As a result, leaders who cannot have a specific philosophical point of view, they may be only a tool even though they join the knowledge production. "If do not think about the purpose and nature of information", probably it may be the root cause of all disasters. (Akad,2003)

#### **I.6.4 Management-Governance**

In order to speak about management, firstly it is needed to have a community/society. Individuals in this society who will be managed. Secondly, it is necessary to have the presence of a political power generated by legitimacy. Management will be performed by people who held this power. Third, it requires the existence of common goal to reach for this society. Leaders will base their legitimacy on the existence of such a purpose. (Tekeli,1999)

For a successful management, a new term good governance which is encountered frequently in recent years that is needed to get between this other management principles and approaches. Governance refers to a management approach which is participating, sharing, and future-oriented. It enables to have a modern management type based on goals, results, situations, participation, accountability, and service-driven for citizens. A good governance has eight elements that complement each other. (Özer,2006)

- Transparency: Transparency in management can be possible to enable the free flow of information.

- Accountability: In an organization, regarding the use of the power and responsibilities being able to respond related persons, caring about criticisms and demands, moving in that direction, taking responsibility in case of a failure.

- Participation: It is required that all employees should be participated in the decision-making process through directly or their representatives. Thanks to the active participation of employees, to arrange a settlement between different interest groups while policy-making, thus beyond the interest of employees can be acted for a common interest

- Answerable: It is required that institutions and procedures should be strived to



serve all citizens. This principle means citizens know to be listened by management. A sensitive manager who is ready to respond, sympathetic, and sensitive to all problems, at the same time be able to understand people's needs and desires and be capable to apply those.

- Rule of Law: The institutions must act fairly and legitimately on the other hand people must accept the laws that can be applied depending on their behaviors.

Efficiency: The institution and procedures are required to generate the results that ensuring the efficient use of resources.

- Equality: All employees should have opportunities to reserve and improve their income. Similar cases/events should be evaluated fairly and objectively that should not be compromised.

Strategic Vision: Leaders should have an effective perspective with a specific vision of good governance and make these sustainable. Vision should be determined by employees and managers together and these goals should be attainable that employees believe in this vision.

As a result, governance is a guidance that different interests which may conflict in a relationship network according to a certain extent independent of each other actors that they perform together. In this context, it is an approach used for a long time to generate profit by taking advantage of the presence of opponent forces in the society.(Tekeli,1996) In the meantime, instead of being governed by the unilateral decision of the upper level in the hierarchy, while transition to a hierarchy relation or division of tasks, the governance has consisted of many numerous factor that interact each other. It is provided with the harmony and coordination among those factors.

### **I.6.5 Institutionalization**

Institutionalization is a basis of improving the quality of management and sustaining this growth. In the institutionalized structures, there is an agreement with respect to whom, what, what purpose, when, how and who are about to do. In the vertical and horizontal axis, the flow of information is continues. Can be reached the decision point quickly. Success criteria can be matured correctly.

There is a free environment in the institutionalized structure. People shall benefit from objective data while expressing themselves better. Through transparency

different ideas are easily defensible. Management is human-oriented based on the development of human. Perceived as the development of people and institutions to invest in human development. Motivation is held in high level and rewarding tools are run continually. Management is holistic. It is fed with the cooperate culture. Everyone is aware of responsibility and open to account for. There is little or no conflict in the scope of duties. Corporate governance principles become more specific such a structure.

To ensure the organization's sustainability, there is a prudent, fair and creation of value in risk management. In strategic choices, it is definitely benefited from different point of views. Zero defect principle in the first time, it serves to accurate all the parameters of subject and to decide by a correct judgment. Control mechanisms are worked without defects for the organization's future.

As a result, it is needed to approach the institutionalization as a structure that all units are in interaction, more flexible, transparent, fair, participating, and providing continuous improvement and consistency in the corporate culture rather than a strict implementation of the rules.

### **I.6.6 Sporting Management Structuring**

#### **Management Model**

In Europe, the most common model is to manage the clubs as the incorporated company by professionals (e.g. Premier League, England) or to manage the clubs in the association status by establishing the football company (mostly Germany). The clubs managed as in the incorporated company, people who manage the football section of club, they are both team coach and sport manager. On the other hand, people who manage the administrative section (finance, communications, advertising, marketing etc.), they are professionals in their expertise field.

The clubs managed in accordance with the procedures and principles of association, they generally found a football company by connecting the football branch to this company. People who were used to play football, they manage the football branch as well as getting involve in management.

Similarly in Turkey, the clubs found and managed according to Law No 2908 on Associations in the association status, according the provisions of Article 52 Law

No 3813 of TFF, through founding of the football company, they provide the management of their football branches. Although knowing that the primary goal of the company management model is to receive more share from football, to brand internationally, to raise a credit, and being professional, management styles with an amateur perspective are still ruled in terms of management techniques.

Successful sport clubs in Europe, it is seen that they generate positive results because of applying the two models mentioned above, and manage those according to cooperate governance principals.

#### Management Understanding and Organization

As in every production and profit relation, the model of football incorporated companies for being successful that need time for investment project, investment capital, working capital, productivity and profitability as in a management company. The most important problem of the structure prepared according to four main areas, is the efforts of creating a management approach with a management system. The principle structure of a management approach based on institutionalization, it recently has changed and called “governance”. Governance takes account of localism and participation instead of a rigid bureaucracy and centralism. It also takes account of openness, accountability, and responsibility instead of obliqueness and hierarchy.

A sports Manager is responsible for achieving the sport organization’s objectives through efficient and effective use of resources. So that we start with a good perspective on what sport managers all about. In this context efficient means getting the maximum out of your available resources. Effective means doing the right things (following the proper strategy) to attain your objective; it also describes how well you achieve the objectives. The manager’s resources include human. Financial, physical and Informational Resources. (**Robert N. Lussier & David C.Kimball,2004**),

To increase the probability of being successful, manager should have competence in:

Clarifying roles : assigning tasks and explaining job responsibilities, task objectives and performance expectations

Monitoring Operations : checking on the progress and quality of the work and evaluating individual and unit performance

Short-Term Planning : Determining how to use personnel and resources to accomplish a task efficiently, and determining how to schedule and coordinate unit activities efficiently

Consulting: checking with people before making decisions that them encouraging participation in decision making, and using the ideas and suggestions of others

Supporting : acting considerate, showing sympathy and support when someone is upset or anxious, and providing encouragement and support when there is a difficult, stressful task

Recognizing : providing praise and recognition for effective performance, significant achievements, special contributions, and performance improvements

Developing: providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills. (**Samuel C.Certo & S.Trevis Certo, 2010**)

#### **I.6.7 Audit**

The new Turkish Commercial Code (TCC) which was prepared based on corporate governance, it highlights some principles like fair management, transparent, and accountable to apply corporate governance. TCC adopts a new management approach and process management with transferable and non-transferable authorities. Board of Directors may delegate only their transferable authorities to one of board members or non-executive board member or an executive director.

In case of delegation of authority, the board's function will be converted as supervision function and authority holders shall have the primary responsibility.

In the scope of supervision function, Board of Directors should establish internal audit system to ensure the stuffs that will be done in accordance with company goals, to improve company operations, to add values, and to diagnose the risks early.

To be able to mention an effective internal audit system in the organization, it is needed to have a series of written document as part of separation of powers (to be handled a process from beginning to end by different people, determining the limitations of authorities with authority and responsibility) in order to conduct job descriptions including process controls, financial reporting and budget systems.

### **Internal Audit :**

With internal audit, the organization's risk management, internal control and corporate governance processes efficiency will be assessed, bringing a systematic and disciplined approach to organizations will be helped to reach the goal of organization. To perform operations in accordance with organizational goals, to take preventive measures towards possible risks, and to be able to take effective choice, should be benefited from audit services at least on risk management, efficiency of business processes, effective monitoring financial transaction, laying-off personnel, independent financial reporting, and external audit.

### **Risk Management :**

One of the primary duties of the internal auditor is to evaluate the effectiveness of risk management. Operating capital is important as much as credit risk management in terms of receivables, cash, and debt management with evaluation of those risks especially in period of sporting crisis.

### **Business Processes Management :**

Efficiency is an important component of business processes. Besides the evaluation of revenue-enhancing factors, it also contributes to the study of orientation activities on economizing measures.

### **Effective Monitoring Financial Transaction :**

This operation will contribute to the organization's strategic decision-making mechanism and evaluation of financial information accurately and fulltime. Thus, it will be given the support and reassurance to Board of Directors.

### **Independent Financial Reporting and External Audit :**

If the organization's financial information speaks the same language with systems recognized in the world and audited independently, it enables to increase corporate trust.

In conclusion, internal audit system will help to minimize the effect of risks and attain the goals determined by management with focusing on flow of information thanks to information systems including risk assessment, controlling operations, and financial reporting operations.

## **I.7 Human Resources Management**

Every team and organization is only as good as its players and workers. Thus, the key driver of business success is human resource (HR) management practices of hiring and developing great people. Human Resources management consist of planning, attracting, developing, and retaining employees. HR practice affect firm performance, and even more important in high–growth firms. (K.A.Karl,2006)

Human Resources Administration and Planning: Employee satisfaction, examining the productivity in a systematic an scientific way, regulating the structures by taking into account several variables in organizations that all are accepted as a function of Human Resources Department today. The first and most important condition for success in human resources management, to determine necessary and sufficient employees for the organization and determine how to benefit from employees regularly and consciously.

In this process, with human resources planning it is expected to estimate the organization's personnel needs, and meet this need that should be listed necessary actions.

#### **General Functions of Human Resources :**

- Job Analysis and Design
- HR Planning
- Training and Development (Corporate and Professional Training Needs Analysis)
- Performance Management
- Career Management
- Job Evaluation and Performance Measurement
- Compensation and Benefits
- Job Analysis and Job Design :

In order to increase efficiency in sports businesses, it is required to plan the right manpower resources to do the jobs correctly with a minimum learning as soon as possible by employees. In order to achieve the goals determined in the organization structure, employees and their jobs should be divided into division and departments. For the effectiveness of business operations, it is needed to identify the boundaries of these groups, to know their features and to define the tasks. For this, should be

determined all activities and jobs that realized in every division/department in relation to each other.

### **Training Needs Analysis, Training and Development :**

It must be known previously what sporting and administrative employees should do and how they should develop themselves for both their and organization's success. In this context, training needs analysis must be conducted and in-house or outsourced training programs should be implemented in order to accommodate quickly to changing business conditions of football industry, to determine the development needs based on individual differences, and to prepare individual development plans.

### **Performance Management :**

Today, human resources functions give priority to training, performance evaluation and career planning to hire the best person for the position, develop employees' competency and skills and to bring employees on the level of the company's long-term strategic goals. When viewing this subject through employees' eyes, they have an expectation for continuous improvement and learning. Furthermore, motivation and job satisfaction are getting important as well as their financial expectations. Salary is not only primary reason to quit but also lack of career and personal development opportunities may be an important factor for employees.

In the process of performance and career development for employees (including football players);

- Setting goals for employees (measurable, specific, attainable, and time-bound)

Sharing performance expectations to employee

- Tracking employee performance
- Assessing employee performance in a specific period
- Providing feedback based on employee performance
- Preparing development plans for employee
- Determining organizational decisions like promotion and award depend on

employee performance

### **Career Development :**

Career is defined as the development of a person's activity, responsibility, attitude, and behaviors in business life. Career planning and development is getting an important part of human resources management that is totally different HRM function apart from manpower planning. The primary aim of manpower planning is to determine the needs of net employee number in the future and to meet these needs by fulfilling necessary functions including recruitment, training, and leading.

#### **Job Evaluation and Performance Measurement :**

In the job evaluation, a dynamic system which is able to follow the improvement and development by anticipating the current and future situations of organization that is performance evaluation in organization management should be taken into consideration by taking as a base of common qualification, effort, responsibility, and working conditions in various jobs to compare jobs by importance and content, to value jobs, to set a salary system, and to establish a fair job scale.

In the performance evaluation, employee's success, attitude, and behaviors with personal characteristics and moral status in the position that his/her contributions to company's success must be evaluated. As a part of human resources management, performance may be defined as a value that is resulting from individual's integrity and interaction of organizational goals. (Calık,2003)

We can say that performance benefits from the organization's tangible and intangible elements at the highest level. When these elements are qualitatively and quantitatively measured, if achieved results run parallel with mission, objective and goals, it means that reached the desirable performance level. Performance evaluation is the process of measurement and evaluation that gathering data on all components of the organization's tangible and intangible in order to attain the organization's mission, strategic objective and goals by benefiting from the required key performance indicators. (Çakmak,2006)

#### **Compensation and Benefits Management :**

To set a remuneration administration policy, it is required to evaluate HR systems and corporate culture as a whole, to review employees' commitment levels to their company regarding relational factors as well.

Before determining the remuneration strategies of the company, it should be



attempted to clarify the situation of the company clearly by conducting a detailed current situation analysis (organizational structure, strategies, industrial characteristics, employee profile, HR policies and practices, and current employee costs etc.)

## **I.8 Organization Management**

Everything is changing rapidly in transition to information society, it is getting harder to keep in step with this rapidity. If organizations cannot keep up with changes, they highly probable find themselves as becoming small or completing their mission after a while. An organization especially a sport organization cannot change in compliance with global world market, it is hard to talk about the vision of becoming a world club.

Learning is one of the few superiority that exist about increasing competition. Using of technologies from answering machine to computers, techniques like problem-solving, conciliation, and teamwork are not today's topic. The main point is how employees use these technologies quickly and effectively and how they excel in these skills. **(Braham,1998)**

When knowledge and technology has forged ahead so quickly, the thing is not trying to gain time, it is trying to determine learning needs and achieve this effectively and quickly. In an organization, employees, systems, processes and structure should be taken in a holistic approach in order to increase competition and improve quality. Process management is the basis of all works including reshaping people, developing their skills, and confidence with applicable plan and programs.

When applying the basic principles of corporate governance, planning an organization according to the organizational goals, converting these plans into actions, and tracking the reached point that will start on a systematic process of TQM within our sport system. Competitive power of the organization in service area will be evaluated on Organizational Learning, Brand and Corporate Communications, Financial Management, Organizational Culture and Strategic Management. **(Uluslararası Spor Araştırmaları Dergisi,2010)**

In any organization, in order to achieve total quality in a trust relationship, in the form of preventing of defects from beginning instead of seeking out defects, adapting a learning model for strengthening employees that provides to foresee

possible problems.

An effective organization management needs someone who has management skills which comprise ; technical skills, people skills, communication skills, conceptual skills, and decision- making skills. **(R.Kat.,1974)**

Technical Skills are the ability to use methods and techniques to perform a task. When Managers work on budgets, they use spreadsheet software, so they need computer skills, they also need some knowledge of accounting.

People skills are the ability to work well with people. Today, people want a partnership relationship rather than the outdated superior-subordinate relationship.

Communication skills are the ability to get your ideas across clearly and effectively. With the increased use of teams comes the need for good people skills to help groups stay on task and stay motivated. **(R.Simpson,2006)**.

Conceptual skills are the ability to understand abstract ideas. Another term for conceptual skills is systems thinking, or the ability to understand an organization or department as a whole and the relationships among its parts. **(S.English, 2007)** Managers need to be equipped with conceptual skills to think outside the box and come up with creative ways to improve performance.

Decision-making skills are the ability to select alternatives to solve problems. The success of any organization is based on the decisions its managers make. **(H.D. Ireland And C.C Miller,2004)**

### **I.8.1 Organizational Learning**

Today's managers are knowledge workers, which is a change in the realm of management. **(A.Gupta, 2005)**. Knowledge is a dominant source of competitive advantage **(J.J.P. Jansen, F.A.J.Van Den Bosh, and H.W.Volberda (2006)**, because knowledge leads to creativity and innovation action. Success often comes from recognizing new opportunities through knowledge of a market, industry, or customers. **(R.A. Baron, 2006)**. The learning organization is based on knowledge. In a learning organization, everyone understands that the world is changing rapidly and, that they must not only be aware of these changes but also adapt to the changes and, more important, be forces for change. The learning organization has a capacity to learn, adapt, and change as its environment changes to continuously increase customer

value.

Transition from an industrial society to an information society has been currently in progress, is based on three major components. **(Breuer and Thiel,2011)**

**Smart Organization:** Today, a changing process has been experienced from traditional Taylorist forms of organization to knowledge-based intelligent process. In this process, the intellectual capital-organizational knowledge is occupying the agenda as a radical re-evaluation of the collective expertise of an organization. Because organizations in a global competition when they manage their knowledge, business relations or capital investments as a critical resource, they may exit.

**Flow of Information:** The type of work, the work done full-time, division of tasks in smart organizations has transformed into information job based on professional, knowledge, and expertise. The term of information refers to activities that are defined as information needed in life with experience, initiative, professional training or professionalism. In other words, it refers to :

- To be revised continuously
- Can be seen as continuously improvable
- Generally speaking, accepting as a source rather than a fact
- Smart Products and Services:

Nowadays, we are witnessing knowledge-based products and services that has converted into smart products and services. Smart products are software products, computers and computer games, mobile phones, video cameras, etc. Smart services are the symptoms of intelligent products as well. These services are planning, developing, implementing and maintaining of products and continuing all.

We can predict the dynamics of information society better when three main factors mentioned above taken together. This changes the dynamic organizations services and quality production framework. In this step, it is obvious that quality focused on solving problems for business processes depends on the necessary knowledge and current expertise in which should be combined properly. In such a case, it is required in terms of quality of the products and services that produces for sport system and its members. If the organization achieves and continues this, modern organization will be transformed into smart organization. Today, the possible

organizational learning style is occurred when individuals and organizations to complete each other in creating and using knowledge, and to present mutual knowledge for their using. In conclusion, learning is both a process and a value. Ideally, whatever the position or length of service in the organization, each individual dedicates himself/herself to be better the previous day through learning. They strive to improve constantly themselves, products and services in all respects through learning how to learn in the organization. When individuals and organizations develops, employees shall feel a renewed commitment towards their works. Thus, stakeholder shall get a better service and organization shall create a better future for itself. (Can, 1997)

### **I.8.2 Brand Value and Corporate Communications**

When a sport organization is able to achieve a strong image in the consumer's mind, it realizes brand equity. According to David Aaker, a leading expert on branding, brand equity is "a set of assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or that firm's customers" when a team such as Manchester United is able to generate a wealth of assets linked to its brand, the team is thought to have high brand equity. This is the ultimate goal for the sport franchise manager because there are a number of benefits to having high levels of brand equity. (James Trecker, 2004)

According to brand researcher Kevin Keller, there are essentially two key components to developing brand equity: (1) the creation of awareness about the brand and (2) the creation of a brand image. For example, think about your favorite professional athlete for a minute. First, and most obviously, you are aware that the athlete exists. This is brand awareness. The Second step is a little more challenging. What adjectives come to mind when you think of that athlete? Or, Why is that athlete your favorite? Your Answer probably has something to do with the way the person plays the sport or his or her personality both in and out of competition, right? The combination of these elements is what we call the brand image. (B.King, 2002)

Latest trends in marketing are enhancing standard of living and quality of life in the world, creating value for the market and maintaining its performance. The increasing devotion of the consumer brand, branding is becoming a very important

value towards price competitions.

Strong brands build a lot more confidence than lesser-known brands on the market. Having a vision and mission to become a brand, and having marketing strategies with short, medium and long-term business plans, that need to be revised annually.

In the formation of a brand, advertising, public relations and corporate communications as important, the continuity of performance in all parts of the organization together with many years is also important. Be able to be brand of a sports club and to move to higher brand value first to have stability in sporting success and be able to convert it to financial success.

Corporate communications provide a significant contribution to the formation of brand value; in the process of achieving the organization's goals and objectives in order to provide supervision, flow of information, motivation, integration, evaluation, training, decision-making, and controlling between divisions and its elements that should be regarded as a phenomenon that occurs within certain rules.

Conditions brought about by increased information technology and competition, organizations explain themselves to all parts of society as necessity and publicity that has brought to the fore more than ever. Organizations can continue their lives longer if they will be able to fulfill the expectations of groups that surround them and in relationship with them. All stakeholder groups of organizations, influenced by the organization's communication form, they will have an impression about the organization. In this way, an image is created all stakeholders of the organization in mind.

Communication is defined as "the process of shared meaning" nowadays, it consists of every field of human life at various levels.

People who are living in a developing and changing society must continuously communicate with others. Communications is the most important source of people's success and happiness in the work environment as well as in private life in terms of purpose and distinctive features. Communications is to form the basis of efficiency and quality for organizations by carrying these values.

Corporate governance is one of the factors that makes it effective is the

organization's communications strategy. With an effective internal and external communication strategy, will be prevented the uncertainty may arise in times of crisis, the difficulty of decision-making, different expectations of stakeholders, the low level of motivation and perceived reality to be different from objective reality.

### **I.8.3 Financial Management**

The effective management of any sport organization requires not only a sound knowledge of the principles of financial management and business but also the support of a financial recording and reporting system that allows a quick and easy reading of the club or association's financial health. It is now taken for granted that a professionally managed sport organization will produce three integrated annual financial reports. The first document is a statement of performance, or profit and loss, which reports on the revenues Understanding the accounts earned for the period, and the expenses incurred. The second document is a statement of position, or balance sheet, which reports on the current level of assets, liabilities, and equity. The third document is a statement of cash flows, which identifies the cash movements in and out of the organization. The cash flow statement is divided into activities related to day-to-day operations, activities that involve the sale and purchase of assets, and activities that involve the securing and borrowing of funds and their repayment. Each of the above three statements provides an important perspective on the financial operations of the organization, and they are discussed in more detail below. **(B. Stewart,2007)**

There is also the problem of making sense of the vocabulary of accounting. The distinction between assets and liabilities is mostly clear, with assets amounting to all those things we own, and liabilities being all those things we owe to others. However, the distinction between tangible and intangible assets, and current and non-current liabilities may often be less clear. The concepts of owner's equity and shareholder's funds can also cause confusion, while further difficulties can arise when contrasting operating profit with net profit. When listening to how financial ratios operate the confusion may be compounded. The distinction between a working capital ratio and a debt to equity ratio usually needs careful explanation. A further spanner-in-the-works arises when the terms depreciation and amortization have to be explained and operationalized. **(B. Stewart,2007)**

The purpose of the sports organization and the decisions taken in accordance with the objectives and measures are closely related to the budget foreseen.

Financial strategy of a company with its transaction and implementations whether is contributed to business development or not that they are revealed by financial performance criteria including its balance sheet and income / expense statement.

Making financial analysis is important by using methods such as horizontal, vertical and trend analysis from business performance, profitability, credit analysis, liquidity ratio for sports clubs that they will enter the process of institutionalization.

Financial analysis is critically important to measure the company's effectiveness and degree of success, to research the reasons if goals are not achieved, to prepare future plans, to take decisions in respect of producing goods and services, production components, to determine the price policy to be followed, to determine whether the company fulfill its obligations or not, to assess its operations, and to take corrective actions at every stage of the business operations. (Samiloğlu,2001) The information obtained through financial analysis is as the basis of decisions on all matters relating to business management, it is required for a healthy planning.

#### **I.8.4. Organizational Culture**

Each individual has a unique personality and every organization has also a specific personality that separates itself from other organizations. Different characteristics and structure of the organization that make this culture distinct and distinguish it from others. The concept of organizational culture is synonymous with corporate culture, company culture or business culture. Organizational culture are the shared values that holds the individuals in the organization together. Organizational culture is the sum of the attitudes, behaviors and information, values, and norms collected in the memory of the organization. Organizational culture regulates organizational life, the relationship between individuals and teams, relations and activities with the environment that also determines the future of the organization.

To create an organizational culture, it is needed to create values to hold individuals in the organization together like organizational traditions, application techniques, organizational communications, shared values, standards, social labels,

behavioral patterns, and management approach. It should be struggled to combine organizational culture with HRM strategies (Human-Centered Management Approach) in a corporate structure.

### **I.8.5. Management Strategies**

#### **Vision- Mission :**

Vision: Waitley describes a vision as preliminary indication of something beautiful in the future, dream, a flame inside in person to succeed, stability, and dedication. More clearly, vision may be a picture or photograph to show how be the future and how it should be. Vision is also stated as “current realities, hopes, dreams, with a combination of danger and opportunity for defining the future, an intellectual view towards unknown.” (Karaman, 2005) On the other hand, in business management, Neal Thornberry describes it simply “a picture of future or a future outlook”. It can be a problem to define the vision n most of businesses.

When examining the success stories of successful individuals and groups, it is seen that they have a vision and purpose, try to draw a picture of the future, accept it as a reason of existence, focus on a philosophy, and answer WH (what, where, when, how, why) questions. Vision in business management may include the goals that the organization wants to achieve in the long-term. Thus, it can be effective to Figure and lead the applications of the companies for the future. With this aspect, it can be said that vision has a very close relationship with creativity and culture.

#### **Some Features of Effective Vision :**

- That can be imagined, the future how to be revealed,
- That is desired, to address the long-term expectations of all stakeholders,
- Consisting of attainable and realistic objectives,
- Being goal-oriented, having clarity and openness to take a decision,
- An ability to adapt to flexible and variable conditions that can be easily and clearly.

#### **Mission :**

Vision and mission statements in the management process are mixed up very often. Of these concepts that are different from each other; mission is a statement to explain clearly the reason for the existence and purpose of the organization. Mission,



which is a strategic concept, can be considered as a logical process to describe the commercial basis of organizations and their target market. Simply, mission describes the point where the company wants to reach. **(Blanchard & Stoner,2004)**

#### **Vision and Mission :**

Vision explains a better position than existing position while mission describes the current situation. Mission is related to employees' behavior patterns however, vision is related to very closely with the goals of company. The simplest statement why the company exists and what it wants to do is mission. In this case, the mission cannot be without vision, and without a mission we can say that it would be very difficult to achieve the vision (realization of anticipated goal).

#### **I.8.5.1 Strategic Thinking**

Although it is known that, many principles with the word of strategy was formulated by Chinese author Sun Tuzu before the 2500 years ago for the ideas developed on the art of war, today those ideas have become an integral part of the commercial life. Generally speaking, strategy may be defined as ways used to attain a specific purpose. In other words, strategy is a winning game that takes place with the right thought. However, it never gives the formula of right thinking. Because the right concept includes many preconceptions, value systems and their complex relationship about compliance and all are constantly changing. Simply, it is expressed as establishing the balance between goals and tools, and also may be mentioned a number of strategies for different levels and situations. (General, high, national, political, defense and management strategies, etc.), but in terms of the company's strategy, "what needs will be met by whom is to produce accurate models for thinking about how to make consistent choices".**(Arguden,2004)** If the goals are not based on valid strategies, they may not be obtained and if such goals are not consistent with some certain criteria, it cannot be attained with any strategy. Struggling for unrealistic goals of people, which is a very common behavior patterns in society.

Raw material of the strategy is able to think straight. Thinking often consists in the rearrangement of prejudice.

If a good strategy complies with some certain principles, this increases the success of its implementation.

Observance of Purpose-Tool Compliance: Goals that the organization wants to attain, being consistent with the resources that it can mobilize

The Nature of Focusing: Up to know what could be done, to know what will be done,

Dynamism: The evaluation of different parties and forces that will be affected by strategy and be prepared for the measures to be taken against these reactions,

Holism: The orientation of all resources and energy of the organization

Flexibility: Be able to have the ability to generate new solutions against new problems, be able to perceive the connection between options and be able to create an unthinkable option.

As a result, carrying an organization forward and making it different from its competitors that is the organization's vision and formed in line with this vision and strategy are implemented correctly. Companies which defines and implements a clear vision and strategy, they are candidates to be successful.

