

## **The Comparison of Football Academy Systems between Turkey and England**

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### **Abstract**

A football Academy and the lack of football players grown consistently from this Academy has been the biggest problem that has existed since the existence of Turkish football. The struggle to create a team structure with external transfers in various teams competing at different levels brings a significant economic burden. On the other hand, it is known that the Academy of the teams that have achieved success in European football is strong. The purpose of this research is to propose a system for Turkish football by examining English Football Academy System including the number of football players present in the Academy, the footballers raised in the history of the clubs, the market values and the highest market values of these footballers, the goals scored in the club careers and the number of matches played, trainer selection, facilities, cooperation with other institutions. The information about the Academy in the official websites of the clubs, press, and scientific studies has developing according to the determined criteria. In the English academy model, it was determined that all clubs had to comply with the decisions taken by the academy coordinator, and athletes from four different categories were trained. According to findings, examining the various systems in Turkey, a system has been proposed to contribute to develop the “Turkish football player identity” “Turkish Football System” and “The Turkish Football Understanding.” In the research, it was concluded that a football Academy needs a good management structure, an athlete selection and training system, a certain number of foreign transfers to the academy is appropriate, and the facilities should be renewed.

**Keywords:** Academy, Sports, Football

## Introduction

Football is the most popular game in the world that affects people of all ages from all parts of the world and can change the course of life. "Football, bloody hell" words of Manchester United coach Sir Alex Ferguson, who beat Bayern Munich 2-1 in the champions league final in 1999 with last minute goals, sums up football almost literally. Scottish coach William (Bill) Shankly's statement, "Some people think football is a matter of life and death. I assure you; it is something much more serious" reveals the perspective of football in the world. Zdenek Zeman explained the change in modern football with these words: "Football is no longer a game, it is the industry."

The triumphal march of football to become Germany's most popular sport to date is mainly since it contains a cultural force that can arise under certain historical conditions (Pyta, 2006). Modern football is a child of the nineteenth century. Its development is closely linked to the various social and cultural processes that first took root during the industrial revolution in Great Britain. This development, after a delay of time, spread to eastern and central Europe. This temporary delay can also be seen in various steps in the development of modern football, including the entry of the game into elite boarding schools and the establishment of the first clubs, and debates on whether football will be just a recreational activity for amateurs or become a profession (Koller & Braendle, 2015). Throughout its recent history, football has expanded its scope: initially a sport only for round leather enthusiasts (das runde Leder), it has progressed towards a spectator sport that fascinated tens of thousands of people who had never played in competitive conditions. Eventually, it managed to become a mass media phenomenon in Germany in the 1950s and was even used for political purposes (Pyta, 2006).

Football has sociological, physiological, psychological, philosophical, economic, political and cultural aspects. Today, with these aspects, it can change the agenda of not only a region but also the world. The fact that European countries such as Germany, the Netherlands and Belgium can produce high-level players such as Emre CAN, İlkay GÜNDOĞAN, Mesut ÖZİL and Nuri ŞAHİN from the Turkish population is an important indicator for their football development systems. According to the data of December 31, 2019, the rarity of high-level football players in Turkey, where 12,955,672 of 83,154,997 people are young (15-24 years old) population, cannot be explained solely by the criteria of talent. The child population that can be evaluated for talent selection is 22,876,798 people (27.5% of the total population). The ratio of the child population of 28 European Union member countries to the total population has been determined as 18.6% (TURKSTAT, 2020). According to TURKSTAT 2018 data, the number of children between the ages of 5-9 and 10-14 in Turkey is 12,659,010.

These data reveal the greatness of the potential of the Republic of Turkey for Turkish sports and therefore Turkish football. When the ratio of football players grown from European countries is examined, it is possible to say that there is an important problem in processing the potential in Turkey. Academy problems in Turkish football are examined under four main headings: management structure, personnel management, selection and training of athletes, and facilities.

Management is defined as ensuring that things are done effectively by people (Hodgetts, 1999; Robbins and De Cenzo, 1998). Management has functions of planning, organizing, directing, coordinating and controlling (Daft, 2003). Classical management approach

(Schermerhorn, 2014), scientific management approach - Taylor approach (Dessler, Starke, & Cyr, 2001), management process approach - H. Fayol (Daft, 2003), bureaucracy approach - M. Weber (Daft, 2003) are examples. Football in Turkey is managed depending on the autonomous structure of the Turkey Football Federation, where a mixed approach consisting of these approaches is adopted.

The academy in Turkish football is managed by the Football Development Coordinator. TFF aims to develop young footballers with the principle of "Good individual, Good citizen, Good player" under the name of "Elite Player Development". It can be said that this structure within TFF is far from forming a "Turkish Football Player" identity in cooperation with clubs. The lack of a standard game system and understanding in Turkish football, the inability to create mechanisms to train players for this understanding, the inability to identify talented players and follow their development processes can be attributed to the lack of decision-makers at the management level. The management level should organize clubs in Turkish football and take and implement fundamental decisions that will create the identity of a "Turkish Football Player". Therefore, academy coordination is ineffective and insufficient due to these reasons.

TFF organizes various courses to create employment in different fields of Turkish football. At the same time, Turkish universities train coaches in coaching education programs affiliated to sports sciences faculties, physical education, and sports colleges. In order to compete as a coach in Turkish teams, it is necessary to have at least TFF Grassroots C certificate. Coach candidates who graduate from the coaching departments of Turkish universities with football expertise can obtain the TFF Grassroots C certificate, while obtaining the right to apply directly to the UEFA B course. Those who receive undergraduate or graduate education in the field of sports sciences can obtain this certificate provided that they attend the course. The biggest problem here is that people who do not have a football background and who do not have football skills can easily access a football coaching certificate. It is an important problem for Turkish football that the coaches, whose football is the most important element of development, teach football to children in their developmental age without having adequate training and gaining experience.

