

Quality Management System (ISO 9001: 2015): Bursaspor Case**Hüseyin Topçu*, Mehmet Doğan, Ayşegül Doğan, İbrahim Girak, Atakan Yıldız**

Uludağ Üniversitesi Spor Bilimleri Fakültesi, Özlüce Mahallesi, 16120 Nilüfer, Bursa, Turkey

Corresponding authorHüseyin Topçu***Article History***Received: 15.12.2018**Accepted: 25.12.2018**Published: 30.12.2018***DOI:**

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Abstract: All the institutions operating in the sports field have to move into Total Quality Management in order to offer better services to their stakeholders. This transition becomes a must for the sports institutions in our country, due to their lack of efficiency resulting from not working with modern methods. Sports clubs that embrace this approach can improve their service quality by improving their vision, mission and values. Success of implementation of a quality management system depends on the support from management and teamwork which involves all the employees. In this study, application of Quality Management System will be analyzed in sports club 'Bursaspor' along with the quality of service that the club provides.

Keywords: Sports, Quality, Management System, Supporter, Service.

INTRODUCTION

Sports, which is one of the indispensables of healthy life, is done with the aim of earning money professionally and in the sport phenomenon, trainers, managers and the sport environment have primary importance. In addition to all these, sports clubs which are an organizational structure and which significantly affect the sports, the athlete and even the audience, are added. Sports clubs, which are the smallest organizational units of sports branches in which take place at the national level, are structured and managed by adhering to the rules of scientific general structuring and management as well as the boards of the supreme organizations of that sport [1].

Nowadays, the change management is described as "the effort of an organization in order to survive in a rapidly changing environment and to overcome the competitors by self-renewing, analyzing the opportunities of change and evaluating the resulting potential." The change management is seen as an obligation which must be complied and applied within the organization of continuously developing sports [2]. Total Quality Management aims to increase the quality of management as a whole, not only in the products and services produced, but also in almost all fields and in all kinds of organizations. Therefore, it is accepted that Total Quality Management will increase efficiency in the sports field and increase the quality of sports services [3]. The quality problem experienced in the field of sports in our country causes concerns about the future success of the organizations related to sports. For example the football, which is one of the most popular sports in the world and in our country is a fact that shares the similar concerns. There is a possibility of applying the Quality Management System in the football clubs that have a professional structure. Because in today's world there are many similarities between football clubs and private sector companies. Customer satisfaction and profitability, which are

required for the sustainability of private companies, have become extremely important for football clubs. To continuously improve and develop the quality of the football product should be the the primary purpose of all football clubs [4].

Quality and the Service Quality

The first records on quality date back to the BC. The emergence of quality as a concept coincides with the 19th century. After this period, however, with quality awareness, the producers have begun to be proud of hitting their own brands on their products. The most important and interesting stages of quality development were experienced in the USA and Japan [5]. Although the term quality is widely used by practitioners and academics, there is generally no agreed definition. Because different quality definitions are used under different conditions [2]. Quality is one of the details that consumers pay attention to in the offers presented to them. Quality can also be defined as the sum of the characteristics and features of a product or service that have an impact on the ability to meet the stated needs [6]. In the definition of quality, many ideas were put forward due to the uncertainty and subjectivity of the concept. According to Deming,