Creating a strategy is to implement the vision a powerful analytical aspects of art. (Blanchard,& Stoner,2004). This art is actually a method of thinking and a router approach for decisions. A good strategy sees a compass task for decisions to be taken at all levels in the company. A successful strategy is influenced by the effectiveness of the strategy development process as well as the consistency of leadership and including creativity. Continuous improvement of the quality of management helps implementing the chosen strategy effectively and assessing the threats and opportunities quickly.

#### **I.8.5.2 Strategic Management**

Strategic management is a set of managerial decisions and actions that determines the long run performance of a corporation. Strategic Management is the process of ensuring that an organization possesses and benefits from the use of an appropriate organizational strategy. In this definition, an appropriate strategy is one best suited to the needs of an organization at a particular time.

Strategic management is a management approach that requires effective communication and application discipline with the quality of thinking and creates the infrastructure success of the organization. It creates diversity. "There would be no need

for science to remove the veil of appearance.” Karl Marx said. Concepts constitute the intellectual content of the word or give the meaning to them. These may be defined as generalized ideas or mental images that formed the basis of knowledge and experience. So Management skill refers to us that the ability to work with people and other organizational resources to accomplish organizational goals.

There is relationship between the system of environment and strategic management. Ludwig von Bertalanffy is recognized as the founder of general system theory. The system approach is based on the concept that an organization is a system. A system is defined as a number of interdependent parts functioning as a whole for some purpose. Here there are five components: inputs, a transformation process, outputs, feedback, and the environment. The systems approach is very important in general management analysis. Four especially ideas that have had substantial impact on management thinking are the concepts of open versus closed systems, subsystems, subsystems and interdependencies, synergy and entropy.

Individuals who are not focused on questioning the quality of information and purpose and not having a philosophical point of view, even though they participate in knowledge production, may be just a tool. For right decisions and success in strategic thinking, it is needed to learn right thinking, to control passions and prevention of passions that suppressing mind, to know critical thinking and organizing, to prevent obsessive thoughts, to look at different ways that faced situations, to find out how to approach reality.

In Strategic Management approach including strategic thinking should be essential to determine the Strategic Management Model for an organization, to reveal the principles of quality understanding aimed at all activities that to be done accurately, to make them sustainable, and to focus on institutionalization that will be consisting of corporate culture.

The strategic management process is generally though to consist of five sequential and continuing steps (**Michael K.TAKAGAWA,1995**)

- Environmental analysis
- Establishment of an organizational direction,
- Strategy formulation,

- Strategy implementation,
- Strategic Control.

The study of strategic management emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weaknesses. (**Thomas L.Wheelen**).

### **I.8.5.3. Sport Facilities Management :**

The value of sport in each case depends on the ways that sport is managed, and without facilities there is no sport. There are many sport management jobs related to facilities management, including facility financing ,construction, facility operations, user agreements, and insurance (**J.D. Mac Millen, 2007**), and the job of sport-facility security has increased in importance since September 11, 2001 (**S.H.Appelbaum, E. Adeland, and J.Harris,2005**).

Sport management professionals often find careers in managing various type of facilities. Such these work includes managing provide health clubs, fitness centers, managing anything from indoor sporting centers to entire stadiums. Facility managers are challenged daily basis while the facility management industry continues to grow. Club managers are involved with scheduling events, arranging for transportation, managing event security, and food concessions are ready before the game time.

Sport event management is management activities and that requires the four function of management: planning-organizing-leading and controlling, and also without effective leadership, events will fail to achieve aim. Sport managers plan many types of events. They coordinate games, provide food for team supporter, arrange ticket sales, hire public relation, schedule leagues and organization tournaments.

## **I.9. Environment Management**

### **I.9.1. Sports Marketing**

Sport marketing consists of all activities designed to meet the needs and wants of sport consumers through exchange process. Sport marketing has developed two major thrusts : the marketing of sport products and services directly to consumers of sport, and the marketing of other consumer and industrial products or services through the use of sport promotions. (**Bernard J.Mullin & Stephen Hardy & William A.Sutton, 2007**)

As we will see, the terms sport consumers and sport consumption entail types of involvement with sport, including playing, watching, listening, reading, and collecting. **(P.Kotler, 2002)**

The most important indicator for the transition from traditional sports management to a modern sports management is undoubtedly increasing the use of marketing tools that taking a new meaning. This can be explained as the transition from server-based sports organizations to demand-driven sport because of the rapidly changing internal and external environment towards sport organizations. **(Breuer and Thiel 2011)** The existence of organization based on short, medium and long-term goals that guaranteeing adequate resources in order to continue to sustain it and how to develop commercial relations are the subjects of marketing.

Competition areas of National and International Professional Sports Clubs are not only sporting successes but also product sales. The more money means the more talented players. A strong economic structure affects the sporting achievement, but it increases the demand against everything connected with the sports club.

The sport product is both an integrated ensemble and a bunch of components with lives of their own. At the core is the ‘Event Experience, composed of four components : **(Bernard J.Mullin & Stephen Hardy & William A. Sutton, 2007)**

- Game Form,
- Player,
- Equipment and Apparel,
- Venue.

Everything else builds on these components.

The products produced by the clubs has been expanding three areas: fan products, rights and services.

Admission Tickets for Spectators: The product characteristics of grandstands (VIP, lounge, and fan) are distinguished well with the right price policies and how many spectators attract to stadiums at the same time sponsors and media organizations would show interest in stadiums as much. Thus, the encouraging plans for the purchase of admission tickets help to earn external funds as well. On the one hand, expensive lounge tickets are contributing to creating more revenue, on the other hand,

well-known persons whose presences affect the club's image indirectly that they provide an opportunity to the development of sponsor relationships. By increasing the attractiveness of admission tickets in order to attract new spectators to the stadiums and increase their spending time in the stadium; special events will be held in before the match, during half-time and after the match that must be turned into an event. This will be very beneficial to food-beverage companies and should be expected to provide an opportunity and environment to expand the scope of sponsorship.

**Shares to Investors:** (Club shares can be sold only when the club was established as a joint stock company). Clubs with a capital company property, that they provide financial resources to transfer players for sporting success, and sell their shares. Although this financial strategy is to create only one or a few one-time income, if the sporting success is not achieved, by increasing investment more previous investment becomes inevitable to make legitimate. On common opinion, this is partly caused the decreasing the feeling of confidence, losing attractiveness of club's shares, and decreasing in value. If cannot be put a limit on this type of risky investment, will be caused wasted resources.

**The Players Sold Other Clubs:** Contracted players of the club are covered market players by the supply of the product in order to obtain revenue. The main criteria here is to transfer players at low prices then to sell them at higher prices after that developing their playing skills. The way is to keep this system as profitable, making long-term contracts and to contribute to the development of quality players. The brand value and club image is increased by purchasing of star players and promoting those players and therefore which can lead to more revenue growth than other commercial areas.

**Commercial Products:** Commercial products are an important source of revenue for clubs. Commercial products covered by clothing, scarves-caps, accessories and other fan products generate income for the club, moreover especially they create an opportunity to associate with spectators and connect them to the club. With all product sales in stores owned by the club including stadium, online sales and sales points opened in different locations, should be made effort to reach large audience. This product sale is a direct source of income for the club as well as makes it as an

economic partner.

That means licensing of products produced by the club and using them as a marketing area. With the purpose of licensing, must be understood that producing licensed products under the club logo with the purchasing of its marketing rights. Selling of the rights owned by the club to marketing companies and sporting goods manufacturers and using of these products by these units.

#### **- Advertising Rights**

Advertising rights is accepted as an important product feature sale by the clubs. Increasing the diversity of mass media tools and expanding the scope of mass media have increased the attractiveness of this area. On the one hand, the company who bought advertising rights, it tries to increase the awareness of a product of its own company or companies, on the other hand, it aims to transfer the club image to of the company or the company's products. The purchasing of advertising rights provide to reach potential consumers whereby an advertising message formulated by the company that is displaying on panels, knitwear, etc. in a public area and showing players and teams as reference group on ads or televisions. **(Bruhn, 2003)**

#### **- Media Rights**

Broadcasting of sporting events are within the scope of the media rights. The point makes the media important that events are watched and listened by a large of group. The most important feature that makes media (TV) different from other areas is supporting the sale of commercial products, raising sponsor and increasing the awareness of shares as well as that will be derived revenues from media rights. Media rights that they are not directly related to TV include printed media, radio, Internet and mobile devices.

### **I.9.2 Sponsorship**

During the 1970s, marketing through sport often served the personal interests of top executives or else served as a vehicle for charitable contributions. But beginning in the early 1980s, marketing through sport became a discipline involving serious research, large investment, and strategic planning. As the economic fortunes of companies changed, companies needed to prioritize their spending and justify the expenditures. They had to find a return on investment and to allocate their sponsorship dollars

wisely. **(D.Wilber,1998)**

Often a company will negotiate a sponsorship or licensing agreement that designates that company as the exclusive sponsor. The benefit of this type of sponsorship is a high level of exposure without the competition and clutter of traditional advertising. In other words, sponsorship can serve as a more subtle alternative to advertising; sponsorship may communicate the company's message in a different, "new" and "less commercial" form. **(M.Littman,1997)**

Communication through traditional advertising channels are often hit-or-miss. The targeted reader, viewer, or listener may or may not be exposed to the message. Sponsorship adds dimension to the product- audience communication; this communication can create experiences that appeal to all sense, encourage fan participation and feedback, provide opportunities for sampling and merchandising, and convey some of the excitement and drama inherent in sport. Most Important, these experiences can be as memorable as the even itself. Publicity is another integral benefit of sponsorship. The sponsored product (athlete, team, league, or event) is obligated by contract to credit the sponsor and in entitlement agreement. **(Bernard J.Mullin & Stephen Hardy & William A.Sutton, Sport Marketing, 2007)**

Sponsorship can be seen as a contract that providing mutual benefits between the sponsor and products and services in order to achieve goals. Speaking literally, sponsorship is considered as an investment that an individual or group supports a football team, a club or a competition financially including aid in kind. Sponsors expect the most important benefit from the sponsorship is to achieve commercial goals set by themselves. During the realization of these goals, many marketing tools are used with sponsorship such as advertising, sales, promotion, and product demonstration. **(Okay,2005).**

Today, sports organizations in accordance with their target group and strategies can make various sponsorship activities in the field of social, cultural, and environmental areas. Sponsorship should not be planned independently of the organization's communication objectives and should be focused on corporate identity. For the organization's internal and external target groups towards various communication activities must be in integrity with strategic corporate communications



activities that constitutes the corporate structure.

In addition to the resources allocated to sponsorship, sometimes even more than resources allocated for sponsorship, shall be necessary to support the sponsorship for communication and marketing activities. Among all sponsorship types, sports sponsorship is the broadest area to contact people in terms of scope and amount. Sports are monitored closely by brands and organizations that to be able to reach a wider audience all over the world, especially who want to promote their products and services and wish to establish a tie with a specific image among them. Indeed, sport is a very important sponsorship area that providing the ability to communicate with target group, it is understood almost all over the world and speak the same language. Sponsorship agreements are mostly made to realize some goals like brand equity, business objectives and brand repositioning etc.

Brand equity: To associate with brand between the brand's spirit and ideals and to increase the reputation and goodwill towards the sponsor.

Business objectives: To help the organization's goals like brand awareness and sponsorship revenues.

Repositioning the brand: To help to reposition itself where the sponsor operates. Sponsorships and licensing agreements Should be positioned as partnerships. Partnerships imply a win-win situation for both parties. This is a progressive way of thinking, rooted in the principles of relationship marketing. Partnership imply mutual interest, consideration, negotiation, and benefits. (W.A.Sutton and M.A. McDonald,1998)

### **I.9.3. Spectators-Supporters**

Recently, the supporters who are the most important asset of the industrial football that evolving into customer that this has become a controversial subject. Today, a new spectator group takes the average spectators in 1980 place on the basis of loyalty to their club who spend a certain amount of annual income as a supporter-consumer at a middle-higher income level. Of sports clubs operating in the service industry in order to promote their products and services to supporters market their products and services that setting up subsidiary companies or giving the right to use through merchandising to other companies has become one of the most important

commercial profits.

In the industrial sector where the competition is most intensive in football, it is clear that it is not easy to create its own loyal fans, to satisfy them, and sustain this satisfaction.

The way of increasing the commitment of the fans to their clubs is required to be used effectively various methods together that being able to communicate in a healthy way, have a voice in the competitive market, and create a sense of belonging and being open to innovative ideas.

A club in accordance with the wants and expectations of fans, how much can move up the quality of services, this helps to increase the number of fans who follow the club, and thus will raise revenue. The only way of achieving this goal for sports clubs is accepting fan-oriented process approach including more commitment instead of customer-oriented process approach.

It will be needed to consider fan-oriented process control/approach and create an environment that can be made decisions as part of a professional business logic in order to provide quality services and make it sustainable.

Sports clubs preferably offer products and services to their fans/supporters however, there are many people who watch and love football through media. Therefore, the scope of service responsibility of sports clubs increases in accordance with brand awareness.

Some supporters behave unethical in the stadium. These negative behaviors can be a reason of tickets that mean a lot of money will be given to the federation. These are a waste of resources. People sometimes act in their own interest and do whatever it takes to get what they want. Four important factors contribute to a person's selecting to use ethical or unethical behavior: personality, moral development, situation, and justification. (**Academy of management learning & education 5 (2006)**). All of the factors have a personal characteristic and Sport clubs cannot do anything.

Communication in parallel with technological developments is extremely rapid and widespread, deemed the most valuable commodity in information age that consumption habits are refigured and being personal. Most people have information about mobile phones and Internet in our society that they are able to access any

information quickly in a very short time and it is possible to recognize the quality of services by comparing immediately. As a result, clubs should accept to provide the best quality of services to their fans as a fundamental objective and organize their activities based on this objective in order to get more market share and compete.

### **I.10 Sport and Media**

We live in a world immersed in sport media, yet it has become so much part of our daily lives that it often goes unnoticed. Sport media has become an important part of the ways in which people and nations construct individual and collective identities, as well as understand their place in the world, yet it is often left unquestioned. The relationship between sport and the media is not a function of public service, nor does sport provide the media with access merely to increase public awareness. Rather, the sport media nexus is driven by commercial forces. The evolution of the sport media nexus, its strength, and the global power and influence of both of its component industries, has largely been driven by money. The media coverage of sport has become the central means by which sport organizations obtain revenue, while sport has become one of the most valuable ‘properties’ for media organizations. (**Matthew Nicholson,2007**)

Sport is best understood as having three core dimensions (**Guttman, 1978**). First, it has a physical dimension. Second, it is competitive. Third and finally, it must be structured and rule bound. These dimensions might appear self-evident, but are worth noting because mediated sport is almost exclusively highly structured, highly competitive and very physical. In fact, sports such as football, which emphasize, if not exaggerate sport’s tripartite definition, tend to dominate media coverage generally and television coverage in particular. On the other hand, sport that has low or non-existent levels of competition, structure and physicality are typically not attractive media products.

The importance of sport is such that major national broadcasters almost always bid for the rights to high-profile sports (**Hoehn & Lancefield, 2003**). In fact, the rights to ‘premium’ sports have become such an important commercial property that not having them can adversely impact a company’s financial bottom line or in extreme cases lead to the demise of media organizations. The way in which the commercial

dimension of the sport media nexus operates can be divided into five interrelated components :

First, media organizations pay for the right to broadcast a sport event, season or series of games. These broadcast rights are typically limited to free-to-air television, pay television, radio and the Internet, and of these four the two television forms are by far the biggest players.

Second, media organizations that purchase the rights to broadcast a sport event, season or series of games seek to secure a return on investment. On free-to-air television this is primarily achieved through the sale of advertising space and time. The number of people watching the sport is directly proportional to advertising revenue and to broadcast rights fees.

Third, media organizations that do not have the exclusive broadcast rights will also seek to attract advertising revenue through coverage of sport. For example, a sport magazine or newspaper will invest in the coverage of sport in a non-exclusive and typically a non-official capacity, which will in turn attract consumers.

Fourth, sport organizations seek to attract sponsorship revenue based on the sport's popularity, which in turn is proportional to the amount of media coverage achieved. In this way, sport organizations secure additional revenue via the broadcaster, as well as via the media coverage provided by other media outside the exclusive rights agreement.

Fifth and finally, sport organizations are able to provide mediated sport content directly to consumers. However, if the product is free the sport organization is able to increase their revenue through sponsorship or advertising sales. For example, a sport organization provides content on its website, through which sponsors and advertisers are able to gain access to consumers.

### **I.11. Total Quality Management (TQM) in Sports Clubs**

Sports businesses are service businesses. In general, although the purpose of businesses are generating profit, there are many different purposes of sports services that dominate socially. Social responsibility is aim to promote sports, spread sports branches among people and make the sports come alive. Administrative staff, players, fans and managers who fulfill the sporting objectives wish to get and provide quality

services. Clubs who try to meet these expectations, they need to adapt quality management approach to their systems. Total quality management is simply defined as "a systematic approach to excellence". The word "total" refers every aspect of the product or service; the word "quality" that can be measured by the value of management; and the word "management" refers to reach excellence that covering all the principles and applications. **(Kovancı,2001)**.

There are three concepts that constitute total quality management. The first of these "total" refers to the manufacturing of a product or service as long as all people get involved and integrated together. The term "quality" means that manufactured products or services based on predetermined objectives and standards and meeting the expectations and needs of customers. The term "governance" refers to produce planned products and services under the guidance of an appropriate management and leadership approach including other concepts. **(Şişman,2001)**

The basic element of TQM is human. People are not perfect, but they look for excellence. TQM which is implemented in organizations where are given importance of employees personality as well as their performance. Success in these organizations are assessed continuously. Peace is considered as an important value in workplace. Working conditions are improved regularly and employees are encouraged to participate in decisions. Due to continuous measurement in TQM, it is tried to do things at first time correctly and fully and can be overcome the problems with employees' previsions that they have developed their competencies through continuous trainings. **(Bicer,2008)**

Total quality management that undertakes tangible and intangible resources of the organization in a holistic approach. It focus on processes, reliable information and the analysis of the collected data instead of results and organization functions. The qualifications of all employees are improved by management decisions in this process.

To capture the value of quality in an organization where everyone should think about it. The quality of the things that lead to success that should be known by everyone. Quality should not be based on the check after producing the products. Finding or investigating something on a number of shortcomings after being produced is not very important in terms of the organization. The important thing is to produce

something perfectly. A team spirit within the organization should be built. All members must contribute to the formation of this common culture as an individual and a team. (**Özdemir, 2002**)

In today's intensely competitive business environment, quality is a crucial issue for every organization. Quality is an internal factor because organizations can control the quality of their products. Proponents of total quality management (TQM) believe that customers (fans in the case of many sports organizations) assess the quality of the organization's outputs by comparing what they require (or want) from the product or service with their actual use of, or experience with, the product or service. Accordingly, customer value is the benefits that customers obtain if they buy a product or service. From the viewpoint of TQM, customers aren't buying only the product or service itself. They are also buying the benefit (value) they expect to derive from it. Value therefore motivates us to buy or not to buy products or services. When fans buy tickets to from any games, they expect to watch a high quality game. Sports organizations pay close attention to quality and value because they are what attract- and retain –fans and customers. (**Academy of Management Review 32, 2007**)

The most expensive and the most important source of sports business is people who provide the service. Due to increasing the quality of service expectations in people's lives, TQM also has become more important for sports businesses that they should meet customer satisfaction by designing and serving quality programs. In this context, an effective HR planning is required for a sports business that hiring the best employees with a good manpower planning, training and developing by benefiting from them efficiently and effectively in order to increase the quality of service and volume. (**Ekenci and İmamoğlu, 2002**)

Sports clubs are a service provider and they ultimately promote service. Services are combined with activities and operations that consists of a number of sub-services and they cannot be tested before being bought or consumed. Consumer assesses the service as a whole. The quality of service occurs directly proportional to the consumer's expectations created on the total services (**Mc Donald, 1997**). In fact, the quality of service can be examined under two titles as the size of employees and organizational climate.

In conclusion, Total Quality Management (TQM) in the organization of business and economic industry is applied as an effective approach to structure the organizations that tried to generate profit and flexibility, to provide the standards and to do things right and quick in a system approach.



## **SECTION TWO**

### **II. METHODOLOGY OF THE RESEARCH**

This research will be examined in accordance with qualitative research methods. One of the main objectives of the qualitative research is to explain an event or a fact of why and how they occur. As practitioners, if we develop a detailed and in-depth perspective on how an event occur and what kind of process follow that can contribute to the implementation being more effective and efficient.

The most important contribution to implementation brought by qualitative research; it reveals the important samples for practitioners. In this context, may be contributed to the development of understanding and experience, may be helped to make more effective and efficient decisions regarding the work done by individuals. Dynamic organizational structure of sports clubs that requires the units have an organic relationship with each other. By separating those from each other and try to see them as independent phenomena, may prevent the attainment of a holistic and deeply image that ultimately will be achieved. For this reason, the results of the qualitative research have a value that can play a role in the development of a rich, pluralistic and holistic perspective about themselves. It should be used definitely in institutional and organizational development activities.

#### **II.1. Importance of the Research**

1. The sport clubs which have the budget of million dollars have been wasting their financial sources as they are not capable of creating ongoing success in sports. Because of their unconscious way of using their financial sources they are in big financial debt. Yet, They are managed in a way that the fans can not build rapport between them even though they promised the fans that they will act according to the principles structured at the beginning

2. UEFA criteria are determined by UEFA that these are mandatory to be applied for all professional sports club as the target audience that will be participated in the Europe Cups.

3. UEFA criteria has been declared by UEFA as mandatory criteria since 2014. There are financial and sporting sanctions in case of failure to comply with these criteria.



4. Criteria attributed so much importance are not known exactly what kind of contributions to sports club management and sporting success.

## **II.2. Definitions**

The concepts that are frequently used in this study, have been applied according below stated definitions.

**Management:** The sum of foremost people, financial resources, equipment and fixtures, raw materials, additive materials and decisions, that can be productively and efficiently used conform with each other in time, and appliance periods, that are required to achieve certain team objectives (**Eren,1991**).

**Executive:** Person who is working among staff members in command and control positions in public corporations and establishments, having sanction power (authority), responsible for applying the public policy defined by the political power, who sets a group of people, who are put on his order, to work in harmony and collaboration with each other, enabling production factors for the production of goods and services, with the revenues and risks belonging to others, and directing these towards a certain need (**Sahin,2004**).

**Sports executive (Manager):** Professional executive, who functions in the dispatch and administration of sports services and activities in different ways, contributing efforts to the conduct of these services and activities, representing athletes and club, advocating the financial and judicial rights of the athlete and the club, planning the career of the athlete and club he is representing, marketing the goods and services that the club produces, organizing matches and marketing broadcasting revenue rights of the athlete or the club.

**Administrative Manager (General Manager/Club Manager):** Administrative managers oversee the support operations of an organization. They ensure that there is effective information flow and that resources are employed efficiently throughout a business.

Administrative managers generally work with a large array of people and may be leading teams where effective people management comes into play. A professional in this position may provide support to an entire company, or in organizations with multiple administrative managers, each one may be responsible for a particular

division or department of the organization. Daily support can involve working with entry level employees to senior management, as well as liaising directly with clients and supplier

### **II.3. Limitations of the Research**

The solutions of this research will be obtained from the experiences of two different executives of sports clubs in Super League who have applied UEFA criteria continuously and had the opportunity to participate in UEFA Cup between 2008 and 2013 in the last 5 years.

### **II.4. Model Of the research**

My model of research design, has a definite structure. However, it is an interconnected and flexible structure. In this research , I describe the key components of a research design, and present a strategy for creating coherent and workable relationships among these components.

The model I present here has five components, each of which addresses a specific set of concerns :

#### **II.4.1 Objective of the Research**

The Primary goal of this research is conducted to identify How can be defined the effects of UEFA criteria on managing of the professional Football Clubs effectively and efficiently to provide the sporting success and identifying the recommendations to make sporting success sustainable.

The other objectives of this study is that The frame of the level of the reach of the sports industry in the world and UEFA criteria, How should the management model be like to be able ongoing success in sport clubs.

#### **II.4.2 The conceptual Framework (The Hypothesis)**

Main Hypothesis : There is a positive relationship between an Integration of UEFA CRITERIA in Sports Clubs and their success and sustain it in the UEFA European League. Regarding Main Hypothesis and Research Objective, the questions asked is to take part in APPX-3/3-1. The other hypothesis used is blow :

**H1** : The implementation of UEFA criteria with licensing system give the sports Clubs weight to professionalism, financial stability, and reliability in effort to provide efficiency in management.

**H2** : There is a positive relationship between UEFA criteria objective and functions and in Sports Club' Management

**H3**: There is a positive relationship between an Integration of UEFA Criteria in Sports Clubs and their success in the UEFA European League.

**H4**. For sportive achievement what should be done is that it is determined Management Strategies, Corporate Management, First Squad Team, and Youth Development Management to reach sporting success and sustain it regarding UEFA criteria.

#### **II.4.3 The tasks will be done :**

- To research the level of the structure in the sports industry in the World and in line to the UEFA Criteria,
- To find the structure of management be like to be able to obtain the ongoing success in sport.
- To scrutinize the problem fields of Turkish sport clubs regarding management, organization and finance,
- To observe the club management samples and their characteristics in terms of Institutionalization Management-Organization and Leadership,
- To explore the sport clubs' income on their expenses, organization structure and the charts of the club's performance.

#### **II.4.4 Method of the Research**

This research will be examined in accordance with qualitative research methods and the descriptive approach in qualitative research method was used for the model of this research. In this research, it is aim to examine the management of the Turkish Professional Football Clubs to provide sporting success efficiently and effectively in light of UEFA criteria that they have to apply those based on the perspective of executives in professional sports clubs.

In this research, the data were collected by interview technique. As interview technique, "Patton's interview guide approach" was used. Prepared in the form of open-ended and semi-structured questions, the questions in interview form are semi-structured and prearranged. Including semi-structured questions in interviews, the questions were asked each participant typically and also given enough freedom to

examine in details. Interview form in this research was used in.

This research was conducted through face to face interviews with two managers who are the members of Board or work as a General Manager/Administrative Manager in their clubs that operate in TFF Sport Toto Super League.

All interviews were made during the research:

- Contacted with participants before the interview and with those who wanted to be a part of this research, asked for an appointment and made interviews depend on their specific time, place and hour request.

- Interviews were made in arranged meeting places where they feel comfortable themselves and interview time was left to their wants.

- By asking for permission from each participant for voice recording with digital voice recorder (DVR) before the interview and were recorded. By giving pledge participants that all data will be used only by researcher and received approval by them. Additionally, taken short notes by researcher during the interview in terms of the reliability of research.

It was primarily utilized from the descriptive analysis method in order to understand what the collected data said or what results revealed relating to research problem. Firstly, the collected data were organized by researcher on the computer and answers given by the participants to the same questions gathered in tables respectively by listing one under the other. With this method, collected data were edited by summarizing and aligned with content analysis. Content analysis is a technique used for classifying of documents, interviews, or records and comparing.

The purpose of content analysis is to reach the concepts and relationships that can be explained the collected data. At this step of data analysis, summarized and interpreted data were encoded by applying a deeper procedure. After the encoded data, similar data were put together and analyzed. Thus, an inductive method was accepted in the procedures related to analysis of research data. By comparing the coding done separately, has been confirmed the consistency between the coding. Similar coding were put together and created themes. When encoding data, apart from the researcher, were benefited from the experts who have experience in the field of qualitative studies.

#### **II.4.5 The Validity and Reliability Analyses of the Scale**

Validity in the research was provided as below.

