



Review article

The Impact Map of the "Spor Toto Organization" in Turkish Sports

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ABSTRACT

The aim of this study is to analyze the contribution of the Spor Toto Organization Presidency to Turkish sports and sporting activities. Within the scope of the research, the level of institutional support provided by the Spor Toto Organization Presidency to sports activities is examined. The study employs SWOT analysis, one of the qualitative research methods. This analytical approach is used to systematically evaluate internal and external factors related to organizations, projects, or sectoral products. The study is limited to data from the years 2004–2017. According to the results derived from the data, the contributions of the Spor Toto Organization Presidency to Turkish sports demonstrate a significant impact across a wide spectrum, including sports financing, infrastructure development, support for amateur sports, and the organization of international events. The institution's robust financial structure is evidenced by its provision of 18.141 billion Turkish Lira to the treasury and the construction of 2,547 sports facilities during the 2004–2017 period, substantiating its effectiveness in promoting sports development. However, the lack of detailed information about its activities after 2017 highlights a transparency deficit regarding resource allocation and efficient usage, which stands out as one of the institution's weaknesses. This lack of transparency poses a risk of undermining the organization's public reputation and credibility. Additionally, economic fluctuations are perceived as a threat that could challenge the institution's financial models. Changes in government policies and legal regulations regarding betting may negatively affect the organization's revenue streams. The politicization of sports emerges as another external threat, potentially jeopardizing the independence and reputation of the organization. The Spor Toto Organization Presidency plays an indispensable role in financing and developing Turkish sports. Nevertheless, a strategic roadmap is required to optimize its strengths and opportunities, address its weaknesses, and take proactive measures against threats.

This article is an extended version of the study titled "An Analysis on the Contribution of the Sports Toto Organization Presidency to Sports Activities", which was presented as a full-text oral presentation at the 9th International Ankara Scientific Research Congress held on December 26-29, 2023.

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Türk Sporunda Spor Toto Teşkilatının Etki Haritası

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ÖZET

Bu çalışmanın amacı, Spor Toto Teşkilat Başkanlığı'nın Türk sporuna ve sportif faaliyetlere katkısını analiz etmektir. Araştırma kapsamında, Spor Toto Teşkilat Başkanlığı'nın spor faaliyetlerine yapmış olduğu kurumsal katkısının ne düzeyde olduğunu ortaya koymaktır. Araştırmada, nitel araştırma yöntemlerinden SWOT analizi tercih edilmiştir. Bu analiz yöntemi organizasyonlar, projeler, sektörel ürünler hakkında iç ve dış faktörleri sistematik bir şekilde değerlendirmek için kullanılır. Çalışma 2004-2017 yılları verileri ile sınırlıdır. Verilerden elde edilen sonuçlara göre, Spor Toto Teşkilat Başkanlığı'nın Türk sporuna yaptığı katkılar, sporun finansmanından altyapı gelişimine, amatör sporlara destekten uluslararası etkinliklerin düzenlenmesine kadar geniş bir yelpazede önemli bir etki alanı oluşturduğunu göstermektedir. Teşkilatın sağlam finansal altyapısı, 2004-2017 döneminde hazineye sağladığı 18 milyar 141 milyon Türk Lirası kaynak ve 2547 spor tesisi inşası gibi büyük ölçekli yatırımlarla sporun gelişimine yönelik etkinliğini kanıtlamaktadır. Teşkilatın 2017 sonrası faaliyetlerine ilişkin detaylı bilgi paylaşmaması, kaynak dağılımı ve etkin kullanımına ilişkin şeffaflık eksikliği, teşkilatın zayıf yönlerinden biri olarak öne çıkmaktadır. Ayrıca, bu şeffaflık eksikliği, teşkilatın kamu nezdinde itibarını ve güvenilirliğini zedeleyebilecek bir risk taşımaktadır. Ekonomik dalgalanmalar, teşkilatın finansman modellerini zora sokabilecek bir tehdit olarak görülmektedir. Ayrıca, hükümet politikalarındaki değişiklikler ve bahis ile ilgili yasal düzenlemeler, teşkilatın gelir kaynaklarını olumsuz etkileyebilir. Sporun politikleşmesi, teşkilatın bağımsızlığı ve itibarını zedeleyebilecek başka bir dışsal tehdit olarak dikkat çekmektedir. Spor Toto Teşkilat Başkanlığı, Türk sporunun finansmanı ve geliştirilmesinde vazgeçilmez bir role sahiptir. Ancak, güçlü yönlerini ve fırsatlarını optimize etmek, zayıf yönlerini iyileştirmek ve tehditlere karşı proaktif önlemler almak için stratejik bir yol haritasına ihtiyaç duyulmaktadır.