quality is related to impeccability or reduction of variations. While Juran defines quality as a product or service potential that can be evaluated; according to Crosby, quality is about adapting to demands. Quality is also the stage where customer and user specifications are met [7]. In management and marketing literature, quality of service is a dimension of the perception of customers in meeting or exceeding their needs and demands. The aim of providing quality of service is to ensure customer satisfaction [6]. The concept of service quality has attracted the attention of managers and researchers thanks to its strong impact on operational performance, reduction of costs, customer satisfaction, customer loyalty and profitability. The ongoing studies on the definition, modeling, measurement, data collection procedures and data analysis about the quality of service have provided a solid foundation for researchers [8]. In today's competitive environment, the provision of high-quality services is key to achieving a sustainable competitive advantage for businesses. Customer satisfaction has a positive effect on the profitability of organizations. Satisfied customers are the basis of successful businesses with repetitive buying behavior, brand loyalty and positive comments about the business [9]. It is argued that the concept of service quality should be approached with a customer perspective because of the different values, evaluation foundations and conditions that the customers can have. Quality of service is an externally perceived concept based on the experience of the customers in the service provided to them [10]. Quality of service is a critical aspect of competitiveness. Achieving excellence in the quality of service provided and customer satisfaction is an important problem and challenge encountered in today's sectors. The quality of service, which is an important element in the business and service sectors in the public and private sectors, can be defined as the level of meeting or exceeding the needs and expectations of the customers [11]. Many businesses are trying to manage the satisfaction of their customers by observing the quality of service because the concept of service quality is an important premise of customer satisfaction [12]. Grönroos defined service quality with functional and technical characters. While technical quality expresses the output of the service, functional quality emphasizes the service service provision process and especially the experiences of the customer from the interaction with the employees [13].

Quality of Service and Service in Sports

Sports services can be defined as the total of abstract and dissimilar activities that provide benefits such as meeting the sporting needs of people, having fun, being away from stress, being healthy, looking good, socializing and challenging [14]. Sport is both a consumer product and an industrial product. When it is produced as a final product for mass consumers, it is a consumer product by attracting the audience and

participants. Audience and participants can also be used by other industries and businesses. Sponsorship activities, sports broadcasts and advertisements can also be used by organizations that want to reach their consumers. At this point, sport can be defined as an industrial product [15]. According to Trenberth, the sports industry is a market where activities and products offered to users can be products, services, people, places or ideas related to sports. This market brings a variety of people, activities, businesses and organizations together involved in the production, orientation, promotion or organization of any activity or experience that focuses on the sports [16]. Every year, audiences from all over the world flock to the stadiums and other sports facilities to consume a wide range of sports products. The attendance and consumption of the audiences in sports activities positively affect the popularity and profitability of these sports events [17]. For many years, the service in sports has been seen as a limited action such to offer sporting competitions for fans and in return, for fans to enjoy the match. Although the game in the sports field is the most basic service offered to the audiences in the sports industry, there are many products and services that accompany it. Services provided in the stadiums such as food and beverage services, security services, TV broadcasts, licensed products can be given as examples of products offered to the audiences. Parallel to the dynamism of the sports industry, new products and services have are launched every day [18]. Various studies in the recent years have shown that interest in service quality has spread to the sports industry. The special service features of sport organizations distinguish these organizations from other organizations that provide services such as banks and insurance companies. The first of these is the cost of sports and other recreational activities is optional. The second feature, in general, implies that consumers in this area get interested in sports organizations in their spare times. Finally, emotional activities such as being a fan of a club or being a member of a club can be at the forefront in sports activities [19].

What should not be overlooked in the industrial sports world is that the club serves as a service provider and its supporters are customers who take advantage of this service and buy this service in various ways. This relationship, as in other sectors, requires the questioning of service quality and supporter satisfaction in sports. Therefore, when testing the quality in a sports club, it is necessary to measure the expectations of the supporters and to question the current satisfaction level of the supporters in the current situation [18]. The systematic services provided by sports clubs have forced clubs to improve the services offered to their employees, athletes and customers in order to gain the satisfaction and loyalty of them, as well as to improve the club's market share and profitability. There may be significant differences

between the expectations of the quality of services offered by sports institutions and their awareness of these expectations [20]. In the sports service industry, "perceived quality of service" is very important in terms of designing the services provided by taking into consideration the needs of the users of the services provided and by determining the weak points of the organization and taking necessary improvement actions and initiating the continuous improvement within the organization [21].

