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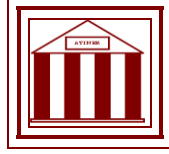
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Investigating Competitive Intelligence Systems of Professional Football Clubs in Turkey

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Abstract

The study has been prepared for learning Competitive Intelligence (CI) Systems of Professional Football Clubs in Turkey. For this purpose, in the light of literature as data collection medium the questionnaire forms, comprising 12 basic questions and 49 auxiliary questions were prepared. The questionnaire was improved and adjusted to Turkey from the one which was first produced by Hughes and Beasley (2007). They were applied to the managers and administrators of all Turkish professional leagues' teams (125 teams) in the same season 40 managers and administrators participated in this research by answering the questionnaires. The scale used has high reliability with evaluated 0,88 Crohnbach's Alpha rate. Results of the research were interpreted via the tables comprising descriptive frequency analyses and cross-table analyses with related factors by using SPSS 17.0 statistic program.

As the result of the research; it has been observed that the professional Turkish leagues' managers and administrators see competitive intelligence activities as an important factor for success of their teams. Furthermore, they indicate that their intelligence activities will increase in the future. On the other hand, it can be said that with the level of team goes higher, the usage of competitive intelligence goes up as well. It has been detected that most of the attendees were club administrators (34.2 %) and also they were in the executive committee (41.7 %). The result of the study indicates that 94.9 % of all teams report that they maintain a CI function completely or partly and nearly half (43.6 %) of all teams have employed CI function for five years or more and interestingly one-forth (23 %) employed it less than one year.

According to research, the most effective CI activities provide intelligence is internet and web (54 %), football federation database (40 %) comes second and personal contacts (% 38) comes third in a row. It has been discovered that the most effective CI source for the clubs is inside resources of club environment and club experts (35.9 %). The results also show that providing tender and transfer leverage to the club (40 %) and improving club image (38 %) options were applied in terms of reasons and grounds for carrying out CI activities. Additionally, those options were seen as always effective.

Key words: Competitive Intelligence, Intelligence Cycle, Information and Knowledge Management, Professional Leaques.
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Introduction

The globalization trends and technological developments in business areas have to enforce the assessment of risks and opportunities especially in strategic management. Strategic management requires to determine own potentials and influence factors from the environment of companies and to control these factors. The competitive intelligence (CI), benefited from many methods and tools in the management, marketing and information technology fields, has basically six major steps; defining the user requirements, information gathering, information processing, analysis, information delivery and feedback. The companies can succeed if they can be well prepared against internal and external threats and perceive chances faster than the competitors. The competitive intelligence is a signpost in this scope.

Juhari and Stephens (2006) define CI as an intelligence activity, especially derived from either military, economic, commercial and or political intelligence. Akpınar and Edin (2007) states quoting Fuld who emphasized that CI is not the mass of databases or detailed written reports and the most importantly is not espionage, stealing or not an endeavour to interfere with activities of the competitors.

According to Edin (2008) CI is defined as receiving important information about market and direct competitors and in the light of this information making analysis and transforming data into competitive advantage in order to generate strategies.

Taib et al., (2008) state that CI is the process of ethically collecting, analyzing and disseminating actionable intelligence regarding the implications of the business environment, competitors, and the organization itself.

Bose (2008) described CI as a vital component of a company's strategic planning and management process. It pulls together data and information from a very large and strategic view, allowing a company to predict or forecast what is going to happen in its competitive environment. By analyzing the capabilities, vulnerabilities, intentions, and moves of the competitors, CI allows a company to anticipate market developments proactively – rather than merely react to them. This in turn allows a company to remain competitive by improving its strategic decisions and leading to better performance against its competitors.

Fleisher and Wright (2009) interprets CI as the process by which organizations actively gather information about competitors and the competitive environment, and ideally, applying it to their decision-making and planning processes in order to improve their business performance. Wheaton (2011) expressed that CI is taught to be the highest analytic art by Strategic and Competitive Intelligence Professionals (SCIP).

Akpınar and Edin (2007) explained intelligence as it is defined in Turkish language organization dictionary; intelligence is recently acquired information and news. In addition, it is information collection, news acquiring and hearing. Yet in this context, it is far beyond these meanings.

