

A DIFFERENT APPROACH TO THE MODERN SPORT ADMINISTRATION: METHOD OF INNOVATION

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ABSTRACT

Today, it is known that sport has made a significant progress associated with its transition into a visual product and increasing needs of the people to keep fit and for healthy life as well as developing information technology and a growing leisure culture. As a social institution, sport's presence of an ever-growing structure in economic and cultural organizations has necessitated this social phenomenon's reappraisal when the changing economic and social conditions of the world have been taken into consideration. Thus, sport has its share from the incidents in the process of globalization that has made the conditions for international competition and free market economy, and the world's transform into a single market dominant. To survive in today's rapidly changing competitive environment, companies should constantly change and renew their products, services and production methods. In this context, a new and age appropriate administrative mentality emerging in recent years has begun to be used. This governance model is innovation. It is defined as the use of new methods in social cultural and administrative environment. Innovation, a persistent administration model means meeting the individual and social needs at a better level. By means of Innovation meaning of the word means renewal, or innovation, companies have been developing administrative strategies for sectoral mobility by following the requirements of the age. However, the point emphasized here the use of innovation as a method converted into economic and social value added not as the new one. With the developing technology, it is ever inevitable to form sport clubs into a structure that is competitive and could produce goods and services, acting fast and flexible, harmonising with changes and transformations within the scope of innovation method of administration. These innovation methods, which could be applied in sport based, not also could enlarge the scope of sport clubs but also constitute a powerful and proactive structure that carry out its assignments and responsibilities. In this direction, it is aimed in this study to examine the applicability of the innovation administration model, one of the different administration models which are the necessities of developing economic life at sports clubs. Also, it is tried to mention the effects of innovation administration for the sustainability of competition in the world of sport industry.

Key words: Sport; Sport Management; New Approaches in Sport Management; Innovation in Sport Management

1. INTRODUCTION

After the Industrial Revolution, small sized commercial organizations grew in course of time, and expanded their trading volume and organization volume. With expansion, institutionalization became a must for organizations and there was a need for different management models in institutional structure. The premise element of this need is innovative governance techniques. Because, management techniques became the most effective factor for organizations which increased trading volume and institutional capacity, and transformed into professional organization structures. It is too important for organizations to realize the set objectives for maintaining their presence in the sector-specific mechanism. Thus, management is vital for achieving these objectives. In this direction, despite there are many definition of management, it is not difficult to find a single and common one. Consequently, management is to coordinate organizational sources, efficiently, like labour, capital, technical hardware etc. in order to achieve organizational objectives [1].

Nowadays, organizations which become international via globalization, removed the borders of countries. Organization structures which grew enormously and multinational organizations shape their existence and future with their institutional structures in this global process. Also, nowadays, it is not only important to achieve the success, it is important also maintain the success in the future for organizations, firms and corporations. Changes in corporate identity and priorities of their objectives caused changes in management perception.

In the current century, many societal organizations are changed. One of these is sport. While sport was an entertainment and relaxation activity, it transformed into a giant sector with a volume of nearly billion dollars by globalization effects. That means, with Akşar's [2] words, it transformed into a "show-business" [2]. This transformation brought about some radical changes in corporate identity of sport, beside the quality and financial structure of it. Anymore, sport clubs have become as companies and the main purpose have been profit maximization depending on sportive success. These purposes have been able to realize serious corporation

structures. Professional management techniques adapted to sport sector and long-term plans and goals were determined. Because, it has become impossible to manage the sport organizations with a voluntary basis and association management standpoint. In this regard, sport clubs are started to manage like international companies by using innovation management. Innovation management helps sport clubs to provide financial growth by contributed knowledge the fastest and the most effective way. Sport clubs developed new policies in this direction in order to enhance their success dependent economic structures via extra income items.