The nature of the service concept offered by sports organizations requires a continuous interaction and relationship between customers and employees. If these relationships are not managed correctly, the quality perception of customers will be adversely affected [22]. In Kelley and Turley's study, which aims to determine the audience's perception of the quality in the context of sports; factors such as pricing, accessibility to facilities, employees, competition experience and comfort were determined [23]. Zhang and the colleagues have determined the ticket service, competition experience, stadium services and accessibility as factors in order to measure customer satisfaction in the hockey branch [24]. The consumers of sports organizations can be divided into two categories, such as participants (players and managers) and the audience. In terms of viewers; to achieve satisfaction among the audience, the sports clubs should establish a service quality strategy in line with the perspective of audience [25].

The main and sub-dimensions of service quality in sports are given as follows:

- Competition quality: Performance of athletes, suitability of the competition as time, information about teams, players and activity.
- Extended service quality: Entertainment factor comes to the forefront.
- Interaction quality: Attitudes and behaviors of employees and the audience.
- Quality of results: Positive social experiences with other people in the same activity and an overall evaluation of the result of the service experienced.
- Physical environment quality: The ambience, design and other physical features of the sports facility [26].

Development of Quality System in Sports Clubs

The biggest responsibility for creating the quality at the club belongs to the club managers. Club management should first set a quality strategy. The implementation of the quality system in sports clubs should be improved over time. Because an effective quality system needs to be up to date. At this stage, employees have important responsibilities. Employees keep the system alive and ensure continuous development. When employees and managers reach the goal in these development efforts, it is no longer

possible to win for that business. To improve the system; instructions should be made about the changes that will occur over time, alternatives to the development of the system should be developed, the employees should be aware of the importance of teamwork, and the quality circle activities should be done [26].

Achievements from Quality System

The implementation of a quality assurance system will provide benefits to both the sports business and consumers. Possible benefits of the sports clubs will be productivity and increased profits, accordingly. Meanwhile, the market share and the image of that sports club will be positively affected. On the other hand, returns and rework costs will decrease, while total costs will also decrease. The achievements of the consumers are; consumers' satisfaction with the service will increase, consumer complaints will decrease and consumers' confidence in the organization and services will increase [3].

Iso 9001 Quality Management System Competition and Management Systems

As a result of the extraordinary changes experienced in recent years, the world has shrunk and have become a single market. Now, all kinds of products are produced and consumed at different points in the world. This situation has brought global production, global consumption and global competition. The same products are produced and consumed in many different countries. Millions of companies in different countries have become each other's rivals. The world is changing rapidly; the managers who can see this change and keep up with this change have gained an advantage in this global competition by preparing their own organizations for this change.

Organizations to compete in such a world;

- The quality required by the customer should be produced and, more importantly, the continuity of the quality should be ensured.
- Should produce at competitive costs.
- Should offer to the market in the right time.

Implementing a Quality Management System that helps improve total performance and provides the foundation for sustainable development is a strategic decision for the organization. The potential benefits of implementing a Quality Management System based on this standard:

- Ability to provide continuous supply of products and services that meet customer requirements and legal requirements,
- Creating opportunities to ensure customer satisfaction,
- Identifying the risks and opportunities associated with the scope and objectives,

- Ability to demonstrate compliance with specified Quality Management System requirements.

What is ISO 9001: 2015 Quality Management System?

ISO 9001: 2015 Quality Management System helps organizations to produce products/services that meet customer expectations and, more importantly, to create competitive advantages by ensuring continuity. The first version of ISO 9001: 2015 Quality Management System Standard was published in 1987. Since then, it has become the most interested and practical international standard in the World [27].

Why ISO 9001: 2015?

- Ensures better management of the organization.
- Ensures that employees take part in quality.
- It provides better perception and satisfaction of customer expectations.
- Reduces losses due to poor quality.
- Creates an infrastructure for continuous improvement.
- Ensures continuity of product quality.
- It provides monitoring and control of activities affecting the customer.
- Increases internal communication of the organization.
- It is an important step towards institutionalization.
- Increases trust in customers.
- Ensures national and international acceptance.
- Increases competitiveness.

