



## ORGANIZATIONAL TRANSFORMATION IN SPORTS CLUBS

**Serdar Samur<sup>i</sup>**

Assistant Professor, Gelişim University,  
Physical Education and Sports,  
Istanbul, Turkey

### **Abstract:**

The dynamic nature of the information age necessitates a rapid reaction of the environment and change. It is inevitable that sports clubs, which are very sensitive to the environment and are most affected by it, become the most important candidates of organizational learning in the information management process in today's competitive environment. Today, successful organizations are steadily creating information, spreading this knowledge across the organization and transforming that knowledge into new technologies, products, services, activities or processes. In terms of Sportive Businesses, competition is becoming more and more widespread, consumer awareness is increasing, people are looking for qualified people in all their lives, not just the goods or services they buy, but they are careful to use different choice. There is a need for sports entrepreneurship to grow in today's intense competitive environment and to expand their knowledge areas, to continual improvement and development, to do organizational learning and knowledge management, and to do learning organization stage so that they can keep themselves up to date and increase their competitiveness.

**Keywords:** organizational design, knowledge management, organizational learning, success

### **1. Introduction**

The new world order forces institutions and organizations to develop global strategies that are flexible, high quality, multicultural, and as simplified as possible, global strategies based on knowledge, against competition, in the global marketplace. The fact that it can be provided to all the institutions in the big dimension is small, above all, depends on the success in the management process. (Düren, 2000)

In the age of information that we sometimes disappear in change, the ambiguity and speed of change in our environment confronts organizations with unexpected

---

<sup>i</sup> Correspondence: email [ssamur\\_2002@yahoo.com](mailto:ssamur_2002@yahoo.com)

danger or opportunities. The ability of organizations to sustain their assets will depend on assessing the opportunities while avoiding the hazards by resolving the hazard and opportunity equation very well.

Sportive organizations try to manage change while at the same time fulfilling the tasks within the organization, facilitating adaptation to the informational dynamics.

Today, sport has spread to widespread in parallel with the development of technology, together with globalization; it also transforms sporting activities into a functioning field at an economical level, eliminating sporting events just as a game.

The organization and structure of the sports clubs, which are the most basic form of organization of the sport, showed rapid change and transformation of the sport in written and visual media with its organizational structure, the size of the incomes, the characteristics of the supporters, the physical conditions and qualifications of the stats and the physical and technical capacities of the athletes. In this transformation, the clubs evolved as operators, while supporters and followers, have evolved into consumer.

While profit maximization of sportive enterprises is possible with sporty success, transforming this phenomenon to an economic value and transfer it again to the sporty structure constitutes the biggest problem area.

This study examines the effects of information age dynamics on the organizational management paradigm and identifies the management styles and principles that can be applied in sports clubs.

## **2. Research Methodology**

The goal of this research is to identify the role and functions of leaders in the frame of the level of the reach of the sports industry in the world.

This research was examined in accordance with qualitative research method. It was also primarily utilized the descriptive analysis method in order to understand what the collected data said or what results revealed relating to research problem.

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.

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 in Turkey.

I have chosen Phenomenological studies to 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.

### 3. Literature Review

#### 3.1 Organizational Design and Management in Information Age Organizations

Today, organization design plays an important role in establishing an effective and productive organization. Once an organization has identified its goals, it needs to establish an organizational structure that can do the work to achieve these goals and transform it into a dynamic system that operates continuously.

Activities related to the formation of organizational structure refer to a process. (Koçel, 2003) This process is used;

- To group activities in a meaningful and effective way,
- To make these groups into specific organizational levels and sites,
- To includes phases of appointment of employees to these positions.

After this foundation is established, relations between groups are organized and organization structure is obtained.

Organizational design determines the shape and functioning of organizational structure. In order to be able to make the organization structure a functioning system, there is a need to regulate the formal structure first and then the relations within this structure.

Organizing organizational structure and organizational design; an organization to fulfill its purpose and mission must organize its design and coordinate its corporate events.

