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## MANAGEMENT MODEL IN SPORTS CLUBS

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### ABSTRACT

Due to globalization, the world is in a big wave of transformation. Sports industry, which has become a sector in this wave, is experiencing a big change with the development of technology since the 1990's. Together with globalization, with the process of institutionalization-professionalization, the culture of winning and the will of gaining success have counteracted the sportsmanlike values. Football, which compasses the biggest field of sports economy, has rapidly receded from the Olympic concept and has become buying and selling merchandise that is one of the commercial business lines. For many years, a sport has taken place in human life directly and indirectly in different ways. This activity that people have experienced in different ways has been beyond a social fact as becoming a field of analysis scientifically and sports economy, sociology, psychology and management has been accepted as a discipline. Due to football becoming an industrial business line, the growth of economical dimensions, harboring groups and individuals of different expectations and sports clubs in sports organizations of one each owning club structures fulfills the needs of the wide socio-cultural and economical atmosphere and manages these Dynamics precisely. It is considered that the basic of the problems in sports clubs are insufficiency of the administrators, in coordination between the management model of clubs, the original structure of the sector and the needs. When the local, national and international power of the sports organizations are considered; it is inevitable for the clubs to transform their economical, financial, legal, administrative and organizational structures into modern features. The power of competing of a sports club in the field of service will be evaluated with studies like institutional structuring, strategic planning, organization culture, management of technical and administrative human sources, institutional management, sponsorship strategies, sportsmanlike success, financial management approaches, etc.

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## INTRODUCTION

In the globalization, the world is in a big wave of transformation. Sports industry, which has become a sector in this wave, is experiencing a big change with the development of technology since the 1990's. Together with globalization, with the process of institutionalization and/or professionalization, the culture of winning and the will of gaining success have counteracted the sportsmanlike values. Football, which compasses the biggest field of sports economy, has rapidly receded from the Olympic concept and has become buying and selling merchandise. For many years, sports have taken an important place in human life both directly and indirectly in different ways. This activity that people have experienced in different ways has been beyond a

social fact but now it is as becoming a field of analysis scientific research in sports economy, sociology, psychology and management so it has been accepted as a discipline. Due to football as an industrial business line, the growth of economy, harboring groups and individuals of different expectations and sports clubs in sports organizations of one each owning club structures fulfills the needs of the wide socio-cultural and economical atmosphere and manages these dynamics precisely.

### Literature Review

#### Management

Management is defined as a period of coordinating human power, money, equipment and place in the most effective and organized way to reach the aim of the organization and also keep it in a dynamic balance under different circumstances.

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The most important functions of the management are carrying out the missions of “*planning, organizing, guiding, coordinating and inspecting*”. In the function of the fields mentioned above, it is necessary to show effort firstly in planning to find how to reach the anticipated vision and aim by what kind of work to be done, which order to be put, how to do and what period to be reached in order to produce the projects; secondly in organizing possibilities required people, tools and equipment are determined and provided for reaching the business plan. Organizing them in an effective way and determining authorized body and responsibilities create group thinking as works to be done (Steinman & Schreyöng, 1997).

In being guided to set an action, the order could be provided by planning and organizing, by telling the subordinate what to do by leading them in developing all kind of their efforts and the area of specialization, by motivating them and making them to communicate with themselves effectively (Baker, 1988), by coordinating the efforts under specified time frame, by inspecting and controlling, by comparing the actual results with planned ones and by showing effort in corrective act if necessary (Şahin, 1998) to fulfill the missions given. The aim of institutionalization is to have a managerial philosophy that brings up the responsibilities and obligations that aims to protect all the rights of the stakeholders. To institutionalize the organization, studying according to the basic principles of institutional management such as equality, transparency, explanatory and taking responsibility has to be determined. In this sense “relationship management, risk management, performance management focused on the aim and following (Akşar, 2008) strategic management, total quality management, human resources management, and similar management techniques need to be applied effectively.