Sport clubs make difference to guarantee their futures and seek different income items to increase their revenues. Thus, they apply different governance models. The most important one among these is innovation management. Clubs apply the innovative activities according to determined purposes and shape their future via this way. Thus, global economy drives strongly the sport management to use innovative applications. Taking into consideration of business concerns and profit-oriented policies turned the sport clubs to commercial businesses. In this regard, clubs formed their visions based on financial policies. They try to make differences and one step ahead of competitors by adopting the innovation model in principle of management.

In this context, we are going to do firstly the conceptual explanation of innovation management within business management, and then, mention about required physical and social conditions to apply the innovation management, in the first part. In the second part, we are going to mention about the financial transformation of sport, adopting the logic of commercial business by industrialization of sport, and the advantages for sport sector in the global trade network. Then, we are going to underline the necessity and applicability of innovation management at sport clubs.

The concept of innovation, innovation management and the process of its application

Management is a social phenomenon that has existed since human communities started living together. This social structure, which at first appeared as a spontaneous organization, adopted different identities and labels in time following the innovations brought by the age. In recent years, innovation and innovation management are the leading terms. The best answers to the questions where it came from and why such a management model is needed is what our age has brought; for this is an era during which communication and information technologies have developed. In such an era, the fact that the only thing that remains unchanged is change itself, brought about innovation management. Literally, innovation means change and the introduction of new things. However, such a limited definition is not sufficient for both organizations and the mission undertaken by innovation management. For organizations, innovation means sustainable development, increasing competitive power, more profit, job opportunities offering better working conditions for employees and high quality and value-added services with affordable prices for customers and providing better standards of living [3].

The definition of innovation management should be evaluated in two different ways. Both the continuous development and the success of the organization and the ability of the organization to respond to the needs of the consumers addressed are proposed. For, organizations always develop different strategies in order to guarantee their future and they identify aims and targets considering the sectoral differences. Within this respect, it is impossible to remain the same in this developing and changing world. The national and international organizations which realize this fact are supposed to prioritize change and innovation and respond to the rapidly changing demands of the age. When evaluated in terms of consumers, with the raised consciousness of the society and their increased level of income, they started looking for satisfactory answers to the change in their demands and also began to demand diversity and innovation surpassing the current satisfaction of needs.

The disappearance of borders among countries, and in parallel to this, the fast and free movement of information, technology and human labour, the increasing change in the life styles of consumers and the increase in their expectations inevitably led organizations to innovation management. In this respect, innovation management has become one of the most important tools of competition for organizations. However, the important point here is that innovative movements should be transformed into an economic and social value [4].

As these have been explained, it is necessary to refer to the current position of innovation today. Societies, countries and organizations are at the bottom of the ladder. The premise of innovation is not everything that is new, but the innovations that possibly or actually be transformed into an economic and social added value. Hence, it is obvious that however new, different, original and creative a thing is, that thing cannot be considered as an innovation unless it has an economic and a social added value [5]. An important point in terms of the application of innovation is that it has economic and social benefits. Otherwise, it is wrong to include something in innovation management which is just perceived as an innovation. Considering the economic aspects, Uzkuř states that there should be an economic benefit of the innovation and he underlines the idea that it can also be evaluated as certain competitive advantages achieved by national or international economies making use of the externality of innovation. Considered in terms of its creating a social value, it means it helps those who make use of innovation. A new thing will be able to have the innovative quality as long as it offers a higher level of satisfying a need of the user than the current ones or as long as it offers certain new values that the current ones lack. It can be restated that innovation refers to all of the innovative approaches that provide an effective impact in both economic and social terms [5].

Today, innovation is an inevitable dynamic source for both national economies and organizations. Within this respect, it is possible to list the importance of innovation for the economy, society and organizations. Innovation has been the premise of

- sustainable economy for national and international economies
- social development and level of welfare for societies
- competitive power for both organizations and economies.

With respect to the premises above, the positive effects of innovation for both national economy, the society and the organizations present a multiple structure [5].