#### 3.2 Management Process and Organizational Transformation

Some principles in the management process approach, which is one of the Classical Management models in organizational design, remain valid. With the system approach, the organizations are now considered as living beings; that organizations can use, learn and use them in their organizational memories in order to be able to provide an environment. (Yazıcı, 2001)

Organizations need to pay attention to the issues of learning organization with "*continuous improvement, change, organizational learning and knowledge management*" issues in order to ensure and sustain the competitive advantage by adapting to the information age needs in the globalization situation. (Senge, 1990)

Organizational Learning will be possible through the spreading of the knowledge acquired from the lowest levels of an organization into meaningful information within the organization, and by everyone's acceptance.

Organizational Learning, individual attention into the institution of new knowledge, education, etc. to be included in the ways and transformed into experience can only be improved in accordance with the principles, values and norms existing in organizational culture.

The learning organization structure is the ability of an organization to draw conclusions from the events it has been experiencing constantly, and its experience is in the process of adapting to the changing environmental conditions. (Tutar, 2001) This is the level of organizational learning and institutional culture.

### 3.3 Information Management

In the age of information, information that is easily found everywhere makes it meaningful for the institution to pass through a number of processes. In this sense, knowledge management constitutes a valuable field of activity. The issue here is whether the organizational knowledge possessed is transformed into a new knowledge that will create value.

In our day, knowledge has become the key to winning competitive advantage. This information is regarded as a step to achieve success by spreading all over the organization with every use of technology to create new information.

An understanding acquired through organizational knowledge, research, observation or experience. This understanding is gained through organizationally meaningful and useful data. (İşcan & Naktiyok, 2005)

Knowledge management is the process of producing, storing, organizing, distributing and sharing information in an organization. Organizational knowledge can be defined as the process of organizing resources, managing them effectively and using organizational outputs. (Atak, 2013)

The knowledge management process also provides opportunities for new knowledge creation through learning and sharing within the organization.

Organizations will be able to produce new information through the *“organizational learning process which consists of creation of knowledge, dissemination of knowledge on organization basis, internalization of knowledge in organization.”* (Dixon, 1994)

### 3.4 Management Information Systems (MIS):

It is generally observed as, Information Management Systems; management information system, decision support system, management support system and group support system. (Naktiyok & Atilhan, 2004) MIS is thought to have all of them.

Management information system; is a system that enables the effective functioning of planning and acting of the organization and the ability of the manager to use the necessary and full time information manager to facilitate the decision making process in this direction. (Stoner, 1992)

A management information system consisting of information, reports, processes, audits, etc. about accounting, sales, requests and warehouse stocks, which provide information flow by linking various elements to each other, is a systematic structure in which a lot of information is structured to help decision makers decide. (Baraz, 2003)

In addition to the various decision and analysis models, MIS also includes planning model software. The MIS also supports the activities of an organization, as well as planning, organizing, directing, coordinating and controlling elements that have administrative functions.

To help the decision maker, the MIS must prepare the data, make it into preliminary information, and transform the processed information into useful information. Smoked information means information that has been made directly into effect. The method of doing this is to process and evaluate information with decision models.

It is a valuable source of information if it can be made meaningful for the institution, that is to say, it can be processed, stored and delivered to the needy in a timely manner.

### **3.5 Management Approach**

Management is a system applied to every organization, what so ever is the purpose, and is an indispensable part of modern society. (Drucker, 1993) Management is a guiding process that enables the units to perform their duties in order to accomplish the objectives of the organization without actually contributing to the activities. (Chacko, 1979)

Administrators are involved in organizing, deciding and managing human relations while continuing their activities in their fields. In this respect, the quality of the decision taken by the manager and the success in human relations will enhance the effectiveness of the institution's activities. (Davis, 1974)

Management knowledge, based on balance, direction and control, is the application of scientific methods and numerical analysis to the management and resolution of problems. It is defined as the effective execution of the institution's activities by bringing people together in a clearer expression. (Robbins, 1994)

In many international businesses; it creates and maintains a pool of information to manage the business functions in a systematic way and to store the important information in the corporate memory.

The information that has become an information pool in the business is a vehicle that can be used to solve the following issues.

- Making the right decision,
- Forecasting the future,
- Horizontal and vertical communication,
- Standardizing goods and services,
- Internal problems and problems encountered in process management.

