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DOCTORAL THESIS

MANAGEMENTUL CLUBURILOR SPORTIVE

**Comparative study on the management of football clubs in
different European countries**

ABSTRACT

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INTRODUCTION

Sports management represents an essential aspect for professionals in the field, considering that sports are a global product and service that impacts businesses worldwide. However, there are gaps in the specialized literature regarding international sports management.

The proposed paper aims to explore the practical significance and research directions concerning international sports management and its integration into sports legislation. The role of entrepreneurial management in sports across various countries is discussed, highlighting recent changes.

Different aspects of international sports management are analyzed, such as the internationalization of sports, sports entrepreneurship, sports branding, or corporate social responsibility in sports. The main conclusion is that this research field deserves increased attention, being essential for the evolution and development of sports globally.

In Romania, the sports industry lacks proper funding from European funds, and the financial support of sports clubs mainly comes from public authorities. The adoption of international management practices and regulations would contribute to improving the situation of Romanian sports clubs and aligning them with European standards.

PART I.
THE SCIENTIFIC FOUNDATIONS OF MANAGEMENT
CHAPTER 1. The theoretical foundations of management

În prima parte a tezei , respectiv capitolul 1 *Fundamentele teoretice ale managementului*, s-au prezentat următoarele teorii:

- Definitions of management. History of management
- Functions of general management
- General management methods

In the aforementioned theories, I briefly presented the definition of management and the functions of general management, which are divided into: forecasting, organizing, commanding, coordinating, and controlling.

The general management methods are classified into:

- Management principles
- Management system
- Theoretical concepts regarding general management methods

Among the main management strategies recommended for achieving business ideas and institutionalizing innovation are:

- Project management;
- Management by objectives;
- Product management;
- Results-based management;
- Budget management;
- System-based management;
- Participative management.

**CHAPTER 2. PARTICULARITIES OF APPLYING MANAGEMENT
IN SPORTS**

The second chapter is divided into two categories, namely:

1. Particularities of applying management in sports, which are characterized by:

a) The functions of physical education and sports management, representing the essence of management activity, with the main functions being: forecasting, organizing, coordinating, training-motivation, and control.

b) Management methods applied in sports, based on scientific methods and techniques to efficiently manage resources, motivate personnel, and optimize the decision-making process, playing a crucial role in evaluating results.

2. Forms and types of organization of sports clubs in Europe and Romania, divided into two forms and types of organization:

a) Forms and types of organization of sports clubs in Europe, these organizations are led by federations and national associations, which promote, develop, and control sports.

b) Forms and types of organization of sports clubs in Romania, the first forms of sports activities appeared in the 19th century in schools, professional circles, and the military. After 1989, sports experienced various forms of organization, and sports clubs became legal entities that promote sports disciplines, collaborating with federations to participate in national or international competitions.

PART II. STUDIES ON PERFORMANCE MANAGEMENT AT THE LEVEL OF FOOTBALL CLUBS

CHAPTER 3. COMPARATIVE STUDY BETWEEN EUROPEAN CLUBS AND THOSE IN ROMANIA'S FIRST FOOTBALL LEAGUE

The second part of the thesis, specifically the third chapter, consists of three subpoints, which are classified and described in more detail as follows:

❖ Presentation of the research methods used, as found in the specialized literature

Given the particularities of the proposed topic, the research I conducted focused on sociological practice, and in this field, the term "method" is used to define the elements that will guide the course of action in conducting the research.

The humanities use fundamental research methods such as observation, document analysis, and interviews.

❖ The funding of sports clubs in the EU is divided into several financing systems:

The financing system in Belgium

Public administrations in Flanders receive financial support for sports, contributing 75%, according to the 2012 Sports Law. An allocation of 2.5 euros per inhabitant is made, with a 30% contribution from administrations. Direct subsidies are introduced for simplification, and sports associations obtain 10 billion euros per year, with 6 billion coming from advertising and sponsorships.

The financing system in Germany

The funding of sports activities in Germany is carried out through contributions from federal regions, sponsorships, membership fees, TV rights, and subsidies. National lotteries also contribute to sports funding, and between 2006-2009, the German government granted 842 million euros in subsidies.