After the positive results are attained, there are some gains such as development and a competitive power, improvement of standards of living, productivity, increase in employment, sustainable economic development and the raising of the level of social welfare. Innovation management, which does not have a one-way effect and whose social and economic input is highly effective, also plays an important role in channelling the different perceptions and innovative approaches to a single aim. Innovation management which plays a key role in economic boom and the meeting of the social demands also affects the organizational structures in a positive way and boosts production mechanisms such as job satisfaction and productivity.

The realization of all of these developments through innovation management depends on certain pre-requisites. Innovation requires a different culture and understanding. It is possible when elements such as seeing differently, looking from different perspectives, taking risks, creativity, appreciating the customers, questioning, communication, cooperation and team work come together in a suitable setting. In addition to these, there should be a realistic vision, an appropriate organizational structure, a customer oriented system, a creative environment, a learning organization, continuous personal development and an intense communication network [3].

The qualities that should be possessed for the establishment of innovative culture in organizations and for them to be transformed into innovative structures can be listed as below:

- Farsightedness, strategic and cultural leadership
- Emphasis on innovation and success
- Giving importance to total quality management
- Participatory style of management and the authorization of the workforce
- Giving importance to human resources
- Giving importance to process management
- Giving importance to product, process and market development [6].

Undoubtedly, innovation can be realized in a more sustainable and effective way in a culture that supports it. For this, there needs to be an innovative culture that has the qualities mentioned above. Especially the establishment of a culture which encourages and supports employees about innovation and which helps them come up with new ideas and information will help them develop relationships both in the organization and outside the organization. By this way, the contributions of both employees and the partners, customers and suppliers outside the organization to innovative efforts will be achieved [5]. As it is clear, innovation management which is composed of many different constituents reaches many focus points surrounding the organization and incorporates them in the management process. For, the application of change is impossible from a single perspective and the emergence of many wrongdoings is inevitable during its execution.

Organizations will be able to possess the innovative qualities mentioned before through a process where they experience certain cultural changes and transformations. This change and transformation is possible by putting the following into practice.

- Ensuring that the employees participate in the process
- Development of a management understanding that supports and motivates change
- Assessment of the information that comes from within and outside the organization, and
- Establishment of a comprehensive assessment system for the activities aimed at change [7].

Together with all these, it is possible to list the qualities that organizations with an innovative cultures should have in terms of both their structure, qualities of leadership and system of operation

- Leadership, a desire for change and vision
- A suitable organization structure
- Innovative individuals
- Education and development
- A creative atmosphere
- Focusing on the exterior [8].

Innovation management alone cannot bring about a change for organizations. Many different constituents must come together for an effective innovation management. It is necessary that both organizational and personal efforts should be together. The preparation of a suitable atmosphere will enhance the benefit achieved from innovative activities and it will also accelerate the reserve. A skill of leadership also plays a very important role in innovation management. The adaptation of employees to change and their belief in it will be hastened by a preliminary psychological study carried out by the leader. Since innovative activities are very significant for organizations, the desired results will be achieved when all requirements are completed. Therefore, it is highly significant that all internal and external requirements should be met to be successful as innovation management alone cannot provide the desired results.

In this part of our study, it has been aimed to talk about the operation of innovation management within a mentality of a business organization. In the second part of the study, we will aim at drawing attention to the present institutional structuring of the sport clubs that today have turned into models of business organizations and also to

the importance sports activities that have become independent branches of industry. Moreover, after emphasizing the importance of innovation management as the most recent understanding of management in our day for sports clubs, we will try to underline the fact that innovative activities can be applied by sports clubs managements.

Industrial evolution of sports

As a result of industrialization, the development of service sector, information era and rapid urbanization; community life and social structure have gained different characteristics. Concepts such as morality, culture, philosophy of life and economic welfare shape social tendencies. While modern societies have regarded sports as an essential part of social life, underdeveloped societies have not been able to grasp the importance of sports and ignored it. In our day, the attitudes of societies to sports reflect the general structure of their societies. A sport is actually regarded as a criterion of development [9]. Many different elements play a role in the change of social perceptions. These are the conditions of the day, politics and economy. Recently, in addition to these, sports is also used effectively to lead the society in a certain way and it is a commonly used tool to draw the lines for social expectations and life styles.