Coach is the person who guides the player and the team during the game or competition; tries to manage the player and the team in the best way during training sessions and is responsible for the training and the results of the competition. Coaches can be leaders, presidents, educators, guides, coordinators, advisors and colleagues in a sport environment (Sevim, Tuncel, Erol, & Sunay, 2001: 25). Coaching competence is a coach's confidence in his athletes' abilities that affect their learning and performance (Feltz, Short, & Sullivan, 2008). Feltz, Chase, Moritz, and Sullivan (1999) explained trainer competencies with four sub-dimensions: motivation competence, technical teaching competence, competition strategy competence, and character creation competence. Competition Strategy Competence is the confidence that coaches have in their ability to guide their athletes to successful performance during competition. Motivation Competence is the confidence that trainers have in their athletes' ability to influence their psychological skills and state. Technical Teaching Competence is the belief of trainers in their educational and decisive abilities. Character Creation Competence is the confidence that athletes have in their ability to affect their personal development and positive attitudes towards sports (Feltz, Chase, Moritz, & Sullivan, 1999; Gençer, Kiremitçi, & Boyacıoğlu, 2009). Leith (1990) explains the basic skills that a trainer should have as technical, human and conceptual skills. Technical skills are skills that

involve the understanding and competence of trainers in specific activities, particularly methods, processes, procedures and techniques.

Youth development programs in Turkey do not have a football-specific program or policy. Although there is a youth player development coordinator for youth development, there is no policy or information that will directly affect the selection and training of athletes. When today's Turkish football and the numbers of trained footballers are evaluated, it is seen that the daily policies implemented are insufficient. Tournaments attended by young footballers in Turkey, especially on club basis, are not sufficient. The academic and sportive developments of the athletes who can only play in league competitions cannot be followed. There are no nationwide accepted criteria for the selection of athletes. Mechanisms that will follow the professional development processes of athletes and guide their families, clubs, athletes, and educational institutions are lacking.

Health status, motoric characteristics, learning ability, readiness, abilities, emotional characteristics, and social factors are some of the criteria used in talent selection (Bompa, 2009; Muratlı, 1997). The most important deficiency of Turkish football is that the teams do not have a country-wide accepted game system that is reflected in the national team. When choosing football players or determining talented young players, attention is paid to the game understanding and one-season policies determined by the team that made the selection that season. One of the most important factors of the inadequacy of long-term athlete development and planning can be shown that the coach who can plan cannot work in the team for enough time. Talent screening tests are carried out by teams with independent systems. It is possible to say that the athlete selection criteria required to create a "Turkish football player" identity and to create a "Turkish Football" philosophy are insufficient.

Physical competence, specialization, age, trainability, thoughtful emotional and moral development, time, periodicity, competition, system harmony and integrity, continuous improvement are the main factors of long-term athlete development. This development process includes active start, fun basic skills, learning training, training, training to compete and win, and lifelong activity stages (Balyi, Way, & Higgs, 2016). The more important it is to follow the football development processes of the athletes, the more important it is to follow their academic and social development. integration of life outside of football development process of young football players in Turkey, family, school, followed by the process of cooperation between clubs and federations are insufficient. It is not even possible to report the development processes of a young football player periodically.

Only football-related, especially physical performance, development processes of the athletes who have reached a professional level are reported. It would not be wrong to say that the lack of a follow-up process created by Turkish football with the principle of "Not even one individual can be sacrificed in education" makes the fate of young people who set out with the dream of becoming a footballer obscure. Ignoring the academic development of young players whose football development has stalled and regressed may cause Turkish youth to turn to an unqualified career. There is no mechanism required for Turkish youth who cannot continue football to leave the follow-up process in a healthy way and continue their lives.

It refers to the buildings where sports activities are held within the sports facility (Güçlü, 1998). One of the important factors that will affect the professional development processes of young football players is the facilities and the access of football players to the facilities in the

facilities. struggling in the professional league football team in Turkey, there are big differences between the economic situations. While this difference is quite evident even among the teams in the super league, the economic difference between the teams in the first, second and third leagues is getting deeper. Economic situation and financial structure directly affect the establishment status of the teams. The facilities offered by the teams competing in professional leagues to the academy athletes other than the A team are affected by the economic structure. As the level of the league changes, access to the training field, the features of the match field, the use of social and cultural areas, accommodation facilities in the facilities differentiate the use of academy athletes. There is a need for facilities that fulfill the conditions such as accommodation, nutrition, leisure time, participation in social activities, resting, finding a place to study, benefiting from the necessary facilities before, during and after training, regardless of the A team of young Turkish athletes. While those of the Super League teams with good economic conditions provide this opportunity to young players, this is not the case for other teams.

## Material and Method

### *Study Model*

In this study, one of the qualitative research methods, case study design was used. The case study research provides the researcher with detailed information about real life, a current limited system (a situation), or multiple constrained systems (situations) in a given time period through multiple sources of information (e.g., observations, interviews, audio-visual materials and documents and reports). and it is a qualitative approach in which it collects in-depth information, depicts a situation, or presents themes (Creswell 2015, p.97). In another definition, the case study Christensen et al. (2015) defined case study as an intensive and detailed description and analysis of one or more situations. The concept of case is a system in which the boundaries can be defined, consisting of person, group, organization, activity, process, or event. The word system here is a holistic concept that includes the relationships between the elements of the case. What is meant by the expression of definable boundaries here is, in most cases, the limits that decide what the case is or not (p. 416).