In this research, CI term is used as the way previously used by Seviçin (2005) on 500 biggest firms in Turkey by using questionnaires. Hence it is recognized by Turkish firms.

Prescott (1999) expressed that CI process which produces value addition is a row of systematic organizational activities directed by company's own intelligence requirements in order to get competitive advantage. CI is defined as both a process and product by many researchers Prescott (1999), Fleisher (2004), Myburgh (2004), Akpınar and Edin (2007) and Bose (2008).

Myburgh (2004) states that as process it is to receive, analysis and evaluation of information so as to possess advantage over known happenings and possible competitors. Akpınar and Edin (2007) states that as product CI is information which is received regarding competitors', providers', clients', public enterprises', subsidaries' markets' and company's general environments' current and future actions, technologic trends and ecologic advances.

Bose (2008) states that CI is compose of five phases as planning and direction, collection, analysis, dissemination and feedback.

Figure 1. Competitive intelligence cycle
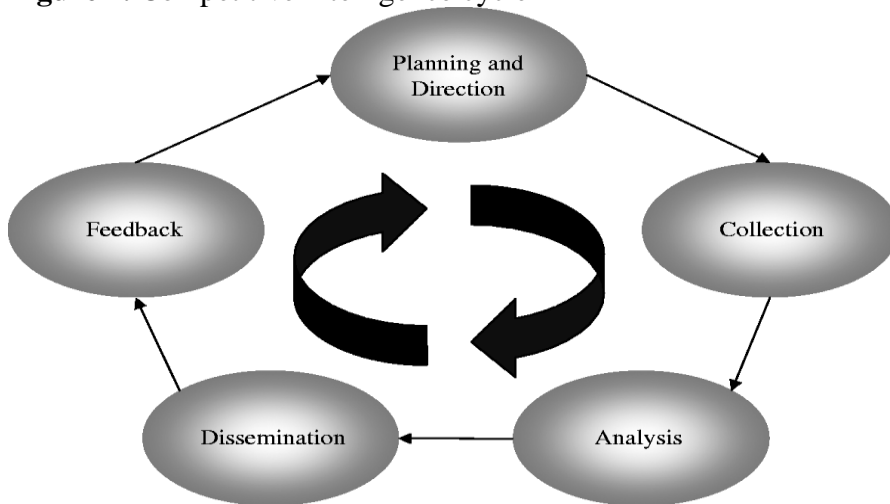
Stages of Competitive Intelligence Development

Intelligence has roots in military and one of the earliest references is The Art of War by strategist general Sun Tzu. CI has also tendency toward the areas of strategy, economy, industry and commerce. Apart from conventional intelligence influence on CI, Akpınar and Edin (2007) asserts that the roots of CI goes 15th century with the intelligence activities of Fürst Fugger Bank in Germany for enhancing sales power of its own. More modern German intelligence activities were seen in 18th century. In that period thanks to intelligence activities, they managed to receive patent and producing rights of

formula and process from French and English companies especially in chemistry field.

Akpınar and Edin (2007) states that Emperor Meiji launched a political and social events chain in Japan called as *Meiji Restoration* in which he invited experts from various western countries. Japan also sent many market researchers into the world providing with photograph and imaging technologies after World War II; thus, photograph technologies became driving force for modern Japan. Intelligence activities in the British Empire goes far more beyond and older than Japan's experience. Intelligence was being sent to the central units consistently from the colonies.

According to Juhari and Stephens (2006), Prescott identified three stages of CI development and contended that stage one occurred during the 1960's and 1970s and mostly associated with data gathering, and that they were informal and tactical. Prescott's second stage of CI development was defined as CI activities in the 1980s when competitor and industry analysis became popular. The third stage of Prescott's CI development that began in the 1990s, showed CI contributing to strategic decision-making that was built into dedicated formal units, either on their own or within their marketing or planning. Also, the advent and prolific use of computers boosted the technology and analytical capabilities of CI. However, Bergeron and Hiller (2002) expressed that much of the literature available on CI is prescriptive and anecdotal with a high level of redundancy.

Prescott (1999) added fourth stage to the CI development as Core Capability stage of Competitive Intelligence by defining the key event. Also, Anica-Popa and Cucui (2009) mentioned the phase and related courses taught in the universities and in business schools across the world. Besides, managing the parallel process, intelligence infrastructures for multinationals, CI as learning, network analysis are the key issues of this stage.