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Introduction

Sports betting refers to the practice of wagering money on sports games and placing bets on specific outcomes. The sports betting industry is widely practiced across the globe by millions of people for both entertainment and financial gain. Historically, sports betting dates back to ancient Rome (Thomas et al., 2012), where betting on events such as gladiatorial games and horse races was common. In modern times, sports betting has grown and diversified significantly under the influence of contemporary sports organizations and technological advancements (Bulboacă & Tiorean, 2021; Seal et al., 2022).

Among the types of sports bets, moneyline, spread betting, over/under, futures, in-play betting, and many other formats have become widespread globally. Bettors select from these options based on their preferences (Liljevall & Lillskog, 2023). Betting odds play a critical role in showing bettors how much they can potentially win for a particular outcome. Betting on an event with a low probability of occurring typically entails higher rewards but also involves greater risks (Algamus, 2023; Cantinotti et al., 2004; Thomas et al., 2012).

Globally, sports betting operates as a system in which the accuracy of predictions regarding the outcomes of sporting events determines the distribution of rewards. The first recorded example of collective betting on football matches under the name "Spor Toto" was initiated in 1911. The year 1911 is recognized as the inception of Spor Toto. In 1946, the foundations of contemporary prediction games were laid with the introduction of a system requiring accurate predictions for 13 football matches. Spor Toto quickly spread across Europe and several South American countries. The growing popularity of the game led to increased collaboration among European Spor Toto organizations, culminating in the establishment of a central body called 'Intertoto' in Basel, Switzerland, in 1953. After the advent of the Modern Olympics in 1896, which became a global phenomenon, Spor Toto expanded its influence, contributing significantly to the multifaceted development of sports (Spor Toto Organization Presidency, 2023a).

For instance, in 2019, a Turkey-based betting company became the jersey sponsor of Beşiktaş, boosting the club's revenue and enabling more player transfers. Similarly, the NBA (National Basketball Association) partnered with MGM Resorts to become an official betting partner, fostering a closer relationship with the betting industry and promoting its growth. In Australia, several states use revenue from sports betting to develop local sports infrastructure.

For example, the state of Victoria channels betting revenue toward constructing, maintaining, and upgrading sports facilities. As esports gain popularity, many betting companies now offer options for wagering on esports tournaments, enhancing their recognition and enabling players to participate in tournaments with larger prize pools. In the United States, major sporting events like the Super Bowl attract significant attention from sports bettors, with much of the wagering occurring through organized sports betting platforms, which, in turn, enhance the event's appeal (Lai & Choi, 2021; Seal et al., 2022; Zhang, 2021).

In Turkey, the foundations of Spor Toto were laid in 1949 when Vildan Savaşır, the then-General Director of Physical Education, translated the Spor Toto regulations from Sweden. Following efforts spearheaded by Football Federation President Ulvi Yenil in 1959, the "Mutual Betting Law in Football" was enacted on April 29, 1959, and the first Spor Toto coupon was accepted on March 26, 1960 (Spor Toto Organization Presidency, 2023a).

Sports betting is subject to varying legal regulations worldwide. While it is legal and regulated in some countries, it is banned or restricted in others. Legal frameworks determine the platforms bettors can use and how their winnings are taxed (Bulboacă & Tiorean, 2021).

Between 1970 and 1977, a decline in public revenues prompted a restructuring of the Spor Toto Organization in 1978 to revitalize the institution with new projects aimed at financially supporting Turkish sports. During this period, sports investments increased, fair play awards and various competitions were organized, and new institutions received funding. Leveraging technological innovations, the Spor Loto game was approved in 1985 and launched for public use in May 1986. This new game quickly gained popularity, surpassing Spor Toto in revenue generation. In the 1994-1995 season, the Totogol game was introduced (Spor Toto Organization Presidency, 2023a). The tasks, powers, and responsibilities of the Spor Toto Organization Presidency were revised and restructured through a regulation published in the Official Gazette on December 21, 2008 (Spor Toto Organization Presidency, 2023c).

