

Management Process in Incorporated Football Clubs: Istanbul Başakşehir Football Clubs Example

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ABSTRACT

Sport sector has become a powerful industry formed by many stakeholders nowadays. Due to the fast progress of the communication age and the fact that sports competitions can meet people more easily, the number of spectators and participants of popular sports has increased and it has been instrumental in the recognition of new branches more easily. The increasing of the numbers has raised the number of athletes and sports clubs and the importance of the management activities of sports clubs. The sports sector, which has become an area where business people invest, has opened the way for football clubs to be managed like companies. Our study is to examine the management process of Başakşehir Football Club as a company. The club, which was previously owned by the municipality incorporated and renamed Istanbul Başakşehir Football Club later. The aim of the study is to see how these activities contribute to the club after the incorporation process. Qualitative research technique was used in the research. In this study, the concept of "case of study" was used for the research method. Semi-structured interview technique was used as data collection method. The data were subjected to content analysis. Sentences were chosen as the unit of analysis and presented with frequencies by transferring them to tables. The data obtained were analyzed with the content analysis method and three different themes (correct use of human resources, financial balance, long-term planning) emerged. These three themes have been the most important guide for the club, and Başakşehir Football Club has been protecting its success standard for a long time in this way.

Keywords: Sport, Football Club, Incorporation

INTRODUCTION

Sport is stakeholder of most of people. Both those who are involved in sports activities and those who are involved in sports as spectators cause the development of sports branches and increase their popularity. There are many sports branches and athletes who perform these sports branches. Successful athletes in football paved the way for the management of sports clubs like a professional company with the economic activities that occur in sports today. Total income of European first thirty clubs is 9,8 billion Euros. Fc Barcelona Club is the first with 715,1 million Euro income. Lowest income is 148,500 million Euros as Ac Milan Club. (Deloitte, 2021). Studies on the financial aspect of football generally focus on two different categories. The first is on the examination of the economic and financial structures of football clubs, and the second is on the examination of the effect of sportive success in football on financial performance. Since the first group evaluates football on the basis of an economic sector, finance is limited to the scope of this article. The studies in the other group focus on the relationship between sportive success and investor behavior / economic performance of companies to which football clubs belong. Although such studies are found in the literature, it is mostly about examining the relationship between the sportive achievements of football clubs and the stock market values of the companies to which these clubs belong. Managing the football industry, which has reached such huge revenues, is a separate field of expertise. These clubs are managed like companies. Therefore, apart from representative management, professional managers must be experienced in their work. It ensures that the existing human and material resources are used in the most effective and efficient way for this purpose in order to reach

the predetermined goals of sports services. Sports clubs are established according to certain rules (laws, regulations, regulations, contracts, etc.), each member has certain powers and responsibilities (chairman, board member, auditor, member), serving the society with both amateur and professional sports branches. They are private law institutions that have facilities and equipment where the group can do sports, and aim to train high-performance athletes. Federations are required to register their affiliated Sports clubs. As a top institution in national federations, it is affiliated to international federations. When the management structures of sports clubs are examined, it is seen that the management structure (general assembly, chairman, board of directors and sub-units) specified in the development plans (Government Planning Organization, 1985). The registration procedures of the sports clubs are carried out by the said General Directorate in accordance with the Article 2 (d) of the Law on the Organization and Duties of the General Directorate of Youth and Sports numbered 3289, the license procedures of the clubs operating in the football branch are in accordance with the 12th article of the same law. The federation is made by the board of directors (Boztaş, 2008) Sports clubs are open systems that take some inputs from the social environment and turn them into energy and give it back to the environment. Sports activity and service expectations of people in social life are met to a great extent from sports clubs, which are the basic organizational units in sports. Sports clubs have features that gather people around a purpose and goal, have the qualities to respond to the social, cultural and economic needs of the society, and have a very important place in the integration of community and socialization of people (Fişek, 1985). Clubs are affiliated to international federations according to their continent. There are 6 confederations in total and all of

them are under the control of FIFA. UEFA confederation has determined certain rules in order to ensure the continuity of football clubs and not to spoil the system which is included our country. Club managements, which manage very high budgets due to the increasing incomes of the clubs, have started to move away from financial discipline for the sake of sportive success. The income and expense balances of the clubs deteriorated when the neglect of infrastructure investments and sporting failures were added to unreasonably high cost transfers (Terci, 2019). When determining the Club Licensing Criteria, UEFA aimed to achieve the following objectives:

- Developing and continuously improving the standards of football in all its aspects and giving priority to the training and protection of young people within each club,

- Ensuring that the clubs have the appropriate level of management and organization,

- Adapting the sports infrastructure of clubs to provide well arranged, comfortable and safe stadiums for the spectators and the media,

- Strengthening the economic and financial structures of clubs, increasing their transparency and reliability, and giving due importance to the protection of their creditors,

- Ensuring the continuity of international competitions within a season,

- Monitoring of financial fairplay

- European-wide development of standards for the evaluation of clubs in terms of sporting, infrastructure, personnel and administrative, legal and financial criteria (Devecioğlu and ark., 2011). Within the scope of Financial Fair Play, UEFA established a Financial Control Board in 2013 to balance the financial income and expenses of the clubs. This board checks whether the clubs participating in UEFA competitions have financial debts and imposes the necessary sanctions on the clubs that do not fulfill the conditions. The last three-year financial reports of the clubs that will participate in UEFA competitions are analyzed and evaluated. UEFA makes agreements with the clubs under investigation and penalizes the clubs that do not comply with this agreement. If a club does not comply with the regulations, various disciplinary actions are taken. Various penalties, such as warnings, reprimands, fines, deductions, confiscation of UEFA revenues, staff restrictions in UEFA organizations and bans from European cups, are given to clubs that do not comply with the FFP. This type of work is carried out to ensure the continuity of the investment of the clubs in the athletes. Rather than the success achieved once, to constantly train good athletes and to ensure that the sports clubs are in good competition. After the incorporation process, Başakşehir Football Club achieved good results in the Super League and left the group in the European League. This well-managed company has kept the standard of success higher than other clubs in the same status.

MATERIALS AND METHODS

This study was carried out with qualitative data collection method and semi-structured interview technique was used. Semi-structured interview technique seems more appropriate in educational science research due to a certain level of standardization and flexibility at the same

time. In this technique, the researcher prepares the interview protocol, which includes the questions he plans to ask in advance. On the other hand, the researcher can affect the course of the interview with different, side or sub-questions according to the flow of the interview, in addition to the questions he/she plans (Ekiz, 2003). In this way, all the invisible or ignored dimensions of the research are revealed. Qualitative research does not need large and large samples, as it is mostly conducted based on observation and interviews; because after a certain stage, both observations and interviews will begin to repeat themselves (Morse,2016;Shenton, 2004). In qualitative research, it is aimed to limit research results rather than universal generalizations and to reach generalizations that can be adapted to different situations and that can be repeated. In qualitative research, events and phenomena that occur in the social field are the subject of investigation (Baltacı, 2019). The case study takes place under different names in the literature. Names encountered during the research for this study; i event examination, status study, example event study, example event examination method, case study. In the English literature, the equivalent of this research method is "CaseStudy". In this study, the concept of "case study" was used for the research method. Case study is one of several ways of doing social scientific research. Explanatory casestudy is complemented by exploratory and descriptive case studies (Yin, 2003). İstanbul Başakşehir Football Club is a football club founded in 2004. And it is the sixth football club in the history of Turkey, apart from Galatasaray, Fenerbahçe, Beşiktaş, Trabzonspor and Bursaspor, to become the champion in the football branch of the Turkish Super League.