- Research findings was defined by taking into account the environment in which data gathered and adhering to this environment,
- Paid attention to findings that be consistent and meaningful within itself and findings revealed that form a meaningful whole,
- Gathered data whether consistent with previously created conceptual framework and theory that taken as a guide in data collection process,
- Unclear facts and events were identified,
- In obtaining findings, the data was controlled through digital voice recorder and short notes taken by the researcher in order to form a meaningful whole.

Reliability in the research was measured as below.:

- Interviews questions are clearly defined,
- To provide reliability, the researcher explained the research methodology and its steps clearly and detailed,
- Explained clearly what have done on data collection method (face-to-face interview), data analysis (organizing the data on the computer, coding, and finding themes), interpretation and reaching consequences,
- The scope of the record was explained in a clear and detailed manner about the methods and procedures followed during the research,
- The raw data is stored so as to be reviewed others,
- In order to ensure the reliability of the research, it was conducted by qualitative research method. Inter-coders reliability was measured with another researcher who is expert in the field of qualitative research and confirmed the results by comparing.
- As a requirement of qualitative research ethics, persons who are interviewed in the research they are specified by using coding names

#### **II.5 Design of the Research**

Qualitative research designs six common qualitative designs are usually described by some of the English researchers : phenomenological, ethnographic, grounded theory, historical, case study, and action research.

Phenomenological studies we have chosen examine human experiences through the descriptions provided by the people involved. These experiences are called lived experiences. The goal of phenomenological studies is to describe the meaning that experiences hold for each subject. This type of research is used to study areas in which there is little knowledge (**Donalek, 2004**). In phenomenological research, respondents are asked to describe their experiences as they perceive them. They may write about their experiences, but information is generally obtained through interviews. To understand the lived experience from the vantage point of the subject, the researcher must take into account her or his own beliefs and feeling.

Phenomenological research would ask a question such as What are the effects of the UEFA criteria that provide the sportive success to the Professional Football Clubs in order to be managed effectively and efficiently? The researcher then tries to uncover the meaning of the lived experience for each subject. Themes and patterns are sought in the data. Data collection and data analysis occur simultaneously.

In addition Phenomenology design focuses on things that we aware but not have in-depth and detailed understanding of phenomena. In this context, the main reason of using phenomenology is to help identifying and understanding a phenomena better that creating explanations, experiences and examples.

In this research based on sustaining sporting success in sports clubs, executives of sports clubs on the top professional league who set a good example with their valuable experiences that apply the UEFA criteria by checking the implementation status of those in respect of recognition, explanation and associating with sporting success. Therefore, selection of phenomenology design was required for this research and therefore , the process that we follow step by step while carrying out our research, is presented as stated below.

**Figure : 1 Design of the Research**

Specific Qualitative Approaches	
Steps	Phenomenology
<b>1th step</b>	1. Purpose, goal-to describe experiences as they are are lived & examines uniqueness of individual's lived situations & each person has own reality; reality is subjective
	2. Research Question Development & What does existence of feeling or experience indicate concerning the phenomenon to be explored & What are necessary & sufficient constituents of feeling or experience? &What is the nature of the human being
<b>2nd step</b>	3.Method &. No clearly defined steps to avoid limiting creativity of researcher & Sampling & data collection ; Seek persons who understand study & are willing to express inner feelings & experiences Describe experiences of phenomenon, Write experiences of phenomenon, Direct observation Audio or videotape
	4. Data Analysis &.Classify & rank data & Sense of Wholeness & Examine experiences beyond human awareness/or cannot be
<b>3rd Step</b>	
<b>4th Step</b>	

	communicated
<b>5th Step</b>	5. Outcomes
	&. Finding described from subject's point of view
	& Researcher identifies themes & Structural explanation of finding is developed
<b>Summary :</b> Phenomenological studies examine human experiences through the descriptions that are provided by the people involved. Bracketing is the process in which qualitative researchers put aside their own feelings and beliefs about the phenomena under consideration to keep from biasing their observations.	

## **II.6 Universe and Paradigm**

The Universe ; Includes the Turkish Football Federation license system, UEFA criteria and the Super league professional clubs.

The Paradigm; Includes Turkish Football Federation license system, UEFA criteria and the Super League professional clubs with an associative and corporative structure which are in the top 5 in the last 5 years.

## **II.7 Development of a data collection tool**

- The population of this research is consisted of two sports clubs in Sport Toto Super League (18 sports clubs) which is top and highest league in Turkey that they qualified to go to UEFA Champions League every year in the last 5-year period from 2009 to 2013 seasons.

- The sample of research: "Criterion sampling" model which one of non-probabilistic sampling is preferred. Basic understanding in this sampling method is to examine all situations that meet a set of predetermined criteria.

Identified as sporting success criteria is to qualify the participation of UEFA Europa League and should work at least 2 years as a manager, CEO and vice president in the clubs that are used as sampling criteria.

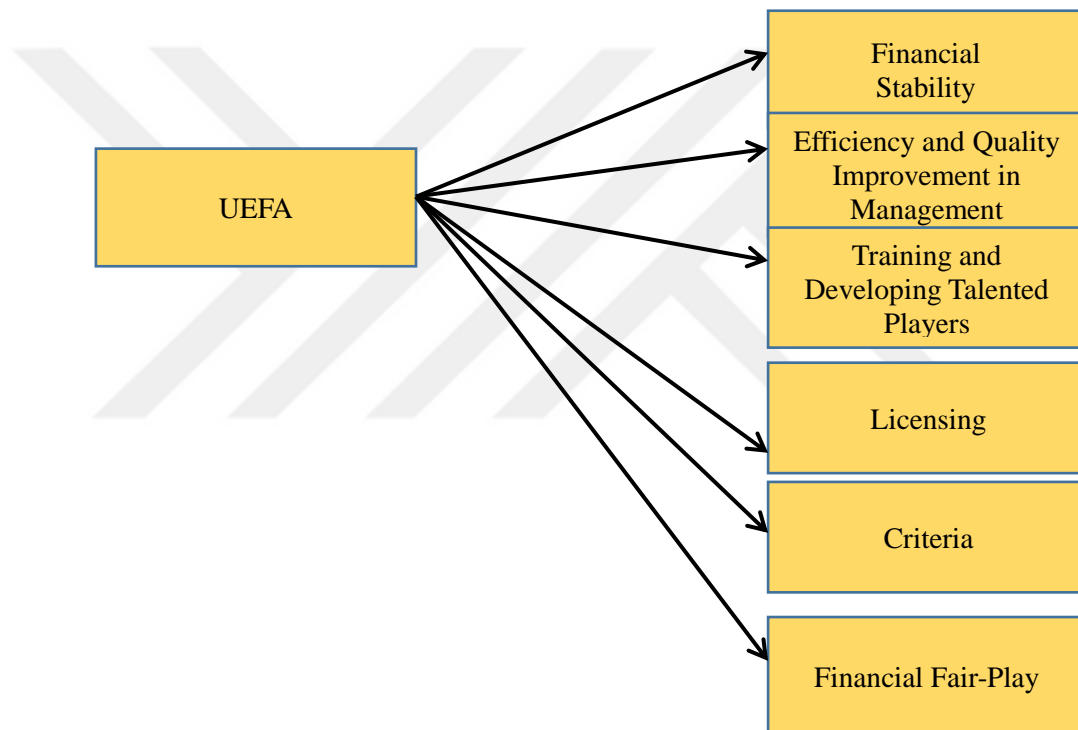


## SECTION THREE

### III. Analysis of The data and Finding

#### III.1. The Findings In Terms Of Sports Clubs Executives Regarding UEFA Objectives and Functions

In the research, the question “how do you define UEFA in terms of sport clubs?” was asked and taken views on that. The answers given to the interview questions were evaluated and came out themes shown on Figure 2,



**Figure-2:** Based on the research findings, the themes of UEFA goals and functions

When considering the statements of participants, regarding the definition and function of UEFA is presented as in Figure-2 in terms of executives of sport clubs. Today, UEFA (Union of European Football Associations) has had 53 national associations which is the administrative body for association football in Europe and part of near Asia. UEFA is located in Switzerland.

Table 1: The Findings In Terms Of Sports Clubs Executives Regarding UEFA Objectives and Functions			
Basic Themes	Codes	Statements	Participants
Financial Stability	Credibility and reliability contribute to club's success and continuity	UEFA aimed to ensure the club's financial stability by using leadership and control functions of member associations, within the process. Thus, clubs shall make a better financial management by having credibility and reliability. In the management, can be achieved continuity and success through the strengthening the financial and economic structure of clubs, increasing the transparency and reliability, and protecting their receivables.	A-C
Efficiency in Management	Professional Management Climate	In the face of increasing commercial importance of the clubs, it provides a professional management climate through hiring qualified, well-educated and having specific knowledge employees and developing their skills.	B,D
Training Skillful Players	Generating the most important source of income of the clubs	By training skillful players from the youth league, this constitutes the most important income of clubs that provides an opportunity to use these players at first squad team and to sell them at higher prices in the right time. This is an important source of revenue to keep the club up alive.	A,E
Licensing	Club licensing	Improving the quality standards with the main factors that make up the football game and that can be fulfilled the club licensing system and certification by means of a control mechanism. A project has been initiated by UEFA in order to develop the quality of European football based on more transparent, reliable and powerful and to	B,C

		reach a certain standard. UEFA has imposed on national associations to bring a licensing system that compels to audit the clubs' financial structure and transactions and UEFA has declared to put into effect it since 2004/05 season. With the introduction of such method, UEFA has explained to believe that increasing the economic and financial capacities of the clubs, rising their transparency and reputation, fostering the institutionalization, improving the management structure, proving to survive through the next season with control of the annual financial structure of the clubs, and increasing the competitive power of the national and international.	
Criteria	UEFA criteria	<p>With the licensing system, UEFA has asked the implementation of these criteria and explained that these compose of infrastructure-facility, personnel-administrative, legal, and financial. UEFA describes these criteria as below:</p> <p><b>Sporting criteria;</b> the criteria towards the goal of promoting mutual understanding between the authorities (players, referees, technical trainers and officials) in order to make great effort to youths' academic and sports education, to hire qualified technical trainers for this purpose, and to place fair-play in the playing field and outside.</p> <p><b>Infrastructure criteria;</b> The criteria towards the goal of building stadiums and training facilities in order to enable players to develop their skills and enable press members to fulfill their duties in a regular and appropriate environment, to enable to spectators to watch matches in a safe and comfortable environment throughout Turkey</p>	A,D

		<p>and Europe in terms of equipment, cleaning, and reaching the facilities in equal standards.</p> <p><b>Personnel and administrative criteria;</b> The criteria towards the goal of hiring the qualification and well-educated professionals who have specific background and knowledge, benefiting from the professional services for security issues, to be trained all teams by qualified trainers in terms of sporting success and providing medical support to all teams as a result of increasing commercial importance of the clubs.</p> <p><b>Financial criteria;</b> The criteria towards the goal of enhancing the transparency and credibility with the economic and financial capacity of the clubs, ensuring the continuity of national and international tournaments, caring about investors, and placing financial fair-play.</p> <p>UEFA criteria; are rated in the range of A-C. Were identified compulsory and best practice recommendation. These are sporting, infrastructure, financial, administrative and legal criteria. It is linked to impose sanctions.</p>	D
Financial Fair-Play	To Discipline the Financial Structures	UEFA has declared a new financial restructuring in order to make the clubs' financial structures healthy and to reach sustainable structures under the name of "Financial Fair Play" in 2012. It aims to be disciplined the financial structure of the clubs.	D,E

		<p>With the new regulations, the clubs cannot give deficit in their budget by spending over revenues as well as the club owners and managers cannot put their hands in their pockets no longer. Indeed, “Financial Fair-Play” is one of the integral parts of the UEFA criteria, it finds a place itself within “financial criteria.”</p>	
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As shown in Table-1, when considering the statements of participant A and C, financial stability has come out as one of the themes that defines the definition and scope of UEFA criteria in terms of sports clubs. The code of this theme is seen to provide credibility and reliability that will contribute to success and continuity in the club management.

The participant A stated that the clubs aim to provide financial stability in the process by using leadership and control functions of member associations of UEFA. Additionally, the participant A and C stated that the clubs would make a better financial management with credibility and reliability thanks to financial stability. Thus, they expressed that can be obtained continuity and success in management with strengthening the economic and financial structure of the clubs, raising their transparency and reliability, and protecting their outstanding receivables.

At Table-1, under the title of efficiency in management, which is another theme, the participant A expressed the meaning and scope of UEFA as efficiency in management. The theme of this code is professionalism. In the face of increasing commercial importance of the clubs, hiring the qualification and well-educated professionals who have specific background and knowledge, and improving their quality and skills that shall provide the stability and efficiency in management and the creation of a professional management climate that were evaluated by participants.

At Table-1, the participants A and E expressed that the most important asset of a football club is qualified players and must be struggled to train these players for the theme of Training Skillful Players. For this purpose, by raising skillful players from the youth league, it helps to use these players in professional team and sell them at higher prices in the right time. This constitutes the most important income of clubs which is the code of that theme. This is an important source of the survival of the club that is understood that is more prior than other revenue sources.

At Table-1, for another theme that licensing, the participants B and C stated that improving the quality standards with the main factors that compose the football game and this should be certified that can be fulfilled with the code of this theme which is club licensing system by means of a control mechanism. The same participants stated

that this system is a project started by UEFA to develop the quality of European football based on more transparent and reliable and to achieve a certain standard of this development. The participant B expressed that every member association must prepare the clubs by complying the minimum requirements determined by UEFA. The direction of TFF club licensing was approved by UEFA in December 23, 2003 and the clubs have to get this license to participate in international competitions that is only for one year-period and not transferable. UEFA has imposed on member associations to bring a licensing system that compels to audit the clubs' financial structure and transactions and UEFA has declared to put into effect it since 2004/05 season. With the introduction of such a method; stated that

- enhancing the financial and economic capacities of the clubs,
- rising their transparency and reputation,
- fostering the institutionalization,
- improving the management structure,
- proving to survive through the next season with control of the annual financial, structure of the clubs,
- increasing the clubs' competitive power of the national and international,
- protecting the clubs' receivables.

In this context, the participant C considered that establishing such a financial analysis system in football industry that the whole industry will be benefited.

The participants A and D, when evaluating the scope and function of UEFA, they emphasize the criteria at Table-1 that UEFA has asked the implementation of these criteria with the licensing system and explained that these basically compose of infrastructure-facility, personnel-administrative, legal, and financial. These criteria are;

**Sporting criteria:**

The criteria towards the goal of promoting mutual understanding between the authorities (players, referees, technical trainers and officials) in order to make great effort to youths' academic and sports education, to hire qualified technical trainers for this purpose, and to place fair-play in the playing field and outside.

**Infrastructure criteria:**

The criteria towards the goal of building stadiums and training facilities in order

to enable players to develop their skills and enable press members to fulfill their duties in a regular and appropriate environment, to enable to spectators to watch matches in a safe and comfortable environment throughout Turkey and Europe in terms of equipment, cleaning, and reaching the facilities in equal standards.

**Personnel and administrative criteria:**

The criteria towards the goal of hiring the qualification and well-educated professionals who have specific background and knowledge, benefiting from the professional services for security issues, to be trained all teams by qualified trainers in terms of sporting success and providing medical support to all teams as a result of increasing commercial importance of the clubs.

**Financial criteria:**

The criteria towards the goal of enhancing the transparency and credibility with the economic and financial capacity of the clubs, ensuring the continuity of national and international tournaments, caring about investors, and placing financial fair-play. At the same time, UEFA has declared that these criteria were identified compulsory and best practice recommendation in the range of A-C letters and that was linked to impose sanctions.

As seen at Table-1, the participants D and E within the theme of Financial Fair-Play stated that UEFA has targeted a new restructuring to make healthy and sustainable financial structures for the clubs with the name of "Financial Fair-Play" in 2012. As seen in this theme's code, with the regulations of the clubs' financial structures that mean the clubs cannot give deficit in their budget by spending over revenues as well as the club owners and managers cannot put their hands in their pockets no longer because the one of the major aims of Financial Fair-Play is to prevent the external funds to transfer into football so that will not be allowed to unbalanced and unfair competition between the clubs. In this context, they also stated the clubs that have previously borrowed money from their partners and managers that will be provided to pay back until the 2012-13 season.

Within the same theme, the participant D in accordance with Financial Fair-Play stated that the clubs cannot spend more over their transfer budget since the 2012-2013 season and the clubs who overspend and get into debt that they cannot participate in



UEFA's organizations. If the clubs do not comply with these regulations that will be given significant penalties including transfer ban. After all, with provision of the financial justice, billionaire businessmen who purchase the clubs and pay astronomical transfer fees to players that would become a thing of the past in such a period. He also expressed that "Financial Fair-Play" is one of the integral parts of the UEFA criteria.

### **III.1.1 The Comments regarding the question: "How do you define UEFA criteria?" in terms of sports clubs executives**

Financial stability is stated as one of the statements in terms of sports clubs that defines the meaning and scope of UEFA (Union of European Football Associations) that reaches 53 national associations today which is the administrative body for association football in Europe and part of near Asia.

It is stated that UEFA aims to provide financial stability by using leadership and control functions of member associations and the clubs would make a better financial management by reaching credibility and reliability thanks to financial stability. Thus, it is expressed that can be obtained continuity and success in management with strengthening the economic and financial structure of the clubs, raising their transparency and reliability, and protecting their outstanding receivables. ([www.uefa.com](http://www.uefa.com))

It is evaluated that UEFA gives weight to professionalism in effort to provide efficiency in management in the face of increasing commercial importance of the clubs that means hiring the qualification and well-educated professionals who have specific background and knowledge. Thanks to these professionals, the stability and efficiency in management will increase and enable to provide a professional management climate.

The participants for the theme of raising skillful players stated that the most important asset of a football club is qualified players and must be struggled to raise these players. For this purpose, by raising skillful players from the youth league, it helps to use these players in professional team and sell them at higher prices in the right time that will constitute the most important income of the clubs. This is an important source of the survival of the club that is understood that is more prior than other revenue sources.

The participants stated that is needed to improve the quality standards with the main factors that compose the football game and that can be fulfilled under the name of club licensing system (UEFA Club Licensing and Financial Fair Play regulations, 2014) by means of a control mechanism. In this context, in order to develop the quality of European football by basing on more transparent, durable, and reliable and to be reached a certain standard of this development that is a project started by UEFA. Every member association must prepare their clubs by complying the minimum requirements determined by UEFA.

It is stated that the direction of TFF club licensing was approved by UEFA in December 23, 2003 and the clubs have to get this license to participate in UEFA and international competitions that is only for one year-period and not transferable.

UEFA has imposed on member associations to bring a licensing system that compels to audit the clubs' financial structure and transactions and UEFA has declared to put into effect it since 2004/05 season. With the introduction of such a method; stated that

- enhancing the financial and economic capacities of the clubs,
  - rising their transparency and reputation,
  - fostering the institutionalization,
  - improving the management structure,
  - proving to survive through the next season with control of the annual financial, structure of the clubs,
  - increasing the clubs' competitive power of the national and international,
- Protecting the clubs' receivables.

In this context, it is considered that establishing such a financial analysis system in football industry that the whole industry will be benefited.

The participants stated that that UEFA has asked the implementation of these criteria with the licensing system and these criteria basically compose of infrastructure-facility, personnel-administrative, legal, and financial. Moreover, UEFA has reported that these are in the range of A-C letters identified as compulsory and best practice recommendation and that was linked to impose sanctions.

Generally speaking, as mentioned these criteria:

**Sporting criteria:**

The criteria towards the goal of promoting mutual understanding between the authorities (players, referees, technical trainers and officials) in order to make great effort to youths' academic and sports education, to hire qualified technical trainers for this purpose, and to place fair-play in the playing field and outside.

**Infrastructure criteria:**

The criteria towards the goal of building stadiums and training facilities in order to enable players to develop their skills and enable press members to fulfill their duties in a regular and appropriate environment, to enable to spectators to watch matches in a safe and comfortable environment throughout Turkey and Europe in terms of equipment, cleaning, and reaching the facilities in equal standards.

**Personnel and administrative criteria:**

The criteria towards the goal of hiring the qualification and well-educated professionals who have specific background and knowledge, benefiting from the professional services for security issues, to be trained all teams by qualified trainers in terms of sporting success and providing medical support to all teams as a result of increasing commercial importance of the clubs.

**Financial criteria:**

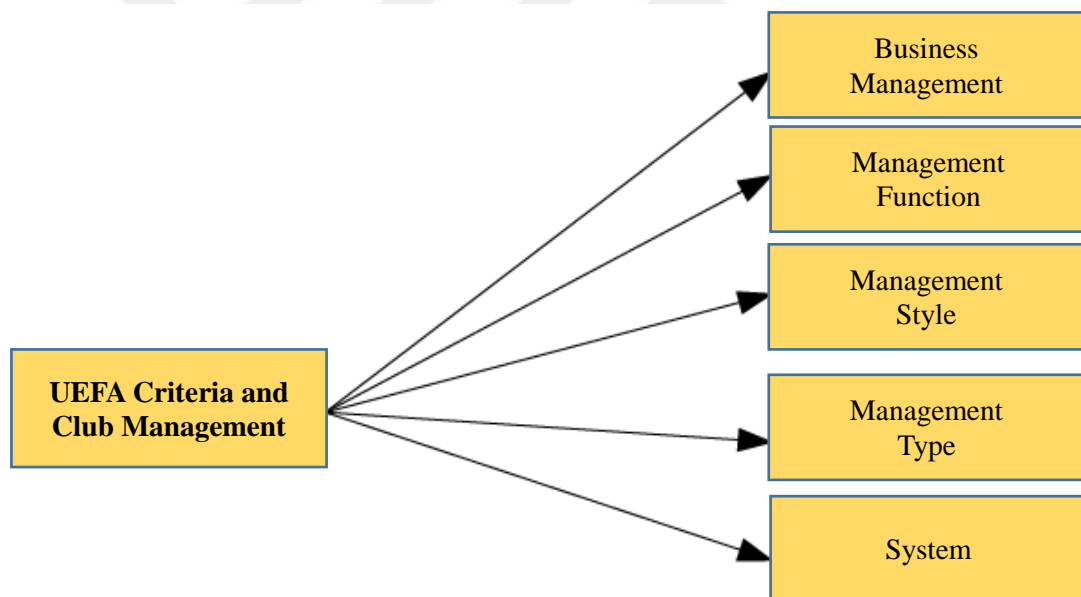
The criteria towards the goal of enhancing the transparency and credibility with the economic and financial capacity of the clubs, ensuring the continuity of national and international tournaments, caring about investors, and placing financial fair-play. In addition to UEFA criteria, the participants said that UEFA has targeted a new restructuring to reach healthy and sustainable financial structures for the clubs with the name of "Financial Fair-Play" in 2012. With these regulations which mean to discipline the clubs' financial structures, they cannot give deficit in their budget by spending over revenues as well as the club owners and managers cannot put their hands in their pockets no longer because the one of the major aims of Financial Fair-Play is to prevent the external funds to transfer into football so that will not be allowed to unbalanced and unfair competition between the clubs.

In accordance with Financial Fair-Play, the clubs cannot spend more over their transfer budget since the 2012-2013 season and the clubs who overspend and get into

debt that they cannot participate in UEFA’s organizations. If the clubs do not comply with these regulations that will be given significant penalties including transfer ban. After all, with provision of the financial justice, billionaire businessmen who purchase the clubs and pay astronomical transfer fees to players that would become a thing of the past in such a period. “Financial Fair-Play” is one of the integral parts of the UEFA criteria.

### **III.2 The Findings regarding the question: “What kind of relationship are there between UEFA Criteria and Club Management in terms of Sports Clubs Executives?”**

In the research, the question: “What kind of relationship are there between UEFA Criteria and Club Management in terms of Sports Clubs Executives?” was asked to participants and taken views on that. In general, the answers given to the interview questions were evaluated and came out themes shown on Figure 2.



**Figure-3** Based on the research findings, the themes of UEFA criteria and club management

As for the interviews made with all of the participants, they stated that football has become an industrial branch of business with growth of economic size and hosting individuals and groups (sports management, players, technical staff, fans, press and the sport public opinion) who have different expectations that sports clubs in the form of a sporting event to fulfill the requirements of the broad socio-cultural and economic

environments and manage these dynamics properly. For this, they are needed to have some basis in terms of their financial, legal, and organization structures. In general, it is evaluated that all elements that must be in a business that should be taken into account to complete the UEFA criteria strictly and to maintain these criteria.

In the research, the first of these themes emerged above, sport clubs should plan their activities as a business that this revealed the theme of “Business Management”. Depending on this theme, it is considered that to be needed other functions with management function to produce quality services by bringing all production factors together as in all business.



Table 2-1: The code and statements of belonging to business management theme about the relationship between club management and UEFA criteria regarding the view of manager

Themes	Codes	Statements	Participants
Business Management	Production Factors	<p>A sports club is usually found according to charter for several reasons such as increasing social cohesion and solidarity among members, raising sportsman, and having the power to represent the brand etc. General assemblies of association found according to these status assign the management for a certain period to contribute to achieving the objectives of the club's, to monitor their operations, to control, and to repeat this cycle for surviving and improving itself. When looking the UEFA criteria overall, it is understood that elements belonging to a business that is designed to gather together and that is elaborated to provide its continuity.</p> <p>Business has some purposes like obtaining profit, serving the society, maintaining the life of the business.</p> <p>Sports clubs usually serve the community, which means towards the production of services.</p> <p>Organization consists of processes regarding supplying human and tangible financial capitals and making them compatible that will be worked in management bodies to attain the goals of the organization. For this, organization should perform management and other supportive functions that they have to work with each other</p>	<p>A-C-E</p> <p>A,C</p>

	<p>compatible.</p> <p>Production Factors are elements used in production process like land, labor, capital, ad entrepreneurs.</p> <p>Nature: Refers to resources in the underground and aboveground. Each business organization needs to have the nature factor as foundation place. Of sports clubs, infrastructure including stadiums and facilities can be considered in this context.</p> <p>Labor: Physical and mental activities that produce goods and services in a planned manner. Physical labor is to benefit from muscle strength, on the other hand mental labor refers to productivity base on brain power.</p> <p>Legal, sporting, and administrative staff issues belonging to UEFA criteria may be included in this section.</p> <p>Capital: It can be money, labor, and goods which was put into the company by founders. The total investment for a job or business, all the means of production, money and assets are ready for use. The structures established in association statue, capital can be donation or cash. Financial criteria can be considered in this section.</p> <p>Entrepreneurs: Entrepreneur is a person who provides the production of goods and services by gathering production factors (nature, labor, capital) together in a systematic and conscious manner. The differences in the performance of businesses, typically are caused by the entrepreneur factor. Entrepreneur takes the</p>	
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		<p>risk aims to generate profit, performs production and organization. The board of directors and chairman of the club are a kind of entrepreneur within personnel and administrative criteria.</p> <p>Football that creates the biggest area of sports economy is moving away from Olympics understanding rapidly that has become a commercial meta that can be bought and sold. A company or association needs a professional approach that is a result of management science that must be managed according to some rules and guidelines. A group that tries to realize a specific purpose that must establish organization structure and must manage resources correctly. A sports club is usually found according to charter for several reasons such as increasing social cohesion and solidarity among members, raising sportsman, and having the power to represent the brand etc. General assemblies of association found according to these status assign the management for a certain period to contribute to achieving the objectives of the club's, to monitor their operations, to control, and to repeat this cycle for surviving and improving itself. Managements as selected who claim to manage the club, they should make efforts to use the current resources (labor, money, time, materials etc.) effectively as their first primary purpose in order to attain planned goals given in a certain period of time.</p>	
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At Table 2-1, when considering the statements of participants A, C, and E, sports clubs who need to plan their activities as in a business logic that reveals the “business” theme. Depending on this theme, producing goods and services by bringing all production factors together as in all business that reveals the code production factors.