On April 17, 2004, the Spor Toto Organization Presidency launched the İddaa game, marking the beginning of a new era. With its renewed structure and vision, the organization has become a vital financial supporter of Turkey and Turkish sports. Particularly after the establishment of the Ministry of Youth and Sports, the budget allocated to sports has been directed more effectively toward education and youth activities (Spor Toto Organization Presidency, 2023a). The revenue distribution regulation of the Spor Toto Organization

Presidency was revised and republished in the Official Gazette on December 13, 2007, redefining the organization's responsibilities in revenue distribution (Spor Toto Organization Presidency, 2023b).

International Perspective: Similar Sports Support Mechanisms in Other Countries

Globally, public institutions or private sector organizations established to provide financial support to the sports sector play significant roles in shaping national sports policies and the sports economy (Kiselev & Iurchenko, 2020). These organizations contribute across a broad spectrum, ranging from infrastructure investments to amateur and professional sports (Taylor et al., 2011). Examples include:

- France: The French National Sports Agency (*Agence nationale du sport*) provides funding for sports facilities, supports amateur athletes, and allocates resources for organizing international events (Agence nationale du sport, 2020).
- Germany: In Germany, sports funding is primarily provided through state-supported funds. The Federal Sports Agency (*Deutscher Olympischer Sportbund*, DOSB) contributes to both amateur and professional sports (DOSB, 2021).
- United Kingdom: Revenues from the National Lottery are directed toward sports projects. These funds are managed by *Sport England*, which focuses on infrastructure investments and the development of young athletes (Sport England, 2020).

These mechanisms, while performing functions similar to those of the Spor Toto Organization Presidency, exhibit variations in funding models and strategic approaches across countries (Spor Toto Organization Presidency, 2023a).

Spor Toto and International Sports Support Models

The Spor Toto Organization Presidency is comparable to similar international institutions in terms of public funding and direct contributions to sports organizations (Spor Toto Organization Presidency, 2023a). However, its primary revenue source -betting games- bears striking similarities to sports financing approaches in countries like the United Kingdom and Italy.

- United Kingdom: Revenues from the National Lottery are allocated to the sports sector, providing direct support to both amateur and professional sports (National Lottery, 2024).
- Italy: In Italy, revenues from national betting games are directed toward sports infrastructure and youth sports projects (CONI, 2020).

The shared characteristic of Spor Toto's model with these international systems is its ability to provide stable funding for the sports sector. However, considering Turkey's young population and regional needs, the organization has the potential to generate a broader social impact (Spor Toto Organization Presidency, 2023a).

Spor Toto's Role in the Global Sports Economy

The global sports economy continues to grow, fueled by revenue from sports tourism, sponsorships, broadcasting rights, and betting games. As a significant part of this ecosystem, Spor Toto contributes notably through its betting game revenues (Feiler et al., 2019).

- Economic Contributions: Spor Toto directly supports the growth of Turkey's sports economy through its contributions to the Treasury and investments in infrastructure projects (Spor Toto Organization Presidency, 2023a).
- Sports Tourism: Turkey's potential in sports tourism is enhanced by Spor Toto's investments in infrastructure, increasing its capacity to host international events (Spor Toto Organization Presidency, 2023a).

Diversifying revenue streams for sports organizations worldwide highlights the critical role of sports support institutions in ensuring sustainability (Ibsen & Levinsen, 2019).

The Impact of Betting Companies on Sports Worldwide

Betting companies have emerged as significant financial actors in the global sports economy. Revenues from sponsorships, advertising, and betting activities support the growth of sports organizations but also pose certain risks (Turcu et al., 2020). Financial dependence on betting companies can threaten the economic sustainability of sports organizations and compromise their financial independence (Forrest & Simmons, 2003).

More critically, the high financial incentives associated with betting activities can lead to unethical practices such as match-fixing and manipulation, undermining the social and ethical values of sports (Hill, 2010). This represents a profound challenge to the integrity of sports.

Another adverse impact of the proliferation of betting companies is the rise in gambling addiction at the societal level. Gambling addiction leads to economic and psychological issues for individuals while creating broader social problems within communities (Walker & Barnett, 1999). These effects highlight the imbalance between the financial contributions betting companies make to the sports economy and the societal costs they impose.

Threats Faced by Structures Similar to Spor Toto Organizations Worldwide

Globally, organizations similar to Spor Toto play crucial roles in sports financing as part of national sports policies. However, these organizations often struggle to compete with private betting companies. For instance, in the United Kingdom, the market dominance of private betting firms has diminished the National Lottery's contributions to sports funding (National Lottery, 2024). Similarly, in Germany, regulations in the betting sector have adversely affected the competitiveness of public sports organizations (Gosebrink, 2023).