There are many factors in the absence of the Turkish football academy system. In the light of the definitions and information above, the aim of the study is to identify these factors and compare them with sample models and offer solutions. For this purpose, documents related to football academy systems in Turkey and England were examined and analyzed in depth, and the factors underlying this situation and solution suggestions were tried to be presented. In addition, sample academy systems were handled through document collection, the current situation in Turkey was compared and recommendations were made. Since the case study involves an in-depth (detailed) and longitudinal (holistic) examination and analysis of data obtained through participant observations, in-depth interviews and document collection (Glesne 2013, p.30; Merriam 2013, p.46), it is appropriate to prefer this approach.

### *Study group*

Within the scope of the research, Beşiktaş, Fenerbahçe, Galatasaray, Altınordu and Gençlerbirliği teams from Turkey were compared with the general structure of the EFL academy system from England.

### *Data Analysis*

While analyzing the data, content analysis was performed by adopting an inductive approach. The themes were created by analyzing the documents collected within the scope of the research. 4 themes required for a football academy (Management Structure, Personnel Management, Athlete Selection and Training, Facilities) have been determined.

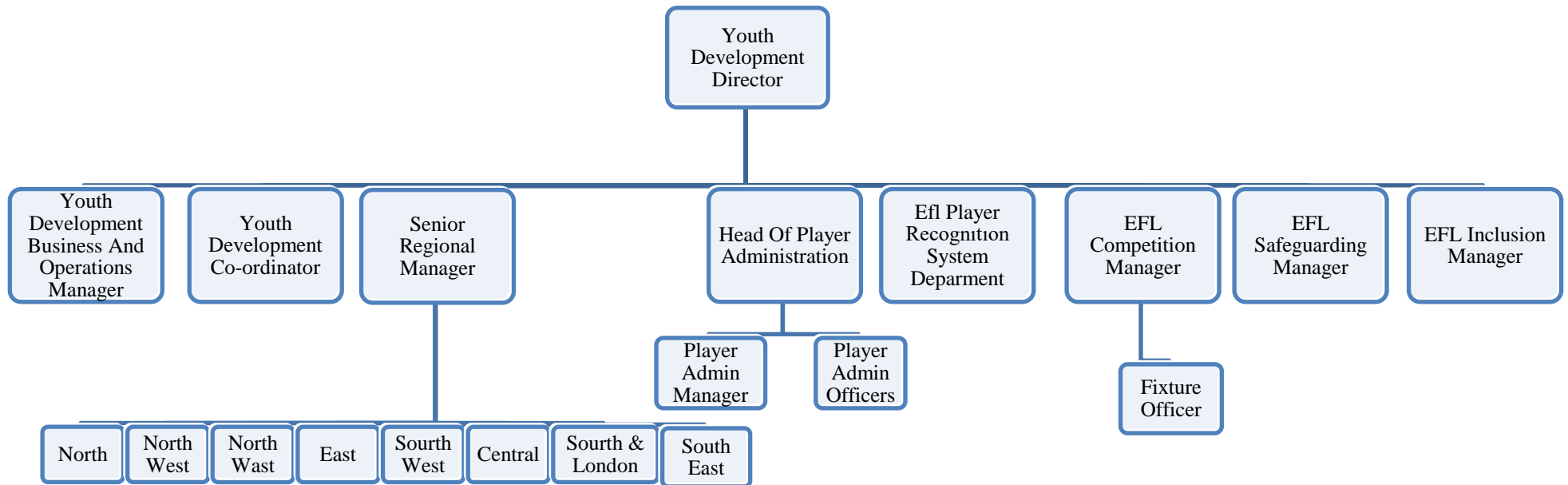
### **Findings**

#### *Management structure*

**Figure 1.** Turkish Youth Development Management Structure



Figure 2. EFL Youth Development Management Structure



**Table 1.** Comparison between mission and vision of Turkey and England

Turkey	England
<p><b>Vision</b></p> <p>Football Development Directorate is the organization that carries out Coach Training, Elite Football Development and Grassroots activities that shape the future of the country's football, and includes Development National Teams (Women's, Beach and Futsal National Teams). The Football Development Directorate, in coordination with all the stakeholders of Turkish football, produces various projects with a common language and philosophy in order to develop and spread football by embracing the entire young population in Turkey. The priorities of the Football Development Directorate are the modern training of trainers at all levels, the establishment of systems that will ensure the training of qualified players for the elite player pool, and the Grassroots projects that will ensure the generalization of football at the grassroots level.</p>	<p><b>Vision</b></p> <p>We want to produce more and better home-grown players and for the experiences in the Academy system to be positive in helping to develop the person as well as the player.</p> <p>We want our players to be technically excellent and tactically astute independent decision-makers on and off the field, equipped for a successful career as professional footballers. We want to develop the world's leading youth coaches, provide inspirational facilities and world-class support services.</p>
<p><b>Mission</b></p> <ol style="list-style-type: none"> <li>1. Planning the training of all stakeholders of Turkish Football and maintaining the training at the highest standards,</li> <li>2. Spreading football, primarily children, regardless of age, gender, physical and economic status, and developing alternative football types such as Futsal and Beach Football throughout the country,</li> <li>3.Reorganization of Turkish Football Youth Development Program in a way to embrace all the young population in Turkey - students in schools - and to benefit from contemporary football education by identifying talented football players.</li> <li>4. Developing the Elite Football Leagues in a way that will provide the maximum benefit to the country's football.</li> </ol>	<p><b>Mission</b></p> <p>The aim of the Academy system is to help young players maximize their potential in football, education, and life. It puts well-being and personal development at the heart of everything we do. Our aim is to develop well- rounded individuals as well as high quality players. Clubs provide expert services, support and advice to Academy Players and their parents, and every young player should enjoy and value their Academy experience.</p>
<p><b>Basic Principles</b></p> <ul style="list-style-type: none"> <li>• Focus on continuous improvement</li> <li>• Training of the trainers at UEFA (JIRA) standards</li> <li>• Project-based work</li> <li>• Sustainability</li> <li>• Qualified human resources</li> <li>• Benefiting from international experience</li> <li>• Use of technology (e-learning, etc.)</li> <li>• Project structures that create their own resources</li> <li>• Decentralized structuring</li> <li>• Benefiting from EU / FIFA-UEFA Funds</li> </ul>	<p><b>Your Opportunity</b></p> <p>Participating in the Academy system is an achievement to be proud of, however it is important to maintain a balance between the demands of life outside of football, including your education. Ensure that you maintain interests beyond the football pitch and manage expectations of a professional football career because only a few Academy Players will go on to become professional footballers.</p>