This change in the function of sports is not something spontaneous. The change and the transformation of social organisms have come about due to certain effects. The rapid developments in globalization and information technologies are the primary initiators of the change. While İmamoğlu [10] underlines the idea that like the change in many organizations, the change in sports organizations might come about depending on political and economic systems adopted by countries and that it is shaped in accordance with the new needs and change the age brings about; Balcı [11] mentions that all of the economic and social changes in the world are also seen in sports organizations.

In our day, the most important social change came to be in working hours and working conditions. The reason is that technological mobility and information technologies based production techniques have improved office conditions. In this respect, people have found more free time and in order to fill in this gap in life, they have started taking different interests outside the work. Activities in namely, culture, art and cinema have been the common areas of preoccupation for people. After the 1980s, sport is added onto these. As people's consciousness raised and they had more free time, the necessity of sports for health has been understood by the society. People headed for sports in their free time, and naturally expenses increased. Ekenci and İmamoğlu [12] emphasize that this tendency led to the emergence of sports economy and they point out that as the economy of free time grew, the share of sports in it grew as well. They also underline the fact that the needs of different groups of people in the society are determined through sports and that sports marketing techniques that have a social side develop in sports institutions. Those individuals from all layers in the social structure begin to prefer sports led to the emergence of a different economic source and also the needs and demands of people in spending their free time have been determined [12]. Cerrahoğlu and İmamoğlu [13] who analyze this subject from a different perspective state that with developments such as the permission for commercials in sports after 1980s when free time activities became common activities, sponsorship, the pressure on sports clubs and federations for structural changes; money and sports became inseparable and they point out that all these developments show that sports economy is one that will be profitable. It is an undeniable fact that the change of perceptions in the society and the innovative approach the age has brought has accelerated the rise of sports as an industry. This process of change has been shaped by the tendencies of people and it has come to its current stage with the position of people dealing with sports as not being indifferent to the demands and changes [13].

Nowadays, in the market called sports industry billion dollars volume of money transfer occur. Today's market conditions mean a lot not only for business organizations but also for sports. Leaving the amateurism in sports aside, sports clubs that tend to become profit oriented develop policies to get the biggest share in this industry and they create alternative revenue items. Sports clubs preferring institutional structuring that give importance to the financial transformations of the sports practices; incorporate experts. Today, sports and economy go with one another and they are indispensable factors for each other. Today, sportsmen compete with one another for economic and social advantages as well as prestige rather than the bays and virtues of their previous colleagues [14]. Analyzing the issue in terms of sportsmen may not give satisfactory results for this new condition. For, policies of going public through incorporation demonstrate the financial tendencies of sports clubs in the best way. The era of profit oriented and success-based economic structure has dramatically changed the basic functioning of sports and also changed the priorities.

The primary duty of sports industry today is to produce sports activities. To this end, teams and leagues are organized. The secondary duty of sports industry is the commercial approaches about sports activities. These include the food and drinks during games, stadiums, halls and sale of other products [15]. In our world today, as a branch of industry, sports with about billion-dollar budgets is making moves in accordance with the sector and increasing their profit maximization each day. Like in other branches of industry, national borders are abolished and it has become one of the most profitable area of global commerce network. In such an economic environment and in a process where commercial concerns are on the foreground; classic understanding of clubs and a management model based on voluntariness have become impossible.

Innovation management in sports clubs

As a result of industrialization, the development of service sector, information era and rapid urbanization; community life and social structure have gained different characteristics. Concepts such as morality, culture, philosophy of life and economic welfare shape social tendencies. The importance and the extent of the issue can be understood more easily by looking at the social institutions, facts and events which sports is in contact with [9]. When this statement is analyzed it will be seen that sports is an indispensable part of social life. Sports, which has

multiple functions in shaping the social perceptions, is included in many different commercial areas with its economic dimension. Gaining a position much beyond classic sports performance approaches, sports has engaged in active commercial activities through clubs. This structural and functional change has brought about institutional structuring and different management models.