Sport Field Applications of Competitive Intelligence

Studies related with CI on sport have hardly been performed up to now in the world. In this regard, the study that was done by Hughes and Beasley (2007) was starting point for this study. Hughes and Beasley (2007) have observed CI on sport for the first time on 5 main professional leagues (basketball, football, baseball, hockey, soccer). Undoubtedly, not doing studies on CI is something unrational since the field of sport which is professional and shares the same standarts with business and the most importantly bearing competition in its foundation.

Hughes and Beasley (2007) applied a questionnaire which was derived from previous studies; in their study they found that all of the team sports 62 % use CI process in the USA. Furthermore, they discovered that the most effective CI activities are providing players personal decisions and identifying market opportunities. They expressed that CI studies have been done in many industries but not on sport. As far as professional sport and its expenditure has

been taken into consideration. It is supposed to be strongly emphasized. CI activities can also be seen in other types of sports like taking fotos and investigating activities of winning cars of the races.

Not only do players of sport teams and coaches compete with each other but also sponsorship, new stadiums and arena establishments, name rights, additional sport activities and fans can be in competition, too.

Altough sport environment lacks empirical studies; anectodal evidences show that it is as aggressive as other industries. Teams with low finacial sources must observe unique approaches in order to overcome their incompetencies Hughes and Beasley (2007). For instance, Bursaspor became champion in 2009-2011 season of first football devision of Turkey. Though, it has less monetary power than its big rivals. Teams which have difficulties and lack of enough capital can be very effective with sound and taiolored CI activities (e.g. scout hunters).

The study which was done by Hughes and Beasley (2007) in USA demonstrates that the professional sports industry is increasingly engaging in the active collection and analysis of information related to their competitive environments with the use of both traditional and technologically advanced analytical techniques. This phenomenon is the motivation for present analysis into the existence and examining the usage of competitive intelligence sytems in Turkish football leagues.

Methodology

Research Model

The present study which was conducted on professional sport clubs was pioneer study in Turkey. Primarily, literature scanning was carried out and decsriptive research model was used, and it was aimed to obtain information about the current status in Turkey. A questionnaire was prepared for the purpose of determining CI sytems of professional football clubs. Accordingly, a survey was used in collection of information and data.

Questionnaire questions were produced and improved specially by assessing data which was applied American professional sport clubs by Hughes and Beasley (2007). It was adjusted to Turkey after carefully scanning literature and interviewing academics with their views. Hence, questions types were concluded. Besides, evaluation techniques and systematic compliance of study was checked and commented accordingly. Questions were selected according to topic. Conradictory expressions and inconsistent questions were avoided for the purpose of getting and providing suitable information. Due to lack of time for questionnaires, it was decided to use a format which took less time for attendants. Consequently, easy and multible choice questions were carefully selected and open ended questions were abstained. Finally, for last check as pilot study, questionnaires were applied on two teams. After getting satisfactory results, all questionnaires were applied to whole sample.

The questions in that survey were applied to the managers of professional clubs using the method of mainly mail and face-to-face interview with the managers and administrators in the clubs. In several clubs, the questionnaires were sent via mail, and the questions were asked to be replied. Because of its sensitivity and with the aim of higher return, almost all related persons were reached personaly beforehand.

Universe and Sampling
The universe of the research is comprised by all professional football clubs in all divisions in Turkey. These clubs were determined to be included with full count method and all professionals without singling out anyone. Clubs which are not professional were excluded in the universe.

Since the number of the clubs- likely to be in activity of CI - is small-scale and available, all of them were included in the research without defining sample group. Hence, survey studies were conducted within a total of 40 clubs' managers and administrators who filled out and returned questionnaires. These clubs are observed to be in all divisions of leagues.

The number and names of the clubs along with managers and administrators that are included in the list obtained from the Turkish Football Fedaration web site. Clubs were determined to be 125, and it was targeted to reach all of them using the full count method. However, most of the contact details of these clubs were reached, and positive results were attained from 40 of them. It was found that the number was eligible.