## *Human Resources Management*

### Coach Recruitment, Training and Selection

The employment of coaches in Turkey is done by contract in professional clubs. The employment of academy trainers varies according to the policies of the clubs.

### Athlete Selection and Training

According to the 2020 data of Turkey Football Federation, young footballers participate in the competitions in Spor Toto Development Leagues and Football Academy Development Leagues. Under the Spor Toto Development League, there are U14, U15, U16, U17, U19 leagues in Elite status and U15, U16, U17, U19 leagues in regional status. Football competitions are played in U13 and U14 categories under the Football Academy Development League. While there are 4 groups in Elite U14, U15, U16 leagues, there are 9 teams in each group. In the Elite U14, U15 and U16 leagues, a footballer can play a maximum of 16 games a year. Until a player reaches the U17 category, he can play a maximum of 48 league matches. There are two groups, Elite A and Elite B, in Elite U17 and U19 leagues, and there are 18 teams in each group. A player can play 34 games for each group in the U17 and U19 categories. According to these data, a football player from the age of 13 to the end of the age of 18 can only play 115 matches. There are six teams in two groups each in the U14 and U13 categories of the academy development leagues. A football player can play a total of 20 matches in these categories. Assuming that a player participates in all matches in all leagues, he can play 135 matches (TFF, 2020).

There is a course program organized by TFF for talent hunting in Turkey, but it cannot be said that there is a standard for employment in clubs. This task is carried out by managers, sports directors, or assistant coaches in some clubs. In addition, this process is tried to be carried out with the manager or the representative of the athlete, but this practice is mostly used for the transfer of players at the A team level.

The Premier Academy League was established in the England in 2012 within the scope of the Elite Player Performance Plan. In the system where there are 4 academy categories, athletes from U9 age group to professional between categories of 1 and 3 compete, while the late development model is applied from U17 in the category 4 model. The highest category is category 1 (EFL, 2020a). Also, Youth Alliance League and Central League are other youth development leagues. Youth Alliance league EFL is the league in which young people under the age of 18 from clubs selected from Premier League and national leagues participate in competitions in categories 3 and 4. The competitions are divided into 4 different regions. The winning teams play the Youth Alliance Cup final in an EFL stadium. League groups consist of 11 to 14 teams. Central League includes the center of England, northern England, and northern Wales. This league, which contributes to the development of young athletes, is the oldest league in England (since 1911). Groups consist of 4 to 5 teams.

The academy system in England takes place in three different stages. The basic stage covers between the ages of 9 and under 11, the youth development stage between the ages of 12 and under 16, and the professional development stage between the ages of 17 and under 21. Each academy is audited independently every three years and categorized from 1 to 4. EFL collaborates with clubs between audits to ensure that standards are maintained and improved when needed. The different categories of academies reflect the type of program provided. The

environment in an academy differs by categories, but all categories of the academy have a track record of producing successful professional actors (EFL, 2019).

**Table 2.** EFL academy classification, definition, and performance stage

Academy Classification	Description	Performance Stage
Category 1	This category is the highest level. It is an environment where athletes have access to full-time training and access to additional trainers since U12. Academies in Category 1 can nationally select athletes from the U14 and provide a full-time education.	From U9 to U21
Category 2	This category is the development setting where academy players are locally selected but have access to extra coaching and training support.	From U9 to U21
Category 3	This category is the environment where academy athletes have access to professional coaches and development opportunities.	From U9 to U21
Category 4	In this category, the trainers and training support of the athletes take place within the professional development phase.	From U17 to U21

Participation in this system takes place directly with a club, scout, or an intermediary. A scout has been defined in the EFL academy system, who is a certified person identifying talented young players and represents them on a club basis. It is the person who represents the tool required to log into the system, the player, or the club in cases such as a contract agreement. Intermediaries cannot contact the player until January of the year in which athletes turn 18. As of this date, they can offer free consultancy services to athletes, but this service is not required for the professional development phase. The EFL academy system offers athletes a two-year full-time football development program and training program. The service provided from the age of 14 ends before the age of 16 (EFL, 2019).

Each academy has a performance plan that includes the principles, values, play style and tactical approach of the club. Game programs, educational programs, sports science, health services support, working with a trainer are included in this program.