Participants stated that a sports club is usually found according to charter for several reasons such as increasing social cohesion and solidarity among members, raising sportsman, and having the power to represent the brand etc. General assemblies of association is found according to these status that assign the management for a certain period to contribute to achieving the objectives of the club, to monitor their operations, to control, and to repeat this cycle for surviving and improving itself.

The participants A and C emphasized that

UEFA criteria are designed to gather business elements together and that is elaborated to provide its continuity,

Businesses are production units that have some purposes like obtaining profit, serving the society, maintaining the life of the business by bringing production factors together in a systematic and planned way; sports clubs are structures that generally serve the community with the purpose of the production of services, Production factors are a generic name that is given to labor, land, capital, and entrepreneur used in production. In summary,

Nature refers to resources found in the underground and aboveground. Each business organization will need to have this factor as foundation place. Infrastructure including stadiums and facilities belonging to sports clubs can be considered in this context.

Labor refers physical and mental activities that producing goods and services in a planned way. Physical labor means to benefit from muscle strength; mental labor means productivity based on brain power. Legal, sporting, and administrative staff issues belonging to UEFA criteria may be included in this section.

Capital is money, labor, and goods which was put into the company by founders. The total investment for a job or business, all the means of production,

money and assets are ready for use. The structures found in association statute, the capital can be donation or cash but in associations like company statute can be money. Financial criteria can be considered in this section.

Entrepreneur is a person who provides the production of goods and services by gathering production factors (nature, labor, capital) together in a systematic and conscious manner; the differences in the performance of businesses, generally are caused by the entrepreneur factor. Entrepreneurs who take the risk, to make profit, and to perform production and organization; the board of directors and chairman of the club are a kind of entrepreneur within personnel and administrative criteria.

According to the participants A and E, an organization consists of processes to attain the goals of the organization that what functions should be done within organization and these should be constituted that they work with each other in a compatible way regarding supplying human and tangible financial capitals and making them compatible that will be worked in management bodies.

According to the participants C and E, football that creates the biggest area of sports economy is moving away from Olympics understanding rapidly that has become a commercial meta that can be bought and sold; the most important point for clubs management is to struggle to manage the club's resources (labor, money, time etc.) more effectively; full implementation of the UEFA's sporting and infrastructure criteria and raising skillful players are as equivalent as generating economical resources.

For management function that is the second theme revealed in Figure 2, the participants B, D, and E believe that club management should create strategies for the using of current resources in an effective way; should fulfill the most important functions of management including planning, organizing, coordinating, and controlling; each of these functions should be considered by the club management.

Table 2-2: The code and statements of belonging to management function theme about the relationship between club management and UEFA criteria regarding the manager perspective

Themes	Codes	Statements	Participants
Management Function	Planning, Organizing, Leading, Controlling, Coordinating	<p>Profit and nonprofit organizations in an organization, Business Management should be in the implementation effort so as to realize the goals of organization in an effective and efficient way that planning, organizing, leading, coordinating and controlling internal resources like staff, machine, and equipment and external resources like market, raw materials, and others.</p> <p>Management functions that consist of one or more variant are realized while these activities are fulfilled. These management functions must be fulfilled in order to achieve the goals in all businesses working for a certain and common purpose. The management process is realized by carrying out these functions in businesses.</p> <p>When businesses are fulfilled their operations and realized goals, there are many functions that they perform. Basically, these business functions can be categorized by Management, Finance, Marketing, and Production. In addition to these functions, Human Resources, Accounting, Research and Development (R&amp;D) and Public Relations are supportive functions. The management process can be defined as planning, organizing, leading, and controlling HR and other business resources in order to achieve the business goals. People who get involved in an organized group</p>	<p>A-D</p> <p>A,C</p>

		and collaborate each other that mean also management process. And this group is management organ. Management and organizational factors can be realized with a general business function because they are accepted as representing common principles in all business activities.	
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When considering the statements of participants B, D, and E, the theme of management function stands out in the relationship between the UEFA criteria and club management. As the code of this theme, can be expresses planning, organizing, leading, and controlling function.

The participants stated that business management even in a nonprofit organization should be in the implementation effort consciously for planning, organizing, leading, coordinating and controlling activities and internal resources like personnel and equipment and external resources like market, raw materials, and loan capital in order to attain organizational goals in an effective and efficient way. They said that management functions that consist of one or more variant are realized while these activities are fulfilled. These management functions must be fulfilled in order to achieve the goals in all businesses working for a certain and common purpose. The management process is realized by carrying out these functions in businesses.

The participants B and D mentioned that there are many functions while businesses are fulfilling their operations and realizing their goals that they perform. Even though these business functions are generally categorized by Management, Finance, Marketing, and Production, they cannot be sufficient. For this reason, additionally Human Resources, Accounting, Research and Development, and Public Relations must be considered as business support functions.

The participants pointed out that management function is important to reach organizational goals. This function defined as planning, organizing, leading, and controlling HR and other business resources. They also emphasized the management process in an organized group that a group of people work and collaborate together. This group is management organ. Furthermore, they expressed that management and organizational factors can be realized with a general business function because these are accepted as representing common principles in all business activities.

In the theme of management style revealed at Figure-2, the participants C and A suggested that organizations should enable to provide the most effective and efficient ways to their employees in order to fulfill the organizations' functionality completely in today's extensive conditions of competition. For this, should be given importance to

provision job satisfaction. Management style becomes important in the matters of effecting job satisfaction.



Table 2-3: The code and statements of belonging to management theme about the relationship between club management and UEFA criteria regarding the view of manager

Themes	Codes	Statements	Participants
Management Style	Democratic- Decentralized Management	Today's competitive environment requires to enable employees in an organization that they work efficiently and effectively. This requirement increases the importance of ensuring employees' job satisfaction. In organizations, providing job satisfaction and high organizational commitment, the integration between employers and organizational structure, technology, management style and organizational culture plays a crucial role. Businesses can reach the planned goals and objectives if their employees have high satisfaction within organization. Therefore, businesses have to determine the factors that affect employee satisfaction and they have to improve them. Management style, management's attitude towards the employees, and the way of applying the rules affect the job satisfaction of employees. To make for employees' job satisfaction, it is important to include employees on decision-making process as a management style. To be intended for employees and develop supportive relationships with them, it increases employees' job satisfaction. The organization's management style in organizational structure is a factor that directly affected the managers and employees. Because determined management style takes negative-positive effect in	A-C

		<p>all structures of the organization. Autocratic management and democratic management; the central government and decentralized management should be considered as the most important point in terms of management style.</p> <p>One of the factors that determine the organizational structure is the degree of centralization of the organization. It is related to distribution between the levels of the organization in terms of decision-making authority in the organization. If this authority is shifted to the lower levels, it means decentralized organization, on the other hand the exact opposite of this is centralized organization. In sports clubs, decentralized managements with the democratic and participative leadership styles that mean to share management authority with employees that are applied more than centralized structures.</p>	
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When considering the statements of participants A and C, can be stated that Management Style as the theme; theocratic management, democratic management, and centralized and decentralized management as the code that stand out in terms of sports clubs in the relationship between the UEFA criteria and club management.

The participants explained that today's competitive environment requires to enable employees in an organization that they work efficiently and effectively. This requirement increases the importance of ensuring employees' job satisfaction. In organizations, providing job satisfaction and high organizational commitment, the integration between employers and organizational structure, technology, management style and organizational culture plays a crucial role.

The participant B said that management's attitude towards the employees, physical work conditions, and the way of applying the rules affect the job satisfaction of employees in management style. According to participant B, there are some options on employees' job satisfaction regarding the management style such as being employee-oriented and including them on decision-making process. In other words, if the management supports the employee relations and contributes to this, their job satisfaction increases.

Moreover, the participants said that the organization's management style in organizational structure is a factor that directly affected the managers and employees because determined management style (autocratic -democratic management; the central and decentralized management etc.) show effects in all structures of the organization.

Democratic leadership style that tends to share management authority with employees and decentralized management that enables to shift the management authority to the lower levels that are internalized more.

In the theme of management approach revealed at Figure-2, to fulfill the organizations' functionality completely, the participants B and D stated that it is needed to determine one of the classic or modern management approaches with applied management style. In addition to this, excellence in management, strategic

management and planning, total quality management, stress, conflict and crisis management should be applied within management approach.



Table 2-4: The code and statements of belonging to management approach theme about the relationship between club management and UEFA criteria regarding the view of manager

Themes	Codes	Statements	Participants
Management Approach	Classic-Modern-Strategic and Crisis Management	<p>To have a say in the future, can be established to a good management approach system, to be sustained competitive advantage, and attach importance to educate qualified players. High quality of people, work, and organizational structure can be a competitive edge. As in the classical management approach, by benefiting from the available resources in a maximum level, the realization of the goals of the organization can be handled in the foreground. Should be paid personnel selection process importance for job-person match.</p> <p>Duties and responsibilities should be determined in advance and employees should act in this context.</p> <p>It is needed to have a hierarchical organizing for discipline in the organizations.</p> <p>With bureaucratic approach in businesses it is needed to have a management that does not change by person to person. Creation of written rules in the organization, it is important that managers and employees to act in accordance with these rules.</p> <p>Productivity shall be increased if the resources are used properly through creation of highly specialized administrative and sporting staff, an extensive job-sharing, and</p>	B-D

	<p>standardization work.</p> <p>To ensure organizational efficiency as with classical management theories, not a robot or machine that constantly should be punished, on the contrary, should be tried to create individuals that can be used their own initiative, and affected social working conditions rather than physical working conditions.</p> <p>As in modern management approach, the organization should be considered as an open system that interact with its environment instead of handling as a closed system. A system approach, teamwork, continues improvement etc. as in modern management approach, total quality management in the organization should be entered as an application phase. Due to the nature of sports clubs, environmental relationship has an importance. To organize the relationship between the club and its environment and to gain competitive advantage, while using of business resources should be utilized from strategic management.</p> <p>Crisis is unexpected situation for the companies. It is possible to talk about crisis that causes anxiety, stress or panic. Without disturbing the existing balances in the organization and if does not affect the decision-making process negatively, need to pay attention to the conflicts that come out temporarily.</p> <p>Negative effects like lack of sporting coordination, lack of plan, existing different value systems, and organizational conflicts are the source of crisis in the</p>	<p>B</p>
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	<p>organizations.</p> <p>Crises (sporting failure, lack of economic resources, etc.) are chaotic situations that can arise in the life of clubs and create confusion. But in practice, crisis is a process. For this reason, different approaches can be used in crisis management. One of these approaches is a proactive approach in crisis management. With this approach, before the formation of crisis by developing different alternatives can be eliminated the negative effects of crisis for the club.</p>	
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At Table 2-4, when considering the statements of participants B and D, can be stated that Management Approach as the theme; classic, modern, strategic, and crisis management as the code that stand out in terms of sports clubs in the relationship between the UEFA criteria and club management.

The participants expressed that high quality of people, work, and organizational structure can be a competitive edge; classical management approach can be handled in the foreground by benefiting from the available resources in a maximum level for the realization of the goals of the organization. In this process, it is needed to have a management that does not change from person to person within a hierarchic organizing structure for the discipline with job-person matching and determining the duty and responsibility areas in advance.

The participants called attention to creation of written rules in the organization; managers and employees should act in accordance with these rules; creation of administrative and sporting staff in a specialized job-sharing; productivity shall be increased by standardization work and using of resources properly.

The participant D emphasized that people are not a robot or machine that should be punished in order to provide organizational efficiency as with classical management theories, in contrast to this view, people should be seen that they may use their own initiative, and affected social working conditions rather than physical working conditions.

Instead of viewing the organization as a closed system, the participants advised that the organization should be accepted as an open system that interact with its environment as in modern management approach. In this view, they mentioned about a system approach, teamwork, and continues improvement. Particularly total quality management practices can be beneficial to put into effect in the club.

The same participants stated that should be benefited from strategic management in order to organize the relationship between the club and its environment and to gain competitive advantage while using of business resources; without disturbing the existing balances in the organization and if does not affect the decision-making process negatively, need to pay attention to internal and external conflicts that

come out temporarily; crisis can be derived from negative effects like lack of sporting coordination, lack of plan, existing different value systems, and organizational conflicts; it is possible to talk about crisis that causes anxiety, stress or panic in many unexpected situation. Therefore, proactive approach is one of crisis management that can be prevented the negative effects of crisis for the club before the formation of crisis by developing different alternatives.

In the theme of System Theory revealed at Figure-2, in order to fulfill the organizations' functionality completely, the participants C and E expressed that a structure that has input-process-output-feedback elements that should be developed in a system theory when examining some specific cases, circumstances and developments which could be used within management approaches.

Table 2-5: The code and statements of belonging to system theme about the relationship between club management and UEFA criteria regarding the view of manager

Themes	Codes	Statements	Participants
System	Input- Process- Output- Feedback	<p>Each organization has a system and sub-system.</p> <p>System is an organized and indivisible whole; interdependent that has certain limit and consists of two or more components and sub-systems.</p> <p>Associations are social systems. Every social system is established to achieve a particular purpose, and that is what gives the identity of the system.</p> <p>Systems make contacts with the environment. There is a relationship between system and feedback. Thanks to this, system may learn its strengths and weaknesses. Every organization is a part of one environment that is an open system affected from that environment positively or negatively.</p> <p>When saying system approach in management, it is understood that an approach deals with management cases related one to another in which these occurred. The whole as a system has a purpose to perform. The most important thing is whole; parts are important as much as they contribute to this whole.</p> <p>Management decisions are taken under the influence of the internal and external environment variables. Every system has an input. The quality of the input is extremely important for the output quality. A process is a step that all analysis are done and inputs are processed based on</p>	C-E



		<p>organizational culture and climate. When the process does not work proper, organizational disorders start. Output: Outputs are the main points to continue the life of the business. At the end of the process can be two kinds of output as (+) or (-). If the output is positive, process is positive too. But, if the output is negative then problem is big.</p> <p>Feedback is an information and data flow from output and process phases to input phase in order to make this flow uninterrupted and normal above. This flow is so important to maintain the balanced condition of system.</p> <p>Each system operates in a specific environment.</p> <p>If there is energy, material, and information transaction between system and the environment in which it operates that those systems are called as an open system.</p> <p>If a system changes its own functioning and protects the balance with environment in accordance with the changes in environment as a result of information exchange, it is called learning organizations or systems.</p>	<p>C</p> <p>E</p>
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At Table 2-5, when considering the statements of participants C and E, can be stated that System as the theme; input-output-process and feedback as the code that stand out in terms of sports clubs in the relationship between the UEFA criteria and club management.

The participants stated that every organization requires to have a system and sub-system.

System is an organized and indivisible whole; interdependent that has certain limit and consists of two or more components and sub-systems. Sports associations are social systems.

According to participants C and D, each social system is found to attain a specific goal. This represents the identity of the system. Systems build relationship with the environment. There is a relationship between system and feedback. Thanks to this, system may learn its strengths and weaknesses. Besides, they explained that every organization is a part of one environment that is an open system affected from that environment positively or negatively.

The participant A pointed out when saying system approach in management, it should be understood that an approach deals with management cases related one to another in which these occurred. The whole as a system has a purpose to perform. The most important thing is whole; parts are important as much as they contribute to this whole. And management decisions are taken under the influence of the internal environment variables and external environment invariables.

According to participants C and A, every system has an input; the inputs of sports clubs are players. The quality of the input is very important for the output quality. A process is a step that all analysis are done and inputs are processed including organizational culture, style and climate. When the process does not work proper, organizational disorders will start. Outputs are the main points of a business that help to survive. At the end of the process can be two kinds of output as (+) or (-). If the output is positive, process is positive too. But, if the output is negative then this refers to a problem. Feedback is an information and data flow from output and process phases to input phase in order to make this flow uninterrupted and normal. This flow is

so important to maintain the balanced condition of system. Moreover, each system operates in a specific environment.

If there is energy, material, and information transaction between system and the environment in which it operates that those systems are called as an open system. If a system changes its own functioning and protects the balance with environment in accordance with the changes in environment as a result of information exchange, it is called learning organizations or systems.

### **III.2.1 The Comments regarding the question: “What kind of relationship are there between UEFA Criteria and Club Management for Sports Clubs Executives?”**

According to participants, a sports club is usually found based on charter for several reasons such as increasing social cohesion and solidarity among members, raising sportsman, and having the power to represent the brand etc. It is stated that general assemblies of association is found according to these status that assign the management for a certain period in order to contribute to achieving the objectives of the club, to monitor their operations, to control, and to repeat this cycle for surviving and improving itself.

UEFA criteria are generally designed to gather some elements together belonging to a business and that is elaborated to provide its continuity.

Businesses are production units that have some purposes like obtaining profit, serving the society, maintaining the life of the business by bringing production factors together in a systematic and planned way. Sports clubs are structures that generally serve the community with the purpose of the production of services.

Production factors are a generic name that is given to labor, land, capital, and entrepreneur used in production In this context,

Nature refers to resources found in the underground and aboveground. Each business organization will need to have this factor as foundation place. Infrastructure including stadiums and facilities belonging to sports clubs can be considered in nature factor.

Labor refers physical and mental activities that producing goods and services in a planned way. Physical labor means to benefit from muscle strength; mental labor

means productivity based on brain power. Legal, sporting, and administrative staff issues belonging to UEFA criteria may be included in this section.

Capital is money, labor, and goods which was put into the company by founders. The total investment for a job or business, all the means of production, money and assets are ready for use. The structures found in association statute, the capital can be donation or cash but in associations like company statute can be money. Financial criteria can be considered in this section.

Entrepreneur is a person who provides the production of goods and services by gathering production factors (nature, labor, capital) together in a systematic and conscious manner; the differences in the performance of businesses, generally are caused by the entrepreneur factor. Entrepreneurs who take the risk, to make profit, and to perform production and organization; the board of directors and chairman of the club are a kind of entrepreneur within personnel and administrative criteria.

According to the participants A and D, football creates the biggest area of sports economy that is moving away from Olympics understanding rapidly that has become a commercial meta that can be bought and sold; the most important point for clubs management is to struggle to manage the club's resources (labor, money, time etc.) more effectively; full implementation of the UEFA's sporting and infrastructure criteria and training skillful players are as equivalent as generating economical resources. It is reached the conclusion that sports clubs operate in sports industry as a business that should be managed in the light of UEFA criteria in accordance with business general principles.

The participants A and D stated that business management even in a nonprofit organization should be in the implementation effort consciously for planning, organizing, leading, coordinating and controlling (**Samuel C.Certo, 2010**) activities and internal resources like personnel and equipment and external resources like market, raw materials, and loan capital in order to attain organizational goals in an effective and efficient way. They said that management functions that consist of one or more variant are realized while these activities are fulfilled.

These management functions must be fulfilled in order to achieve certain and common goals. The management process is realized by carrying out these functions in

businesses in management process.

The participants A and C mentioned about several functions while businesses are fulfilling their operations and realizing their goals. Even though these business functions are generally categorized by Management, Finance, Marketing, and Production, they cannot be sufficient. For this reason, additionally Human Resources, Accounting, Research and Development, and Public Relations must be considered as business support functions.

The participants defined the management function among other business functions is a process that is planning, organizing, leading, and controlling HR and other business resources to reach organizational goals. They also emphasized the management process in an organized group that a group of people work and collaborate together. This group is management organ/body. Furthermore, they expressed that management and organizational factors can be realized with a general business function because these are accepted as representing common principles in all business activities.

The participant stated that within today's competitive environment, in order to fulfill the organizations' functionality completely, it is important to enable employees in an organization that they work efficiently and effectively. **(T.L.Stanley,2006)**. For this, in the organizations, the integration between employers and organizational structure, technology, management style and organizational culture plays a crucial role. And it is understood that the matters affecting job satisfaction, the management style (autocratic -democratic management; the central and decentralized management etc.) takes effect in all formations of the organization

Management's attitude towards the employees, physical work conditions, and the way of applying the rules affect the job satisfaction of employees in management style. **(Akşar and Merih, 2008)** There are some choices on employees' job satisfaction regarding the management style such as being employee-oriented and including them on decision-making process. In other words, if the management supports the employee relations and contributes to this, their job satisfaction increases.

In addition to this, it is understood that democratic leadership style that tends to share management authority with employees and decentralized management **(P.**

**Drucker,2011**), that enables to shift the management authority to the lower levels that both should be internalized more.

High quality of people, work, and organizational structure can be a competitive edge; it is needed to have a management that does not change from person to person within a hierarchic organizing structure for the discipline with job-person matching and determining the duty and responsibility areas in advance by benefiting from the available resources in a maximum level for the realization of the goals of the organization.

It is important to place the belief that productivity shall be increased through standardization work, using of resources properly, creation of administrative and sporting staff in a specialized job-sharing, and creation of written rules in the organization. Managers and employees should act in accordance with these rules.

It is understood that people are not a robot or machine that should be punished in order to provide organizational efficiency in contrast to this view, people should be seen that they may use their own initiative, and affected social working conditions rather than physical working conditions.

Instead of viewing the organization as a closed system, the organization should be seen as an open system that interact with its environment as in modern management approach. **(F.David D.Van and Peterson Tim O,1994)** In this approach, it is needed to have a system approach, teamwork, and continues improvement. Particularly total quality management practices can be beneficial to put into effect in the club.

It is important to benefit from strategic management while using of business resources in order to organize the relationship between the club and its environment and to gain competitive advantage **(T.L.Wheelen)**; it is important to pay attention to internal and external conflicts that come out temporarily without disturbing the existing balances in the organization and if does not affect the decision-making process negatively; it is emphasized that crisis can be derived from negative effects like lack of sporting coordination, lack of plan, existing different value systems, and organizational conflicts; it is possible to talk about crisis that causes anxiety, stress or panic in many unexpected situation. **(Şahin M.,1998)** Therefore, proactive approach is one of crisis management that can be prevented the negative effects of crisis for the

club before the formation of crisis by developing different alternatives.

Every organization should require to have a system and sub-system. (**H. Ülgen & S. K. Mirge, 2013**) System is defined as an organized and indivisible whole; interdependent that has certain limit and consists of two or more components and sub-systems. It is accepted that sports associations are social systems.

Each social system is found to attain a specific goal. This represents the identity of the system. Systems build relationship with the environment. There is a relationship between system and feedback. Thanks to this, system may learn its strengths and weaknesses.

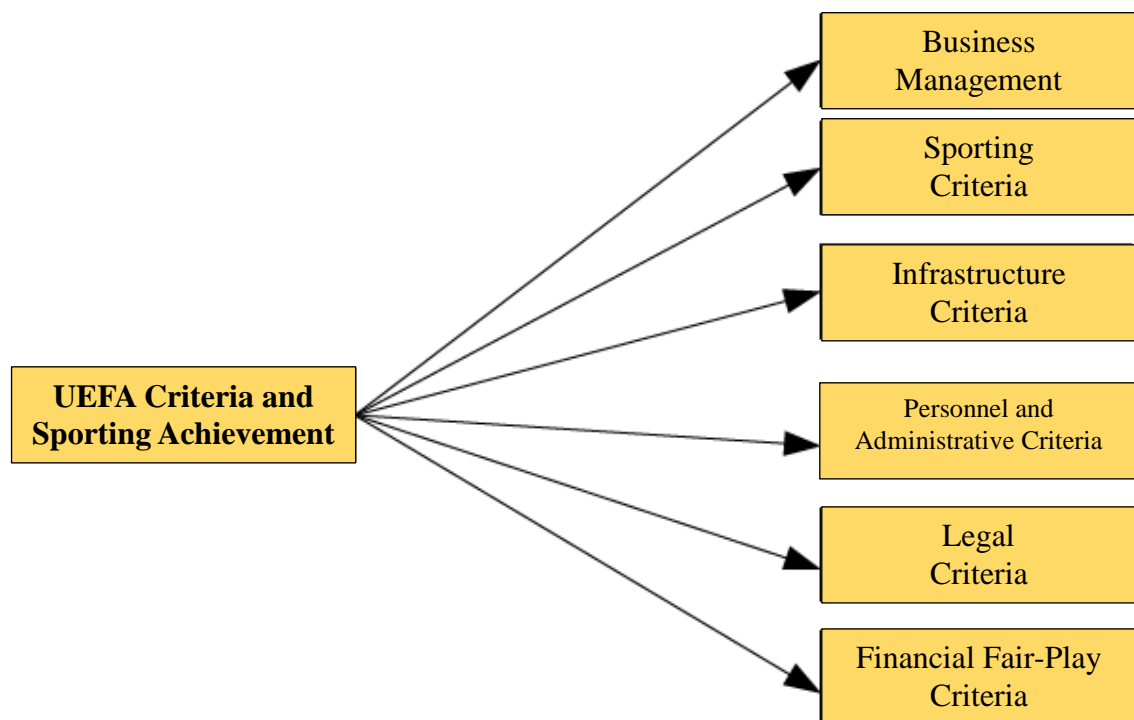
System approach in management is an approach that deals with time, management cases related one to another in which these occurred. The most important thing is whole; parts are important as much as they contribute to this whole. It is learned that management decisions are taken under the influence of the internal environment variables and external environment invariables.

Every system has an input; the inputs of sports clubs are young players. The quality of the input is very important for the output (professional players) quality. A process is a step that all analysis are done and inputs are processed including organizational culture, style and climate. When the process does not work proper, organizational disorders will start. Outputs are the main points of a business that help to survive. At the end of the process can be two kinds of output as (+) or (-). If the output is positive, process is positive too. But, if the output is negative then this refers to a problem. Feedback is an information and data flow from output and process phases to input phase in order to make this flow uninterrupted and normal. This flow is so important to maintain the balanced condition of system. Moreover, each system operates in a specific environment. (**Ludwing von Bertalanffy**)

If there is energy, material, and information transaction between system and the environment in which it operates that those systems are called as an open system. If a system changes its own functioning and protects the balance with environment in accordance with the changes in environment as a result of information exchange, it is called learning organizations or systems.

### III.3 The Findings regarding the question: “What kind of relationship are there between UEFA Criteria and Sportive Achievement in terms of Sports Clubs Executives?”

In the research, the question: “What kind of relationship are there between UEFA Criteria and Sporting Achievement in terms of Sports Clubs Executives?” was asked to participants and taken views on that. In general, the answers given to the interview questions were evaluated and came out themes shown on Figure 4.



**Figure-4** The relationship between UEFA criteria and sporting achievement

In the research, can be stated that “Business Management” stands out as the first theme of the contribution to the sporting success of UEFA criteria. In this theme, the examination of what points that contribute to sporting success will be analyzed.





At Table 3-1, when considering the statements of participants, can be stated that “Business Management” as the theme; “Production Factors” as the code that stand out in terms of sports clubs in the relationship between the UEFA criteria and sporting achievement.

In the interview with the participants A and D, football has become an industrial branch of business with growth of economic size, therefore they suggested that a sports organization should take account of principles and practices of a business management. The structure and general principle of business is determined by sporting-infrastructure-personnel and administrative-financial and legal criteria that UEFA has published. It is stated that this organization needs to have qualified players, fans, sufficient financial resource, sportive facilities, proper management structure and organizational chart in order to survive that those elements similar to production factors like in a business should be gathered up in a planned and systematic way which are labor (skilled player), capital (economic resources), land (sports facilities), and enterprise (club management).

The participant A and C emphasized that UEFA has published UEFA criteria so as to protect football’s sustainability and viability in a long term. Of those criteria; sporting criteria refers labor (raising player) that how it should be used effectively; infrastructure refers land (providing a safe and well-equipped facilities to players, spectators, and press) that how it should be arranged; financial criteria refer capital (the audit and control of financial statements) that how it should be developed; personnel and administrative criteria refer enterprise criteria (having a proper management and organization level) that explain the basic principles; and legal criteria that underline the legal borders of all works and sporting organizations should be based on legal grounds.

