

Review

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**SUBJECT:**

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

**Doctor's Thesis: Serdar Samur**

**Supervisor: Prof. Daniela Dasheva, Dr.Sc.**

The topic is highly relevant and concerns the functioning of the clubs in the context of the modern development of society where football is becoming a sports industry. The organization and management of these clubs involves business relationships that directly affect success or sports achievements. A professional approach and a new way of a management modus operandi are required.

The Thesis is expounded on 214 A-4 pages. It is illustrated with 19 tables and drawings. The reference includes 97 quoted authors and Internet sources.

In modern sport, more factors influence sports results, hence the idea to view the management of the professional clubs of the Republic of Turkey in the light of the UEFA criteria. The conception is good and may serve specialists in football in the future to optimize the management of sports clubs.

Tackling the problem the Doctor's Thesis exposes major problems that confront clubs. It is worth noting the impressive competence of the author regarding the application of the rules in football clubs and his systematic presentation of the objectives and requirements of the Turkish Super League and the Second Division. A detailed description is given of the UEFA requirements for the organization and management.

Along with all requirements not least is financial transparency and stability. As a result, when these are met, they entitle to license for competition. The most important of them are: sporting criteria (sports structure); human resources and HR management; legal criteria; financial and other (financial risk management, finance, transparency).

The author also shows the affinity between vision and mission: strategic thinking; strategic management; management of sports facilities; environmental management; sponsorship.

## **II. Methodology of the research**

The methodology includes the study of methods and activities of sports clubs just as it includes links between research and UEFA and between funding and achievement.

Achievement of success is not always related to specific financing and sustainability.

There is a positive connection between the integration of UEFA criteria in sports clubs and in sports achievements and their sustainability in the European League.

The author has described very well the methods of research.

### **Purpose of the research:**

The main aim of the research is to demonstrate the effect of applying the UEFA criteria for the effective and efficient management of football clubs to achieve sporting success and recommendations for sustainable development.

The presented model of research includes phenomenological design; ethnographic method; grounded theory method; historical method; case study; research.

The targets of the research are two sports clubs, which were the best in Turkey in the period 2009-2013 and play in the Champions League.

### **Results and analysis:**

The author is continuing to describe certain phenomena and events that occur in sports clubs of Turkey. The analysis is fact-finding and is describing the stabilization of sports clubs in implementing the UEFA criteria so as:

- to enhance the financial and economic capabilities of the clubs;
- to improve their transparency and projected image;
- to foster the institutionalization;
- to streamline the management structure;
- to exercise financial control and to maintain resilience;
- to increase stability.

In point III. 2 – there is a positive relationship between the objectives of UEFA and the basic functions of the sports club.

Figure 3 shows the issues in the following areas – management, operation, modus, method and system.

The author presents the most important guidelines that should be the core for elements, namely: planning, organization, management, coordination and control. Attention is given to the governance process and systematics since these elements do not give enough attention to additional factors: human resources, accountancy, public relations, mode of management and other.

Business principles and a strategic management model govern clubs participating in UEFA leagues over the past five years.

Innovation in the management of the system according to the author is an input-process-output and the positive feedback and balance.

In point III regarding the relationship between inclusion of UEFA criteria in sports clubs and success achieved by them in the European UEFA League: football clubs need qualified players; young players should be coached well and should contribute to the higher standard of the matches; funding sources; sport facilities.

According to the criteria of UEFA, sporting criteria refer to the product – infrastructure to immovable property, financial to capital. All this should be reduced and quantified or based on evidence of research findings.

#### **Chapter IV Results and Suggestions**

Management strategies need to be developed for better sporting achievements. The author gives attention to the factors that will lead to the professional development of clubs – financial stability, increased reliability, quality players and other. He devotes attention and considers the various aspects: sporting, infrastructural, administrative, and financial and on this basis suggests how to implement the interaction between them and UEFA criteria.

The Doctor's Thesis views the investment in financial stability efficiency and quality, training and selection of young talent (players), sports license, UEFA criteria, and financial transparency. Thus, management will lead to improvement of the relationship and stability.

What needs to be done for sports performance is to determine the organization, finance, marketing, communications, human resources, quality, risk and relationships with fans. The control should be systematic.

In the recommendations for future action, the Doctor's Thesis summarizes the following conclusions:

- The study shows that UEFA criteria give information about how to manage a sports organization but they do not give any suggestions as to which modes of



management can be used. The choice of management modi operandi is left to clubs;

- The criteria need to be supported with business principles;
- The criteria for obtaining a license are used as a guide for football clubs in terms of corporate structure of UEFA;
- The sports achievements are the most important factor to involve sponsors (funding sources)
- Pinpointing professionals leads to stability in the application of these criteria;
- The planning, organization, management and control are important steps in the running of the club;
- Achieving a balance between the club and the relationship with the fans must be taken into account. The club management administration should comprise professionals who are trained as specialists and experienced in their specific field.

In conclusion – the subject is interesting and covers the whole function of clubs in accordance with UEFA's criteria and their internal rules nowadays.

The three publications published in prestigious scientific journals are presented.

This abstract fully meets its structure and content of the thesis.

Based on the foregoing, and primarily account mentioned scientific and applied contributions suggest that the honorable members of the scientific jury to award to Serdar Samur educational and scientific degree "Doctor" in scientific specialty "Theory and methodology of physical education and sports training (including MRG) in professional field 7.6.Sport.

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