Sports clubs are legal private foundations established according to certain rules, the authorities and responsibilities of each member of which are clear, which serves the public both with its amateur and professional branches, which has facilities and equipment where people from all age groups can do sports, and which also aim at training sportsmen [16]. Sports clubs, as places where sportsmen and the technical team come together for a common goal, are legal entities that teach and apply sports scientifically. Sports clubs have two different legal entities, namely as associations and as firms. While associations are non-profit organizations, firms are profit oriented legal entities [17].

Therefore, the corporate structure of these sports organizations has become one of the most profitable investments today. Sports clubs which have a very strong position in the global economic network are making their organizational structure suitable for this financial transformation. Trying to get the biggest share of global sports and thus following closely the new management techniques and models, sports clubs are not unfamiliar with innovation which is the most popular management technique today. What's more, present conditions have made it necessary. Devocioğlu and Altıngül [18] state that sports have come a long way with the developing information era, technology and a culture stemming from more free time. That it has an economic mission as well as a social one has made innovations inevitable for the management mechanism which has become more sophisticated [18].

It looks possible with developing technology that sports clubs can be transformed into a competitive, quick and flexible structure which can produce goods and services and which can adapt to change and transformations [19]. The transformation of sports clubs into business corporation modals accelerated different management models in sports applications. It has been impossible for the classic understanding of associations to dominate such a wide area of activities. Arıkan et al., [19] again state that although the sphere of influence of sports clubs are limited with the sports activities they carry out and that they are face many problems of management, these are trivial considering the characteristics of sports being a focus of interest and they underline the idea that innovations managements applied by sports clubs will extend the sphere of influence of them. That the approach of innovation management can be applied in areas such as information, technology, health, sports, education and economy contains significant findings to evaluate for sports management and its organizations [19].

Sports management makes different approaches a must for sports clubs. In a rapidly changing world, sports which already contains change within itself is to catch up with change in its management style with its own internal dynamics.

The need for personal and organizational change will continue to be the first items on agendas in the millennium. The inevitability of this process is becoming evident day by day. It will not be possible for countries to survive which do not adapt to change with its institutions of education. It is necessary for countries to keep pace with change with all its individuals and organizations [20]. The process of change alone does not mean anything. All the people and organizations of the country should be a part of this process. In the name of taking the lead, the change policies of sports clubs will be reflected in their management and it will increase their efficiency. The abolition of borders in the world and the international characteristics of sports already require a continuous follow-up mechanism and that they should always be on the side of change. The sports clubs that join international organizations such as international championships, world and European championships cannot be managed with an understanding that does not follow change and development. Change in itself is always a must for sports clubs. Innovative activities should be assessed properly by sports clubs and policies must be developed accordingly.

Change is inevitable in sports organizations. Changes in social, political, cultural, economic etc. domains affect sports clubs. Sports clubs that exist in a changing and developing world order have to be open to innovative activities and they should keep pace with them to survive. Dennis [21] suggests thirteen rules for change management in institutions of education. Adapted to sports clubs, these rules are as follows for innovation management:

- Education of leadership should be provided
- Systems approach should be used
- Team approach should be used
- Power should be shared
- Flexible planning should be done
- Should have a broad perspective
- Innovative examples should be searched for [21].

For modern innovative activities, sports clubs should check out their institutional structuring according to these items as today they operate with a commercial motive and they develop profit oriented policies. It will be possible to put these policies into practice by making the organization adopt innovation management. Today, sports clubs direct their financial structures with the commercial policies they have developed. These economy policies can most be effectively realized with innovation management. The difference in the concept of customer orientation in the classic commercial organizations since the fundamental dynamic which has an impact on consumption curve is the factor of loyalty rather than customer satisfaction. Fans of sports clubs buy the products of the club and spend a good deal of money to buy season tickets to watch the matches. In the light of this sectoral difference, innovative activities should be undertaken and managing bodies should shape innovation management in this way.