Preparing the Data for Analysis and Evaluation of the Data
The data obtained in the research was analyzed by being transferred to the computer based statistics programs and the current situation was examined by changing all the answers into frequency tables. After various relations were determined between the data obtained, cross table analyses were made via chi-square method considering duration and significance relations, statistical tables were prepared and all the data and tables were commented scientifically in compliance with the content.

Results & Discussion

Descriptive Statistics & Frequency Tables
T-1: Distribution by age   **T-2: Marital status**

Age	f	%
39 and less	14	35,9
40-49 age	15	38,5
50 and over	10	25,6
Total	**39**	**100,0**

	f	%
Married	32	80,0
Bachelor	7	17,5
Widow	1	2,5
Total	**40**	**100,0**

T. 1-2: Sample group has been surveyed according to age group at T-1. Accordingly, 35,9 % participants are below 39 years of age, 38,5 % are between 40-49 years of age and 25,6 % are 50 years of age. Furtheremore, majority of participants is comprised by married officals.

T-3: Education level distribution

	f	%
Primary school	1	2,5
Junior high school	3	7,5
Senior high school	17	42,5
University	18	45,0
Doctorate	1	2,5
Total	**40**	**100,0**

T. 3: It is seen that most of the manegers have university degree (45 %) or high school training (42,5 %).

T-4: Attendants position in the club

	f	%
Deputy chief	1	2,6
Press officer	2	5,3
Press and public relations	1	2,6
President	2	5,3
General captain	1	2,6
General coordinator	1	2,6
General manager	1	2,6
General director	3	7,9
General secretary	1	2,6
Administrative works director	1	2,6
Administrative manager	1	2,6
Club president	1	2,6
Club director	13	34,2
Manager	1	2,6
Accounting department	1	2,6
Director	1	2,6
Deputy director	2	5,3
Special security director	1	2,6
Sportive director	1	2,6
Supervisor	2	5,3
Total	**38**	**100,0**

T. 4: It is seen that majority of the managers of the clubs included in the research are club directors (34,2 %). Besides, general directors (7,9 %), deputy directors (5,3 %), presidents (5,3 %) and press officers (5,3 %) come in a row.

T-5: Distribution of departments

	f	%
Youth system	4	11,1
Football branch	2	5,6
Administrative works	2	5,6
Human resources	1	2,8
Director	1	2,8
Marketing/Sales	1	2,8
Advertisements and public relations	1	2,8
Facilities	2	5,6
Transfer committee	1	2,8
Administrative board	15	41,7
Administrative board – Youth system	3	8,3
Administrative board – Football	3	8,3
Total	**36**	**100,0**

T. 5: Out of 36 manegers answered that question 41,7 % are in administrative board. Furtheremore, 11,1 % expressed that they are in youth system branches.

T-6: Additional information gathering and data collecting mediums

	f	%
Club's monthly press journals - Internet	1	7,1
Consulting firms - Internet	1	7,1
Internet	2	14,3
Internet-General press	1	7,1
Internet-Media-Managerial sector	1	7,1
Internet-Telephone	1	7,1
Club's trainers	1	7,1
Advertisement - Newspaper-Internet-TV	1	7,1
Sport managers	1	7,1
Sport media- TV	1	7,1
Personal contacts	1	7,1
Telephone-Internet-Seminars	1	7,1
Local press	1	7,1
Total	**14**	**100,0**

T. 6: Sample group has evaluated in terms of additional information gathering and data collection and it is concluded that internet is (14,3 %) a little bit higher than the rest which is (7,1 %) for all responds.

T-7: Distribution of money for CI

	f	%
Less than ₺ 50 000	34	87,2
Between ₺ 50-200 000	2	5,1
Between ₺ 200-400 000	1	2,6
Between ₺ 400-800 000	1	2,6
₺ 800 000 and above	1	2,6
Total	**39**	**100,0**

T-8: Duration of club's CI function

	f	%
Less than 1 year	9	23,1
1-2 years	8	20,5
3-5 years	5	12,8
More than 5 years	17	43,6
Total	**39**	**100,0**

T. 7: It is seen that great majority of clubs spends less than ₺ 50 000 annually for data collecting and information gathering purposes.

T. 8: It is understood that majority of clubs which took part in CI activities are (43,6 %) in activity more than 5 years. In addition, 23,1 % of clubs are in activity less than 1 year and 20,5 % of the clubs are in the action for 1-2 years.