Another significant threat arises from illegal betting activities. The global illegal betting market is estimated to have an annual volume of \$1.7 trillion, significantly reducing the revenues of publicly-owned sports betting organizations (Interpol, 2019). Illegal betting not only causes economic losses but also poses a severe threat to the ethical values of sports.

Traditional sports betting organizations face mounting pressure in the digital age due to the rapid increase in online betting platforms. Mobile applications and online betting services, in particular, have significantly altered consumer preferences. This shift underscores the need for traditional organizations to adapt to technological advancements (Gosebrink, 2023). Organizations like *Svenska Spel* in Sweden have embraced this transformation by investing in digital platforms, successfully increasing their market share (Kroon, 2020).

Sports betting is a globally practiced activity involving millions of people, pursued for both entertainment and financial gain. This practice encompasses speculations on the outcomes of modern sports events through various betting mechanisms (Edwards et al., 2009). Sports betting has a multidimensional impact on the sports industry. Primarily, it serves as a significant revenue source for sports clubs and organizations (King, 2013). Sponsorship

agreements and advertising revenues strengthen the financial structures of clubs and enable them to establish more competitive transfer budgets (Vos et al., 2011).

In Turkey, the establishment of Spor Toto within a legal framework and the operation of betting games under state supervision (via platforms like Bilyoner, Birebin, Misli.com, Nesine.com, Oley.com, and Tuttur) have contributed to the financing of national sports and infrastructure investments. Moreover, allocating revenues from sports betting to public projects, such as the construction and maintenance of sports facilities, underscores its societal and economic benefits.

However, the state-controlled operation of gambling activities has sparked ethical and religious debates. In conclusion, sports betting plays a critical role in funding and enhancing the popularity of sports. At the same time, it constitutes a complex ecosystem that requires careful balancing through legal and ethical regulations.

Method

This study utilized the SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) method to evaluate the contributions of the Spor Toto Organization Presidency to Turkish sports. In academic research, SWOT analysis is often employed to assess an institution's strategic position, facilitate strategic planning, and support decision-making processes. This method helps organizations objectively evaluate their current state and shape their future strategies (Amirshenava & Osanloo, 2022). The study examined the strategic position of the organization and its role in Turkish sports based on data from 2004 to 2017.

Population and Data Sources

The population of the study is limited to the activities of the Spor Toto Organization Presidency. Data were obtained from the organization's official website (www.sportoto.gov.tr) and publicly accessible sources. The study focused on the 2004-2017 period due to the lack of available data for activities after 2017.

Data Analysis

The collected data were categorized within the framework of SWOT analysis into four dimensions: Strengths: Financial capacity, infrastructure investments, and support for amateur sports. Weaknesses: Lack of transparency in resource management and issues with

sustainability. Opportunities: Opportunities for sports tourism and international events. Threats: Economic fluctuations and changing policies.

The data were analyzed using the content analysis method, and conclusions were drawn with support from the literature. The results of the SWOT analysis were presented in tabular format, and the organization's strategic role in Turkish sports was evaluated.

Limitations of the Study

Data Availability: The absence of post-2017 data limited the scope of the analysis.

Generalizability: The study is focused solely on the Turkish sports ecosystem and cannot be generalized to an international context.

Ethical Considerations

All data used in the study were obtained from publicly accessible sources and analyzed in compliance with scientific ethical principles.

Findings

Table 1. Contributions of the Spor Toto Organization Presidency to Sports Activities: Strengths in SWOT Analysis

	Financial Power	Investment Capacity	Broad Impact Area	Support for Amateur Sports	Strategic Partnerships
Strengths (Description)	- The Spor Toto Organization Presidency has a robust financial structure, providing 18 billion 141 million Turkish Lira to the Treasury between 2004 and Q1 2017.	- Over a 10-year period, 2,547 sports facilities were constructed, with a total investment cost of approximately 1 billion 100 million Turkish Lira.	-Approximately 3 billion Turkish Lira have been contributed as naming rights for various sports, including football, basketball, and volleyball.	-Approximately 67 million Turkish Lira of financial support has been provided to amateur sports clubs in the last five years.	- Integration with the Ministry of Youth and Sports enables the efficient use of resources allocated to sports.