**Table 3.** EFL academy categories performance plan

Category	Foundation Phase U9 to U11	Youth Development Phase U12 to U16	Professional Development Phase U17 to U21
Category 1	4 coaching hours per week rising to 8 hours for older Academy Players	10 coaching hours per week rising to 12 hours for older Academy Players	14 coaching hours per week reducing to 12 hours for Academy Players who have

			commitments to the professional squad during the Professional Development Phase.
<b>Category 2</b>	3 coaching hours per week rising to 5 hours for older Academy Players	6 coaching hours per week rising to 12 hours for older Academy Players	14 coaching hours per week reducing to 12 hours for Academy Players who have commitments to the professional squad during the Professional Development Phase.
<b>Category 3</b>	3 coaching hours per week	4 coaching hours per week rising to 6 hours for older Academy Players	12 coaching hours per week.
<b>Category 4</b>	Not applicable	Not applicable	14 coaching hours per week reducing to 12 hours for Academy Players who have commitments to the professional squad during the Professional Development Phase Games Programme.

In England, there is a game, namely the competition, program determined in the academy system. These programs are designed for different stages. The basic stage includes local competitions for the U9, U10 and U11 groups, which are usually played on Sundays, and regular festivals with 3 or more teams. Players in this group play in half of the games in a season, depending on physical fitness. Academies in categories 1 and 2 also participate in the regional league held in December and February. The main goal at this stage is to master fun and ball control. In the youth development stage, players in groups U12, U13, U14, U15 and U16 participate in weekends and regular festivals. While the games are usually held at the regional level, the academies in categories 1 and 2 can participate in national and international trophies. Players of U12, U13 and U14 take part in half of the competitions throughout the season, depending on physical fitness. The main goal at this stage is to develop technical skills, game understanding and tactical awareness. Academy players between U12 and U16 can be included in football tournaments. In the professional development phase, it is essential to prepare the players in the U17, U18, U19, U20 and U21 groups for professional life in the A teams. Players can join the U18 or a professional development league, depending on age and academy category. The U18 league is held on Saturdays. Premier League 2 includes category 1 academy matches played at the clubs' own stadiums. Similarly, it can be included here in category 2. There is a development league opportunity for categories 3 and 4 (EFL, 2019).

**Table 4.** EFL Game Formats

<b>The Foundation Phase (U9 to U11) Game Formats</b>				
Age	Format	Pitch Size	Goal size	Ball Size
U9	5 v 5 or 7 v 7	30x20, 40x30, 50x30, 60x40	12x6	3 or 4
U10	7 v 7	50x30, 60x40	12x6, 16x7	4
U11	9 v 9	70x40, 80x50	16x7	4
U9 to U11	Futsal (5 v 5)	25x15, 33x18	3x2m	3 to 4
<b>The Youth Development Phase (U12 to U16) Game Formats</b>				
Age	Format	Pitch Size	Goal Size	Ball Size
U12 & U13	11 v 11	90x60	21x7	4
U14 & U15	11 v 11	90x60, 100x60	24x8	5
U16	11 v 11	100x60, 110x70	24x8	5
U12 to U16	Futsal (5 v 5)	38x18, 42x25	3x2m	5

In the academy system in England, players have the opportunity to participate in local, national and international festivals, tours and tournaments outside of leagues. Participation in these events takes place with the program determined by the club. The training programs of the players are followed by the education manager in the club according to the criteria that the time in the club does not affect the school process, the academic achievement is obtained, and the recommendations regarding the training program are provided. In the basic stage, the academy organizes a part-time program to ensure that it does not interfere with full-time education. The Academy follows academic development in regular communication with the school. The Academy submits reports twice a year to families on the progress in all stages of football. There is a full-time education part-time academy practice in the youth development stage. Another application is a hash program. Players leave school and join the academy as part of the weekly program. The agreement between the family, the academy and the school guarantee this program so that it does not affect academic studies. When necessary, the academy must contact the school and provide academic support. Progress in the training program during the 12-week period is recorded under the name of Performance Hour. The Academy submits reports twice a year to families on the progress in all stages of football. Full-time application requires both academia and training to be included in the club. Academic needs are met by a local school.

As part of their scholarship for the first two years of the professional development phase, academic players have a training component. Many academy players receive programs provided by clubs and League Football Training (LFE), under the name of Advanced Apprenticeship in Sports Excellence. Full-time education evaluation is carried out every 12 weeks and recorded in the Education Management System. Although it is not compulsory, advanced education levels can be continued from the age of 18. Even if a professional contract is signed, academies require the completion of training programs (EFL, 2019).

The EFL academy system uses ID cards to verify player eligibility and record attendance at Academy fixtures and events, with the player identification system. All students (U9-U16) are given an ID card and monitored to ensure the integrity of the Academy football in accordance with the Youth Development Rules. The development and progress of the players are recorded with performance hours and performance evaluations. The most important purpose

of this system is to make the players independent decision makers. Sports development, performance, lifestyle and psychology programs aim to provide the necessary knowledge, skills and recognition to become a professional football player. It has also developed Welfare Protection principles to protect young players and create a safe space for them (EFL, 2019). In countries such as England and Spain, the number of matches played by the players, their participation in national and national level tournaments, and the follow-up of their academic and sportive developments are guaranteed within a system. The EFL has a 344-point circular that guarantees and explains in detail all stages of a football player's development. In Turkey, such a circular, the decision is no law.

### Facility

Academy facilities in England and Turkey are shaped by the investments of football teams. Each team goes to the establishment according to their own infrastructure features.

For example, LFC has an academy center built in Kikrby to UK standards. Founded in 1998, the center has been renovated and made comprehensive. The center is in a 56-acre land. There are 4 grass fields and an artificial grass field. In addition, it has small fields in 7 closed areas. There is a closed area (TABS) bearing the words Technique, Attitude, Balance and Speed. This word is the key word of the academy. The facility includes a large pool, sports field, hydrotherapy center, special sports treatment areas. TV studios and press conference centers are also included (LFC, 2020).