T-9: Does your club use CI resources for competing with other clubs?

	f	%
Yes	20	51,3
No	2	5,1
Partly	17	43,6
Total	**39**	**100,0**

T. 9: It is clear that majority of clubs (51,3%) uses CI resources for competing with other clubs. On the other hand, 43,6 % of the clubs use resources partly.

T-10: If your club uses information gathering and data collecting resources, what are the mediums which are carried out hereunder?

	f	%
Provided by Club's internal resources and experts	14	35,9
Provided by external suppliers and consultants	7	17,9
Provided by sport media and press officials	9	23,1
Acquired by Turkish Football Federation resources	9	23,1
Total	**39**	**100,0**

T. 10: It is seen that clubs prefer internal resources and experts (35,9 %) significantly for CI activities.

T-11: What are the reasons and frequencies for carrying out CI functions?

	Always		Often		Sometimes		Seldom		Not at all	
	f	%	f	%	f	%	f	%	f	%
Improve club's image and prestige	15	**38**	13	33	6	15	2	5	3	8
Define club's brand value	12	31	17	**44**	2	5	3	8	5	13
Raise sales of club's licensed products	8	20	3	8	5	13	7	18	17	43
Increase club's international prestige	11	28	3	8	6	15	8	20	12	30
Provide fans loyalty toward club	13	33	7	18	13	33	4	10	3	8
Provide club's investment decisions	12	30	14	**35**	7	18	4	10	3	8
Provide bid and transfer support	16	**40**	15	**38**	3	8	4	10	2	5
Provide decision support for club's management	13	33	12	30	7	18	4	10	4	10
To conduct win-loss analysis	10	25	11	28	11	28	3	8	5	13
To conduct budget planning	9	23	14	**35**	8	20	5	13	4	10
Qualifying marketing department	4	10	8	20	10	25	9	23	9	23
Investigate and	3	8	8	20	7	18	3	8	19	48

	Always		Often		Sometimes		Seldom		Not at all	
	f	%	f	%	f	%	f	%	f	%
define associations with partners										
Assist players' transfer and personal decisions	14	35	11	28	11	28	4	10		
Anticipate competitors' actions	10	25	10	25	17	**43**	3	8		
Asses competitor's operations	7	18	14	**35**	14	35	5	13		

T-11: What are the reasons and frequencies for carrying out CI functions? (Continuation)

	Always		Often		Sometimes		Seldom		Not at all	
Asses competitors' pricing, premium and transfer circumstances	6	15	14	**35**	9	23	5	13	6	15
Asses competitors' promotions	2	5	2	5	13	33	11	28	12	30
Identify sport market opportunities	4	10	10	25	12	30	8	20	6	15
Follow sport market innovations	7	18	17	**43**	11	28	2	5	3	8
Investigate sport sectoral market	5	13	12	30	15	38	5	13	3	8
Investigate sport market technological innovations	5	13	13	33	10	25	6	15	6	15
Define sponsor firms	10	25	14	35	8	20	3	8	5	13
Draw attention of media	11	29	9	24	10	26	4	11	4	11

T. 11: When the answers of the managers and administrators of professional football clubs who have participated in the research are reviewed; among the reasons and their frequencies of CI functions; they have expressed that their clubs have carried out CI functions to provide bid support and to improve club's image and prestige (38 %) as always effective, to define club's brand value (44 %), to follow sport market innovations (43 %), to provide bid and transfer support (38 %), to provide investment decisions (35 %), to conduct budget planning (35 %), to assess competitors operations (35 %) and to assess competitors' pricing, premium and transfer circumstances as often effective.
In addition, majority of participants have expressed; to anticipate competitors actions option as sometimes effective.