In the research, the second of these themes emerged in Figure-3, can be stated UEFA Criteria stand out in the contribution to the sporting success of UEFA criteria as second theme.



		Moreover, it brings on some sensitiveness such as player registrations, transfers and contracts, referring, the laws of game, and racial discrimination.	
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At Table 3-2, when considering the statements of participants, can be stated that “UEFA Sporting Criteria” as the theme; “Training Qualified Players” as the code that stand out in terms of sports clubs in the contribution to the sporting success of UEFA criteria.

According to participants A and C, UEFA Sporting Criteria consist of Youth Development Program, Youth Teams, Players’ Physical Examination, and Players’ Registration, Signing a Contract with Professional Players, Referring and Laws of the Game, The Racial-Ethnic Fairness. Those help to make youth players more qualified that they are the raw material of football as a production process and determine the laws of the game. Sporting criteria also clear up some issues particularly the philosophy and structure of youth development departments, infrastructure facilities to be used, minimum requirement and qualifications for technical, medical, and administrative staff, medical support and financial resources.

The participants A and B indicated that sporting criteria shows the minimum requirements for training qualified players. On the other hand, there is no explanation or detail how to train qualified players in these criteria. It is believed that this can be succeed thanks to clubs managers and technical staff. Sporting criteria make the road map a current issue to be needed to succeed. Moreover, the same participants called attention to some sensitiveness such as player registrations, transfers and contracts that those protect the rights of players in care of related authorities. Sports clubs should pay attention to referring, the laws of game, and racial discrimination.

In the research, shown at Figure 3, can be stated that “UEFA Infrastructure Criteria” stands out as the third theme in the contribution to the sporting success of UEFA criteria. In this theme, the examination of what points that contribute to sporting success will be analyzed.

Table-3.3: The code and statements belonging to infrastructure criteria theme about the relation between UEFA criteria and sporting achievement

Themes	Codes	Statements	Participants
Infrastructure Criteria	Providing Football Infrastructure	<p>UEFA Sporting Infrastructure Criteria include stadiums where matches will be playing, providing the standards and securities of these stadiums, training facilities and minimum standards of using these facilities. The primary purpose of these criteria is to create a safe and well-equipped facility to players, press, and spectators. These facilities which undertake as a platform task in the sports industry's advertising and sponsorship revenues, at the same time they are a place where fans, clubs management, and players become one body together. Training facilities, having high quality standards, are an important parameter for training skillful players and their health. Qualitative stadiums which have critical value; acoustic and visual specifications that help to get more fan support and sporting achievement. They are places that constitute the football infrastructure.</p>	A-D

At Table 3-3, when considering the statements of participants, can be stated that “UEFA Infrastructure Criteria” as the third theme; “Providing Football Infrastructure” as the code in the contribution to the sporting success of UEFA criteria in terms of sports clubs.

According to participants A and D, UEFA Sporting Infrastructure Criteria include stadiums where matches will be playing, providing the standards and securities of these stadiums, training facilities and minimum standards of using these facilities. The primary purpose of these criteria is to create a safe and well-equipped facility to players, press, and spectators. These facilities which undertake as a platform task in the sports industry's advertising and sponsorship revenues, at the same time they are a place where fans, clubs management, and players become one body together.

The participants expressed that training facilities, having high quality standards, are important structures for training skillful players and their health. Qualitative stadiums which have critical value; acoustic and visual specifications that help to get more fan support and sporting achievement especially matches played at home. In the research, the themes revealed at Figure 3, can be stated that “UEFA Personnel and Administrative Criteria” stand out as the fourth theme in the contribution to the sporting success of UEFA criteria. In this theme, the examination of what points that contribute to sporting success will be analyzed.

Table-3.4: The code and statements belonging to personnel and administrative criteria about the relation between UEFA criteria and sporting achievement

Themes	Codes	Statements	Participants
Personnel and Administrative	Having Appropriate Management and Organizational Level	<p>With personnel and administrative criteria UEFA has tried to describe the personnel's generic and specific qualifications that they will be served in this task hierarchy with organizational chart in which required areas in order to have appropriate management and organizational level. These characteristics are explained with tasks to be performed. In one sense, has drawn the general framework of the tasks to be performed. Personnel and administrative criteria can be divided into two parts. The general job descriptions and minimum requirements are defined including the club's administrative management, administrative staffs for sporting organization, groundskeeper, staffs for responsible of fans, technical coach and assistant coaches for professional team and youth development.</p> <p>To achieve the appropriate management and organizational level of the sporting structure, three different division of tasks were made. Defined the rights and tasks of personnel and published additional instructions how to fulfill these tasks below.</p> <p>In the administrative management of the clubs, club secretariat, general manager.</p>	C-D



		<p>financial, media, supporter liaison and security officers with club licensing and financial fair-play system officer,</p> <p>In the management of sporting structure, first squad team and youth development coach and assistant coaches with health professionals such as medical doctor, physiotherapist and masseur,</p> <p>In the management of sporting organization, accreditation-stadium-ticket officers with ethical officer.</p>	
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At Table 3-4, when considering the statements of participants, can be stated that “UEFA Personnel and Administrative Criteria” as the theme; “Having Appropriate Management and Organizational Level” as the code that stand out in terms of sports clubs in the contribution to the sporting success of UEFA criteria.

The participants expressed that UEFA has tried to describe the personnel’s generic and specific qualifications that they will be served in this task hierarchy with organizational chart in which required areas in order to have appropriate management and organizational level with personnel and administrative criteria. These characteristics are explained with tasks to be performed. In one sense, has drawn the general framework of the tasks to be performed.

In this context, personnel and administrative criteria can be divided into two parts. In the first part, the general job descriptions and minimum requirements can be defined including the club’s administrative management, administrative staffs for sporting organization, groundskeeper, staffs for responsible of fans, technical coach and assistant coaches for professional team and youth development.

According to participants B and C, to achieve the appropriate management and organizational level of the sporting structure, three different division of tasks were made. Defined the rights and tasks of personnel and published additional instructions how to fulfill these tasks. In the administrative management of the clubs: club secretariat, general manager, financial, media, supporter liaison and security officers with club licensing and financial fair-play system officer; in the management of sporting structure: first squad team and youth development coach and assistant coaches with health professionals such as medical doctor, physiotherapist and masseur; in the management of sporting organization: accreditation-stadium-ticket officers with ethical officer.

Table-3.5: The code and statements belonging to legal criteria about the relation between UEFA criteria and sporting achievement

Themes	Codes	Statements	Participants
<p>Legal Criteria</p>	<p>Providing the organization’s continuity on a legal basis</p>	<p>UEFA Legal Criteria constitutes the legal basis in order to carry out the sporting organization’s continuity regularly in equal competitive conditions. To provide the organization’s continuity on a legal basis, those criteria cover to comply with the licensing system published by UEFA; legal information should be given as minimum; written agreement done by football company; legal group structure; co-reporting bodies and reporting framework in terms of sports clubs with the license applicant position.</p> <p>UEFA legal criteria anticipates to enable participation in UEFA organizations by complying with the licensing system in undertaking, as well as the authority of the Court of Arbitration for Sport (CAS), the regulations, committees, instructions, and decisions of FIFA and UEFA are legally binding; complying with the regulations, decisions, and legislations regarding UEFA Licensing System; empowering the UEFA’s authorized bodies to audit, to assess, and to take decisions; and documentation that will be presented must be accurate and complete.</p>	<p>B-C</p> <p>C-D</p>

		Legal group structure and with the required reporting covers the legal status and financial information of the license applicant regarding its affiliates.	
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The participants stated that UEFA Legal Criteria constitutes the legal basis in order to carry out the sporting organization's continuity regularly in equal competitive conditions. With the purpose of providing the organization's continuity on a legal basis, those criteria cover to comply with the licensing system published by UEFA; legal information should be given as minimum; legal group structure; co-reporting bodies and reporting framework based on charter or corporation bylaws in terms of sports clubs with the license applicant position.

According to participants C and D, within the context of UEFA legal criteria, it is important to comply with the licensing system to participate in UEFA organizations. As well as the authority of the Court of Arbitration for Sport, the regulations, committees, instructions, and decisions of FIFA and UEFA are legally binding; complying with the regulations, decisions, and legislations regarding UEFA Licensing System; empowering the UEFA's authorized bodies to audit, to assess, and to take decisions; and documentation that will be presented must be accurate and complete; legal group structure and with the required reporting covers the legal status and financial information of the license applicant regarding its affiliates.

In the research, the themes revealed at Figure 3, can be stated that "UEFA Financial Criteria" stand out as the sixth theme in the contribution to the sporting success of UEFA criteria.

Table-3.6: The code and statements belonging to the development of economic opportunities criteria about the relation between UEFA criteria and sporting achievement			
Themes	Codes	Statements	Participants
The Development of Economic Opportunities	Economic and Financial Situations	<p>The license applicant who wishes to participate in sports organizations with UEFA Financial Criteria that economic and financial structure of the license applicant must be in the competitive level. The license applicant should have control mechanisms that enabling its capital structure and making it sustainable. Economic and financial situation of a company is the most important barometer and provides the possibility to predict the future of these businesses. Sports businesses must take account of their transfer and other revenue items when planning short and long-term activities. In sports clubs, the annual balanced budget must be a minimum goal to reach in order to prevent possible risks for next management teams.</p> <p>Economic and financial situation including the most important step of sporting success must be solid. It is important to perform to support sporting goals. In a transfer spending over budget revenues with the projection of being champion, a revenue source should be considered to make the budget balance in case of a sporting failure. Otherwise, this may create serious risks for the sustainability of the organization by disrupting the company's balances.</p>	A-C

		<p>UEFA financial criteria are an important checklist for a sustainable structure in terms of clubs. It is required to know that there is a cost of accessing the European Cup as well as its money income by participating in it.</p> <p>To be able to meet UEFA Financial criteria, before the licensing decisions, financial statements must be prepared according to statutory closing date. If the statutory closing date of the license applicant is more than six months before the deadline for submission of the list of licensing decisions to UEFA, then additional financial statements covering the interim period must be prepared. There must not be an overdue debt related to transfer activities, and overdue debts to employees and SSI or Tax Office. As part of financial information for future periods in order to show the organization's sustainable continuity, audited financial statements must be prepared regarding the future periods.</p>	
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At Table 3-6, when considering the statements of participants, can be stated that “UEFA Financial Criteria” as the fourth theme; “Economic and Financial Situation” as the code in the contribution to the sporting success of UEFA criteria in terms of sports clubs.

The participants stated that the license applicant who wishes to participate in sports organizations with UEFA Financial Criteria that economic and financial structure of the license applicant must be in the competitive level. The license applicant should have control mechanisms that enabling its capital structure and making it sustainable.

According to participants A and C, economic and financial situation is the most important barometer for a company. This provides the possibility to predict the future. Sports businesses must take account of their transfer and other revenue and expenses when planning short and long-term activities. They also expressed that the annual balanced budget must be a minimum goal to reach in order to prevent possible risks for next management teams in sports clubs.

The participants A and E seems economic and financial situation as the most important step of sporting success that must be solid and support sporting goals. In a transfer spending over budget revenues with the projection of being champion, a revenue source should be considered to make the budget balance in case of a sporting failure. Otherwise, this is evaluated that may create serious risks for the sustainability of the organization by disrupting the company’s balances. In addition to this, they said that UEFA financial criteria are an important checklist for a sustainable structure in terms of clubs. It is required to know that there is a cost of accessing the European Cup as well as its money income by participating in it.

The participants pointed out that financial statements must be prepared according to statutory closing date before the licensing decisions in order to meet UEFA Financial criteria, If the statutory closing date of the license applicant is more than six months before the deadline for submission of the list of licensing decisions to UEFA, then additional financial statements covering the interim period must be prepared. There must not be an overdue debt related to transfer activities, and overdue



debts to employees and SSI or Tax Office. As part of financial information for future periods in order to show the organization's sustainable continuity, audited financial statements must be prepared regarding the future periods.

### **III.3.1 The Comments regarding the question: “What kind of relationship are there between UEFA Criteria and Sportive Achievement in terms of Sports Clubs Executives?”**

The point of views regarding of examining the contribution of the sporting success of the UEFA criteria are grouped under six themes. As mentioned these themes, interviews done with all participants;

Regarding the theme of Business Management; football has become an industrial branch of business with growth of economic size. This brings business management principles and practices. In general, as being an industrial part, the football clubs for their survival that need more well-educated players, supporters, financial resources, sportive facilities, and proper management structure and organizational chart. It is needed to bring those elements similar to production factors together like in a business in a planned and systematic way that labor (skilled player), capital (economic resource), land (sports facilities), and enterprise (club management).

UEFA has published UEFA criteria in order to protect football's sustainability and viability in a long term. Of those criteria; sporting criteria refers labor (raising player) that how it should be used effectively; infrastructure refers land (providing a safe and well-equipped facilities to players, spectators, and press) that how it should be arranged; financial criteria refer capital (the audit and control of financial statements) that how it should be developed; personnel and administrative criteria refer enterprise criteria (having a proper management and organization level) that explain the basic principles; and legal criteria that underline the legal borders of all works and sporting organizations should be based on legal grounds.

Regarding the theme of Sporting Criteria; UEFA Sporting Criteria consist of Youth Development Program, Youth Teams, Players' Physical Examination, and Players' Registration, Signing a Contract with Professional Players, Referring and Laws of the Game, The Racial-Ethnic Fairness. Those help to make youth players more qualified that they are the raw material of football as a production process and

determine the laws of the game. Sporting criteria also clear up some issues particularly the philosophy and structure of youth development departments, infrastructure facilities to be used, minimum requirement and qualifications for technical, medical, and administrative staff, medical support and financial resources. It indicates what should be done in order to train qualified players. However, in these criteria there is no explanation or detail how to train qualified players. This responsibility is given to clubs managers and technical staff. These criteria make the road map a current issue to be needed to succeed. Moreover, it brings on some sensitiveness such as player registrations, transfers and contracts, referring, the laws of game, and racial discrimination.

Sporting criteria shows the minimum requirements for training qualified players. On the other hand, there is no explanation or detail how to train qualified players in these criteria. It is believed that this can be succeed thanks to clubs managers and technical staff. Sporting criteria make the road map a current issue to be needed to succeed.

Regarding the theme of Sporting Infrastructure Criteria; those criteria include stadiums where matches will be playing, providing the standards and securities of these stadiums, training facilities and minimum standards of using these facilities. The primary purpose of these criteria is to create a safe and well-equipped facility to players, press, and spectators. These facilities which undertake as a platform task in the sports industry's advertising and sponsorship revenues, at the same time they are a place where fans, clubs management, and players become one body together.

Training facilities, having high quality standards, are an important parameter for training skillful players and their health. Qualitative stadiums which have critical value; acoustic and visual specifications that help to get more fan support and sporting achievement especially matches played at home.

Regarding the theme of Personnel and Administrative criteria; with those criteria UEFA has tried to describe the personnel's generic and specific qualifications that they will be served in this task hierarchy with organizational chart in which required areas in order to have appropriate management and organizational level. These characteristics are explained with tasks to be performed. In one sense, has

drawn the general framework of the tasks to be performed.

Within this context, personnel and administrative criteria are divided into three divisions that to be reached appropriate management and organizational level of sporting structure. In the administrative management of the clubs; there are club secretariat, general manager, financial, media, supporter liaison and security officers with club licensing and financial fair-play system officer, in the management of sporting structure; there are first squad team and youth development coach and assistant coaches with health professionals such as medical doctor, physiotherapist and masseur, in the management of sporting organization; there are accreditation-stadium-ticket officers with ethical officer. It is defined the rights and tasks of those personnel.

Regarding the theme of Legal Criteria; UEFA Legal Criteria constitutes the legal basis in order to carry out the sporting organization's continuity regularly in equal competitive conditions. With the purpose of providing the organization's continuity on a legal basis, those criteria cover to comply with the licensing system published by UEFA; legal information should be given as minimum; legal group structure; co-reporting bodies and reporting framework based on charter or corporation bylaws in terms of sports clubs with the license applicant position.

Regarding the theme of Financial Criteria; the license applicant who wishes to participate in sports organizations with UEFA Financial Criteria that economic and financial structure of the license applicant must be in the competitive level. The license applicant should have control mechanisms that enabling its capital structure and making it sustainable.

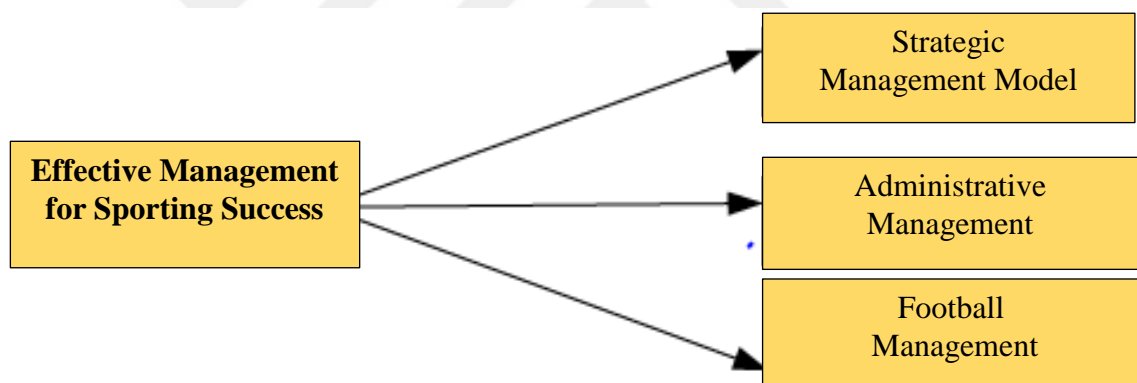
Economic and financial situation of a company is the most important barometer and provides the possibility to predict the future of these businesses. Sports businesses must take account of their transfer and other revenue items when planning short and long-term activities. In sports clubs, the annual balanced budget must be a minimum goal to reach in order to prevent possible risks for next management teams.

Economic and financial situation as the most important step of sporting success that must be solid and support sporting goals. In a transfer spending over budget revenues with the projection of being champion, a revenue source should be considered to make the budget balance in case of a sporting failure. Otherwise, this is

evaluated that may create serious risks for the sustainability of the organization by disrupting the company's balances. In addition to this, UEFA financial criteria are an important checklist for a sustainable structure in terms of clubs. It is required to know that there is a cost of accessing the European Cup as well as its money income by participating in it.

### **III.4 The Findings regarding the question: “For sportive achievement what should be done and how to sustain it based on UEFA Criteria in terms of Sports Clubs Executives?”**

In the research, the question: “For sportive achievement what should be done and how to sustain it based on UEFA Criteria in terms of Sports Clubs Executives?” Was asked to participants and taken views on that. In general, the answers given to the interview questions were evaluated and came out themes shown on Figure 5



**Figure-5** In the light of UEFA criteria, the themes revealed to reach sporting success and sustain it

In the research, the themes revealed at Figure 4, can be stated that “Strategic Management Model” stands out as the first theme in order to reach sporting success and sustain it in the light of UEFA criteria. Below, depending on the same theme will be analyzed four codes.

Table-4.1: The code and statements belonging to strategic management to attain sporting achievement and make it sustainable

Themes	Codes	Statements	Participants
Strategic Management	The definition of Organization (1)	<p>In a strategic model, we need to describe very well what kind of an organization imagine. Should be started with the question of what should be the goal of this organization. For this, creating a club can be a good target that to be proud of its sporting achievements. Towards this goal, we will need a mission. This mission may be elite player development and sustainable success with scientific methods shown in all sports activities with social cohesion and solidarity. After that we will need in our organization to the general terms how we will do things. So we need to define the philosophy of doing business. As a philosophy of doing business, it should be considered an understanding in the club that should be existed whatever the results to be continued to work without compensating; completed its management functions; determined its management style and approaches; developed club and football management culture; emphasizes on stability, have flexible working system (having persons and regulations that be able to do objective measurement and evaluation). As part of defined vision, it is also important to have what kind of corporate identity. For this purpose, a corporate identity may be determined based on qualified human resources with effective communication and marketing skills, high brand value and</p>	<p>A-C</p> <p>A-D</p>

		<p>appropriate investments. Besides in this identity, on the one hand, should be permanent on the top league with sports trophies, on the other hand, the strengthening of the club corporate structure should base by keeping this success. In the end, in the management strategy of a strategic model should be considered as creating a successful club in European Cups and on the top league with a strong brand identity, high brand value and a strong financial structure.</p>	
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At Table 4-1, when considering the statements of participants, can be stated the first code of first theme is “the definition of organization” in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

According to participant A and C, in a strategic model, creating a club should be internalized as a target that to be proud of its sporting achievements. On the other hand, they stated that mission may be elite player development and sustainable success with scientific methods shown in all sports activities with social cohesion and solidarity.

When defining the business philosophy of the organization, they expressed that an understanding in the club should be existed whatever the results to be continued to work without compensating; completed its management functions; determined its management style and approaches; developed club and football management culture; emphasizes on stability, have flexible working system (having persons and regulations that be able to do objective measurement and evaluation).

According to participants A and D, as part of defined vision, an understanding for the corporate identity must be taken up seriously based on qualified human resources with effective communication and marketing skills, high brand value and appropriate investments. However, should be permanent on the top league with sports trophies while the strengthening of the club corporate structure that should base by keeping this success.

In the management strategy of a strategic model was considered as creating a successful club in European Cups and on the top league with a strong brand identity, high brand value and a strong financial structure.

Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Sporting Strategy	<p>In terms of sporting and infrastructure criteria it is needed to appropriate staff structure suited for sporting strategies, accurate transfers, technical team stability, strong infrastructure and facility investments in the direction of short and medium-term goals for the success of the club.</p> <p>Within this strategy, some criteria should be taken into account in the formation of team squad such as the possibility of player injury, lack of performance, illness, and financial conflicts. In the league marathon to avoid these problems above, it is needed to be configured the team squad in enough and balanced structure including defense, midfield and forward players according to the coach's game plan.</p> <p>Each player on the basis that there is an alternative (goalkeepers have two alternatives and plus one youth player from youth team); the team squad consist of 24 players.</p> <p>About the transfers of sporting strategy, the structure of the professional club team should be planned for the next year at the end of each semester. Transfer committee of the club within this plan must continue to work each semester. If the financial conditions of the agreement with the players match staffing plan, transfers should be carried out during the appropriate transfer period.</p> <p>In all transfers, should be essential the long-term monitoring report of the transfer</p>	A-E



		<p>committee and approval of the finance, human resources and technical staff. In sporting strategies, Youth Development Program has an important place. In this program of the club, should be contributed to development of players in the region and should be a source for professional team. In this strategy, player development should be based on scientific methods; developments of all players in that group continuously should be tracked; the implementation of the development program prepared for them must be applied. Players who have reached a sufficient level, they must participate in professional team after the approval of the technical team. The infrastructure investments of the UEFA criteria should be evaluated together with the sporting strategies. A phased development plan should be based and shall be determined in accordance with the investment strategies with financial strategies.</p>	B-C
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At Table 4-1, when considering the statements of participants, can be stated the second code of first theme is “sporting strategy” in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

According to participant A and E, in terms of sporting and infrastructure criteria it is needed to appropriate staff structure suited for sporting strategies, accurate transfers, technical team stability, strong infrastructure and facility investments in the direction of short and medium-term goals for the success of the club.

Within this strategy, some criteria should be taken into account in the formation of team squad such as the possibility of player injury, lack of performance, illness, and financial conflicts. In the league marathon to avoid these problems above, it is needed to be configured the team squad in enough and balanced structure including defense, midfield and forward players according to the coach’s game plan. Each player on the basis that there is an alternative (goalkeepers have two alternatives and plus one youth player from youth team); the team squad consist of 24 players.

According to participants B and C, the structure of the professional club team should be planned for the next year at the end of each semester about the transfers of sporting strategy, Transfer committee of the club within this plan must continue to work each semester. If the financial conditions of the agreement with the players match staffing plan, transfers should be carried out during the appropriate transfer period. In all transfers, should be essential the long-term monitoring report of the transfer committee and approval of the finance, human resources and technical staff. In sporting strategies, Youth Development Program has an important place. In this program of the club, should be contributed to development of players in the region and should be a source for professional team. In this strategy, player development should be based on scientific methods; developments of all players in that group continuously should be tracked; the implementation of the development program prepared for them must be applied. Players who have reached a sufficient level, they must participate in professional team after the approval of the technical team.

The same participants explained that the infrastructure investments of the UEFA criteria should be evaluated together with the sporting strategies. A phased development plan should be based and shall be determined in accordance with the investment strategies with financial strategies.



Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Brand Strategy (3)	<p>In the direction of club goals to build a successful profile, the club that requires income structure must be known to be possible with a successful brand management. Solidarity should be aimed at the club community with sporting success. In order to attain these goals, the club's brand must be positioned in the right way by considering club's employees, regional supporters, and the perception and feeling level in Turkey. For this, the brand management strategies must be prepared in accordance with the overall strategies of the company, communication strategies, and brand management plans and should be essential to raise the value of club brand in all brand management activities of the club within these plans. In addition, the brand research to be done periodically, the effectiveness of all brand management activities should be monitored. The resulting sporting success and strong corporate structure, integrating with successful brand strategies, not only the club has struggled to be a world club, but also it should be aimed to create a global brand that can be gathered all community under one roof.</p>	A-D E

At Table 4-1, when considering the statements of participants, can be stated that “Strategies” as the first theme; “Brand Strategy” as the third code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

At Table 4-1, the participants pointed out in the direction of club goals to build a successful profile, the club that requires income structure must be known to be possible with a successful brand management. Solidarity in football community is really important with sporting success. In order to reach these goals, the club’s brand must be positioned in the right way by considering club’s employees, regional supporters, and the perception and feeling level throughout Turkey. For this, the brand management strategies must be prepared in accordance with the overall strategies of the company, communication strategies, and brand management plans and should be essential to raise the value of club brand in all brand management activities of the club within these plans.

At the same table, the participant E emphasized that the brand research shall be done periodically. When the effectiveness of all brand management activities monitoring, the resulting sporting success and strong corporate structure is integrating with successful brand strategies. On the one hand, the club has struggled to be a world club, on the other hand it can be reached the goal of creating a global brand by gathering all community under one roof.

Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Communication Strategy	<p>With general strategy while reaching the projected target in order to contribute to the club's brand value and the solidarity of football community it must be determined communication strategy that will create the spirit of brand/club. For this, all the resources like supporters' associations, websites, public institutions, including the press and media should be used in the most effective manner.</p> <p>In line with the development of the club, with communication departments, the messages that are given by club representatives that should be holistic and consistent by making the communication plans for the next year at the end of each year.</p> <p>In accordance with the communication strategies, the club even in the most difficult times, should make efforts for being integrative by attending to technical staff, players, employees, and fans.</p> <p>The brand value through effective communication strategies, should be targeted to move to the upper levels.</p>	B-D

At Table 4-1, when considering the statements of participants, can be stated that “Strategies” as the first theme; “Communication Strategy” as the fourth code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

The participants emphasized that it is needed to have a communication strategy that will form the spirit of brand/club with general strategy while reaching the projected target in order to contribute to the club’s brand value and the solidarity of football community.

For this, they advised that all the resources like supporters' associations, websites, public institutions, including the press and media should be used in the most effective manner.

In this context, they stated that in line with the development of the club, the messages that are given by club representatives that should be holistic and consistent by making the communication plans for the next year at the end of each year with communication departments. In accordance with the communication strategies, the club even in the most difficult times, should make efforts for being integrative by attending to technical staff, players, employees, and fans. The brand value through effective communication strategies, should be targeted to move to the upper levels.

Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Marketing Strategy	<p>When reaching the club's objectives, it should be established some marketing strategies to convert the brand value, sustainable success to income structure. By achieving sporting success while brand value is increasing with business development projects, the sale of sports products and revenue partnership that should be aimed at creating a healthy revenue structure. Under the marketing strategy, it should be done marketing plans to develop the ability of generating income skills in current businesses and to create additional revenue items with commercial investments. As part of these plans, except revenue items, some activities should be planned to contribute to club's publicity and the marketing plans that created for the upcoming year should be budgeted at the end of every year. The works were done in the field of marketing that a strong financial structure should be established.</p>	B-C



At Table 4-1, when considering the statements of participants, can be stated as the fifth code of the first theme is “marketing strategy” in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

At Table 4-1, according to participants, when reaching the club’s objectives, it should be established some marketing strategies to convert the brand value, sustainable success to income structure. By achieving sporting success while brand value is increasing with business development projects, the sale of sports products and revenue partnership that should be aimed at creating a healthy revenue structure. Under the marketing strategy, it should be done marketing plans to develop the ability of generating income skills in current businesses and to create additional revenue items with commercial investments. As part of these plans, except revenue items, some activities should be planned to contribute to club’s publicity and the marketing plans that created for the upcoming year should be budgeted at the end of every year. The works were done in the field of marketing that a strong financial structure should be established.

Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Financial Strategy	<p>The goal set for the club, can only be achieved with a strong financial structure. The foundations of a strong financial structure can be created with an effective planning and a real sense of financial discipline. The investment plan and expenses should be done within the budget and corporate principles by taking into consideration the needs of the club. The Division of Finance should be focused on providing the needs of the organization and the financing plan for the future from the healthy and sustainable sources in optimum conditions.</p>	A-D
		<p>The financial strategy should be applied according to financial plans which are short (1 year), medium (3 years), and long-term (5-10) in accordance with the overall strategy of the club and its functional strategies. At the end of every year, the next year's budget should be prepared after checking the status of reaching the projected the goals within the year and evaluating with the following year's goals by taking into consideration the financial considerations. In the functioning of the club, financial discipline should be essential.</p> <p>Being conscious that an effective planning is going to get the result with a disciplined practice, all financial process within “the principle of on-site inspection” that including UEFA criteria should be fulfilled complete based on laws</p>	

		<p>and regulations.</p> <p>For a strong financial structure, long-term sponsorship agreements with the fixed income sources should be done. Should be given importance of sports retailing and should be provided spectators increase and be recorded.</p> <p>In sponsorship activities, it is needed to have an understanding that be able to use advertising and marketing strategies correctly, be applied new media technologies, be able to make sponsorship programs, and to seek new business opportunities.</p> <p>Within UEFA Financial criteria, a structure should be created based on particularly transparency and salary rates.</p>	
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At Table 4-1, when considering the statements of participants, can be stated that “Strategies” as the first theme; “Financial Strategy” as the sixth code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

At Table 4-1, according to participants, the goal set for the club, can only be achieved with a strong financial structure. The foundations of a strong financial structure can be created with an effective planning and a real sense of financial discipline. The investment plan and expenses should be done within the budget objectives and corporate principles by taking into consideration the needs of the club. The Division of Finance should be focused on providing the needs of the organization and the financing plan for the future from the healthy and sustainable sources in optimum conditions. The financial strategy should be applied according to financial plans which are short (1 year), medium (3 years), and long-term (5-10) in accordance with the overall strategy of the club and its functional strategies. At the end of every year, the next year’s budget should be prepared after checking the status of reaching the projected the goals within the year and evaluating with the following year’s goals by taking into consideration the financial considerations. In the functioning of the club, financial discipline should be essential.

They pointed out an effective planning is going to get the result only with a disciplined practice; all financial process within “the principle of on-site inspection” that including UEFA criteria should be fulfilled complete based on laws and regulations.

The participant D stated that long-term sponsorship agreements with the fixed income sources should be done for a strong financial structure; should be given importance of sports retailing and should be provided spectators increase and they should be recorded. In sponsorship activities, it is needed to have an understanding that be able to use advertising and marketing strategies correctly, be applied new media technologies, be able to make sponsorship programs, and to seek new business opportunities.

Within UEFA Financial criteria, a structure should be created based on particularly transparency and salary rates.



Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Investment Strategy	In the direction of club goals, should be targeted for the most accurate commercial and sporting investments. The investment decisions must be compatible with the company's overall sporting and financial strategies. Investments in which the company needs should be determined by relevant departments as prepared short (one year), middle (three years), and long-term plans. At the end of every season investments for the next year must be disclosed by reviewing current status of the investments. To achieve the targets and investments to be made in the best way, it is essential to make feasibility before investing. Prepared plans for any investment should be evaluated in terms of contributing to financial structure and sustaining sporting achievement.	A-C

At Table 4-1, when considering the statements of participants, can be stated as the 7th code of the first theme is “investment strategy” in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

At Table 4-1, the participants stated that in the direction of club goals, should be targeted for the most accurate commercial and sporting investments; the investment decisions must be compatible with the company's overall sporting and financial strategies; investments in which the company needs should be determined by relevant departments as prepared short (one year), middle (three years), and long-term plans; at the end of every season investments for the next year must be disclosed by reviewing current status of the investments; to achieve the targets and investments to be made in the best way, it is essential to make feasibility before investing; prepared plans for any investment should be evaluated in terms of contributing to financial structure and sustaining sporting achievement.

Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Human Resources (HR) Strategy	<p>Human factor should be included in the center of club short-medium and long-term goals. The sustainable success of the club cannot be achieved only with players. A holistic HR Strategy must be created including all employees in the club. In this context, it is essential to work with talented people who are expert in their fields and able to act as a brand ambassador in accord with the club values and regarding the club staff and players.</p>	A-C
		<p>The club's employees should be like the owner of the brand and they should aware that they are not working at an ordinary organization. Therefore, should be worked with a result-oriented approach including professional staff and To support this approach, since the first day employees have joined the club, they should be informed about the club's historic values and goals. It is important to know the desired success that may be the result of teamwork and employees' high performance. Performance Management System should be in the center of Corporate Human Resources Performance Management Systems.</p> <p>The objectives of the club should be transformed the objectives of employees. In addition, with the objective performance appraisals done within the scope of</p>	A-D



		performance management system, employees' performance should be tracked consistently that managers should continuously support them by providing feedback and required trainings in order to show high performance.	
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At Table 4-1, when considering the statements of participants, can be stated as the 7th code of the first theme is “investment strategy” in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

At Table 4-1, according to participants A and C, human factor should be included in the center of club short-medium and long-term goals. The sustainable success of the club cannot be achieved only with players. A holistic HR Strategy must be created including all employees in the club. In this context, it is essential to work with talented people who are expert in their fields and able to act as a brand ambassador in accord with the club values and regarding the club staff and players. The club’s employees should be like the owner of the brand and they should aware that they are not working at an ordinary organization. Therefore, should be worked with a result-oriented approach including professional staff.

In order to support this approach, employees who have joined the club since the first day, it should be explained well about the club's values and goals. It is important to know the desired success that may be the result of teamwork and employees’ high performance.

On the other hand according to participant A and D, performance management system should be in the center of Corporate Human Resources Performance Management Systems. The objectives of the club should be transformed the objectives of employees. In addition, with the objective performance appraisals done within the scope of performance management system, employees’ performance should be tracked consonantly that managers should continuously support them by providing feedback and required trainings in order to show high performance.



		Moreover, employees should be motivated to generate ideas and apply these for continuous improvement. And all activities of the club should be documented with appropriate quality standards.	
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At Table 4-1, when considering the statements of participants, can be stated that “Strategies” as the first theme; “Quality Strategy” as the 8th code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

At Table 4-1, according to participants suggested that all activities in the club in accordance with general strategies and TQM philosophy should be performed as part of excellence quality model; should be aware that the desired sporting goals of the club that may only be provided the quality of services that is produced; all activities to be done by the club, should be based on continuous improvement; projects should be prepared in order to measure and improve continuously for the quality of the generated services; the quality approach of the club should not be restricted only with the quality of products and services; in accordance with quality strategy, all business processes in the club should be examined in detail and the efficiency of these processes should be developed constantly with the process management activities that is periodically performed.

The participant B expressed that those and similar strategies determined by the management should be transferred to all employees at different level and ensured the adaption of these strategies in all areas through project activities, periodic training sessions, and internal memos. Moreover, employees should be motivated to generate ideas and apply these for continuous improvement. And all activities of the club should be documented with appropriate quality standards.

Cont'd of Table 4-1			
Themes	Codes	Statements	Participants
Strategic Management	Risk Management	<p>In terms of sustainable growth and profitability, for risk management should be benefited from some systems like internal control, internal audit, and an effective financial transaction function with external independent financial reporting and independent external audit. Risk management will help to attain the goals of the club by assessing potential risks continuously (threats and obstacles towards reaching the goal) in the processes, and taking measures regarding to manage these risks.</p> <p>With a good risk management, financial-operational-strategic and misconduct risks may be controlled and opportunities of the club that will face may be defined and assessed. The Board of Directors at the beginning of each fiscal year plus including early periods should take account of basic threats and risks (relegation, losing key players at the end of contract expiry, the absence of key player, losing the fundamental financing source-lose of sponsor etc.) at least annually.</p> <p>A control mechanism should be developed in order to assess the possibility of occurring threat and possible damages if it happens. The environment of the clubs is dynamic as a NGO (non-governmental organization). It is in constant change. Dynamism and change affect the degree of uncertainty and risk that the club will face as well as reduce the managerial decision-making. This leads to organization crisis</p>	B-C

		<p>situation. Due to destructive effects of threats and crisis which come from internal and external resources, managers whose skills that cope with crisis have a vital importance for the organization. The organizational structure that will be created must be flexible to adjust the change and communication system must be within a hierarchic structure.</p> <p>Managers should have adequate knowledge and experience in the matter of monitoring environmental changes, gathering-interpreting-evaluating data related to those changes. To be able to manage crisis effectively, should be referred to methods like escaping from the crisis or solving it.</p>	
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At Table 4-1, when considering the statements of participants, can be stated as the 8th code of the first theme is “risk management” in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

At Table 4-1, the participants B and C evaluated that for risk management should be benefited from some systems like internal control, internal audit, and an effective financial transaction function with external independent financial reporting and independent external audit in terms of sustainable growth and profitability; potential risks in management processes (threats and obstacles towards reaching the goal) by assessing continuously and taking measures regarding to manage these risks that help to attain the goals of the club; with a good risk management, financial-operational-strategic and misconduct risks may be controlled and opportunities of the club that will face may be defined and assessed.

According to participants A and C, the Board of Directors at the beginning of each fiscal year plus including early periods should take account of basic threats and risks (relegation, losing key players at the end of contract expiry, the absence of key player, losing the fundamental financing source-lose of sponsor etc.) at least annually that may affect the club’s financial performance and prevent to attain financial and operational goals. A control mechanism should be developed in order to assess the possibility of occurring threat and possible damages if it happens.

The same participants emphasized that

The environment of the clubs is dynamic as a NGO (non-governmental organization) which is in constant change. Dynamism and change affect the degree of uncertainty and risk that the club will face as well as reduce the managerial decision-making. This may lead to organization crisis situation;

Due to destructive effects of threats and crisis which come from internal and external resources, managers whose skills that cope with crisis that have a vital importance for the organization;

The organizational structure that will be created must be flexible to adjust the change and communication system must be within a hierarchic structure;

In this context, managers should have adequate knowledge and experience in



the matter of monitoring environmental changes, gathering-interpreting-evaluating data related to those changes. To be able to manage crisis effectively, should be referred to methods like escaping from the crisis or solving it.



Table-4.2: The code and statements belonging to administrative management to attain sporting achievement and make it sustainable

Themes	Codes	Statements	Participants
Administrative Management	Corporate Governance	<p>The club management should be divided into two main area for an effective management as administrative and technical. Task differences of these areas should be distinguished and balance of power should be provided. Organizations/businesses do need time like in every relationship of production and profit for productivity and profitability with investment project, investment capital, and operating capital. It should be given importance of Corporate Governance.</p> <p>In the management of the club should be worked with qualified managers and sports professionals with the Board of Directors and Board of Supervisors who are technically well-educated and have a deep knowledge in the field of finance-economy-law-administrative-communications-business development in order to keep pace with the industrial transformation of football industry. Lower-level professionals should be authorized for Corporate Governance. Continuity in team squad should be ensured and accountability mechanism should be found. Should be made the members of general assembly feel as the club’s shareholders.</p> <p>Accordingly the Board of Directors should be directed and inspected by the general assembly. The rights of all stakeholders of the club (members of general assembly, supporters, employees, and suppliers) should be defined. The Board should look after</p>	A-D

		<p>stakeholders and public's interest as well as theirs. These interests at a basic level must be economic contribution to the region that provide sports opportunity for youths, train new players, build new facilities and make all sustainable. In terms of football dynamics, it must be built a strong infrastructure (facility, training and organization).</p> <p>Players who were raised in youth league that must be provided to benefit from them effectively in A team. Should be given importance of stability in coach and player changes. Must be established both internal and external player monitoring departments. The goals for stability should be planned as short-medium-long term and be attainable. Should be given importance of long-term and permanent goals.</p>	
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At Table 4-2, when considering the statements of participants, can be stated that “Club Administrative Management” as the 2nd theme; “Corporate Governance” as the 1st code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

According to participants B and C, the club management should be divided into two main area for an effective management as administrative and technical. Task differences of these areas should be distinguished and balance of power should be provided.

Organizations/businesses do need time like in every relationship of production and profit for productivity and profitability with investment project, investment capital, and operating capital.

It should be given importance of Corporate Governance. In this context, in the management of the club should be worked with qualified managers and sports professionals with the Board of Directors and Board of Supervisors who are technically well-educated and have a deep knowledge in the field of finance-economy-law-administrative-communications-business development in order to keep pace with the industrial transformation of football industry.

Lower-level professionals should be authorized in order to make corporate governance simple. Continuity in team squad should be ensured and accountability mechanism should be found.

According to participants A and D, it should be made the members of general assembly feel as the club’s shareholders. Accordingly the Board of Directors should be directed and inspected by the general assembly. The rights of all stakeholders of the club (members of general assembly, supporters, employees, and suppliers) should be defined. The Board should look after stakeholders and public’s interest as well as theirs. These interests at a basic level must be economic contribution to the region that provide sports opportunity for youths, train new players, build new facilities and make all sustainable.

They expressed that in terms of football dynamics, it must be built a strong infrastructure (facility, training and organization). Players who were raised in youth

league that must be provided to benefit from them effectively in the A team. Should be given importance of stability in coach and player changes. Must be established both internal and external player monitoring departments. The goals for stability should be planned as short-medium-long term and be attainable. Should be given importance of long-term and permanent goals



Cont'd of Table 4-2			
Themes	Codes	Statements	Participants
Club Administrative Management	Management Process	<p>In order to achieve anticipated organizational goals, managements should completely fulfill planning, organizing, leading, coordinating, and controlling functions. For this, it is needed to know what sort of work will be done, how to do those in which order, and how long will be achieved. Besides, all efforts done should be combined and integrated; should be adjusted by time; all processes should be monitored; the planned and realized results should be compared and should be taken corrective actions if applicable. It is needed to have job description forms, business processes and standards and procedures determined by management in order to be able to manage this process in a correct manner.</p> <p>The works that will be done in all activities of the club should be done based on quality approach. In a sports club, it is essential to have management procedures and standards including sporting, administrative affairs, personnel, finance, merchandising, and retailing.</p>	B-C

At Table 4-2, when considering the statements of participants, can be stated that “Club Administrative Management” as the 2nd theme; “management process” as the 2nd code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

At Table 4-2, the participants emphasized that in order to achieve anticipated organizational goals, managements should completely fulfill “planning, organizing, leading, coordinating, and controlling” functions. For this, it is needed to know what sort of work will be done, how to do those in which order, and how long will be achieved. Besides, all efforts done should be combined and integrated; should be adjusted by time; all processes should be monitored; the planned and realized results should be compared and should be taken corrective actions if applicable. It is needed to have job description forms, business processes and standards and procedures determined by management in order to be able to manage this process in a correct manner. The works that will be done in all activities of the club should be done based on quality approach. In a sports club, it is essential to have management procedures and standards including sporting, administrative affairs, personnel, finance, merchandising, and retailing.

Cont'd of Table 4-2			
Themes	Codes	Statements	Participants
Club Administrative Management	Relationships with Supporters/Fans	<p>On the one hand, supporters/fans are an important motivation factor in sporting success, on the other hand, they are an important income source by buying club licensed products and spending money in matches.</p> <p>If cannot be managed correctly, it may be a source of crisis that the club managements should cope with. It may damage the stability of managements.</p> <p>The important position of supporters that brings customer satisfaction to mind.</p> <p>In this view, this reveals new needs by changing the definition of supporters as a customer. The restructuring and redesigning of stadiums that makes them more attractive for matches. And jersey designs can be given as another example.</p> <p>As a part of universal culture, the sports is a tool to support individual, social and cross-country friendship and peace. For this, clubs should make effort to raise awareness by organizing broad social campaigns including slogans and prize competitions that tells people that score is not important. It is more important to feel the importance of applause and victory.</p>	A-D-C



		<p>Club managers avoid promoting violence and aggression that they should be far away such kind of attitudes and behaviors. Free tickets prizes should be used in the development of fair attitude instead of promoting aggression. With the fan card application, should be created and developed commitment toward the club. The dialogue between the club management and fans should be developed by organizing periodic meetings with fan representatives.</p>	
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At Table 4-2, when considering the statements of participants, can be stated that “Club Administrative Management” as the 2nd theme; “relationships with fans” as the 3rd code in order to reach sporting success and sustain it in terms of sports clubs.

At Table 4-2, the participants described the fans as on the one hand, they are an important motivation factor in sporting success, on the other hand, they are an important income source by buying club licensed products and spending money in matches. If cannot be managed correctly, it may be a source of crisis that the club managements should cope with. It may damage the stability of management.

The important position of supporters that brings customer satisfaction to mind. In this view, this reveals new needs by changing the definition of supporters as a customer. The restructuring and redesigning of stadiums that makes them more attractive for matches. And jersey designs can be given as another example.

As a part of universal culture, the sports is a tool to support individual, social and cross-country friendship and peace. For this, clubs should make effort to raise awareness by organizing broad social campaigns including slogans and prize competitions that tells people that score is not important. It is more important to feel the importance of applause and victory.

Club managers avoid promoting violence and aggression that they should be far away such kind of attitudes and behaviors. Free tickets prizes should be used in the development of fair attitude instead of promoting aggression. With the fan card application, should be created and developed commitment toward the club. The dialogue between the club management and fans should be developed by organizing periodic meetings with fan representatives.

In the research, the themes revealed at Figure 4, can be stated that “Football Management” stand out as the 3rd theme in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria.

Table-4.3: The code and statements belonging to football management theme to attain sporting achievement and make it sustainable

Themes	Codes	Statements	Participants
Football Management	Team Squad	<p>The most vital issue for every professional is to create a good team squad/structure and to make investments to ensure its continuity. A good team brings sporting success. Thus, it helps to increase brand value and the number of supporters. Sporting success also provides to benefit from football market. This investment will be done with current players who have had a preparation and training period or prospective players. Player transfer is seemed a very easy method but in case of player's inefficiency, it may cause disorder of the team squad. It also affects the club's economy negatively. Players who come to the club after completing a specific training process and period, this is the most healthy and profitable way. On the other hand, possible breaks in the education and training program carry an acceptable risk.</p>	A-E

At Table 4-3, when considering the statements of participants, can be stated that “Football Management” as the 3rd theme; “team squad” as the 1st code in order to reach sporting success and sustain it in terms of sports clubs in the light of UEFA criteria in terms of sports clubs.

At Table 4-3, all participants stated that the most vital issue for every professional is to create a good team squad/structure and to make investments to ensure its continuity. A good team brings sporting success. Thus, it helps to increase brand value and the number of supporters. Sporting success also provides to benefit from football market. This investment will be done with current players who have had a preparation and training period or prospective players. Player transfer is seemed a very easy method but in case of player’s inefficiency, it may cause disorder of the team squad. It also affects the club’s economy negatively. Players who come to the club after completing a specific training process and period, this is the most healthy and profitable way. On the other hand, possible breaks in the education and training program carry an acceptable risk.

Cont'd of Table 4-3			
Themes	Codes	Statements	Participants
Football Management	Monitoring	One of the most important activities of a sports club is to transfer the right players to professional team in the right time at lower prices.	B-D
	Players Assessment Center	<p>The most important budget item of the club is the transfer budget. In order to use this budget suited to club's values in the most appropriate way, it is required to establish a division under the name of Monitoring Players-Assessment Center to manage the process of player transferring. For this, an objective system should be developed.</p> <p>The most important criteria of selecting player is to be found those players in accord with football philosophy. In this context, there should be a football philosophy (technical, tactical, administrative etc.) that professional team will constantly apply including youth teams.</p> <p>In accordance with this philosophy, general criteria should be determined as part of coach expectations in terms of player qualifications such as character structure-technical and tactical skills-compliance skill-family structure-education level-self-development (play intelligence)-learning speed-economic and social satisfaction-age-league experience-agility etc.</p> <p>Basic qualifications that must be in a player in order to measure those, firstly, should be establish appropriate standards in accordance with grading/scoring system. Most of these</p>	

	<p>qualifications are subjective therefore should be benefited from some survey/questionnaire scales.</p> <p>Within the scope of player monitoring activities, internal and external transfer committees should evaluate the prospective players with individual skills and team compliance after the first monitoring that created a certain contentment about them.</p> <p>In the evaluation process, must be utilized from any assessment tool including measurement an evaluation methods based on anticipated criteria.</p> <p>In the scope of player evaluation, should be held a meeting with the participation of scanning-monitoring-measurement and evaluation divisions and the coach at player monitoring and assessment center after the close monitoring of transfer committee that they have had an opinion.</p> <p>In this meeting, all studies done by transfer committee that should be submitted to coach approval.</p> <p>Upon receipt of the approval of the coach, should be started to player transfers by the club promoter before the season and break period.</p>	
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At Table 4-3, when considering the statements of participants, can be stated that “Club Administrative Management” as the 2nd theme; “Monitoring Players-Assessment Center” as the 2nd code in order to reach sporting success and sustain it in terms of sports clubs.

At Table 4-3, according to participants B and D, one of the most important activities of a sports club is to transfer the right players to professional team in the right time at lower prices.

The most important budget item of the club is the transfer budget. In order to use this budget suited to club’s values in the most appropriate way, it is required to establish a division under the name of Monitoring Players-Assessment Center to manage the process of player transferring. For this, an objective system should be developed.

The most important criteria of selecting player is to be found those players in accord with football philosophy. In this context, there should be a football philosophy (technical, tactical, administrative etc.) that professional team will constantly apply including youth teams.

In accordance with this philosophy, general criteria should be determined as part of coach expectations in terms of player qualifications such as character structure-technical and tactical skills-compliance skill-family structure-education level-self-development (play intelligence)-learning speed-economic and social satisfaction-age-league experience-agility etc.

Basic qualifications that must be in a player in order to measure those, firstly, should be establish appropriate standards in accordance with grading/scoring system. Most of these qualifications are subjective therefore should be benefited from some survey/questionnaire scales. According to participants A and C, within the scope of player monitoring activities, internal and external transfer committees should evaluate the prospective players with individual skills and team compliance after the first monitoring that created a certain contentment about them. In the evaluation process, must be utilized from any assessment tool including measurement an evaluation methods based on anticipated criteria.

In the scope of player evaluation, should be held a meeting with the

participation of scanning-monitoring-measurement and evaluation divisions and the coach at player monitoring and assessment center after the close monitoring of transfer committee that they have had an opinion. In this meeting, all studies done by transfer committee that should be submitted to coach approval. Upon receipt of the approval of the coach, should be started to player transfers by the club promoter before the season and break period.

#### **III.4.1 The Comments regarding the question: “For sportive achievement what should be done and how to sustain it based on UEFA Criteria in terms of Sports Clubs Executives?”**

In terms of sports clubs, it is determined Management Strategies, Corporate Management, Football Management to reach sporting success and sustain it regarding UEFA criteria. Within these themes,

As management strategies, the definition of organization, sporting-brand-finance-marketing-communication-human resources-quality-risk management strategies,

As corporate management, corporate governance, management process and relationships with supporters/fans,

As football management, team squad, player tracking and researching committee, being a team, and youth development program. Those and similar codes were revealed.

These themes and codes which were evaluated together. The results are shown below.

#### **& Management Strategies**

For an effective club management, it is needed to have a strategic model and some strategies. To put this into practice, the organization should be defined well.

#### **The Definition of Organization**

In a strategic model, vision refers to a target in which creating a club that to be proud of its sporting achievements. Elite player development and sustainable success with scientific methods may be a mission shown in all sports activities with social cohesion and solidarity.

When defining the business philosophy of the organization, it should be



considered an understanding in the club that should be existed whatever the results to be continued to work without compensating; completed its management functions; determined its management style and approaches; developed club and football management culture; emphasizes on stability, have flexible working system (having persons and regulations that be able to do objective measurement and evaluation).

As part of setting goal, an understanding for the corporate identity must be taken up seriously based on qualified human resources with effective communication and marketing skills, high brand value and appropriate investments. However, should be permanent on the top league with sports trophies while the strengthening of the club corporate structure that should base by keeping this success.

### **Sporting Strategy**

In accordance with short and medium-term goals for the success of the club, it is needed to have appropriate staff structure suited for sporting strategies, accurate transfers, technical team stability, and strong infrastructure and facility investments. Within this strategy, some criteria should be taken into account in the formation of team squad such as the possibility of player injury, lack of performance, illness, and financial conflicts. In the league marathon to avoid these problems above, it is needed to be configured the team squad in enough and balanced structure including defense, midfield and forward players according to the coach's game plan. Each player on the basis that there is an alternative (goalkeepers have two alternatives and plus one youth player from youth team); the team squad consist of 24 players.

The structure of the professional club team should be planned for the next year at the end of each semester about the transfers of sporting strategy. Transfer committee of the club within this plan must continue to work each semester. If the financial conditions of the agreement with the players match staffing plan, transfers should be carried out during the appropriate transfer period. In all transfers, should be essential the long-term monitoring report of the transfer committee and approval of the finance, human resources and technical staff. In sporting strategies, Youth Development Program has an important place. In this program of the club, should be contributed to development of players in the region and should be a source for professional team. In this strategy, player development should be based on scientific methods; developments

of all players in that group continuously should be tracked; the implementation of the development program prepared for them must be applied. Players who have reached a sufficient level, they must participate in professional team after the approval of the technical team.

The infrastructure/facility investments of the UEFA criteria should be evaluated together with the sporting strategies. A phased development plan should be based and shall be determined in accordance with the investment strategies with financial strategies.

### **Brand Strategy**

In the direction of club goals in order to build a successful profile, the club that requires income structure must be known to be possible with a successful brand management. Solidarity in football community is really important with sporting success. To reach these goals, the club's brand must be positioned in the right way by considering club's employees, regional supporters, and the perception and feeling level throughout Turkey. For this, the brand management strategies must be prepared in accordance with the overall strategies of the company, communication strategies, and brand management plans and should be essential to raise the value of club brand in all brand management activities of the club within these plans.

Besides, the brand research shall be done periodically. When the effectiveness of all brand management activities monitoring, the resulting sporting success and strong corporate structure is integrating with successful brand strategies. The club has struggled to be a world club. It can be reached the goal of creating a global brand by gathering all community under one roof.

### **Communication Strategy**

With general strategy while reaching the projected target in order to contribute to the club's brand value and the solidarity of football community it is needed to have a communication roadmap that will create the spirit of brand/club. For this, all the resources like supporters' associations, websites, public institutions, including the press and media should be used in the most effective manner.