In Fenerbahçe, there are academy facilities in the 250 square meter area within Leter Küçükandonyadis Facilities that are open to use during the summer months, including a semi-Olympic swimming pool, rowing branch, table tennis, boxing branch, volleyball, basketball and football academy. Since it was put into service in 1999, the camp center, especially related to Football Academy, has gained a more modern appearance with its cafeterias and administrative units and is in constant self-renewal (FB, 2020). Metin Oktay Facilities, named after Metin Oktay, the legendary striker of Galatasaray, is established on an area of 80 hectares in Florya. Metin Oktay Facilities, Central Administration Building, Camp Building, four full-size football fields, Youth Team Facilities, Sports Hall, Galatasaray Football School, Galatasaray Hospital, restaurants, entertainment areas as well as training facilities for Galatasaray Basketball and Volleyball teams. Football School, which is under the authority of the Ministry of National Education of Turkey, is a school whose quality is officially approved for small players selected from all over the country. Children staying in dormitories receive education in accordance with the education program of the ministry (GS, 2020). Beşiktaş's Hakkı Yeten Football Academy Facilities are located on an 1800 m<sup>2</sup> closed area. It has the capacity to accommodate 40 athletes. The facilities include a health center, laundry, kitchen, dining hall, office and meeting rooms, sauna, steam room, security control center, men and women referee dressing rooms and technical team match watching halls (BJK, 2020).

Altınordu Football Club has extensive football facilities with Sait Altınordu Facilities, İsmet Orhunbilge Facilities, Beytullah Baliç Campus, Metin Oktay Campus. Altınordu Football Club, where basic football training started at the age of 5, continues this training until the age of 11. In Sait Altınordu facility, in addition to the natural habitat, there are 11 synthetic fields of 13x20, 20x30, 25x40, 30x40, 30x50 meters in different sizes. In addition, there are 1 futsal

hall, 1 gymnasium area and 2 ball technique development equipment. There is also a visual training hall for 65 people, a dining hall and a dormitory. Players aged 9, 10 and 11 who play in elite teams have the opportunity to camp one night each weekend. Altınordu Store, made of heavy steel structure, has a shelter feature due to the fact that İzmir is an earthquake zone. İsmet Orhunbilge facility has the feature of a training and tournament center. There are five natural grass and two synthetic grass fields. 2 grass fields are used by the A team. 5 fields are used in weekend events such as Kids' Football Festivals, Football Tournaments Between Schools and Elite Age Groups. In addition, the International U12 İzmir Cup is held in these facilities in April every year. The property has a dormitory with 48 beds. Beytullah Baliç campus meets the camping needs of the A team. Metin Oktay campus has been defined as a "real professional football player training center" and there are the following opportunities (Altınordu, 2020):

1. Gündüz Tekin Onay Natural Grass Field - Net 68x105 m
2. Serpil Hamdi Tuzun Natural Grass Field - Net 68x105 m
3. Doğan Emültay Artificial Grass Field - Net 68x105 m
4. Şenez Erzik Hybrid Grass Field - Net 68x105 m
5. Ahmet Güvener Artificial Grass Field - Net 60x90 m
6. Tarık Gençay Artificial Grass Field - Net 50x75 m
7. Mustafa Balöz Private Goalkeeper Working Area - Net 50x75 m
8. Gode Cengiz Special Striker workspace - Net 50x75 m
9. Futsal Hall - Net 20x30 m
10. Ball Technique-2 Development Hall - Ultra-modern ball technique development device with 8 ball outputs and 64 cells with full electronic components.
11. Athletic Skill Track - 15 types of equipment that develop speed and flexibility.
12. Ball Technique / 1 Equipment, Sand Court, Foot Volley Area, Mini Basketball Area.
13. Süleyman Ferit Bey Building - Offices, Dining Hall, Visual Training Hall, Hobby / Game Room and Junior Athlete Rooms
14. Hasan Doğan Building - Large Age Sports Rooms, Dining Hall, Visual Training Hall and Hobby / Game Room
- Athlete Physical Health Center and Fitness Center - 2-storey Heavy Steel Construction Building and fitness equipment etc.
16. Sample Fattening Roof - Cows, Calves, Sheep, Goats, Chickens, Ducks. Possibility to receive 80 liters of milk a day. Possibility of making yoghurt, pudding; Athletes have the opportunity to learn about life by helping 2 hours once a week.
17. Organic Farming Area - 500 square meters greenhouse and 1.500 square meters open farming area. In the area where all vegetables are grown, the athletes help once a week for 2 hours.

Altınordu Football Academy (ALFA) is located in the Torbalı Metin Oktay Campus. The youngest age group in ALFA is 12 years old athletes. U12 age team, selected from a Yesilyurt Central Football School Football School 133 in the previous year and spread to Turkey consists of naturally talented 11-year-old children. At the same time "Children's Player Tracking section also makes searching and browsing activities across Turkey and they bring players to audition.

## **Discussion**

### *Management Structure*

While BJK has the Football Academy Director in its management staff as responsible for the academy affairs, the administrative manager and the administrative director are also included in the management structure. In addition, it supports this structure with its staff of Foreign Relations and Organization Administrative Officer and Youth Development Program Technical Officer. GS, on the other hand, has a wider administrative structure with the Football Academy Coordinator, Football Academy Administrative Manager, Administrative Affairs-External Tracking Officer, Administrative Affairs Officer, Sports Schools Supervisor, Sports Schools Supervisory Staff. FB reports to the football academy Youth Development Executive Officer. FCB has a system of units subordinate to the director of La Masia. The coordination unit supported by Academic, Digital and Planning units has a comprehensive structure. The LFC academy has established a system under its manager. This system is supported by the commercial activities manager, football activities manager, and its units. Ajax FC, on the other hand, has a system consisting of talent hunters and coaches under the academy coordinator. In the UK academy system, there is a system consisting of units under the Youth Development Coordinator. Similarly, there is a youth development coordinator in Turkey, but this coordinator functions mostly at the level of national teams. The decisions taken by the English academy system coordination directly affect and concern the academy of the teams.