The financing system in Italy

The Italian sports financing system is implemented through CONI (Italian National Olympic Committee) and sponsorships, with contributions

from local public administrations and the government. ICS (Institute for Sports Credit) provides loans for sports facilities, and sports federations receive transparent funding from CONI's budget.

The financing system in Netherland

The Dutch system supports sports through government funding and lotteries. The Ministry of Health, Welfare, and Sport coordinates sports activities. Coaches and athletes receive sports scholarships. The Public Welfare Act of 1994 regulates sports, and administrations invest in sports infrastructure.

The financing system in Spain

Sports funding in Spain is based on additional private contributions, with the budget for the Higher Sports Council increasing in 2014. Regional and local administrations are responsible for funding and developing sports, investing 454.7 million euros in 2012.

The financing system in Hungary

Sports organizations are funded from various sources, including the state budget and private companies. The HOC (Hungarian Olympic Committee) distributes funds to elite, Olympic, Paralympic, and non-Olympic sports, and the funded programs are especially dedicated to sports for children under 18 years old.

❖ Comparative study of different clubs in Europe and those in Romania's first football league

The study analyzes the management and marketing of sports clubs in Romania compared to top European clubs, highlighting the importance of effective management and a well-defined marketing strategy for success in the sports industry. The conclusion emphasizes the need for the qualification of sports managers and the introduction of marketing specialists in clubs to enhance international competitiveness.

CHAPTER 4. STUDY ON THE RELATIONSHIP BETWEEN MANAGERIAL COMPETENCIES AND THE PERFORMANCE OF SPORTS CLUBS IN ROMANIA AND EUROPE

In the final chapter, I conducted a study on the relationship between managerial competencies and the performance of sports clubs in Romania and Europe, listing some important elements in developing such a study.

The motivation for choosing this topic

The study focuses on the need for the recovery of Romanian sports and notes that recent successes are primarily individual. It highlights the necessity for radical measures to rebuild this sector.

The aim of the research

The research analyzes the sports framework in the EU, proposing improvements in the decision-making processes of Romanian clubs through management and marketing methods. A sports reform is necessary to match

the EU level, involving investments in sports facilities and more permissive legislation.

Research Objectives

The study will analyze sports legislation from various European countries to highlight the need for new laws in Romania to support local sports. Sports have become a national interest, influencing the lives of people of all ages from diverse social and religious backgrounds.

Research Premises

Sports have diversified based on social and group interests, becoming a national issue of social interest. Streamlining and updating European legislation is necessary for the development of Romanian sports.

Research Hypotheses

The study proposes updating the legislation for sports clubs in Romania to improve sports management and marketing. A comparative study with other European countries will guide research and solution design.

Research Methods

The methods used include theoretical documentation, observation, survey (questionnaire-based survey, study-based survey), statistical method, and graphical method.

Research Stages

Romanian sports are going through a difficult period, which prompted the initiation of research to identify solutions. The process includes stages such as formulating hypotheses and specialized documentation.

Organization and Conduct of the Research

This is an analysis of the problems in Romanian sports and possible solutions for improvement. The study involves monitoring the conditions of sports activities, evaluation methods, and challenges encountered. It also analyzes legislation, funding, and management in sports at both national and European levels.

Collaborations for the Application of Research Methods

To carry out our research, we propose collaborating with: The Ministry of Youth and Sports of Romania, Prestigious sports clubs in Europe, UEFA, representatives Sports clubs in Romania and The Romanian Parliament.

Data Presentation

Following the analysis and interpretation of the data, presentations, discussions, and roundtables will be held with stakeholders from the education, finance, sports, and political sectors, as well as with civil society, to draw the necessary conclusions for implementation.

Data Processing and Interpretation

The data will be tabulated, processed using comparative and statistical methods, and graphically represented.

Research Exploitation Possibilities

Based on the conclusions, new legislative changes will be proposed to

the Romanian Parliament. Participation in communication sessions and the preparation of articles in specialized journals will also be conducted.