The strengths identified in the SWOT analysis of the Spor Toto Organization Presidency, as shown in Table 1, highlight key factors that demonstrate the organization's effectiveness and success in the sports domain. In terms of financial strength, the organization contributed a substantial amount of 18 billion 141 million Turkish Lira to the Treasury from 2004 to the first quarter of 2017, underscoring its strong economic foundation. This financial capacity

enhances the organization's ability to invest in various areas of sports, creating a wide impact. Regarding investment capacity, the construction of 2,547 sports facilities over a decade reflects the organization's significant efforts in developing sports infrastructure and its substantial allocation of financial resources to this area. These facilities were built at an estimated cost of approximately 1 billion 100 million Turkish Lira, demonstrating the organization's ability to finance and manage large-scale projects effectively. The organization's broad impact area is further amplified by its contributions of approximately 3 billion Turkish Lira in naming rights for popular sports such as football, basketball, and volleyball. This shows that the organization contributes not only to infrastructure investments but also to the branding and commercialization of sports, driving the sector's growth. In terms of support for amateur sports, the organization provided nearly 67 million Turkish Lira in financial aid to amateur sports clubs over the past five years. This support encourages broader community participation in sports activities and facilitates the discovery of young talents, promoting the grassroots development of sports. Lastly, the organization's strategic collaborations with the Ministry of Youth and Sports enable the more efficient use of resources allocated to sports. These partnerships ensure that resources are directed appropriately and that sports policies are implemented effectively. This strategic approach illustrates the organization's ability to contribute sustainably and effectively to all areas of sports development.

Table 2. Analysis Weaknesses Identified in the SWOT Analysis of the Spor Toto Organization Presidency

	Resource Allocation	Management and Monitoring	Sustainability Issues
Weaknesses (Description)	- There may be a lack of detailed information regarding the allocation and effective use of resources.	- Managing and monitoring large amounts of financial resources and investments can be challenging.	- Long-term sustainability and maintenance costs of large-scale investments pose significant challenges.

The weaknesses identified in the SWOT analysis of the Spor Toto Organization Presidency, as presented in Table 2, reveal certain internal challenges and areas in need of improvement. In terms of resource allocation, the lack of detailed information on how resources are distributed and utilized could limit the organization's efficiency and transparency. This situation raises concerns about whether resources are being optimally used and potentially leads to resource wastage. Regarding management and oversight, the administration and

monitoring of significant financial resources and investments pose challenges, particularly in the presence of bureaucracy and complex structures. Without an effective management and oversight system, the risk of resource misallocation or misuse increases. As for sustainability **issues**, the long-term viability of large-scale investments, especially considering maintenance and repair costs, presents a significant challenge for the organization. To ensure that the investments provide long-term benefits and continuously support sports infrastructure, sustainable financing and management strategies need to be developed.

Table 3. Opportunities Identified in the SWOT Analysis of the Spor Toto Organization Presidency

	Sports Tourism	International Events	Young Population	Sports Education
Opportunities (Description)	- Potential to promote sports tourism through new facilities and events.	- Opportunity to contribute to Turkey's global recognition by hosting international sports events.	- Development of programs to better integrate Turkey's young population into sports activities.	- Opportunity to allocate more resources and programs for sports education and youth development.

The opportunities highlighted in Table 3 demonstrate the growth and development potential of Turkey in the field of sports. From the perspective of sports tourism, the creation of new sports facilities and events could attract domestic and international tourists, significantly contributing to the country's tourism revenues. These facilities may also become attractive venues for international sports organizations. Hosting international events offers the opportunity to elevate Turkey's profile on the global stage and increase its recognition internationally. Hosting major sports events can strengthen the country's cultural and social image while also delivering economic benefits. Turkey's young population presents a significant opportunity for promoting sports and increasing youth participation in sports activities. Programs targeting young people can encourage healthy lifestyles and increase the popularity of sports among younger generations. Investing in sports education and youth development provides opportunities to support more programs and resources aimed at improving the personal and professional skills of young people. These efforts can encourage youth to pursue careers in the sports industry while also enhancing the overall quality and competitiveness of the country's sports sector.

Table 4. Threats Identified in the SWOT Analysis of the Spor Toto Organization Presidency

	Economic Fluctuations	Changing Government Policies	Legal Regulations	Politicization of Sports
Threats (Description)	- Economic fluctuations and crises may lead to a reduction in financial resources.	- Changes in government policies could impact the organization's activities and financing.	- Changes in legal regulations on betting and games of chance may negatively affect revenues; illegal betting also poses a risk.	- Using sports as a political tool may undermine its independence and damage the organization's reputation.