### *Staff management*

#### Coach Recruitment, Training and Selection

In the German Academy System, 1300 coaches, who should have at least a UEFA B license, monitor 650,000 young people annually, making it very difficult for talent to pass through a fishing net, while coordinators ensure that the central philosophy is accepted throughout the country. In Germany, there are coaches that bring the players to the A team as quickly as possible based on the success of young players. For example, the Hennes-Weisweiler Academy has been the center for European football coaches since 1947. It is necessary to complete more than 800 hours of class to reach the level equivalent to UEFA pro license. This period is 202.5 hours in England. However, perhaps more importantly, in 2013, high-quality coaching from the ground is provided, with 28,400 B undergraduate coaches with Pro licenses in Germany, 5,500 A undergraduate coaches and more than 1,000 tacticians. Coaches in Germany receive excellent training, but what sets them apart from their contemporaries elsewhere and most importantly gives players the chance to succeed on and off the field. "When I went to Aston Villa eight years ago, I told them that our players under the age of 17, 18 and 19 go to school for 34 hours a week," says Freiburg Coach Christian Streich. For

example, according to the Freiburg approach, if a person is to spend time in the field, they should also spend time in the classroom. Academically better education not only prepares you for life after football, but it also provides better skills and opportunities. Understanding the tactics and advice given by coaches and support staff, processing information quickly and crucially, using classes in the brain is developed understanding the role of training in the German academy system “We give players the best chance to become footballers, but here we provide two training. If 80 percent can't keep playing for the professional team, we must look after them. Most players who play here continue to higher education and yet we need smart players on the field (Bundesliga, 2020). It includes not only footballers but also Turkish coaches who have played football for years, such as Tayfun Korkut, in the football community of Germany, recruiting from the Turkish population.

Some researchers emphasized that coach training proved its effect with some practical examples in England, while in Canada there is no in-service training for trainers. Academy coaches are employed full-time, but many clubs can also use part-time coaches to assist young age teams (Holt, 2002). LFC has its own coach training system. Similarly, FCB has a program that trains its own coaches.

There are two ways to become a Sports Specialist or Trainer in Spain. The first is through the documents obtained by graduating from official institutions such as high schools and universities, and the second is through the training of coaches through non-governmental organizations. Certifications with professional qualifications for sports teaching and coaching in Spain are very heterogeneous, such as sports science graduates, primary school graduate teachers specializing in physical education, and sports coaches. The formal training of trainers in Spain is currently divided into two phases; intermediate, level 1 and 2 (referred to in legislation as "sports technician") and higher, this will be equivalent to level 3 (referred to as "advanced sports technician"). Coaches normally serve three purposes: recreation, school and sports, or federal sport. Trainers with the most basic training (“sports technicians”) can work both in the field of sports and in the sports federation, improving the functions specified in regulations for all levels. These qualifications are essential to coaching competitions organized by sports federations (Feu et al., 2018). Specific to FCB, the lowest football coach level is UEFA B PRO. FCB has 15 UEFA PRO, 32 UEFA A, 15 UEFA B licensed trainers.

#### Selection and training of athletes

In Spain, División de Honor Juvenil de Fútbol and Liga Nacional Juvenil de Fútbol are youth team leagues. División de Honor Juvenil de Fútbol is a league consisting of 7 groups with 16 teams in each group, except for group 4 (18 teams), in which players 18 and below can participate. The group champions and the second best qualify to play in Copa De Campeones and Copa del Rey tournaments. The other six second best and two third best qualify for the Copa del Rey tournament. At least 4 teams in each group fall into the regional league. The winner of the Copa De Campeones tournament qualifies for the UEFA youth league. Liga Nacional Juvenil de Fútbol is a league of 18 teams, with players aged 19 and under. There are 21 different groups in this category, and they are organized by region.

Professional clubs are primarily responsible for talent development in the UK through youth academies. Premier League clubs are required to run an academy. Academies accept players to train for competitive games from the age of 8 and offer a three-year scholarship for 16–19-year-olds (Holt, 2002).



After the disappointing World Cup in 1998 and the 2000 European Championship, especially when Germany was eliminated in the group stage, the German Football Federation (DFB) discussed the reasons for the failure. Since the average age of the national team squad is over 30 years old, the lack of talented young players has been named the main factor of failure. As a result, the national talent discovery and development system needs to be significantly improved. In the first phase, 366 local bases were established to support the most skilled eleven- to sixteen-year-old players. Also, German professional clubs had to expand their youth programs in 2001 (1st Bundesliga) and 2002 (2nd Bundesliga) respectively. Also, evaluating these youth academies every three years should help improve the quality of every academy and every talented young player in an academy. In 2006, the first elite football schools were established to give talented players the chance to concentrate on football and school side by side (Grossmann & Lames, 2015).