Institutionalization is the basis of developing the quality of the management and to sustain this development. In these structures, there is an agreement between the subjects on what is going to be done by who on what purpose, when, how and with whom. The communication is provided with the unabridged vertical and horizontal flow of knowledge. Decision points are reached quickly if there is not any distortion of information. In institutionalized structures, while people define themselves much better, they also exploit from objective data. Different ideas can be easily defended by transparency thus management is much more human oriented.

### ***Sports Management***

Today, mentioning how to overcome the definition of sports management and economic problems of sports, creates an impression as not enough importance has been shown to this matter. The problems that the management face are not only economical and this reality is considered by all sectors in sports field. The differentiation and development with several complexities of sports institutions have increased since the 2000's. The definition of sports management refers to “the management of all the activities that are needed to be carried out to fulfill the missions within performance period (Steinmann & Schreyögg). While the functional fields of sports management are examined, sports economy, sports psychology, sports law and sports sociology which are sub-disciplines of sports science have to be applied for the development of sportsman skills, medicine, biomechanics, training science, pedagogy, psychology and sociology which are also seen as related fields.

### ***Organization Management***

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

### ***Organizational Learning***

Today's managers are knowledge workers, which is a change in the realm of management. (Gupta, 2005). Knowledge is a dominant source of competitive advantage (J.J.P. Jansen, Van Den Bosh, and 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.

### ***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)

### ***Sponsorship***

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)

### ***Club Management:***

“The Present Problem Spots in Turkish Football” (Samur, 2013) :

The Turkish Football Federation has managed Turkish football under an autonomous structure since the 1980's. 85% of the General Administrative Board that is the highest level of the federation is composed by club managers whose professions are not about football and/or sports management, and most of

the decisions of this board are focused on finding cues to the daily anxieties of football, and however solutions are really far from scientific approach. Under the light of UEFA Criteria's, considering the existing organizational executive and financial structures, following problem areas are examined by personal observation and by professional experience:

### ***In Existing Organizational Structure***

The big majority of clubs in club structure are composed by General Assembly with members and candidate administrators. In this model; the institutional administration and the sustainability of the administration is difficult. As the members are not financial shareholders, they have no commercial connections. The main criteria are sportsman success. It is seen that administration is continually changing with a system appertaining to the personal sources and management skills of the club administration.

In this capacity, there are no executives to apprehend the transformation dynamics of the football industry, not much of an importance has been shown to long-term permanent strategies, control mechanisms are not used, the duty allocation is not done clearly, strategic counseling services are not used, there is too much substitution of trainers and players and the needs of economical and commercial rationalism are not carried out.

### ***In Administrative Structure***

In administrative structure there is no transparent connection network and defined roles appropriate to the corporate structure,

- a practiced mechanism and systematic strategic planning based on a system is not accepted,
- the media is not managed correctly and the corporation cannot create its own social media network,
- there is no call to account, the targets are not definite, there is a tendency of insisting on incorrect acceptance,
- there is a prevailing belief that changing the trainer will refresh the team, there is a need of approval of the supporters,
- there is habit of working with people, who has grown up with football culture, authorization period has not been done,
- there is the lack of sports professionals perfect and technically well raised, the image, esteem and brand of the club are not developed,
- the responsibility differences between the upper level and trainer is not brought up and the balance of power is not provided,
- patience is not shown to trainers for long periods of working, an effective and productive sub structural system is not developed,
- there is no appropriate structure for corporate activities and interior-exterior inspections to audit the financial structure and the capacity and designs of the stadiums, that is one of the biggest asset for the corporation, is not reunited for today's appropriate modernity.

### ***In Financial Structure***

In Financial Structure,

- profitable and long-term sponsorship agreements haven't been done with major commercial companies,

- new and associative attempts have not been formed financially, which has no direct interest in football,
- there has been uncontrolled debt, no importance is shown to the footballers transfer income, which is one of the basic incomes of the clubs,
- high transfer fees are paid while buying footballers and sold at the given price,
- the appropriate records and files accepted by accounting standards are not appropriate for the auditing, they cannot protect the credits of the clubs.