Research Subjects

The preliminary study focused on specialized literature, European and national sports legislation, sports funding in Romania and the EU, management and marketing in sports clubs, and the training of their leadership.

Research Content

The study focused on European and national sports policies, as well as financing methods in sports, recognizing it as a fundamental human right. Sports funding models in the EU vary, with different levels of public participation and funding in different European regions.

CONCLUSIONS AND PROPOSALS

The summary of the organization and financing of sports clubs in various European countries reveals a significant gap compared to the situation in Romania.

Most European countries have recognized that sports represent an engine for economic development and have implemented programs to support and develop the sports community.

In Romania, however, these decisions have been delayed, and insufficient resources have been allocated to sports management and marketing.

Sports have become an important business that requires a professional approach to attract fans, increase competitiveness, and generate benefits.

Romania's sports policy is influenced more by external demands than by internal strategies for sports development.

As a result, the preparation of Romanian society for practicing sports is currently inferior compared to most European countries.

In Romania, sports face a lack of reform and investment in infrastructure.

Significant differences between EU sports policies and Romania lead to poor results in the sports sector.

Specialization in sports management is necessary to achieve notable performances.

Sports clubs' funding can be improved through sponsorships in accordance with the Fiscal Code, and companies can benefit from tax exemptions.

The tax facility for sponsorship allows for the deduction of granted amounts, reducing the tax paid by sponsors.

Without utilizing this opportunity, the funds may be redirected to the state budget instead of supporting sports clubs.

Sports management and marketing are essential for the development of

Romanian sports, requiring legislative changes and their implementation.

Among the proposed legislative changes are the following:

➤ **TITLE III: Sports Administration Structures, CHAPTER I: Ministry of Youth and Sports, Article 18.1, Paragraph 1**

The phrase "may be allocated" is replaced with the phrase "are allocated," and the article thus modified becomes:

"By decision of the deliberative authorities of the local public administration, funds are allocated from the local budget for financing the sports activities of sports structures that have the status of credit administrators under their subordination."

Article 18.1, Paragraph 2

The phrase "may be allocated" is replaced with the phrase "are allocated," and the article thus modified becomes:

"By decision of the deliberative authorities of the local public administration, funds are allocated from the local budget for..."

Article 18.1, Paragraph 3

The phrase "may be allocated" is replaced with the phrase "will allocate," and the article thus modified becomes:

"The local public administration authorities will allocate funds for the financing of sports infrastructure and activities, in accordance with paragraphs (1) and (2), from the approved budget."

➤ **CHAPTER II: County Youth and Sports Directorates, and the Youth and Sports Directorate of Bucharest Municipality**

Article 20, Paragraph (1)

A new point "j" is introduced, which will have the following content:

Letter (j) Supports the sports structures in the county from a technical-methodological perspective through the management and marketing department.

➤ **TITLE IV: Sports Structures, CHAPTER III: Sports Clubs**

Article 31

A new paragraph, 2.1, is introduced with the following content:

2.1 Professional sports clubs will have specialized personnel in the field of sports management and marketing.

➤ **CHAPTER V: National Sports Federations**

Article 39

A new paragraph 1.1 is introduced with the following content:

National sports federations have their own specialized management and marketing bodies.

TITLE IX: Training and Development of Specialists in Physical Education and Sports

Article 59, Paragraph 1:

The phrase "managers" is replaced with the phrase "specialists in management and marketing," thus becoming:

(1) "The training of graduates in physical education and sports, physical education teachers, coaches, specialists in management and marketing, and physiotherapists is carried out within accredited or authorized higher education institutions in accordance with the law."

Article 60, Paragraph 1:

The phrase "together" is replaced with the phrase "in partnership with," thus becoming:

(1) "The continuous training of specialists with higher education is carried out in accordance with the law. The continuous training of coaches is done through refresher courses and training internships, organized by national sports federations in partnership with accredited or authorized higher education institutions in accordance with the law."

Article 60, Paragraph 2:

It is amended and becomes:

(2) "The system for the classification and promotion of coaches is established by accredited or authorized higher education institutions in accordance with the law, in partnership with national sports federations and the Ministry of Sports, through the coach's statute."