In line with the development of the club, the messages that are given by club representatives that should be holistic and consistent by making the communication

plans for the next year at the end of each year. The club even in the most difficult times, should make efforts for being integrative by attending to technical staff, players, employees, and fans. The brand value through effective communication strategies, should be targeted to move to the upper levels.

### **Marketing Strategy**

When reaching the club's objectives, it should be established some marketing strategies to convert the brand value, sustainable success to income structure. By achieving sporting success while brand value is increasing with business development projects, the sale of sports products and revenue partnership that should be aimed at creating a healthy revenue structure. Under the marketing strategy, it should be done marketing plans to develop the ability of generating income skills in current businesses and to create additional revenue items with commercial investments. As part of these plans, except revenue items, some activities should be planned to contribute to club's publicity and the marketing plans that created for the upcoming year should be budgeted at the end of every year. The works were done in the field of marketing that a strong financial structure should be established.

### **In the scope of Financial Strategy**

The goal set for the club, can only be achieved with a strong financial structure. The foundations of a strong financial structure can be created with an effective planning and a real sense of financial discipline. The investment plan and expenses should be done within the budget objectives and corporate principles by taking into consideration the needs of the club. Within "the principle of on-site inspection" that including UEFA financial criteria, a structure should be created based on particularly transparency and salary rates.

The Division of Finance should be focused on providing the needs of the organization and the financing plan for the future from the healthy and sustainable sources in optimum conditions. The financial strategy should be applied according to financial plans which are short (1 year), medium (3 years), and long-term (5-10) in accordance with the overall strategy of the club and its functional strategies. At the end of every year, the next year's budget should be prepared after checking the status of reaching the projected the goals within the year and evaluating with the following

year's goals by taking into consideration the financial considerations. In the functioning of the club, financial discipline should be essential.

Long-term sponsorship agreements with the fixed income sources should be done for a strong financial structure; should be given importance of sports retailing and should be provided spectators increase and they should be recorded. With sponsorship activities, advertising and marketing activities should be managed to seek new commercial opportunities.

### **Investment Strategy**

In the direction of setting goals of the club, the most accurate commercial and sporting investments should be done; the investment decisions must be compatible with the company's overall sporting and financial strategies; investments in which the company needs should be determined by relevant departments as prepared short (one year), middle (three years), and long-term plans; at the end of every season investments for the next year must be disclosed by reviewing current status of the investments; to achieve the targets and investments to be made in the best way, it is essential to make feasibility before investing; prepared plans for any investment should be evaluated in terms of contributing to financial structure and sustaining sporting achievement.

### **HR Strategy**

Human factor should be included in the center of club short-medium and long-term goals. The sustainable success of the club cannot be achieved only with players. A holistic HR Strategy must be created including all employees in the club. In this context, it is essential to work with talented people who are expert in their fields and able to act as a brand ambassador in accord with the club values and regarding the club staff and players. The club's employees should be like the owner of the brand and they should aware that they are not working at an ordinary organization. Therefore, should be worked with a result-oriented approach including professional staff.

In order to support this approach, employees who have joined the club since the first day, it should be explained well about the club's values and goals. It is important to know the desired success that may be the result of teamwork and employees' high performance.

Performance management system should be in the center of Corporate Human Resources Performance Management Systems. The objectives of the club should be transformed the objectives of employees. In addition, with the objective performance appraisals done within the scope of performance management system, employees' performance should be tracked consonantly that managers should continuously support them by providing feedback and required trainings in order to show high performance.

### **Quality Strategy**

All activities in the club in accordance with general strategies and Total Quality Management philosophy should be performed as part of excellence quality model; should be aware that the desired sporting goals of the club that may only be provided the quality of services that is produced; all activities to be done by the club, should be based on continuous improvement; projects should be prepared in order to measure and improve continuously for the quality of the generated services; the quality approach of the club should not be restricted only with the quality of products and services; in accordance with quality strategy, all business processes in the club should be examined in detail and the efficiency of these processes should be developed constantly with the process management activities that is periodically performed.

Those and similar strategies determined by the management should be transferred to all employees at different level and ensured the adaption of these strategies in all areas through project activities, periodic training sessions, and internal memos. Moreover, employees should be motivated to generate ideas and apply these for continuous improvement. And all activities of the club should be documented with appropriate quality standards.

### **Risk Management Strategy**

In terms of sustainable growth and profitability, for risk management should be benefited from some systems like internal control, internal audit, and an effective financial transaction function with external independent financial reporting and independent external audit. Risk management will help to attain the goals of the club by assessing potential risks continuously (threats and obstacles towards reaching the goal) in the processes, and taking measures regarding to manage these risks. With a good risk management, financial-operational-strategic and misconduct risks may be

controlled and opportunities of the club that will face may be defined and assessed.

The Board of Directors at the beginning of each fiscal year plus including early periods should take account of basic threats and risks (relegation, losing key players at the end of contract expiry, the absence of key player, losing the fundamental financing source-lose of sponsor etc.) at least annually. A control mechanism should be developed in order to assess the possibility of occurring threat and possible damages if it happens.

The environment of the clubs is dynamic as a NGO (non-governmental organization). It is in constant change. Dynamism and change affect the degree of uncertainty and risk that the club will face as well as reduce the managerial decision-making. This leads to organization crisis situation.

Due to destructive effects of threats and crisis which come from internal and external resources, managers whose skills that cope with crisis have a vital importance for the organization.

The organizational structure that will be created must be flexible to adjust the change and communication system must be within a hierarchic structure.

Managers should have adequate knowledge and experience in the matter of monitoring environmental changes, gathering-interpreting-evaluating data related to those changes. To be able to manage crisis effectively, should be referred to methods like escaping from the crisis or solving it.

### **& Club Administrative Management / Corporate Governance**

The club management should be divided into two main area for an effective management as administrative and technical. Task differences of these areas should be distinguished and balance of power should be provided. Organizations/businesses do need time like in every relationship of production and profit for productivity and profitability with investment project, investment capital, and operating capital.

It should be given importance of Corporate Governance. In this context, in the management of the club should be worked with qualified managers and sports professionals with the Board of Directors and Board of Supervisors who are technically well-educated and have a deep knowledge in the field of finance-economy-law-administrative-communications-business development in order to keep pace with

the industrial transformation of football industry.

Lower-level professionals should be authorized in order to make corporate governance simple. Continuity in team squad should be ensured and accountability mechanism should be found.

It should be made the members of general assembly feel as the club's shareholders. Accordingly the Board of Directors should be directed and inspected by the general assembly. The rights of all stakeholders of the club (members of general assembly, supporters, employees, and suppliers) should be defined. The Board should look after stakeholders and public's interest as well as theirs. These interests at a basic level must be economic contribution to the region that provide sports opportunity for youths, train new players, build new facilities and make all sustainable.

In terms of football dynamics, it must be built a strong infrastructure (facility, training and organization). Players who were raised in youth league that must be provided to benefit from them effectively in the A team. Should be given importance of stability in coach and player changes. Must be established both internal and external player monitoring departments. The goals for stability should be planned as short-medium-long term and be attainable. Should be given importance of long-term and permanent goals.

### **Management Process**

In order to achieve anticipated organizational goals, managements should completely fulfill planning, organizing, leading, coordinating, and controlling functions. For this, it is needed to know what sort of work will be done, how to do those in which order, and how long will be achieved. Besides, all efforts done should be combined and integrated; should be adjusted by time; all processes should be monitored; the planned and realized results should be compared and should be taken corrective actions if applicable. It is needed to have job description forms, business processes and standards and procedures determined by management in order to be able to manage this process in a correct manner. The works that will be done in all activities of the club should be done based on quality approach. In a sports club, it is essential to have management procedures and standards including sporting, administrative affairs, personnel, finance, merchandising, and retailing.

## **Relationships with Supporters/Fans**

On the one hand, the fans who are an important motivation factor in sporting success, on the other hand, they are an important income source by buying club licensed products and spending money in matches. If cannot be managed correctly, it may be a source of crisis that the club managements should cope with. It may damage the stability of management.

The important position of supporters that brings customer satisfaction to mind. In this view, this reveals new needs by changing the definition of supporters as a customer. The restructuring and redesigning of stadiums that makes them more attractive for matches. And jersey designs can be given as another example.

As a part of universal culture, the sports is a tool to support individual, social and cross-country friendship and peace. For this, clubs should make effort to raise awareness by organizing broad social campaigns including slogans and prize competitions that tells people that score is not important. It is more important to feel the importance of applause and victory.

Club managers avoid promoting violence and aggression that they should be far away such kind of attitudes and behaviors. Free tickets prizes should be used in the development of fair attitude instead of promoting aggression.

With the fan card application, should be created and developed commitment toward the club. The dialogue between the club management and fans should be developed by organizing periodic meetings with fan representatives.

## **& Football Management**

The most vital issue for each professional club is to create a good team squad/structure and to make investments to ensure its continuity. Because a good team brings sporting success. Thus, it helps to increase brand value and the number of supporters. Sporting success also provides to benefit from football market.

### **Team Squad**

This investment will be done with current players who have had a preparation and training period or prospective players. Player transfer is seemed a very easy method but in case of player's inefficiency, it may cause disorder of the team squad. It also affects the club's economy negatively. Players who come to the club after



completing a specific training process and period, this is the most healthy and profitable way. On the other hand, possible breaks in the education and training program carry an acceptable risk.

### **Player Tracking and Assessment Center**

One of the most important activities of a sports club is to transfer the right players to professional team in the right time at lower prices.

The most important budget item of the club is the transfer budget. In order to use this budget suited to club's values in the most appropriate way, it is required to establish a division under the name of Monitoring Players-Assessment Center to manage the process of player transferring. For this, an objective system should be developed.

The most important criteria of selecting player is to be found those players in accord with football philosophy. In this context, there should be a football philosophy (technical, tactical, administrative etc.) that professional team will constantly apply including youth teams.

In accordance with this philosophy, general criteria should be determined as part of coach expectations in terms of player qualifications such as character structure-technical and tactical skills-compliance skill-family structure-education level-self-development (play intelligence)-learning speed-economic and social satisfaction-age-league experience-agility etc.

Basic qualifications that must be in a player in order to measure those, firstly, should be establish appropriate standards in accordance with grading/scoring system. Most of these qualifications are subjective therefore should be benefited from some survey/questionnaire scales. Within the scope of player monitoring activities, internal and external transfer committees should evaluate the prospective players with individual skills and team compliance after the first monitoring that created a certain contentment about them.

In the evaluation process, must be utilized from any assessment tool including measurement an evaluation methods based on anticipated criteria. In the scope of player evaluation, should be held a meeting with the participation of scanning-monitoring-measurement and evaluation divisions and the coach at player monitoring

and assessment center after the close monitoring of transfer committee that they have had an opinion. In this meeting, all studies done by transfer committee that should be submitted to coach approval. Upon receipt of the approval of the coach, should be started to player transfers by the club promoter before the season and break period.

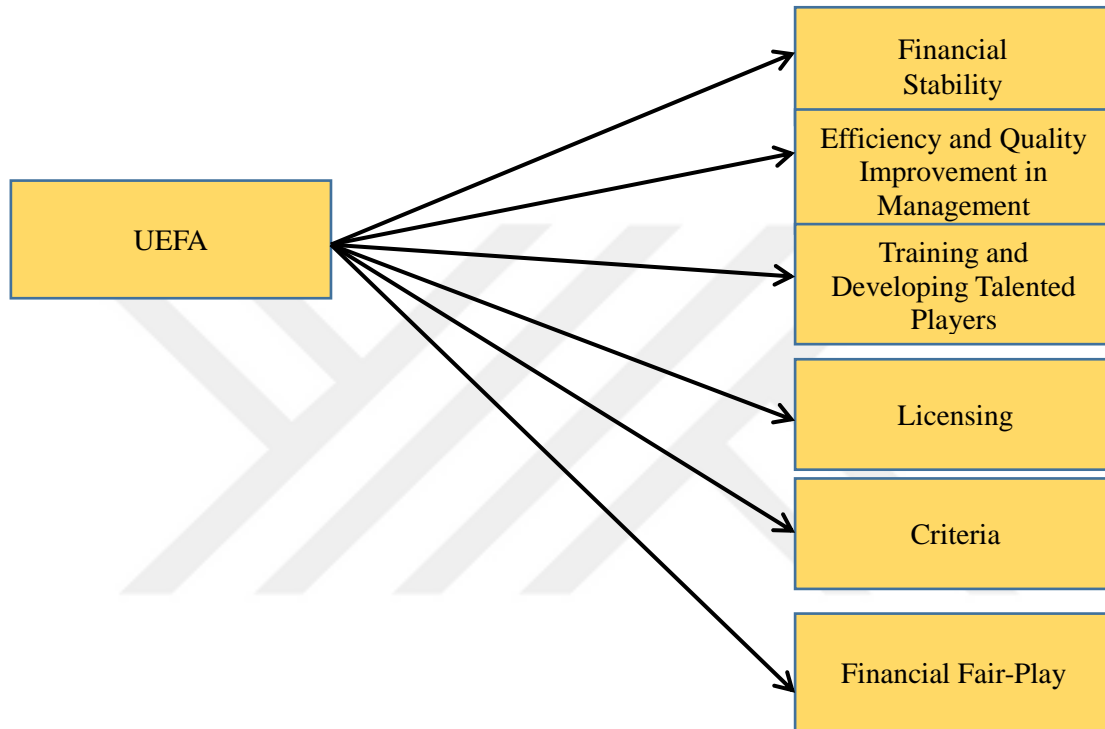


## SECTION FOUR

### IV RESULT and SUGGESTIONS

#### IV.I Result (Theoretical Implication)

##### IV.1.1 The Define of UEFA Criteria in Terms of Goals and Functions



**Figure-2:** Based on the research findings, the themes of UEFA goals and functions

UEFA has determined a number of criteria in 2000, has published them as directions, and has sent them to member associations in order to develop leadership and controlling functions, to provide financial stability, raise reliability, to develop tools for a better finance management, to enhance the quality and efficiency in club management, to improve facilities, to foster the training of youth players and to ensure the applications that provide a positive impact on the other sub-league teams.

It is evaluated that UEFA gives weight to professionalism in effort to provide efficiency in management in the face of increasing commercial importance of the clubs.

Thanks to these professionals, the stability and efficiency in management will increase and enable to provide a professional management climate.

For the theme of raising skillful players that the most important asset of a football club is qualified players and must be struggled to raise these players. This is an important source of the survival of the club that is understood that is more prior than other revenue sources.

It is needed to improve the quality standards with the main factors that compose the football game and that can be fulfilled under the name of club licensing system by means of a control mechanism.

UEFA has imposed on member associations to bring a licensing system that compels to audit the clubs' financial structure and transactions and UEFA has declared to put into effect it since 2004/05 season.

The participants stated that that UEFA has asked the implementation of these criteria with the licensing system and these criteria basically compose of infrastructure-facility, personnel-administrative, legal, and financial.

**Generally speaking, as mentioned these criteria:**

**Sporting criteria:**

The criteria towards the goal of promoting mutual understanding between the authorities (players, referees, technical trainers and officials) in order to make great effort to youths' academic and sports education, to hire qualified technical trainers for this purpose, and to place fair-play in the playing field and outside.

**Infrastructure criteria:**

The criteria towards the goal of building stadiums and training facilities in order to enable players to develop their skills and enable press members to fulfill their duties in a regular and appropriate environment, to enable to spectators to watch matches in a safe and comfortable environment throughout Turkey and Europe in terms of equipment, cleaning, and reaching the facilities in equal standards.

**Personnel and administrative criteria:**

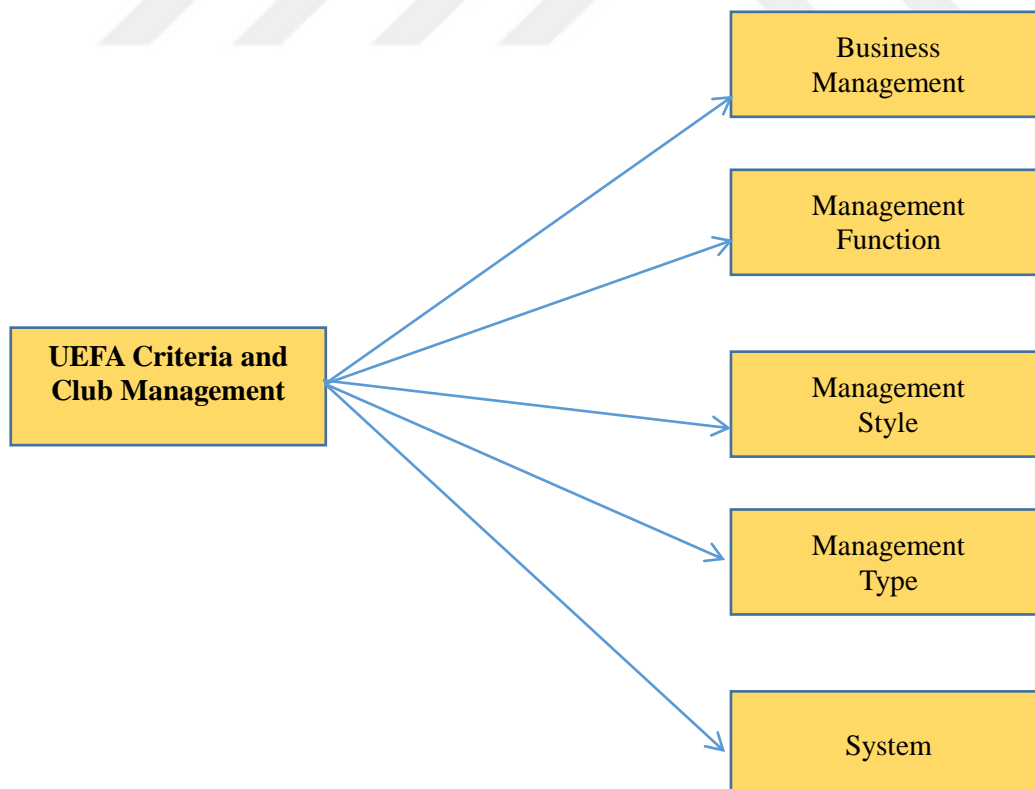
The criteria towards the goal of hiring the qualification and well-educated professionals who have specific background and knowledge, benefiting from the professional services for security issues, to be trained all teams by qualified trainers in

terms of sporting success and providing medical support to all teams as a result of increasing commercial importance of the clubs.

Financial criteria and Financial Fair Play : The criteria towards the goal of enhancing the transparency and credibility with the economic and financial capacity of the clubs, ensuring the continuity of national and international tournaments, caring about investors, and placing financial fair-play.

In addition to UEFA criteria, UEFA has targeted a new restructuring to reach healthy and sustainable financial structures for the clubs with the name of "Financial Fair-Play" in 2012. With these regulations which mean to discipline the clubs' financial structures, they cannot give deficit in their budget by spending over revenues as well as the club owners and managers cannot put their hands in their pockets no longer because the one of the major aims of Financial Fair-Play is to prevent the external funds to transfer into football so that will not be allowed to unbalanced and unfair competition between the clubs.

#### IV.1.2 The relationship between UEFA Criteria and Club Management :



**Figure-3** Based on the research findings, the themes of UEFA criteria and club management

UEFA criteria are generally designed to gather some elements together belonging to a business and that is elaborated to provide its continuity.

Businesses are production units that have some purposes like obtaining profit, serving the society, maintaining the life of the business by bringing production factors together in a systematic and planned way.

Managements as selected who claim to manage the club, they should make efforts to use the current resources (labor, money, time, materials, land etc.) effectively as their first primary purpose in order to attain planned goals given in a certain period of time,

The most important point for clubs management is to struggle to manage the club's resources (labor, money, time etc.) more effectively; full implementation of the UEFA's sporting and infrastructure criteria and training skillful players are as equivalent as generating economical resources. It is reached the conclusion that sports clubs operate in sports industry as a business that should be managed in the light of UEFA criteria in accordance with business general principles.

Business management even in a nonprofit organization should be in the implementation effort consciously for planning, organizing, leading, coordinating and controlling activities and internal resources like personnel and equipment and external resources like market, raw materials, and loan capital in order to attain organizational goals in an effective and efficient way. They said that management functions that consist of one or more variant are realized while these activities are fulfilled.

Several functions while businesses are fulfilling their operations and realizing their goals. Even though these business functions are generally categorized by Management, Finance, Marketing, and Production, they cannot be sufficient. For this reason, additionally Human Resources, Accounting, Research and Development, and Public Relations must be considered as business support functions.

The management function among other business functions is a process that is planning, organizing, leading, and controlling HR and other business resources to reach organizational goals.

Within today's competitive environment, in order to fulfill the organizations' functionality completely, it is important to enable employees in an organization that

they work efficiently and effectively. For this, in the organizations, the integration between employers and organizational structure, technology, management style and organizational culture plays a crucial role.

In addition to this, it is understood that democratic leadership style that tends to share management authority with employees and decentralized management that enables to shift the management authority to the lower levels that both should be internalized more.

High quality of people, work, and organizational structure can be a competitive edge; it is needed to have a management that does not change from person to person within a hierarchic organizing structure for the discipline with job-person matching and determining the duty and responsibility areas in advance by benefiting from the available resources in a maximum level for the realization of the goals of the organization.

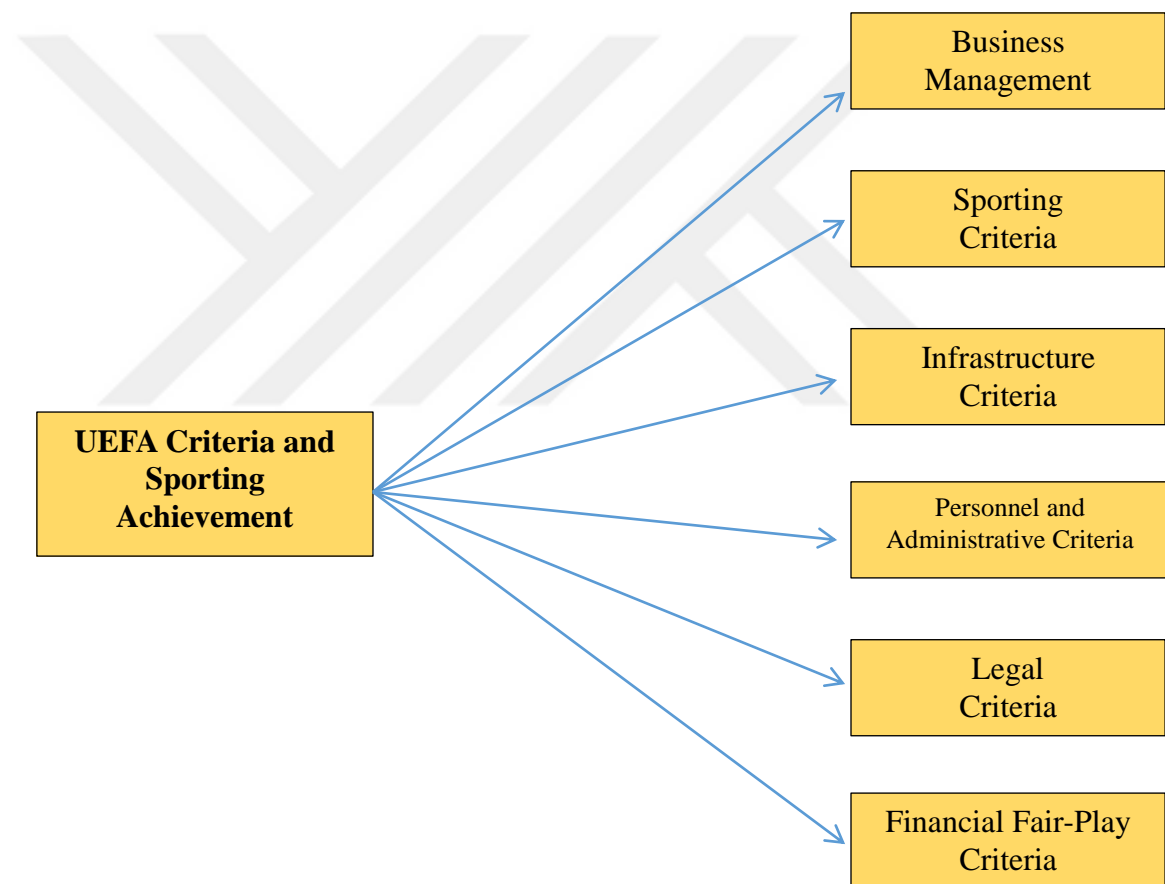
It is important to place the belief that productivity shall be increased through standardization work, using of resources properly, creation of administrative and sporting staff in a specialized job-sharing, and creation of written rules in the organization. Managers and employees should act in accordance with these rules.

It is important to benefit from strategic management while using of business resources in order to organize the relationship between the club and its environment and to gain competitive advantage; it is important to pay attention to internal and external conflicts that come out temporarily without disturbing the existing balances in the organization and if does not affect the decision-making process negatively; it is emphasized that crisis can be derived from negative effects like lack of sporting coordination, lack of plan, existing different value systems, and organizational conflicts; it is possible to talk about crisis that causes anxiety, stress or panic in many unexpected situation.

Every organization should require to have a system and sub-system. It is accepted that sports associations are social systems and It is thought that some specific situations, cases, and developments would be used as analyzing input-process-output-feedback elements in management models. "A unified structure which is consisting of specific parts, relevant to each other and contained in some relations with its parts

among external environment” that should be developed in a system theory approach. Organization should be considered as an open system that interact with its environment. Within this approach, a system approach is needed to have teamwork and continues improvement. Thus, it is understood that sports clubs operate in sports industry as a business that should be managed in the light of UEFA criteria in accordance with business general principles.

#### IV.1.3 The relation between UEFA Criteria and Sportive Achievement :



**Figure-4** The relationship between UEFA criteria and sporting achievement

UEFA has published UEFA criteria in order to protect football’s sustainability and viability in a long term. Of those criteria; sporting criteria refers labor (raising



player) that how it should be used effectively; infrastructure refers land (providing a safe and well-equipped facilities to players, spectators, and press) that how it should be arranged; financial criteria refer capital (the audit and control of financial statements) that how it should be developed; personnel and administrative criteria refer enterprise criteria (having a proper management and organization level) that explain the basic principles; and legal criteria that underline the legal borders of all works and sporting organizations should be based on legal grounds.

Regarding the theme of Sporting Criteria; UEFA Sporting Criteria consist of Youth Development Program, Youth Teams, Players' Physical Examination, and Players' Registration, Signing a Contract with Professional Players, Referring and Laws of the Game, The Racial-Ethnic Fairness. Those help to make youth players more qualified that they are the raw material of football as a production process and determine the laws of the game.

Sporting criteria also clear up some issues particularly the philosophy and structure of youth development departments, infrastructure facilities to be used, minimum requirement and qualifications for technical, medical, and administrative staff, medical support and financial resources. It indicates what should be done in order to train qualified players. However, in these criteria there is no explanation or detail how to train qualified players. This responsibility is given to clubs managers and technical staff. These criteria make the road map a current issue to be needed to succeed.

Regarding the theme of Sporting Infrastructure Criteria; those criteria include stadiums where matches will be playing, providing the standards and securities of these stadiums, training facilities and minimum standards of using these facilities. The primary purpose of these criteria is to create a safe and well-equipped facility to players, press, and spectators. These facilities which undertake as a platform task in the sports industry's advertising and sponsorship revenues, at the same time they are a place where fans, clubs management, and players become one body together.

Training facilities, having high quality standards, are an important parameter for training skillful players and their health. Qualitative stadiums which have critical value; acoustic and visual specifications that help to get more fan support and sporting

achievement especially matches played at home.