Quality Management Principles

To successfully run an organization, it is necessary to manage and control the organization in a systematic and transparent manner. Success is through the implementation and maintenance of a management system designed to improve performance continuously. ISO 9001: 2015 standard is an international standard which is being applied as a quality management system model all over the world. The following Quality Management Principles are taken into account in the preparation of this standard [27]:

1. **Customer Orientation:** Organizations depend on their customers. For this reason, organizations should understand current and future customer needs, meet customer requirements and be willing to exceed customer requirements.
2. **Leadership:** Leaders form the aim and management unity in the organization. Leaders must establish and maintain an in-house environment in which the full participation of employees is ensured to achieve the organization's objectives.
3. **Participation of the Employees:** Employees at all levels form the basis of the organization. Their full

participation enables their capabilities to be used for the benefit of the organization.

4. **Process Approach:** The desired result is more efficient when the activities and related resources are managed as a process.
5. **System Approach in Management:** Defining, understanding and managing interrelated processes as a system contributes to the effectiveness and efficiency of the organization in achieving the objectives.
6. **Continuous Improvement:** Continuous improvement of the overall performance of the organization should be the continuous objective of the organization.
7. **Realistic Approach in Decision Making:** Effective decisions are based on analysis of data and information.
8. **Supplier Relations Providing Mutual Benefits:** An organization and its suppliers are dependent on each other. A relationship in which provides mutual benefits, increases the ability of both sides to create value.

MATERIALS AND METHODS

Research Methods are examined in two groups as Quantitative and Qualitative. Quantitative research uses numerical data to describe relationships between events. Qualitative research uses words as data to describe human behavior or experiences. Quantitative research has a research problem and qualitative research has a research question. Qualitative approaches treat a person's writing, what he says, or the observed behavior as a basic data source. Qualitative research is the type of research where qualitative data collection methods such as observation, interview and document analysis are used, perceived and a process for realizing events in a natural environment in a realistic and holistic manner [28]. In qualitative research, deterministic approach is not kept in the forefront and cause-result relationship is not established between events. While less emphasis is placed on quantitative data and statistics, verbal and qualitative analysis are taken into account [29]. In qualitative research, three types of data are collected: data on the environment, and the data related to perceptions and the processes. In order to collect these three types of data, the researcher uses the most common three methods; interview, observation and examination of written materials. The most commonly used qualitative method is interview. Interview is a very powerful method used to reveal people's perspectives, subjective experiences, feelings, values and perceptions. Supporting the interview process with the data obtained from observations and written documents increases the validity and reliability of the research [30]. In this study, sample case study method is used. The case study methodology is based on systematic research on one or more organizations, groups or communities during a defined period. In the

case study, data collection methods may be observations, face-to-face interviews and surveys.

In this study, the face to face interview method were used with Bursaspor Club Accounting Manager and Quality Management System Management Representative Selçuk Gülhan who is responsible for ensuring that the necessary processes for the Quality Management System are established, implementing and sustaining the Quality Management System cooperates with the external organizations on relevant issues, following the corrective and preventive activities, planning the internal audits, conducting the satisfaction surveys, and knowing, planning the training needs of the personnel, planning the work within the framework of Bursaspor Club's goals and quality policy, supporting and improve the Quality Management System etc. In order to determine the level and effectiveness of the quality management system practices implemented in Bursaspor club, various questions have been prepared by taking the opinions of Sigmacenter experts, who have been providing consultancy services to the club's ISO 9001 Quality Management System studies since the establishment of the system. The questions prepared are to what extent the club executives are aware of the principles of quality management, what kind of applications they apply in the system, the place of the club employees in the system, the continuity and improvement of the quality system, whether the system contributes to the institutionalization, whether it meets the expectations of the customers and how successful they are all attention was given.