### **Proposed Strategic Management Model**

“Restructuring the Sports Clubs In The Light of UEFA Criteria”

Union of European Football Association (hereafter UEFA) is a representational democracy formed by 53 National Football Federations, and has come into prominence by FIFA as a federation of one of the six continents. The vision of UEFA is “*A European football family trying to develop the pleasure of the game.*”(www.UEFA.com). UEFA is active in a wide range to recognize and develop European football with the philosophy of “Football First” to arrange senior games for national teams, to arrange games for the best clubs in the world, to develop the concept of coaching and football grassroots and to co-operate with national federations. Whilst it was planned for all clubs to get their licenses according to determined criteria before the 2004-2005 season, the validity was firstly extended to 2007, then to 2014. The implementation period is still observed by some local federations, and in some countries, the criteria are not required for teams that are not competing.

Criteria are gathered in five groups and clubs that have not got their licenses are not able to compete games in Europe. UEFA demands this from national leagues including Turkish Football Federation (TFF). The criteria are listed as the following : Sports criteria (for young players); Youth setup criteria (viewing circumstances, stadium criteria), Personnel and Management criteria (professionalization), Legal criteria (collaborative legal youth setup), Financial criteria (rate of wages, transparency, salutary economical structure). Thus the proposed model is suggested to easily adopt such criteria proposed by UEFA.

### ***Administration Model***

For creating a competitive power, football clubs transforming into an economical organization are in the need of being managed as corporate with special administrative model. Corporate administration with an exact administrative philosophy aims to betray the responsibilities and liabilities of the company and also protects the rights of the shareholders and stakeholders. In light of these, plan including several phases should be done for institutionalization. Following phases explain the plan: In the First phase, strategic management model for the institution and the general definition of the organization are set:

***Vision:*** To create a club that is proud of its success.

***Mission:*** To develop elite sportsmen and provide sustainable success in every sports field that activates social unity and interdependence.

**Business Philosophy:** Completing the administrative functions, determining the management style and approaches, developing the club and football management.

### **Organizational Identity**

As a part of the vision determined, in the institutional structure that the club will compose on the incisive devices, high brand value, effective marketing and communication skills, and skillful human sources. In the end all of them should be internalized. In the second phase, the quality concept should be accepted and the business operations have to be done in accordance with this concept. Main purpose of the administration is to actualize the vision; to fulfill the duties of "Planning, Organizing, Leading, Coordinating and Supervising". It should be known what kind of work to do, how to do and when to complete them.

The efforts should be coordinated, the time should be managed, the progress should be monitored and the results should be compared and if needed, the process is recovered. To manage this period correctly, there is the need for Duty Definition Forms and Procedures of Managing Business Periods and Standards. Lastly in the third phase, continuation in institutionalization culture and sustainability should be provided. Within the context of this work, the first phase is very important. During these phases several strategies are envisaged in related fields as the following (Samur, 2013):

**General Strategy:** is to create a club with Powerful Institutional ID, High Brand Name, Economically Sufficient and having a place at the top league and European Cups.

**General Strategy:** in accordance with short and mid-term aims, for the success of the club, there is the need of a team appropriate to strategies and need of appropriate transfers, technical staff permanency, and a powerful substructure. **Structure of the Team:** the criteria of the possibility of a player's injury, lack of fitness, illness, deficiency of performance, creating rivalry, financial disagreements are to be considered during team creating phases. In the league marathon, there is the need of enough numbers of players, a balanced structure and a system determined by the trainer.

**Transfers:** The structure of the professional team players should be planned for the following year. In this plan, the transfer committee should continue working on transfers in every period. In case of agreement with the players financially that are planned for the team, the transfers should be done at the most appropriate transfer season. In all transfers, the approval of the transfer committee report for financial affairs department, human sources and technical team should be preferred.

**Substructure and Institution Investments:** The substructure has an important place in strategic vision. Successful substructure system could assist in the development of the next generation sportsmen and also be a source for the technical team. In the development of sportsmen, scientific methods should be applied. As such, all the sportsmen of the substructure should be watched as they develop and the program provided for them. When the players reach an enough level, they should join the professional team with the approval of the technical team. For the team and substructure, the

institutional investments should also be determined appropriately to the investment strategies.

