

Economical aspect of Turkish sports federations before and after gaining autonomy (the case of Volleyball Federation of Turkey)*

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Abstract

In this study, where financial construction of Turkish Sports Federations before and after gaining autonomy is compared with the case of Volleyball Federation of Turkey, the financial contribution of autonomy process, which was legalized in 2004 to serve as a solution, to the federations is evaluated and recommendations for solution are tried to be developed. Financial information on Volleyball Federation of Turkey's being autonomous is examined using the method of "documentation" and the findings obtained as a result are illustrated on tables and graphics. Economical aspect of autonomy stems from the fact that autonomous federations have financial autonomy. Federations use several methods in order to be financially autonomous and self-sufficient organizations. In this respect, Football Federation and federations in Europe which have the experience of autonomy constitute a model and it is observed that they are successful in this point.

Keywords: Federation, sports, volleyball, autonomy.

Bağımsız Spor Federasyonlarının Özerkleşme Öncesi ve Sonrası Ekonomik Boyutu: (Türkiye Voleybol Federasyonu Örneği)

Özet

Bağımsız Spor Federasyonlarının özerklik öncesi ve sonrası mali yapılanmalarının Türkiye Voleybol Federasyonu örneği ile karşılaştırıldığı bu çalışmada; 2004 yılında bir çözüm olarak yasalaşan özerkleşme sürecinin federasyonlara mali katkısı değerlendirilmiş çözüm önerileri geliştirilmeye çalışılmıştır. Türkiye Voleybol Federasyonu'nun özerkliği ile ilgili mali bilgiler "dokümantasyon metodu" kullanılarak incelenmiş, elde edilen bulgular tablo ve grafiklerle sunulmuştur. Özerkliğin ekonomik boyutu özerk federasyonların mali özerkliğe sahip olmalarından ileri gelir. Federasyonlar mali açıdan özerk ve kendine yeten bir kurum olmak için birçok metot kullanılmaktadırlar. Bu noktada özerklik deneyimine sahip Futbol Federasyonu ve Avrupa'daki federasyonlar bir model oluşturmakta ve bu konuda başarılı oldukları gözlenmektedir.

Anahtar Kelimeler: Federasyon, spor, voleybol, özerklik.

INTRODUCTION

It seems necessary for organizations to change in parallel to the changing and developing contemporary conditions and adapt to the changes in the environment. However, following and adapting to the external changes are not enough for success; in order for contemporary organizations to carry out their activities in a competitive environment with a high level of efficiency and effectiveness, they are required to plan the change, show efforts to initiate the change, and play the role

of an agent of change as well as responding to external challenges (8).

In Turkish public organizations, some administrative obstructions such as the waste of resources, inefficiency, unbalanced and low quality services, and bureaucratic hegemony draw attention in the provision of services. Therefore, in today's world where a rapid change is being experienced, the necessity of a new structure which would ensure the optimal provision of services and participation across the country is frequently stressed (3).

Taken philosophically, the spirit of sports features individual development, competition, and race-winning. In parallel to this, it might be said that sports should be structured entirely in private law and in an order with predetermined rules, in line with liberal thought. In fact, those societies in which sports develop to an advanced level generally consist of those countries which do not delimit individual entrepreneurship (7).

In many EU countries, sports are not directly governed by state. State carries out this function by regulating infrastructural organizations and preparing the sportive atmosphere. Thus, these countries structure their sportive organizations in the light of scientific and technological developments, within the framework of a modern administrative understanding in a way to emphasize autonomy (7).

The level that has been achieved so far in sports and reached by contemporary societies renders the administration of sports more important (7). This situation makes possible to discuss the project of structural change in sports in general, and autonomy of the federations within the scope of the project in particular (8). This process is reflected to the sports organizations through legal regulations whereby the sports organizations have gained autonomy.

In the Declaration, in accordance with the provisions of the Additional Article 9 that has been added to the Law no. 3289 on the Organization and Duties of the General Directorate of Youth and Sports with the Law no. 5105, and with the MDK-344 numbered approval of the Prime Ministry on 19.10.2004, Turkish Volleyball Federation (TVF), which was established on 20.12.1958, is granted financial and administrative autonomy (12).

In order to be able to see the applicability and benefits of the process of becoming autonomous in Turkish Sports federations, it was required to analyse the economic situation before and after the obtainment of autonomy. In this study, taking that situation into account, autonomy, which seems to be a solution in the restructuring of Turkish sports, and the financial structure of Turkish Volleyball Federation that has gained autonomy are investigated; and this study also tries to provide data to be administratively and financially explored by sports organizations that are in the process of autonomy.