UNIVERSE AND SAMPLE

According to the data obtained from Turkish Football Association, by the end of 2017, there are 127 football clubs take part in the Professional football leagues in Turkey. Football, as in all over the world, is one of the most popular sports in our country. At the national level, especially in competitions played in the Turkish Super League has a large audience. Besiktas, Galatasaray, Fenerbahce, Trabzonspor and Bursaspor club are the football clubs that have gained championship titles and have a high number of supporters. One of these clubs, Bursaspor Football Club, which has been continuing the ISO 2001 Quality Service System since 2010, has been selected as the sample.

CONCLUSION AND DISCUSSION

According to this qualitative research we conducted with face-to-face interviews with Bursaspor Club Accounting Manager and Quality Management System Management Representative Selçuk Gülhan; The continuous improvement of the total performance of the Bursaspor club has been one of the main goals. The managerial board supports the continuous implementation of this system. Since the start of the

implementation, losses due to poor quality have decreased considerably. In Bursaspor Club, identifying, understanding and managing the processes related to each other as a system has made positive contributions to the effectiveness and efficiency of the club in realizing the goals set. It is believed that with the applications of healthy quality management system, the attitudes and loyalty of the chairman and managers, the sports team, the administrative staff and the supporters of the club will increase. Bursaspor Club believes that a human-centered management style is healthier and more productive. It is believed in the importance of providing support to the system by believing that employees in every position, which is the most important factor in providing this condition, in the high quality rendering of all services offered to stakeholders by the club. Employees are encouraged to participate in the decision-making process by the board of directors and the management. However, there is no voluntary participation in the quality system by the employees who comply with the procedure as required by the procedure. The first priority of the Quality Management System is to define the authorities and responsibilities of employees. In this respect, the assignments were made to enable the stakeholders to find a more comfortable contact within the operating system of the club. In the recruitment stages, people that have diplomas, certificates, expertise and experience are preferred in the field. These conditions are necessary for the quality of the service provided. While the duty responsibilities and duty definitions are made according to the departments of the employees, updates and changes are made from time to time considering the conditions of the present day. It is believed that team work and communication within the club should be increased in order to be successful in the functioning of the club and to realize new projects. In-service training practices are made periodically in the form of "on-the-job training" when needed, and when necessary, external support is provided outside the institution (Bursa Chamber of Commerce, Professional Chambers, Associations, etc.) for the employees at the all levels in the club. The award and appreciation criteria of the club's administrative and sporting staff are implemented within the framework set by the club. There are procedures for management of requests and complaints by all employees and supporters. In order to remedy the complaint issues, it is tried to take rapid measures and the analysis of the obtained data and information is carried out continuously by the quality system department. The factors that affect the customer (Supporters, Members, Sponsors, Advertisers and Institutions, etc.) are monitored and monitored through continuous survey applications. After the implementation of the Quality Management System, there has been no positive feedback from the supporters about the increase in the confidence of the club. As the priority of the supporters is sportive success, they are quite unrelated to this

system and its applications. The national and international image of the club increased positively after the system implementation. All kinds of institutions (UEFA, FIFA, TFF etc.) can be contacted easily. The club is highly competitive in terms of its corporate competitiveness and shows changes in the sporting sense. Football clubs that are professionally active in football, which is arguably the most popular sports branch of today; have turned to quality management system practices, especially in order to be able to compete with their competitors in the international arena and to provide better service to their stakeholders. Bursaspor has been successful in this regard.

As a result of these findings, it can be said that customer expectations are perceived better and satisfaction increased by looking at indicators such as increase in combined ticket sales, development of membership system, increase in the number of members. However, for better developments and results, management, employees and supporters should believe in the system and participate willingly. The quality should not be compromised in institutionalization; as an institution implementing the quality management system, economical steps should be taken to strengthen the club.

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