Data Collection: In this study, interview was used as data collection technique and semi-structured interview form was used as data collection tool. It is a type of interview conducted to collect the same type of information from the participants about the subject to be examined. In this approach, before the interview, an interview form containing interview questions or subject headings to guide the interviewer is prepared. Since the interview form approach is used in the semi-structured interview, the data collected is more systematic than the unstructured interview data. Therefore, organizing and analyzing data is relatively easy (Balaban ve ark. 2018). Semi-structured interview technique, which is based on the assumption that the participants have a certain experience with which they can detail the interview, is frequently used by sports management researchers (Edwards ve Skinner, 2009). Information about the research was obtained in a face-to-face interview with the manager, who served as the Chairman of the Executive Board at İstanbul Başakşehir Football Club on Monday, 03.01.2022 and is currently the Vice-President. Before the interview, the participant was given detailed information about the research. The interview was audio-recorded by the researcher. A total of 6 questions were asked with the semi-structured interview form. The entire interview was conducted by the researcher and individually. The interview was recorded as audio and video and lasted approximately half an hour. 7 basic questions were asked to the participant through a semi-structured interview form.

1 As a corporate sports club, does the decision-making mechanism work faster than in clubs with an association status?

2 If we consider Başakşehir Football Club as a company, are the decisions of the professionals more effective or those of the company partners?

3 Is the investment in sports the first goal or the profit of the company?

4 What is the secret of Başakşehir Football Club's success while other companies' football teams have not achieved serious success?

5 Are there advantages to being a company in terms of financial management?

6 What are the plus and minus points when compared to clubs with association status?

Analysis of Data: In qualitative research, apart from the general approaches of the research, the need to develop different data analysis plans such as discourse analysis and text analysis may arise according to the purpose of the researcher. Speech analysis is an analysis method that focuses on solving certain problems based on audio or video recordings of a particular person and is frequently used in qualitative research (Golafshani, 2003; Seidman, 2006; Silverman, 2016). After the interview was completed, the audio recording was transcribed. During this process, every speech was transferred sequentially, without any corrections. After the interview records were written down, the data that were basically similar to each other were brought together by the researcher within certain themes. Following the determination of the themes within the scope of the validity and reliability studies of the research, the consent of the participant was obtained first, and then the opinions of three experts in the field were taken and it was seen that similar themes were focused on.

RESULTS

In this part of the study, three themes (right human resource use, financial balance, long-term planning) that emerged as a result of the analysis of the data obtained from the semi-structured interview are discussed.

Using of Correct Human Resource: In sports clubs that are bound by the law of associations, the administrations take office by election. Due to the elections that need to be made every three years, situations may arise where the administrations change frequently. Since the new administrations want to work with their own teams, the personnel employed in critical positions may change with these elections. Professional sports clubs travel frequently and institutions that work as a whole. Today, it is seen that the way to gain an advantage over competitors in a competitive business environment is to offer different or unique products and services to customers in commercial enterprises, and to have qualified personnel to provide this is one of the important duties of managers (Collings ve Mellahi, 2009). "The decision-making mechanism of corporate clubs operates in a more self-confident manner. The fact that professionals have a say in club management and the responsibility rather than the workload is higher in corporate clubs enables faster decision-making. Correct personnel selection is very important here. Professionals can provide more efficiency than honorary personnel. The suitability for the job and the capacity of the personnel are

important in the selection of personnel. It is not a realistic situation that every company club has a championship goal.

Financial Balance: The long-term competitive balance in Europe is largely determined by the potential income size of clubs. This size is related to the economy of the domestic market where the football league is located (population size, per capita income and average interest in football). UEFA attaches great importance to rebalancing the competition with the understanding of Financial Fair Play and to ensure long-term financial stability in European club football (Vöpel, 2011). Başakşehir Football Club has also determined an understanding in this direction. "Company owners want to continue their football activities without going into too much debt. The search for sponsorship is an important area for company clubs financially. Although sports success contributes a great deal to the clubs economically, the increase in the debt of the club by giving great contracts to the players for absolute success will cause great troubles in the future when sports success does not come. There have been many periods when clubs spent large numbers and remained outside the goal of championship and European cups. Since foreign players have contracts in foreign currency, it is necessary to analyze well when transferring".