The threats faced by the Spor Toto Organization Presidency, as outlined in Table 4, stem from external factors that could negatively affect the organization's stability and success. Economic fluctuations and crises may lead to a decrease in the organization's financial resources, resulting in delays or cancellations of planned projects and investments. In sectors such as sports, which require high-cost investments, economic instability poses significant challenges. Changes in government policies, particularly those concerning sports and betting regulations, can directly impact the organization's operations. Such changes may require the organization to reassess its strategies and financial models, creating uncertainty. Modifications to legal regulations on betting and games of chance can directly affect the organization's revenue streams. These regulatory changes could limit the organization's ability to finance sports investments and jeopardize the funding of ongoing projects. The politicization of sports poses another threat, potentially undermining the independence of sports and damaging the organization's reputation. Using sports for political purposes may tarnish its positive societal image and divert it from its original mission. This situation could reduce the positive societal impacts of sports and endanger the organization's overall objectives. Illegal betting organizations also pose a serious risk of revenue loss. The presence of such organizations not only undermines the organization's financial performance but also raises concerns about the ethical integrity of the betting industry. Managing these risks is crucial for ensuring the organization's long-term sustainability and maintaining the positive societal impacts of sports. Proactive strategies must be developed to mitigate these challenges and safeguard the organization's mission and effectiveness.

Results

Based on the findings of the study, the contributions of the Spor Toto Organization Presidency to Turkish sports encompass a wide range of impactful areas, from sports financing and infrastructure development to supporting amateur sports and organizing international events. Evaluated in terms of its strengths, opportunities, weaknesses, and threats, the organization stands out as a key actor providing strategic support for the development of Turkish sports. However, alongside its strengths and opportunities, the organization's weaknesses and external threats are also noteworthy. Particularly, the lack of access to data after 2017 makes it challenging to comprehensively evaluate its activities.

The organization's strong financial infrastructure is evidenced by its provision of 18 billion 141 million Turkish Lira to the Treasury and the construction of 2,547 sports facilities during the 2004–2017 period. These large-scale investments highlight the organization's effectiveness in advancing sports development. The allocation of 67 million Turkish Lira in financial support to amateur sports clubs underscores its critical role in promoting grassroots sports, while strategic collaborations with the Ministry of Youth and Sports reveal the potential for more efficient and effective use of resources. Additionally, the organization's contributions to branding popular sports such as football, basketball, and volleyball through naming rights have accelerated the commercialization and marketability of sports. These strengths reflect the organization's capacity to create a sustainable impact within the sports ecosystem. However, these contributions remain limited to the pre-2017 period, with uncertainty surrounding the organization's subsequent performance.

The absence of detailed information on the organization's post-2017 activities and the lack of transparency in resource allocation and utilization emerge as significant weaknesses. Managing and monitoring substantial financial resources and investments presents challenges, particularly in ensuring the accurate allocation of resources and the sustainability of projects. Furthermore, issues such as the long-term maintenance and repair costs of sports facilities underline the necessity of developing long-term strategies. The lack of transparency in resource distribution, operational efficiency, and management processes may obscure the visibility of the organization's strengths. This transparency deficit also poses a risk of eroding public trust and credibility.

The organization has the potential to leverage Turkey's young population and sports tourism opportunities to promote broader participation in sports and enhance the country's

international visibility. Additional resources for sports education and youth development could encourage young people to pursue careers in the sports industry, thereby improving the quality and competitiveness of Turkey's sports sector. Furthermore, hosting international sports events could increase sports tourism revenue and enhance Turkey's global prestige.

However, economic fluctuations pose a significant threat by potentially straining the organization's financial models. Similarly, changes in government policies and legal regulations related to betting could negatively impact the organization's revenue streams. The politicization of sports represents another external threat, potentially undermining the organization's independence and reputation. Managing these risks is critical for ensuring the organization's sustainability and preserving the positive societal impacts of sports.

The Spor Toto Organization Presidency holds an indispensable role in financing and developing Turkish sports. However, there is a pressing need for a strategic roadmap to optimize its strengths and opportunities, address its weaknesses, and proactively mitigate threats. Improvements in resource management and transparency, an increased focus on sustainability-oriented projects, and greater investment in international sports events are recommended. Detailed and regular information sharing on the organization's activities, strengthening accountability mechanisms, and adopting a transparency-focused management approach are essential. Developing more inclusive and long-term strategies will enable the organization to contribute to making Turkish sports more competitive on both national and international levels.

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