### **3.6 Club Administration Function Areas**

There is no difference in management practices between organizations, such as public and private enterprises (education, sports, etc.), although the purposes of organizing and transporting people and materials to produce goods and services are different.

Within the Sports Industry, the development of marketing, product development and activities with the 'structure of the organization' in terms of planning, transformation and control of organizational goals such as the administrative delegation, footballer and technical personnel 'staff management are very important to take into consideration (Breuer, 2011)

In sports administrations, with the aim of reaching the projected mission; "Planning, Organizing, Orientation, Coordination and Supervision" in order to fulfill the tasks in the organization design are important such as;

- What kind of jobs to be done, which order, how to be done and how long it will be completed,

- Integration of the efforts shown and the time adjustment
- Monitoring the applications, comparing the results with the planned purposes and, if necessary, taking corrective actions.

The clubs are trying to manage their activity areas in two functional areas and 8 different categories under intense competition conditions. These are:

- **Administrative Field:** (1) Commercial Business Development, (2) Advertising and Marketing, (3) Economy-Finance, (4) Corporate Communications-Media, (5) Relations with fans
- **Sportive Area:** (6) Professional Team, (7) Sportsman Training-Infrastructure, (8) Sports Facilities Management.

Recent developments in the field of activity have been structured according to the results of research methodology and the findings have been brought down.

### **A. Business Development**

The most important indicator that determines the transition from traditional sport management to modern sport management is undoubtedly the increasing use of marketing tools.

In order to market its products and services to the supporters of sports clubs operating in the service sector, marketing by providing subsidiary companies and / or using the right to use other companies through merchandising become one of the most important commercial gains.

Products manufactured by the club; entrance tickets to viewers; Investors' stocks, football sold to other clubs, commercial products, advertising rights, media rights, sponsorships.

### **B. Advertising and Marketing**

In the formation of a brand, the continuity of the performance that will be shown for many years with all the units of the institution becomes important as much as advertising, public relations and corporate communication.

With the increase of the brand defiance of the consumers, the branding emerges as a very important value against the price competitions.

The feeling of stronger brands creating much more confidence than the less well known brands on the market is the most important revenue generating feature of the sporting field.

### **C. Economy - Finance**

Long-term sponsorship agreements are being made with fixed income sources for a strong economic structure, where the club will stand on its own feet.

In Sponsorship Activities, there are advertising and marketing strategies and social media technologies, and seeking new business opportunities.

The development of franchise stores and their rapid dissemination through franchising are becoming the basis of economic resource creation.

The study of numerical increase of spectators / supporters and the development of the club membership system and the subsidy are another area of economic activity.

In order to increase stadium income, which is the most important budget item, the physical structure of the statues is arranged according to contemporary features.

Commercial collaborators are being developed in non-football fields and credit card, insurance; CELL and Internet TV are taken into consideration with the name of the club for the party as revenue partnership projects.

#### **D. Professional Team**

For every professional club, it is considered that the most vital thing is to make a good team cadre-skeleton and make investments to ensure its continuity. Because the good team will bring sports success and the sports achievement leads to the evaluation of the brand and the increase in the number of fans and thus the possibility of getting more economic resources from the football market. The economical resource to be obtained with sports success is used for the development of qualified footballer transfer and sportive sub-structure.

The most important budget penalty for Sports Clubs is the transfer budget. The most important criterion in the transfer is the provision of the footballer at the right time, the correct feature and the appropriate price, to the positions required by the professional team.

In order to use this budget in the most appropriate way to the club's values, efforts are being made to develop a system that will manage the football player's procurement process correctly, establish a unit and ensure that this unit will work with objective data.

#### **E. Infrastructure**

The sub-structures of athletic clubs (athletic training units) are structured qualitatively in the manner required by contemporary football.

With the aim of reaching qualified athletes and gaining supporters, it is possible to promote their school visits and clubs.

Youth camps are organized with special competition with organizations (mini leagues, star league, league of A and B youth, school matches, national team selection, etc.) in order to enable recognition of football academies which enable football players to be trained.