Sports clubs are among the amateur and professional activities and they are a part of sports which itself is in a complicated network of relations and this is a structural characteristics of sports. This structural characteristic is the element of commitment and a close analysis will reveal that it presents information and findings about innovation management, which can be applied in sports management [19]. The structural difference that is tried to be explained is the development of precautions and policies which will bring more profit with the use of innovative activities and also bring more input than the output. These policies will direct both the financial and institutional structures of sports clubs. The steps to be taken in the name of existing in the future are highly important and strategic moves according to innovative activities will help clubs to make the scene in both national and international arena. The farsighted sports clubs which are able to adapt to changes quickly will be the close followers of developments with innovation management and they will take action according to the vision developed accordingly.

Devecioğlu [22] emphasizes that the principles which will help achieve the goals according to this vision should be determined in respect to innovation management and that goals should be put forward in detail. He also states that an approach in accordance with innovative techniques should be followed. That is to say;

- A service in sports should first be planned in an innovative format,
- This plan should be prepared as short-term, medium term and long-term,
- Each service of the club should be mentioned in detail in this plan,
- Later on, innovative strategies in step with this plan should be developed,
- The plan should be put into practice,
- Both internal and external coordination should be provided to achieve the desired results,
- An innovative follow-up system should be developed [22].

The principles put forward are similar to classic management techniques. However, the different point is the combination of innovative activities with classic ones and the reflection of a more innovative approach on to the corporate culture. For, innovation management brings about change and innovation in perceptions and this means that sports clubs should continuously operate a follow up system. Innovation management will also help sports clubs to foresee the future better and guarantee the financial achievements in the future.

Sports clubs will not have much difficulty in making moves in accordance with the age. The understanding of continuous change which already exists in the nature of sports will grow stronger and will support the financial and corporate structures of the clubs. What the clubs should do is to apply innovation management effectively.

2. CONCLUSION

Today, sports clubs act like business organizations and they are profit oriented. This change has made serious institutional structuring and different management models a must. Innovation management is highly important for international firms and today it is a very necessary management model for sports clubs that are becoming corporate and that are going public. Increasing the profit and reaching more customers constitute the primary vision of the sports clubs. Being profit oriented in sports activities has brought innovation management together with a different and innovative approach.

Clubs should make use of innovative activities while planning their future and should take serious steps concerning club policies and financial goals. With the developing information technology and the global economic system, clubs are always on window display; and hence, making use of innovative activities in producing goods and services will help them realize their goals effectively. Change and innovation is evident in all stages of sports clubs. The important point is to handle change effectively. Sports clubs should well establish the factors requiring change in the national and international arena and they should determine their innovative activities in this way. A belief in change and innovative activities is not enough in itself, but it is important to foresee the problems that might arise during its operation. Another important point here is that innovation management should be managed with an organizational structure. Sports clubs which plan their financial structures according to innovative activities will always be a step ahead and by using a different mechanism, they will take advantage of the extra benefits of innovation management

As a result, in this changing and developing world, sports clubs will achieve their primary goal of making profit and will be a step ahead of their rivals. Production of more goods and services will have an effect on their finances and create different revenue items in the economic structure based on performance. In the process of innovation management, the whole organization will be a part of its process and contribute directly to innovative activities. Innovation management is regarded as one of the basic sustainable dynamics for sports clubs. Since this means more financial sources and institutional structuring, it helps sports clubs to achieve their profit oriented goals. Considering the expenses of sports clubs in the world, it is vitally important that the inputs should be more than the outputs as the survival of the clubs is highly significant.

Innovation management helps clubs to last long and be more competitive each year; it also helps them increase their economic performances. In this respect, sports clubs should analyze and evaluate innovative activities very well and should develop management techniques according to their corporate cultures. This is highly important for both the financial and sport achievements.

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