T-12: Please rate the effectiveness of the following sources of CI information

	The most effective		Very effective		Effective		Somewhat Effective		Non effective	
	f	%	f	%	f	%	f	%	f	%
Personal contacts	15	**38**	11	28	9	23	5	13		
Club's own sales department			4	11	10	27	12	32	11	30
Club's customers – Fans	5	13	5	13	14	36	10	26	5	13
Hiring competitors' employees	1	3	2	5	5	13	6	15	25	**64**
Contact with competitors	7	18	2	5	15	**38**	11	28	5	13
Sport Managers	2	5	7	18	11	28	11	28	8	21
Sportive Directors	5	13	12	31	14	36	3	8	5	13
Market research providers			5	13	16	**40**	9	23	10	25
Turkish football federation (TFF) database	16	**40**	6	15	9	23	8	20	1	3
General directorate of youth and sports database	9	23	6	15	10	25	9	23	6	15
FIFA resources	7	18	6	15	11	28	9	23	7	18
Industry's printed materials	5	13	7	18	14	36	10	26	3	8
Commercial firm resources	4	10	5	13	10	26	15	**38**	5	13
Free-base databases	7	18	6	15	11	28	8	21	7	18
Local and visual media resources	13	33	13	**33**	9	23	5	13		
Internet and web resources	21	**54**	7	18	7	18	3	8	1	3

T. 12: That analysis provides information about various sources of CI information and their effectiveness. Over 50 % of the teams use internet and web sources (54 %) along with football federation database (40 %) and personal contacts (38 %) to obtain CI information as the most effective sources. In addition, local and visual media resources (33 %) are used as very effective.

Relation Analysis of Respondents' Answers via Cross Tables:

When cross tables are analysed in the research. It is found that there isn't much relation between questions of reasons for CI function with the exemption of two items.

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It is seen as important to have rational relation between the options of reasons and frequencies for carrying out CI function for duration of less than 5 years and more than 5 years and the option of identifying sport market opportunities *(**p: 0,037**) = (p<0,05) and option of following sport market innovations *(**p: 0,035**) = (p<0,05).

T-13: Relation between duration of carrying out of club's CI function and identifying sport market opportunities.

Identifying sport market opportunities		Duration of club's CI function			X^2	sd	p
		Less than 5 years	More than 5 years	Total			
Always, often, sometimes	Number	11	14	25	4,362	1	**0,037**
	%	50,0 %	82,4 %	64,1 %			
Seldom, none	Number	11	3	14			
	%	50,0 %	17,6 %	35,9 %			
Total	Number	22	17	39			
	%	100,0 %	100,0 %	100,0 %			

T. 13: Meaningful relation has been found between two variables above. (p<0,05).

T-14: Relation between duration of carrying out of club's CI function and following sport market innovations

Following sport market innovations		Duration of club's CI function			X^2	sd	p
		Less than 5 years	More than 5 years	Total			
Always, often, sometimes	Number	17	17	34	4,432	1	**0,035**
	%	77,3 %	100,0 %	87,2 %			
Seldom, none	Number	5	0	5			
	%	22,7 %	0,0 %	12,8 %			
Total	Number	22	17	39			
	%	100,0 %	100,0 %	100,0 %			

T. 14: A rational relation has been found between two variables above. (p<0,05).

Conclusion

CI activities in Turkey were analysed by Seviçin (2005). In his research first 500 enterprises were examined by checking averages, standard deviation and frequencies. It was found that enterprises use competitor profile, financial analysis, SWOT analysis, Senerio developing analysis, Win-lost analysis, value chain analysis, simulation, five forces analysis and wargames in different frequencies but not PIMS analysis at all. Furthermore, 55 % of companies didn't define moral rules and 86 % of them didn't prepare legal guides. CI was also taken into consediration by Akpınar and Edin (2007) in terms of descriptive and anectodal approach.

Present study has examined CI systems of Turkish professional football clubs. Owing to its delicacy and overcoming possible avoidance and low attendance for questionnaires, managers were tried to reach and informed in advance. In this research questions asked via questionnaires to the managers of professional football clubs. Analysed and accrued results are evaluated in terms of frequencies and relations. Furtheremore, recommendations were given regarding the CI by taking into consideration the results.

According to Hughes and Beasley (2007) American professional sport clubs involved in CI applications above the rate of 50 % but they are not established as different units in the clubs. Also, internet and commercial sport publications came forth as the source of information. However, it is seen that the most dependable source is personal contacts.