In terms of football dynamics; strong infrastructure (facility, training and organization) is established, the players who are raised with Youth Rebuilding Programs are absolutely used effectively in the team, giving importance to stability in technical man and player changes; short-medium-long term planning.

#### **F. Relations with fans-people**

It is seen that supporters, the most important active asset of industrial football, are evolving towards the customer. The average audience profile of the 80's is now in the spotlight, middle and upper income group audiences with a higher level of income, who spend a certain portion of their annual income as fan-consumers on the basis of loyalty to the club.

In order to increase the fans' dependence on their clubs, firstly efforts are being made to effectively use various methods such as establishing healthy communication, having a word in a competitive market, creating a sense of belonging and being open to innovative thoughts.

A club, according to the fans' wishes and expectations, the higher the quality of service, the more fans follow, the increase in the number of followers, thereby causing their income to rise.

### **G. Corporate communications**

Although the primary audience served by sports clubs is their supporters, there are also a large number of spectators who follow football, consume it through the media and can call football fans for their name. For this reason, the breadth of service responsibilities of sports clubs is increasing in the frame of brand awareness.

Corporate communication, which makes a significant contribution to the formation of brand value; In the process of attaining the aims and objectives of the institution: Coordination between the departments and the elements forming the institution, Flow of information, Motivation, Integration, Evaluation, Education, Decision making, is regarded as a phenomenon occurring in certain rules.

In the promotional activities of the clubs, website, Facebook page is prepared and twitter accounts are actively used.

### **H. Sports Facilities Management**

Sports Facilities shall be composed of buildings, fields and facilities which are suitable for each sports branch to have its own work, preparatory training, national and international competitions.

Considering international norms in the construction of sports facilities, sports facilities are going to be constructed which will enable them to be hosted for big organizations.

In the establishment of facilities belonging to Sports Industry;

- Investments are concentrated on facilities that allow sports instead of facilities where sports cannot be actively carried out,
- The facilities are made in accordance with the understanding of sports management, in order to respond to sanitation and needs,
- We are trying to regulate the facilities to allow for recreational sports as well.

## **4. Discussion**

Institutional success in Information Age organizations is to move the current situation to better conditions and to create value by making it permanent.

Today, new organizational knowledge production in sportive organizations, complex operations in organizational learning process and interactions among non-organizational actors are possible.

The aim of the establishment of professional sports clubs is to be able to successfully maintain the sport services and applications. Sustainable sporting success gives clubs more strength in branding and more support from club supporters.

Sport has been an important criterion for success and development, and the effort to transform it into economic success has been a crucial criterion for a sporting organization to survive.

In today's market environments where competition is intense, organizations should be able to sustain their assets, be able to provide competitive advantages in the national and international markets, be able to collect and interpret information in a wide range and to act quickly. (Durma, 2005)

In order to manage the club administrative and sport functional areas with very different variables in accordance with the organizational goals, the sports clubs, by taking advantage of the management information system within the system approach,

- Targeting continuous improvement and development,
- Organizational Learning and knowledge management,
- Need to develop towards the Learning Organization stage.

Sports organizations need to have a structure that can make the right decision with the pool of information they have formed to become a learning organization, can predict the future, use horizontal and vertical communication facilities, can standardize goods and services and solve problems in the organization and problems in process management.

Sports clubs should start to use information systems with the support of technology in decision-making processes. Strategic management groups representing senior management must develop plans to outperform their competitors and provide the information they need in managerial decisions through Management information systems.

Organizational learning speed has become another criterion for institutional success. If the speed of learning an organization is equal to or greater than the rate of environmental change, it will be possible for the association to continue its life. (Budak, 2004)

## 5. Conclusion

In sportive function areas, sports club management has to be divided administratively and technically into two main areas, to display the task differences of these areas and to provide power balance.

Within this structure, the definition and design of the organization should be defined clearly, establishing a strong team cadre that will provide the most important function of sportive structure with an effective Knowledge Management process and ensure the continuity of sporting success.