**Brand Strategy:** To create a successful profile for the club brand; Club Company, regional supporters and the degree of perception in the country should be positioned correctly. Thence, a brand management plan should be prepared appropriate to the company's general strategies, including communication and marketing strategies and within these plans, increasing the brand value should be preferred.

**Communication Strategy:** In the light of the general strategy, supporter clubs, web sites, official corporations, the press and the broadcast organs should be used effectively. In the following year's communication plans should be prepared to provide coherence and holistic views for the messages that the represents the club. the technical team, sportsmen, workers and supporters should take role in integrating the club in hard times. The aim should be carrying the effective communication strategies and brand values to upper stages.

**Marketing Strategy:** While reaching the targets betrayed by the club, marketing strategies should be created for sustainable success. By gaining success, as the brand value increases new projects and sportsmanlike products should be developed. Income producing skills in existing business lines should be developed and marketing plans should be made to create income entries with commercial investments. At the implementation of these plans, besides the income entries, activities providing extras to the club advertisement should also be planned and in the end of every year budgets should be done in the context of envisioned plans for the following year.

**Financial Strategy:** So as to be a worldwide club, strong financial strategy is needed in business structure. Planning effective financial plans and having a financial discipline can accomplish strong financial structure. The investments and payments can be done under target budget and institutional principles. In the end of every season, targets reached within that year and the targets of the following year should be evaluated and the following year's budget should be prepared considering to the financial conditions. An effective plan can only be done by a disciplined implementation and after reaching the target; the financial period can be realized appropriately within "On-site Observation Principle".

**Investment Strategy:** The most correct commercial and sportsmanlike investments should be in line with the determined targets. The needed investments have to be determined with plans concerning all departments and the time frame such as short (one year), medium (three years) and long terms, and in the end of every season the investments have to be observed and the following year's investments have to be revealed. The club must be developed only if by permanent investments.

**Human Source Strategy:** The human resources should also be included in the short-medium and long-term plans. It should be recognized that sportsman do not only achieve sustainable success by himself, it is possible with the other workers of the club, so holistic view should be adopted for human resources strategy. The workers in the club should also act like the owner of the brand and they should be aware that they are not working for an average institution. Therefore, the concept of working should be focused on results that include the

professional staff and systems. To support this concept, the workers should be informed about the club's history and aims from the very first day that they start working. The expected success can only be reached by the high performance of the workers. The performance management system and targets of the club have to be transformed into the target of the workers. Besides, the performance of the workers should be monitored objectively and feedbacks could be used for determining high vs. low performers.

**Quality Strategy:** The operations should be carried out under the model of perfection. Under such conditions the sustainable success could be achieved. The quality concept of the club should not be limited with only product and service quality, under the model of perfection, every working period should be examined and the efficiency should be continually developed. These determined strategies should be communicated with the workers in every level by messages and by periodically studies and projects. Besides, the workers have to be motivated to create ideas.

### Conclusion and Managerial Implications

Today, sport is a fact, which develops the individual physically, spiritually, emotionally and socially, and forces the community to change economically, socially and culturally. Developing technology, great investments, will of being powerful, new searches for civilization and being human cause sports which is as old as mankind to be more developed meta (Bicer, 2008). Today, sports philosophy is in a rapid change from the past 20 years. The organizational structure of clubs comprising incomes, the feature of the supporters, the physical conditions of the stadiums, physical and technical capacity and quality of the sportsmen, technical and tactical application skills of the coaches and the written and mass media are all effective in managing the dynamics of sports.

Football, which composes the repellent power of sports, is the most important part of sports industry and sports clubs which have been managed by amateurs kept failing in the past, so restructuring in economic, financial, legal, social, cultural and organizational ways is necessary. Sports clubs, managed with budgets of millions of dollars, are in the tendency of institutionalization under the pressure of UEFA with a stability, by focusing on an aim accepted by all the shareholders (player, coach, manager, supporter and press) with more contemporary and professional managers. It is considered that the basic of the problems in sports clubs are insufficiency of the administrators, in coordination between the levels in managerial segment, between the original structure of the sector and the exact needs. When the local, national and international power of the sports organizations are considered; it is inevitable for the clubs to transform their economic, financial, legal, administrative and organizational structures into modern ones.

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