MATERIAL & METHOD

The material of this study consists of primary and secondary sources that are directly or indirectly related to the subject and primary data from Turkish institutions and organizations that deal with the statistics of sports economy (Turkish Volleyball Federation, General Directorate of Youth and Sports). The study employs single screening method and is monographic.

RESULTS

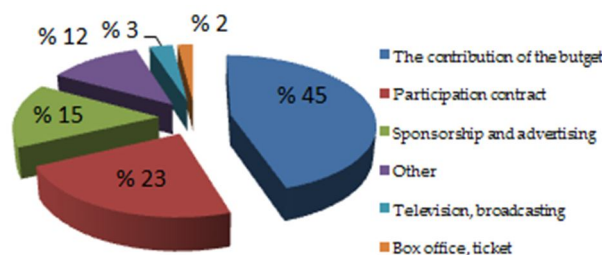


Figure 1. Income Turkish Volleyball Federation.

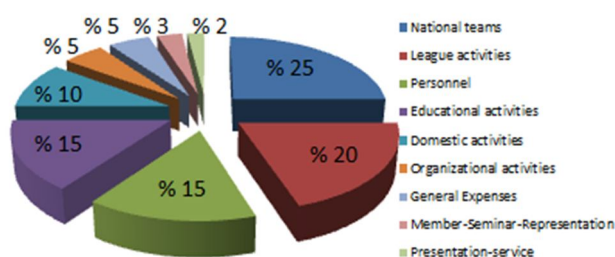


Figure 2. Expenses Turkish Volleyball Federation

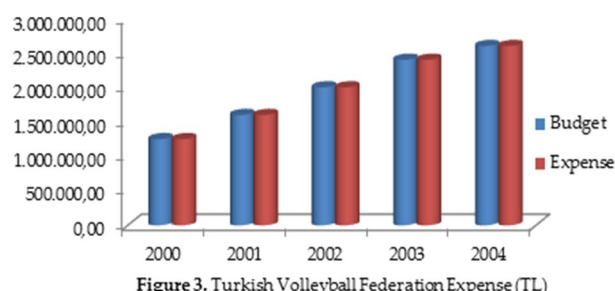


Figure 3. Turkish Volleyball Federation Expense (TL)

Table 1. Income sponsor and organization of Turkish Volleyball Federation.

TRT Broadcast revenue	105.000 TL.
Gala ball (national game) income of the sponsor	76.300 TL.
Revenues of organization	319.100 TL.
License revenue	37.000 TL.
Total revenues of sponsorship	537.400 TL.
Income organizer	800.000 TL.
Total income external budget	1.337.400 TL

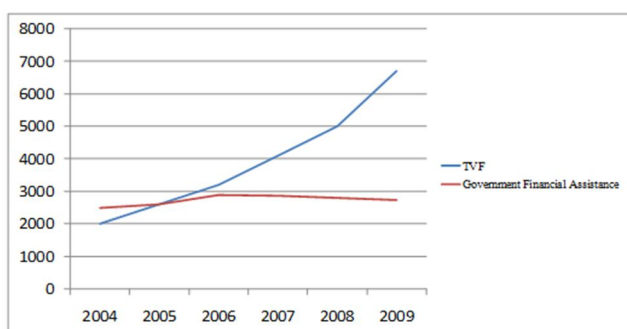


Figure 4. 2004-2009 Budget estimates of TVF.

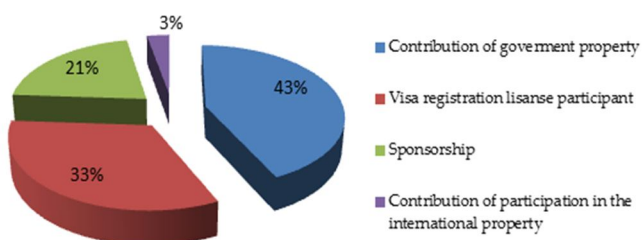


Figure 5. Income of TVF 2006

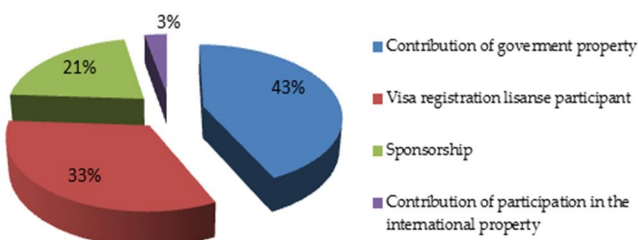


Figure 5. Income of TVF 2006

DISCUSSION

When the popularity of volleyball branch is considered, in the process of becoming

autonomous, it seems necessary that the level of development of federations be taken into account and they should be equipped with personnel possessing required qualities. It is, because rendering the administrative structure of Turkish sports organizations autonomous would not solve the issue entirely. What matters is the administering of sports organizations which are to gain this structure with a modern administrative understanding and the realization of implementations depending on scientific data in line with contemporary requirements (8).

