



National Sports Academy "Vasil Levski"

Department of Management and History of Sport

Legal opinion

by Assoc. Prof. Dr. Svetoslav Stefanov

regarding a Ph.D. thesis

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

Professional field: 7.6. Sport

Specialty: Theory and methods of physical education and sports training (including methodology of remedial gymnastics).

Author: Serdar Samur

Adviser: Prof. Dr. Daniela Dasheva

I. Information about the thesis

The dissertation titled " **OPTIMIZATION OF MANAGEMENT OF THE PROFESSIONAL FOOTBALL CLUBS IN THE REPUBLIC OF TURKEY IN LINE TO THE UEFA CRITERIA** " is to be publicly defended on the grounds of order No. 3II-1013, 17.05.2016. The submitted documentation necessary to conduct the defense is correctly completed and composed.

There have been no violations in the process of producing the thesis and meeting the requirements concerning all previous procedures.

Keeping in mind that the author is well qualified in the field of management, organizational and community services, I consider this thesis the wreath of his scientific research in the field of sports management and administration of professional football clubs.

II. Topicality of the developed scientific problem.

Football is one of the most influential spheres of public life. Its integrative character defines it as a social phenomenon. The political, economic, social and demographic changes nowadays have a serious impact on the management of football today.

The Ph.D. thesis examines the status of football clubs in the Republic of Turkey and their willingness to meet the high standards set by UEFA in 2014. It considers the most recent organizational issues that the clubs face, and their goals corresponding to the current situation.

The study offers an in-dept analysis of UEFA's criteria for the participation of football clubs in the international arena.

To analyze the status quo the study offers a comprehensive survey and sample, with selected managers, executive directors, and vice presidents of

clubs whose teams have been ranked for participation in Europa League for at least two years.

Since the assessment of the status quo of the functioning managerial system is based on expert opinion from the survey, the Ph.D. candidate's goal is to determine the work model in premier league clubs in the Republic of Turkey while seeking control in the managing process and precise evaluation of the current situation.

The Ph.D. thesis is both of theoretical and applicable nature, and the problem that the Ph.D. candidate tackles is topical and important. After a thorough analysis of literary sources, the need to analyze UEFA's criteria and to develop and commend a method of practical execution of those criteria in the premier league clubs come to the fore.

III. General data about the Ph.D. thesis

1. Objectives of the study

The main objective of this study is to determine the effect of applying UEFA's criteria on achieving success and to identify recommendations for stable development.

Subject to the study are two sports clubs from the Sport Toto Super League (which includes 18 sport clubs), which are the best in Turkey and which have been ranked for participation in the Champions League during the last five years, seasons 2009-2013.

Respondents in the survey: managers, general executive director or vice president of the club.

Hypotheses of the study:

Main hypothesis: There is an affirmative connection between following UEFA's criteria in the sport clubs and their success in UEFA's European League.

The study reveals the Ph.D. candidate's excellent knowledge of the subject. The literary analysis is competent and thorough, the presented information clearly reveals the need of introducing UEFA's 2014 criteria to the premier league football clubs in the Republic of Turkey.

For the fulfillment of the formulated goal one main and four additional hypotheses have been set.

Indisputably the identification of key managerial mistakes and their comparison with UEFA's criteria is the doctorate student's important contribution. From the analysis of the conducted survey there are noteworthy conclusions. They are very important for the effectiveness and quality of management in the premier league football teams in the Republic of Turkey.

The Ph.D. student outlines the following organizational problems:

- Long-term strategies are not considered to be of great importance,
- there is a lack of qualified managers to take hold of the dynamic changes in the football industry,
- there is no clear distribution of tasks,
- players and coaches frequently change.

Management issues:

- there is no clear definition of administrative positions and there is lack of clear communication,
- systematic strategic planning is not a main part of the systematic approach (principles and procedures of management) with a mechanism for implementation,
- lack of accountability mechanism,

- lack of competent and well trained sports specialists,
- an efficient and productive system infrastructure is not developed.

Financial issues:

- long-term profitable sponsorship contracts with big companies are not signed,
- not much importance is placed on the transfer of players, who are among the main income sources for the clubs; the players are paid high transfer fees, while at the same time they are not being sold to other clubs for higher prices.

From the thorough analysis of the status quo the Ph.D. candidate concludes that significant financial, legal, economical and organizational changes are needed in order for the clubs to meet the requirements and match the dynamics of the socio-cultural and economic situation and to manage it effectively.

The survey analysis reveals the doctorate student's ability to interpret creatively the acquired data, hence to justify convincingly his hypotheses.

After the data analysis there are conclusions drawn from each question.

The Ph.D. thesis offers contributions in terms of innovative ideas and alternatives in the approach towards diversification and enrichment of managerial perspectives in football clubs in the Republic of Turkey, as well as contributions of applicable nature which could lead to getting as close as possible to meeting UEFA's criteria.

The dissertation ends with ten conclusions. As most important can be defined conclusion No. 2: It has been confirmed that just applying UEFA's criteria cannot lead to stability in club organization and professional achievements. Those criteria must be complemented and supported by some general business principles.

It is recommended that UEFA's license criteria should be used as a guide for the football clubs when it comes to UEFA's corporate structure. The identification of general rules both in the structure and the management of a company is a systematic and effective way to transform football clubs into highly resistant corporate organizations.

To conclude my legal opinion I would like to summarize: Serdar Samur's Ph.D. thesis is a scientific and theoretical novelty with feasibility in the field of **OPTIMIZATION OF MANAGEMENT OF PROFESSIONAL FOOTBALL CLUBS IN THE REPUBLIC OF TURKEY.**

IV. Recommendations

- citation references in the Ph.D. thesis should be unified
- models for the exemplary execution of UEFA's criteria, which take into account the country's economy, should be created
- results should be processed and the strengths and weaknesses of managing the football clubs at the moments should be presented.

V. Scholarly contributions

Based on the analysis of the presented to me Ph.D. thesis, I assess that the most important contributions are:

1. There is a developed project for the introduction of UEFA's 2014 criteria in premier league clubs in the Republic of Turkey.

2. Based on the conducted survey was developed a methodology for the adaptation to UEFA's criteria and for the disclosure of weaknesses in the functional system regarding the management of premier league clubs in the Republic of Turkey at the moment.

VII. Conclusion

Based on the stated above, I suggest with confidence to the members of the scientific committee to award Serdar Samur with the educational and scientific degree "DOCTOR".

Professional field: 7.6. Sport

Specialty: Theory and methods of physical education and sports training (including methodology of remedial gymnastics).

02.06.2016

Veliko Tarnovo

Legal opinion: 

Assoc. Prof. Dr. S. Stefanov