Regarding the theme of Personnel and Administrative criteria; with those criteria UEFA has tried to describe the personnel's generic and specific qualifications that they will be served in this task hierarchy with organizational chart in which required areas in order to have appropriate management and organizational level. These characteristics are explained with tasks to be performed. In one sense, has drawn the general framework of the tasks to be performed.

From (**Hacı Murat SAHİN,2009**) thesis supported this idea : the economic stability and the budgets of clubs affects their achievements in the league. Professional soccer clubs should have educated and professional executives, instead of remunerative executives.

Within this context, personnel and administrative criteria are divided into three divisions that to be reached appropriate management and organizational level of sporting structure. In the administrative management of the clubs; there are club secretariat, general manager, financial, media, supporter liaison and security officers with club licensing and financial fair-play system officer, in the management of sporting structure; there are first squad team and youth development coach and assistant coaches with health professionals such as medical doctor, physiotherapist and masseur, in the management of sporting organization; there are accreditation-stadium-ticket officers with ethical officer. It is defined the rights and tasks of those personnel.

Regarding the theme of Legal Criteria; UEFA Legal Criteria constitutes the legal basis in order to carry out the sporting organization's continuity regularly in equal competitive conditions. With the purpose of providing the organization's continuity on a legal basis, those criteria cover to comply with the licensing system published by UEFA; legal information should be given as minimum; legal group structure; co-reporting bodies and reporting framework based on charter or corporation bylaws in terms of sports clubs with the license applicant position.

Regarding the theme of Financial Criteria; the license applicant who wishes to participate in sports organizations with UEFA Financial Criteria that economic and financial structure of the license applicant must be in the competitive level. The license applicant should have control mechanisms that enabling its capital structure and

making it sustainable.

Economic and financial situation of a company is the most important barometer and provides the possibility to predict the future of these businesses. Sports businesses must take account of their transfer and other revenue items when planning short and long-term activities. In sports clubs, the annual balanced budget must be a minimum goal to reach in order to prevent possible risks for next management teams.

Economic and financial situation as the most important step of sporting success that must be solid and support sporting goals. In a transfer spending over budget revenues with the projection of being champion, a revenue source should be considered to make the budget balance in case of a sporting failure. Otherwise, this is evaluated that may create serious risks for the sustainability of the organization by disrupting the company's balances. In addition to this, UEFA financial criteria are an important checklist for a sustainable structure in terms of clubs. It is required to know that there is a cost of accessing the European Cup as well as its money income by participating in it.

**IV.1.4 For sportive achievement what should be done and how to sustain it based on UEFA Criteria :**

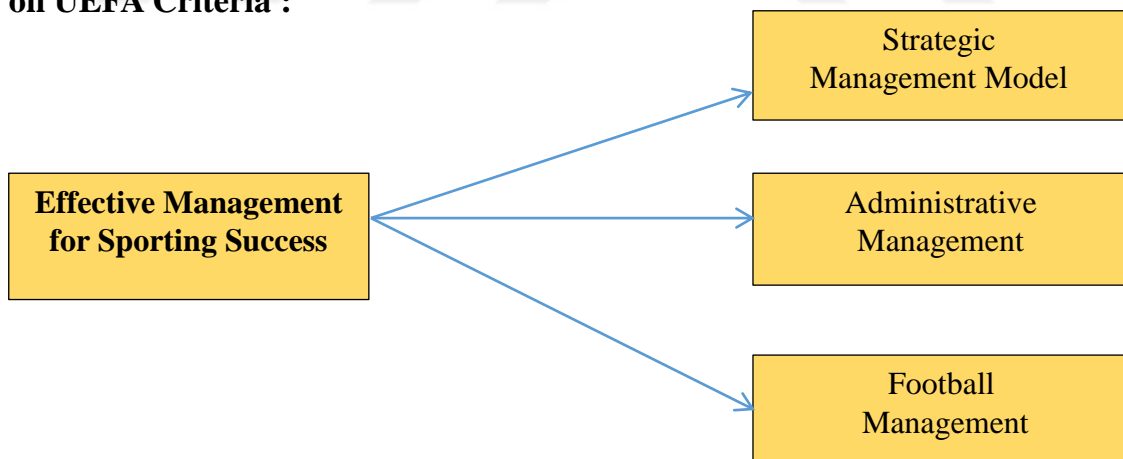


Figure-5 In the light of UEFA criteria, the themes revealed to reach sporting success and sustain it

In terms of sports clubs, it is determined Management Strategies, Corporate Management, Football Management to reach sporting success and sustain it regarding

UEFA criteria. Within these themes,

### **& Management Strategies**

For an effective club management, it is needed to have a strategic model and some strategies. To put this into practice, the organization should be defined well.

#### **The Definition of Organization :**

In a strategic model, vision refers to a target in which creating a club that to be proud of its sporting achievements. Elite player development and sustainable success with scientific methods may be a mission shown in all sports activities with social cohesion and solidarity.

When defining the business philosophy of the organization, it should be considered an understanding in the club that should be existed whatever the results to be continued to work without compensating; completed its management functions; determined its management style and approaches; developed club and football management culture; emphasizes on stability, have flexible working system (having persons and regulations that be able to do objective measurement and evaluation).

#### **Sporting Strategy :**

In accordance with short and medium-term goals for the success of the club, it is needed to have appropriate staff structure suited for sporting strategies, accurate transfers, technical team stability, and strong infrastructure and facility investments. Within this strategy, some criteria should be taken into account in the formation of team squad such as the possibility of player injury, lack of performance, illness, and financial conflicts.

The structure of the professional club team should be planned for the next year at the end of each semester about the transfers of sporting strategy. Transfer committee of the club within this plan must continue to work each semester. If the financial conditions of the agreement with the players match staffing plan, transfers should be carried out during the appropriate transfer period.

In all transfers should be essential the long-term monitoring report of the transfer committee and approval of the finance, human resources and technical staff.

The infrastructure/facility investments of the UEFA criteria should be evaluated together with the sporting strategies. A phased development plan should be based and

shall be determined in accordance with the investment strategies with financial strategies.

**Communication Strategy :**

With general strategy while reaching the projected target in order to contribute to the club's brand value and the solidarity of football community it is needed to have a communication roadmap that will create the spirit of brand/club. For this, all the resources like supporters' associations, websites, public institutions, including the press and media should be used in the most effective manner.

**Marketing Strategy :**

When reaching the club's objectives, it should be established some marketing strategies to convert the brand value, sustainable success to income structure. By achieving sporting success while brand value is increasing with business development projects, the sale of sports products and revenue partnership that should be aimed at creating a healthy revenue structure. Under the marketing strategy, it should be done marketing plans to develop the ability of generating income skills in current businesses and to create additional revenue items with commercial investments.

**In the scope of Financial Strategy :**

The goal set for the club, can only be achieved with a strong financial structure. The foundations of a strong financial structure can be created with an effective planning and a real sense of financial discipline. The investment plan and expenses should be done within the budget objectives and corporate principles by taking into consideration the needs of the club. Within "the principle of on-site inspection" that including UEFA financial criteria, a structure should be created based on particularly transparency and salary rates.

The Division of Finance should be focused on providing the needs of the organization and the financing plan for the future from the healthy and sustainable sources in optimum conditions. The financial strategy should be applied according to financial plans which are short (1 year), medium (3 years), and long-term (5-10) in accordance with the overall strategy of the club and its functional strategies.

**HR Strategy :**

Human factor should be included in the center of club short-medium and long-

term goals. The sustainable success of the club cannot be achieved only with players. A holistic HR Strategy must be created including all employees in the club. In this context, it is essential to work with talented people who are expert in their fields and able to act as a brand ambassador in accord with the club values and regarding the club staff and players.

Performance management system should be in the center of Corporate Human Resources Performance Management Systems. The objectives of the club should be transformed the objectives of employees. In addition, with the objective performance appraisals done within the scope of performance management system, employees' performance should be tracked consonantly that managers should continuously support them by providing feedback and required trainings in order to show high performance.

**Quality Strategy :**

All activities in the club in accordance with general strategies and Total Quality Management philosophy should be performed as part of excellence quality model; should be aware that the desired sporting goals of the club that may only be provided the quality of services that is produced; all activities to be done by the club, should be based on continuous improvement; projects should be prepared in order to measure and improve continuously for the quality of the generated services; the quality approach of the club should not be restricted only with the quality of products and services; in accordance with quality strategy, all business processes in the club should be examined in detail and the efficiency of these processes should be developed constantly with the process management activities that is periodically performed.

**Risk Management Strategy :**

In terms of sustainable growth and profitability, for risk management should be benefited from some systems like internal control, internal audit, and an effective financial transaction function with external independent financial reporting and independent external audit. Risk management will help to attain the goals of the club by assessing potential risks continuously (threats and obstacles towards reaching the goal) in the processes, and taking measures regarding to manage these risks. With a good risk management, financial-operational-strategic and misconduct risks may be controlled and opportunities of the club that will face may be defined and assessed.

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The club management should be divided into two main area for an effective management as administrative and technical. Task differences of these areas should be distinguished and balance of power should be provided. Organizations/businesses do need time like in every relationship of production and profit for productivity and profitability with investment project, investment capital, and operating capital.

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One of the most important activities of a sports club is to transfer the right players to professional team in the right time at lower prices.

The most important budget item of the club is the transfer budget. In order to use this budget suited to club's values in the most appropriate way, it is required to establish a division under the name of Monitoring Players-Assessment Center to manage the process of player transferring. For this, an objective system should be developed.

The most important criteria of selecting player is to be found those players in accord with football philosophy. In this context, there should be a football philosophy (technical, tactical, administrative etc.) that professional team will constantly apply including youth teams.

## **IV.2 Results are given about Research Objective and Hypothesis of Research;**

### **IV.2.1 Results are given about Research Objective**

1. The Primary goal of this research is conducted to identify "How can be



defined the effects of UEFA criteria on managing of the professional Football Clubs effectively and efficiently to provide the sporting success and identifying the recommendations to make sporting success sustainable. ? :

With regarding this objective, It is understood that :

a. This study has revealed that only applying the UEFA criteria was not enough for the stability of the organization for a long time and its sports success, so those criteria need to be supported with the business principles.

b. To determine the success of application of UEFA criteria in the clubs and the success in sports the institutionalization and a different research on management models need to be performed.

c. The club sources such as productive power/Money/time/material and the usage of institutions effectively as in other corporate companies should be provided.

d. The strategic and tactical planning on the responsibilities of the technical board directing the football team, their goals and how to fulfill those goals should be determined and applied by the board of directors.

2. The other objectives of this study is that The frame of the level of the reach of the sports industry in the world and UEFA criteria, “How should the management model be like to be able ongoing success in sport clubs.”

With regarding the other objective, It is understood that :

a. With this study UEFA criteria give information about managing a sports organization but they do not give any suggestions on how and which management styles can be used. The responsibility of management styles are given to clubs.

b. To be able to apply UEFA criteria fully and correctly, the authorities in the clubs should work by getting the relation between sports and science as reference first in their own organization,

- they also need to work on footballers, technical staff personnel management and board of directors impacting sports success,

- with the structure of organization on planning organizational goals/putting them into action and controlling the actions,

- by taking into consideration of fans and other environmental factors, they should work on marketing/product development and efficiency adjustments.

c. The club management as administration and football management should be seen as a field requiring expertise and the executive management department should include professionals who are trained as specialists and experienced in their own field.

d. To be able to talk about an effective internal control system a few written texts about explaining the responsibilities of staff, financial reports and a determined budget system will be required for the principle of Differentiation of Duties. After these preparations are completed, support can be asked from the Professional Consultant Companies to determine the effectiveness of management in the club

#### **IV.2.2 Below Results are given about Hypothesis of Research;**

**H1.** The implementation of UEFA criteria with licensing system give the sports Clubs weight to professionalism, financial stability, and reliability in effort to provide efficiency in management :

The up level members of sports club have enough information about UEFA Criteria and philosophy. With the introduction of such philosophy mean that

- Enhancing the financial and economic capacities of the clubs,
  - Rising their transparency and reputation,
  - Fostering the institutionalization,
  - Improving the management structure,
  - Proving to survive through the next season with control of the annual financial, structure of the clubs,
  - Increasing the clubs' competitive power of the national and international,
- Protecting the clubs' receivables.

Thus, it is expressed that can be obtained continuity and success in management with strengthening the economic and financial structure of the clubs, raising their transparency and reliability, and protecting their outstanding receivables.

It is needed to improve the quality standards with the main factors that compose

the football game and that can be fulfilled under the name of club licensing system by means of a control mechanism.

On these explanation are corrected by the UEFA Club Licensing and Financial Fair play regulation, edition 2014.

**H2** : There is a positive relationship between UEFA criteria objective and functions and in Sports Club' Management :

It is reached the conclusion that sports clubs operate in sports industry as a business that should be managed in the light of UEFA criteria in accordance with business general principles.

UEFA criteria are generally designed to gather some elements, Labor-money-time-material-land, together belonging to a business and that elaborated to provide its continuity.

The most important point for clubs management is to struggle to manage the club's resources (labor, money, time etc.) more effectively.

Business Management even in a non-profit organization should be in the implementation effort for planning-organizing-leading-coordinating and controlling activities. Management function, management-finance-marketing and production cannot be sufficient For this reason additionally HR, Accounting-Public Relation-Management Style and have a system, input-process-output-feedback must be considered as a support functions.

The clubs, participated in UEFA leagues in the last 5 years were managed business principles and strategic management model because the between Club management and UEFA criteria should have a good correlation in the base of system..

When we look at the last five years competitions from 2011 to 2015 in UEFA (APPX-1) we can see the successful clubs in the same place which means that Sportive Success creates a brand valuable and a valuable revenue of clubs (APPX- 2 )

It is understood that the sports club performing of UEFA criteria have to implement a strict finance plan. These mean that If you don't have any systems of your clubs like a professional management you can not success to go in the European League. Sports Clubs Which perform of UEFA Criteria and success in national league participate in European Champion and European League

**H3:** There is a positive relationship between an Integration of UEFA Criteria in Sports Clubs and their success in the UEFA European League :

In general, as being an industrial part, the football clubs for their survival that need more well-educated players, supporters, financial resources, sportive facilities, and proper management structure and organizational chart.

It is needed to bring those elements similar to production factors together like in a business in a planned and systematic way that labor (skilled player), capital (economic resource), land (sports facilities), and enterprise (club management). Because of UEFA criteria, sporting criteria refers labor, infrastructure refers land, financial criteria refer capital, Personnel and administrative criteria refer enterprise and legal criteria refers legal border of all works and sporting organization should be based on legal. So If you obey UEFA criteria exactly, you can find the good road map to success and be sustainability in your organizations.

**H4.** For sportive achievement what should be done is that it is determined Management Strategies, Corporate Management, First Squad Team, and Youth Development Management to reach sporting success and sustain it regarding UEFA criteria :

Within these themes, as management strategies, the definition of organization, sporting-brand-finance-marketing-communication-humanresources-quality-risk management strategies should be clear; as corporate management, corporate governance, management process and relationships with supporters/fans should be designed; as football management, team squad, player tracking and researching committee, being a team, and youth development program should be organized and controlled in a systematic way.

### **IV.3 Practical Implication**

During the process we faced some challenges such as;

1. The textbook called `The criteria of UEFA` is the only source including the general regulations which need to be applied by the club authorities in order to create the specific standards in equality principle for the clubs in European leagues. Yet, in this textbook there is no suggestion how to apply the general regulations and in which management styles they will be applied easily. That's Why, we need to provide

different sources to get more information on suggestions for the application process of these regulations.

2. Since the answers given by the chief executive officers in the clubs chosen as subjects did not meet the information given in the textbook people had questions in their minds whether this information is correct or not.

3. There are not many clubs which apply the regulations as in the way given in the textbook. Moreover, there are not many experienced chief executive officers in management group.

4. Even though the chosen clubs as subjects had big steps on institutionalization the chief executive officers are not eager to give information on club applications. They also need to get permission from the chief of the board of directors because of lacking the transparency and giving initiative.

5. Some chief executive officers chosen as subjects in the clubs did not like to answer the questions directly during the interviews because they preferred to get ready for the interview according to the information given in the textbook. They seem not to be confident enough on their knowledge and experience.

#### **IV.4 Future Research Direction and Suggestions**

1.If the researchers inquiring the application of UEFA criteria use questionnaires by contacting with more subjects it will be possible to get more trustworthy results.

2.The goals for the strategic management system should be planned as short/mid/long terms and they also need to be direct and clear to be understood. Moreover, The strategies of (sports/finance/communication/brand and so on) should be well adjusted with these goal .

3. It has been realized that sports success is the most important factor and this gives positive contributions to the power and the quality of the club providing economical source. (APPX-1)

4.Taking into consideration of training Professional sportsmen/women in the infrastructure section where the club can get the most important source will not only give opportunity to the sports criteria among UEFA criteria, but also have positive contributions to sports success.

5. Providing professional people who are experts in executive management will also create positive contributions during the period of adaptation of UEFA criteria and stability of those criteria. From (**Hacı Murat SAHİN,2009**) thesis supported this idea : the economic stability and the budgets of clubs affects their achievements in the league and Professional soccer clubs should have educated and professional executives, instead of remunerative executives.

6. Planning/Organizing/directing and controlling which are important actions in club management as well as in business management should be highly emphasized. However, not only finance/marketing/Human Resources/Human Relations but also crises and problem solving/risk management/total quality management and relations with fans which take place in the functions of managing the business should be taken into consideration.

7. Taking Sport Economy/Sport Psychology/ Sport Law and Sport Sociology as ground principles of Sport Science in Sports Management as well as Medicine/Biomechanics/Training Science/Pedagogy/Psychology and Sociology in development of skills of footballers as references will increase the effectiveness of the work done.

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**APPX-1**

## UEFA Ranking for Club Competitions Revenue

(Resource :<http://uefa.com/memberassociations/uefarankings/club/index.html>)

Line	Clubs	Years					Total
		11/12	12/13	13/14	14/15	15/16	
1	Real Madrid CF.	36.171	29.542	39.600	33.042	31.014	169.371
2	FC Bayern München	33.050	36.585	29.942	31.171	29.171	159.921
3	FC Barcelona	34.171	27.542	28.600	38.042	30.014	158.371
4	Atletico de Madrid	34.171	13.542	37.600	26.042	27.014	138.371
5	Chelsea	33.050	30.285	28.357	23.714	20.650	136.056
6	SL Benfica	23.366	28.350	30.983	9.816	24.066	116.583
7	Paris Saint-Germain	9.100	27.350	26.700	23.183	26.216	112.549
8	Borussia Dortmund	10.050	33.585	24.942	21.171	20.171	109.921
9	Juventus	2.271	25.883	25.883	32.800	20.300	107.087
10	Arsenal FC.	22.050	21.285	21.357	22.714	17.650	105.056
11	Manchester City FC	20.050	10.285	22.357	17.714	26.650	97.056
12	Valenciya	25.171	22.542	26.600	4.042	18.014	96.371
13	FC Schalke	20.050	22.585	18.942	20.171	14.171	95.921
14	FC Zenit	19.950	14.950	18.083	18.933	21.300	93.216

15	FC Porto	12.366	22.350	17.983	26.816	13.066	92.583
16	SSC Napoli	21.271	8.883	18.833	25.800	15.300	90.087
17	Bayer 04 Leverkusen	19.050	12.585	18.942	21.171	17.171	88.921
18	Sevilla FC	5.671	3.542	26.600	32.042	20.014	87.871
19	FC Basel 1893	20.200	17.675	20.440	16380	13.060	87.775
20	Manchester United FC	16.050	21.285	26.357	2.714	15.650	82.056

How to read the ranking : The club coefficient rankings are based on the results of clubs competing in the five previous seasons of the UEFA Champions League and UEFA Europa League. The rankings determine the seeding of each club in all UEFA competition

Forbes' list of the most valuable football clubs

Ranking as of 6 MAY 2015

**APPX-2/1**

Rank	Team	Value (\$M)	Debt as % of Value	Revenue (\$M)
1	Real Madrid	3.260	4	746
2	Barcelona	3.160	3	657
3	Manchester United	3.100	20	703
4	Bayern Munich	2.350	0	661
5	Manchester City	1.380	0	562
6	Chelsea	1.370	0	526
7	Arsenal	1.310	30	487
8	Liverpool	982	10	515
9	Juventus	837	9	379
10	Milan	775	44	339
11	Borussia Dortmund	700	6	355
12	Paris Saint Germain	634	0	643
13	Tottenham Hotspur	600	9	293
14	Schalke 04	572	0	224
15	Internazionale	439	56	222
16	Atletico Madrid	436	53	231
17	Napoli	353	0	224
18	Newcastle United	349	0	210
19	West Ham United	309	12	186

Forbes' list of the most valuable football clubs

Ranking as of 15 July 2014

APPX-2/2

Rank	Team	Value (\$M)	Debt as % of Value	Revenue (\$M)
1	Real Madrid	3.440	4	675
2	Barcelona	3.200	23	627
3	Manchester United	2.810	-11	551
4	Bayern Munich	1850	41	370
5	Arsenal	1.331	0	394
6	Chelsea	868	-4	411
7	Manchester City	863	25	343
8	Milan	856	-9	313
9	Juventus	850	22	354
10	Liverpool	704	8	313
11	Borussia Dortmund	599	31	333
12	Schalke 04	580	16	258
13	Tottenham Hotspur	514	-1	293
14	Internazionale	483	20	219
15	Paris Saint Germain	415	N/A	518
16	Galatasaray	347	N/A	204
17	Atletico Madrid	328	33	156
18	Hamburg	326	9	176
19	Roma	307	19	162

Forbes' list of the most valuable football clubs

Ranking as of 17 April 2013

APPX-2/3

Rank	Team	Value (\$M)	% change on Year	Revenue (\$M)
1	Real Madrid	3.300	76	650
2	Manchester United	3.165	61	502
3	Barcelona	2.600	99	613
4	Arsenal	1326	3	368
5	Bayern Munich	1.309	6	468
6	Milan	945	-4	326
7	Chelsea	901	18	409
8	Juventus	694	17	248
9	Manchester City	689	56	362
10	Liverpool	651	5	296
11	Tottenham Hotspur	520	-8	226
12	Schalke 04	498	-15	221
13	Borussia Dortmund	436	11	240
14	Internazionale	401	-18	236
15	Lyon	368	-4	167
16	Corinthians	358	-	119
17	Napoli	330	17	188
18	Hamburg	300	-15	154
19	Marseille	285	-18	167
20	Newcastle United	263	9	146

Forbes' list of the most valuable football clubs



Ranking as of 19 April 2012

APPX-2/4

Rank	Team	Value (\$M)	% change on year	Revenue (\$M)
1	Manchester United	1965	5	532
2	Real Madrid	1.877	34	695
3	Barcelona	1307	34	653
4	Arsenal	1.292	8	364
5	Bayern Munich	1.235	12	466
6	Milan	989	18	341
7	Chelsea	761	16	362
8	Liverpool	619	12	295
9	Juventus	591	-6	223
10	Schalke 04	587	56	293
11	Tottenham Hotspur	564	37	262
12	Internazionale	490	11	307
13	Manchester City	443	52	246
14	Borussia Dortmund	394	52	197
15	Lyon	385	8	193
16	Hamburg	355	4	187
17	Roma	354	38	208
18	Marseille	349	26	218
19	Valencia	288	-	186
20	Napoli	283	-	167

Forbes' list of the most valuable football clubs

Ranking as of 20 April 2011

APPX-2/5

Rank	Team	Value (\$M)	% change on year	Revenue (\$M)
1	Manchester United	1.864	1	428
2	Real Madrid	1.400	10	537
3	Arsenal	1.200	1	336
4	Bayern Munich	1.100	6	396
5	Barcelona	975	-2	488
6	Milan	838	5	289
7	Chelsea	658	2	313
8	Juventus	628	-4	251
9	Liverpool	552	-33	276
10	Internazionale	441	7	275
11	Tottenham Hotspur	412	11	179
12	Schalke 04	377	-2	171
13	Lyon	358	8	179
14	Hamburg	340	3	179
15	Manchester City	291	13	153
16	Stuttgart	281	0	141
17	Werder Bremen	279	2	147
18	Marseille	277	6	153
19	Atletico Madrid	275	6	153
20	Borussia Dortmund	260	-1	124

## **INTERVIEW FORM**

**APPX-3**

### **THE SUBJECT OF RESEARCH:**

The effective management of Turkish professional football clubs in the light of UEFA Criteria

### **RESEARCH QUESTION:**

What are the impacts of UEFA Criteria on professional football clubs in terms of managing effectively and efficiently?

Date:

Time:

**INTRODUCTION:** I am currently a Phd. candidate of National Sports Academy in Sofia.

With my academic supervisors, Full Prof. Daniela Dasheva who is vice-rector at National Sports Academy in Sofia and Assistant Prof. Timuçin Gencer who works in Faculty of Sports Sciences at Aegean University in Turkey, we have conducted a doctorate thesis on the subject of the effective management of Turkish professional football clubs in the light of UEFA Criteria. My purpose in this interview is to reveal the contributions of UEFA criteria on the success of professional football clubs.

The reason we would like to have an interview with you on this subject that you are one of eligible person/club that you have fully applied UEFA criteria and you have consecutively ranked in the first five in league table for the last 5 years. As being a club manager/executive, your valuable opinions will be contributed to our research.

In this context, with this research, the effects of UEFA criteria will be analyzed in ensuring of sporting success and making it continuous in terms of sports clubs and will help the creation of favorable parameters aimed at development and dissemination of relevant proposals and applications. If you consider it appropriate, the interview will be completed in 3 steps with 5 different participants who have had experience as a club manager.

In the first step, the questions that I previously sent to you in the interview form, your opinions will be recorded by digital voice recorder and short notes taken by myself.

In the second step, these records will be written and presented to participants and asked whether they have additional comment or not.

In the third step, all the collected raw data will be analyzed with a specialist and the meaningful results/findings will be shared with you as a report.

After the report is examined, will be asked the completeness of the data in the participant's own sections. The adequacy of the analysis reflect their own reality, the evaluation of the participant's perceptions and experiences and feedback will be asked from the participants.

The interview records that will be hold within the interview and all information you provide will remain confidential. No name or title is mentioned. Except us, no one will be able to see these records. Furthermore, your speeches will be listened to you at the end of the interview. If there may be any part that you do not like or approve, the entries will be deleted. Before getting started, do you have any question to ask or any comment to state related to my sayings? I am supposed that this interview may last approximately 1 hour. If I may, I want to start questions.

## **Interview Questions**

**APPX-3/1**

1. How do you define UEFA criteria?
  - a. According to you, what is the purpose of UEFA criteria? What is the meaning of these criteria?
  - b. What is the meaning of UEFA criteria in terms of sports clubs?
  - c. How do you assess the materials aimed at understanding and application of UEFA criteria?
  - d. How do you assess the TFF control for the application of UEFA criteria?

### **ALTERNATIVE**

1. A. Why UEFA criteria are seen as necessary criteria to comply?
2. What kind of relationship are there between UEFA criteria and club management?
  - a. In the implementation of UEFA criteria, how company or association-based management does have an impact?
  - b. The implementation of UEFA criteria in which aspects contribute to your institutionalization process?
  - c. The full implementation of UEFA criteria in which aspects provide conveniences to your club management? Can anticipated criteria provide for this purpose? Are they sufficient? What else can you suggest?
3. How does the compliance of UEFA criteria affect sporting success?

How does the compliance of UEFA criteria contribute to sporting success?

What other factors might be needed to make this success continuous?
4. In terms of your own sports club, can you evaluate your compliance with the UEFA criteria?

### **ALTERNATIVE**

4. A. What things to be done in your club in terms of complying with UEFA criteria?

What is to be done? How is to be done? Who is done?

What is your responsibility? What are you doing about it?