Long Term Planning: "An organization's continuous analysis of threats and opportunities from its external environment in line with its weaknesses and strengths in order to achieve the determined mission and goals. It can be defined as the process of creating strategic options, putting the strategies into practice, and evaluating how well the performance achieved as a result matches the desired performance. Institutions should design plans for the future and set 'flexible' targets for themselves by constantly monitoring their internal and external environments and analyzing the data obtained from these environments. Institutions can only reach the targets they set within the framework of this strategic management approach and gain competitive advantage (Bayat,2008). The strategy of Başakşehir Football Club in this regard is to ensure continuity. It targets long-term plans rather than short-term goals. "Long-term plans can be made. It is foreseen that the investment made in the youth development department may be more in company clubs. Clubs with the status of association may not be able to evaluate the player who received a good testimonial offer due to factors such as instant success or election. Since sportive success is important for General Assemblies, this can create stress in club management. An incorporated club can make longer-term plans. Company owners from debts because it is a company Responsibility is more because it is responsible. They try to achieve long-term goals by including professionals in the strategic plan created by the company partners. Company shareholders and professionals come together from time to time to see where they are and how close they are to the goals."

CONCLUSION

In this research, in which we examined the post-corporation management process of Istanbul Başakşehir Football Club, it was seen that the club planning worked as they thought. It can be said that Başakşehir Football Club, which

competes in the Champions League, has partially realized its plans at the establishment stage. It is seen that the club has been successful in human resources management, financial management and long-term planning. It has contributed to the club not only in terms of sports success, but also in player sales. It is located in Başakşehir district, where the administration building, training facilities and the stadium are located side by side. The youth development center is located in the Balat district. Provide coordination between the A team and the youth team. There is a side manager. Sports clubs, resources and opportunities used in sports management can be considered technically and managerially. One of the ways to success is to manage the sports club well and the other is to manage the team well. It is necessary to look at the management of sports clubs from an administrative and technical point of view. While the board of directors makes plans for the current situation and the future, it also deals with the financial and administrative issues of the club. Team management, on the other hand, is the technical staff, who organizes the team's on-field activities, ensures that the team achieves its goals by establishing cooperation among the athletes, and is responsible for the edge management (Erdem, 2005). Financial management in football clubs is the most important area regarding the future of that club. Unplanned borrowing by acting to achieve success for short goals is one of the most common situations for sports clubs. It is very difficult to make plans for the next season with the burden of debt when the desired success is not achieved. Clubs in association status ask for permission to borrow at their general meetings. However, the general assembly is also obliged to release that management financially or not. In company clubs, the shareholders and owners of the company are responsible for the expenses and debts. We can say that the clubs of the company spend more in a planned way. Strategic planning should be integrated into strategic marketing planning to ensure the alignment and partnership of both means and ends. This is in line with contemporary approaches to strategic football marketing, which shifts the focus to value-based strategic marketing planning for tangible benefits and financial approaches. Football clubs should have short, medium and long-term plans and revisit these plans every season (Thrassou ve ark., 2012). Company clubs are audited every year by their financial advisors. They are also financially audited by the national federation and, if they are competing in Europe, by UEFA. Financial planning deals with investment decisions regarding the best possible composition of the organization's portfolio of real assets, along with subsequent financing decisions. Reporting is the need for a sports organization to record and communicate its financial performance. In addition, the sports organization should evaluate its financial performance, which may lead to revisions in its future investment plans. Income and expense financial planning is one of the most critical departments in football clubs. (Kartakoullis ve ark., 2013). As a result, Istanbul Başakşehir continues its successful progress as a newly established club with the right human resources use, financial balance and long-term planning triangle. It continues to work. It is important for clubs that have become a corporation or want to move to this

structure to examine the structure of Istanbul Başakşehir Football Club as an exemplary strategy in order to progress. It is necessary to act according to the plan.

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