Imamoglu and Cimen (8), draw attention to the financial aspect of the issue with the expression "Based on the fact that it is not possible for all federations to obtain financially required monetary sources, those federations that provide public services must be able to receive cash and in-kind support from public authorities despite their autonomy." However, to what extent those public service organizations benefiting from state funds would be autonomous is an issue to be raised here. It is because public-funded organizations are undoubtedly exposed to at least the influence of auditing departments. At this point, it could be possible to intervene to the decisions of that organization. In this regard, while gaining their autonomy, federations require a commercial structure whereby they can ensure their self-reliance in terms of financial revenues. Many studies dealing with the financial and administrative problems of sports federations and relevant solutions already support this suggestion.

As stated by Ekenci and Seraslan (3), in Turkey, it is required to prepare a firm ground which would not hinder sports from getting organized in a self-relying manner together with its own independent institutions which are to be developed in parallel to the causes and effects of general social and political changes. When these views are applied to the federations, in financial terms, it might be said that it is possible to create a structure in which such organizations obtain their own income.

In a study conducted by Karakucuk and Yenel (10), the analyses "Turkish press allocates enough number of pages for sports; however, concerning the distribution of these pages, there is a great imbalance in favor of professional football. This situation has continued since the professionalization of football in 1959 and the beginning of league matches. In this process, newspapers have allocated

more space to football and featured popular football" are important in terms of the sectoral industrialization of football.

Güven (6) states that those federations that satisfy the criteria such as the number of active players, active clubs, and the currency of the branch in Turkey and across the world as well it's potential for development, whether the sports branches are olympic or not, the situation of the federation and dependent clubs in terms of facilities may gain autonomy.

In accordance with the provisions of the Additional Article 9 that has been added to the Law no. 3289 on the Organization and Duties of the General Directorate of Youth and Sports with the Law no. 5105, and with the MDK-344 numbered approval of the Prime Ministry on 19.10.2004, Turkish Volleyball Federation, which was established on 20.12.1958, is granted financial and administrative autonomy (12).

Thanks to the marketing strategy successfully implemented by the International Volleyball Federation (FIVB), volleyball has become one of the industrialized sports branches (13).

Volleyball's process of industrialization is not independent from the great rise of sports sponsorship that left its mark on the final quarter of 20th Century. FIVB managed to incorporate volleyball into the natural process of development of sports sponsorship and enabled it to reach the level it always deserved, by evaluating volleyball's true potential (12).

While industrializing volleyball, FIVB prioritised responding to the expectations of companies, institutions and organizations (13).

The most popular sports among women around the world are volleyball and the influence of women on the latest purchasing decision is a known fact. This is the discovery of FIVB (13).

The truth that lies beneath the global industrialization of volleyball is this broad product range. FIVB developed Parkvolley concept for youth and Minivolley concept for children. Both new "products" will further extend the area of influence of volleyball. This means that more people will be playing volleyball. More people will bring more sales; and more sales in turn attract more sponsors to volleyball. This relation will continue in a self-generating manner. The 1 billion USD turnover

achieved by FIVB in 2002 is the result of its correct establishment, regulation and administration of this relationship (13).

There is great potential in Turkey. The chairperson of European Volleyball Confederation (CEV), Andre Meyer, reported that Turkey was one of the two fastest-developing countries which have the greatest potential in Europe (the other is Poland) (13).

Due to the integrity of sports with the society, when closely observed, it could be seen that sports move in line with political, social, cultural, and economic developments. In this regard, it is inevitable for sports administration and institutions to monitor developments in all areas and to adapt themselves accordingly as well as updating and developing themselves in the face of such developments.

Considering that autonomy would bring professionalism in sports in accordance with its financial self-reliance principle, these structures should be created so as not to harm the fabric of amateur sports and all improvements in federation administrations and institutional structures should be considered and realized in terms of these criteria; done so, these practices will accelerate the democratization activities of Turkish sports administration and provide great contributions to the improvement of economic and social conditions of our country in the EU accession process (1).

The economic aspect of autonomy comes from the financial autonomy of autonomous federations. Federations use various methods so as to become financially self-relying and self-sufficient institutions. At this point, Football Federation, which has an experience of autonomy, and federations in Europe constitute a model; and it is observed that they operate successfully.

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