When the general results of the current study are evaluated it is seen that Turkish professional football clubs have been using CI application for collecting data and information at the rate of 51,3 % completely and 43,6 % partly. The largest information which is accrued from clubs' internal resources and experts 35,9 % and internet is seen as additional informational source. The most effective information source is seen as internet and web resources (54 %), football fedaration database (40 %) and personal contacts 38 % in a row. In terms of reasons of frequencies for carrying out information gathering and CI function. It is concluded that the option of providing bid and transfer support for club (40 %) is learned to be always effective. These results are somewhat close to the results found in the USA.

When cross tables are analysed in the research, answers of attendants for questionnares; rational relation is found between the options of reasons and frequencies for carrying out CI function for duration of less than 5 years and more than 5 years and the option of identifying sport market opportunities *(**p: 0,037**) = (p<0,05) and option of following sport market innovations *(**p: 0,035**) = (p<0,05).

In this extend, it can be said that duration of CI activities and following sport market opportunities and innovations options are in a rational relation. On the other hand, other circumstances don't make any differences.

Additionally, there is no rational relation in terms of duration of CI activity of Turkish clubs regarding effectiveness of information gathering and data collecting duration for less than 5 years and more and option of intelligent

resources. Consequently, duration doesn't make any difference for using intelligence resources effectively.

CI activities have mainly focused on assisting players' personal decisions, statistical evaluations and transfer and name rights in the USA. In Turkey, providing bid and transfer support along with improving clubs' image and prestige have come into prominence. However, CI systems improve effectiveness of every field in an enterprise; the most important effect takes place in market and sales department.

It is evaluated that either small or big; all clubs which utilize CI function actively can take the advantage of analysing efficiently and continously. The function of CI can be possible with a strategic planning which is directed, coordinated and accelerated from the inside of the organization.

Seviçin (2005) suggests that general purpose of CI is to recover strategic decisions by providing intelligence. Even though many enterprises carry out CI activities in Turkey, few of them have organized these activities as separate units. These proceedings are mostly carried out by the sales departments informally; in other words, without having direct individuals and unit which are solely responsible for this aim. It is evaluated that although there is growing attention toward CI in Turkey as in developing countries; there is a huge lack of effective utilization and corporate structure. But as a result of growing attention together with global effect and international firm mergers, great improvements will take place in the near future.

In consequence of this research, performance differences of clubs which carry out CI activities with ones which don't perform these activities will be able to be evaluated.

Recommendation

CI must take into corporate condition both in business and sport field by utilizing strategic management, marketing and using information technologies effectively. Decision support activities influence both strategic management and CI activities positively but continuation of that effect must be observed with institutional structure.

Sport clubs must integrate successful implementations of firms (e.g. IBM, Motorola) into their own systems with benchmarking applications.

Clubs must hire professionals who are experts and can manage CI services. The support of senior management at strategic level must be priority and they must believe in CI completely. CI employees must be stationed into as high as possible to the top level point but coordination, information sharing and synergy must be created within all departments. In addition, Priporas, Gatsoris, and Zacharis (2005) suggest that because of critical impact on business decisions and on shaping company strategy, CI should be an important responsibility of top management.

Employees of CI units must comprise of information technologies, experts, analists, marketing specialists and statisticians. CI teams must have

fixed offices but they must always be in all other units of the enterprises. Qualitative benefit can be attained through corporate and formal feature. Institutionalized CI units must constitute an effective process via coordination in which key intelligence topics (KIT) are composed with every unit's active involvement. Besides, control of process effectiveness must always be created with last phase (feedback) of the CI cycle.

Professional football clubs must form formal and corporate CI units by way of deducing competitiveness of the nature of sport. International improvements must be followed regarding CI subjects and international organizations like SCIP must be subscribed. In addition, legal and ethic infrastructure must be established.

All CI activities must be carried out in line with legal and ethic norms. All CI employees must know at least one foreign language at high level and improve their training level especially in the area of analysis. Finally, CI must be evaluated to be installed as a lesson into academic curriculum of sport management programs of the universities.

CI concept has institutionalized comperatively in developed countries such as Japan, France and USA and additionally in China. Especially in those countries, there is a close coordination between state and commercial companies for global position. That coordination can be used as a model for sport clubs. In this context, JETRO unit in Japan, Advocacy Center or Information Clearing House in the USA can be examples for sport industry and activities.

It is concluded that if it is integrated into clubs, CI application can provide positive effect on professional football and in general term all kinds of sports.

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