In order to enable the sports clubs to achieve this goal; with the management of an effective personnel administration with the process control approach as is the case in businesses located in other service sectors:

- Adapting new technologies to business processes,
- Transferring business models to organizational structure in the new digital world,
- Keep track of where you are in the value chain,
- Having the ability to act at the same speed and speed with all stakeholders,

- To convert the data from stakeholders into value added information for the institution and to carry this information and relationships to digital channels,
- To be able to develop the development of employees within the organization in parallel with the pace of the new era,
- The need to be able to incorporate workers into digital world and into their organizational structure and have a model to create tomorrow's leaders within themselves.

## References

1. Atak M., 2003. 'Information Age and the Effects on Organizations', Management in the Information Age, Paradigm Academy.
2. B., Barış, 'Senior Management Information System in Businesses' 11<sup>th</sup> National Management Congress Notification Book, Kocatepe Univ. IBBF, Akyon, 2003)
3. B., Barış, 2003. 'Senior Management Information System in Businesses' 11<sup>th</sup> National Management Congress Notification Book, Kocatepe Univ. IBBF, Afyon,
4. Christoph, B. & Thiel, A., 2011 'Sport Management' Beta release. p.3
5. Budak G., 2004 Business Administration and Budak Gönül, Business Administration, Barış Publications, Izmir
6. Chacko, G. K. 1979 'Management Information System', Princeton, New York; Petrocelli Books INC. s.23
7. Davis, Gordon B. 1974 'Management Information Systems; Conceptual Foundation, Structure and Development' McGraw-hill Book Company, New York, S. 117
8. Dixon, N. 1994 The Organizational Learning Cycle: How we can Learn Collectively, McGraw-Hill Book Company, London.
9. Drucker, F. Peter, 1994 'Beyond Capitalist Society' Istanbul, Revolution Bookshop.
10. Durma, U., 2005 'Organizational Qualities and Capabilities of Information Based Organizations' Ankara University SBD Magazine, Volume 60, issue 2.
11. Düren Z., 2000 'Management in the years 2000' Alfa Basım Yayım Dağıtım, Ltd. Sti.
12. İşcan, N., F, Atilhan, 2005 Digital Age Organizations, Beta Publications, Istanbul, 2005
13. Koçel, T., 1993 Management Practices in Critic Situations in Business, Time Management and Crisis Management Seminar, TÜSSİDE, 26-28 May.
14. Koçel, T. 2003 'Business Administration' ', Beta Publishing, Istanbul.
15. Naktiyok, A., 2004 'Internal Entrepreneurship', Beta Publishing, Istanbul.
16. Plunnet, WR. And Attner, R.F. 1992 Introduction to Management, Pws-Kent Publishing Co, Boston.
17. Senge, P. 1994, The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization

18. Robbins, Stephen P. 1984 Management Concepts and Practices'' New Jersey Englewood Cliffs : Prentice-Hall, Inc, s.11,
19. Stoner, James A. F. 1992 management, Prentice-Hall, New Jersey.
20. Tutar H. 2001 Business management in globalization process, Hayat Publications, Istanbul.
21. Ülgen H. ve Mirze S. K. 2004, Strategic Management in Enterprises' Literature Publications, Istanbul
22. Tutar H., 2001 Business management in globalization process, Hayat Publications, Istanbul.
23. Yazıcı S., 2001 Learning Organizations, Alfa Publications, Bursa.

Creative Commons licensing terms

Author(s) will retain the copyright of their published articles agreeing that a Creative Commons Attribution 4.0 International License (CC BY 4.0) terms will be applied to their work. Under the terms of this license, no permission is required from the author(s) or publisher for members of the community to copy, distribute, transmit or adapt the article content, providing a proper, prominent and unambiguous attribution to the authors in a manner that makes clear that the materials are being reused under permission of a Creative Commons License. Views, opinions and conclusions expressed in this research article are views, opinions and conclusions of the author(s). Open Access Publishing Group and European Journal of Education Studies shall not be responsible or answerable for any loss, damage or liability caused in relation to/arising out of conflicts of interest, copyright violations and inappropriate or inaccurate use of any kind content related or integrated into the research work. All the published works are meeting the Open Access Publishing requirements and can be freely accessed, shared, modified, distributed and used in educational, commercial and non-commercial purposes under a [Creative Commons Attribution 4.0 International License \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/).