In Germany, the German Football Academy is an organization that teaches young players "German Style" football, provides the opportunity to work with national and international coaches, and provides national and international competitions. It is possible to say that the structure of the academy in German football changed as a result of the failure in 2018. The main reason for this change was the German national team's performance far from expected, especially with the failure of the clubs in European competitions. It was obvious that there were deep problems in the training of German young footballers, because the teams in the German league had begun to lose their characteristic of being young German football clubs. For example, although Bayern Munich has an academy to which it has made very serious investments, the 10-million-euro agreement it has made with Alphonso Davies is the most obvious indication that no good footballers are raised from this academy. In 2019, German national team sports director Oliver Bierhoff said, "When the clubs agree with the English, French or Belgian players, there is only one solution. Young German players have to be better", reveals the search for a solution to the problem with transfer at the academy level. The German Football Academy aims to create a football identity from the lowest level to professional. The change enabled the U21 team to win the European trophies they obtained (Bundesliga, 2020).

The German academy system has a seven-step plan. Comprehensive sports training, diversified skills and competitive training, basic football training, professional training, increasing the intensity of transition-based training, effective and intensive training - development of player skills, effective and intense training - the steps of keeping the players in the form constitute this system (Jiang, 2019).

### *Talent Identification*

The primary goal of the academy teams of German clubs is to support the A teams of professional clubs and to train players for German teams at a young age. Based on this approach, this concept can be examined under two headings as collectivist versus individualist approach (Güllich & Emrich, 2012):

The individualistic approach involves the process of selecting players at the individual athlete level in an approach that continually promotes the individual's long-term performance progress, resulting in increased likelihood of players reaching a higher level of performance and promotion to a professional team. The collectivist approach, on the other hand, includes the emergence of individuals with the potential of successful professional players collectively

during the processes of selecting the players within the talent promotion program or removing the selected players from the program in every age group in childhood and youth. In this approach, existing players are constantly replaced by new players. In this approach, existing players are constantly replaced by new players. These players have the opportunity to reach a higher level by continuing their education outside of this program. In the individualist approach, successful veteran players are expected to come precisely from the ranks of football players who participate in talent promotion from an early age. In the collectivist approach, instead, it is unclear who will become a player in the top teams. This is important because the interventions of the talent promotion program can only be applied to future high performers who are already in the early stages of the program's career, but not to future high performers who are not identified at a young age (Güllich (2014). The programs of clubs and associations begin in childhood (youth academies) or youth (national U-teams), indicating that they are already aiming to select talent from a young age to cultivate a long period to the expected high level of high performance (Güllich and Emrich, 2012). DFB (2009, p. 2, 11) indicates that the systematic screening and promotion of talents not only in the older age categories, but also that the youngest players begin with a varied and enjoyable educational process. It emphasizes that raising each child and young player should be a priority at all stages of the educational process.

According to Joachim Löw, German football, which was very bad in 2004, started with the idea of being better by investing in education and achieved important results. Another key aspect of Germany's success is the country's extensive exploration network. There are currently more than 300 centers across the country aiming to identify and encourage young talent, potentially creating a network for Bundesliga clubs to develop mutually beneficial international players (Bundesliga, 2020).

When the Ajax example is examined, it is seen that many talent hunters are employed in its technical staff. Ajax youth academy does not accept applications from outside. Invitations are sent only to people followed by the scout team. There are 5 talent scouts under the coordination of a chief talent scout. One part of the selection of players for academy teams in England is done through talent scouts. Looking at the example of FCB in Spain, it is seen that talents are discovered through coaches with at least UEFA B certificate employed in football schools in many parts of the world. LFC also includes talent scouts in its technical staff.

### *Facility*

FCB La Masia campus and Oriol Trot Training Center have facilities to meet all the needs of football players from training to social activities. It also has a facility called Joan Gamper Sports City. Ajax football trains football players for football teams all over the world in its facilities called “de Toekomst”, which means “future”. There are seven turf fields, one artificial turf, and a small stadium where Ajax 2 teams play their matches. Apart from these, Amsterdam Arena, which is the main stadium, is a facility built for the official matches of the Ajax football club. The facility also includes weight rooms, a gym and a swimming pool used for injury rehabilitation. The financial support of German football academies was provided by associations and clubs. From 2001 to 2010, more than half a billion euros were spent on football centers. Major league teams must have facilities such as at least three turf pitches, a fitness training hall, a gym, several locker rooms, a physical therapy room and a refreshment pool (Grossmann & Lames, 2015).

## Conclusion and Recommendations

In this section, the conditions of Turkey, the situations of Turkish athletes and European teams are analyzed, and an academy system proposal is given for the Turkish football academy. First, the Football Development Directorate within the TFF should be made an autonomous structure. The decisions taken by this coordinator must be binding on the clubs. A game system and understanding should be introduced for Turkish football. For example, if the system of the Turkish national team is determined as 4-2-3-1, all Turkish football teams, from amateur to professional, should arrange their game systems in this direction. Turkish teams should make this reform at all levels. All structures in this system have been proposed as part of a system that complies with the decisions of the Autonomous Football Development Directorate. The academy teams of the clubs should be in 3 different categories. Category 1 should be classified at high level, category 2 at intermediate level, and category 3 at low level. This gradual system will allow players to take part in the system, complete the development, and exit by increasing the performance that has declined due to organic development, while preventing young talents from being pushed out of the system unnoticed due to various physical and physiological development stages and the loss of talent.

### *Management Structure*

The results of the research have shown that football academy are generally established from within the football clubs independently from the federations, but in England and Germany, academy inspections are carried out by units affiliated to the federation. Based on the research findings, the management levels and duties of a football academy should be as follows:

**Vice President of Football Academy:** He or she appoints the coordinator for the academy. The coordinator monitors and supervises the development of the players competing from the development leagues. He or she recommends the football players recommended by the coordinator to the board of directors and the technical team of the A team.

**Academy Coordinator:** He or she selects the personnel to be in the infrastructure level and carries out all the operations related to the academy. Recommends the developing athletes to the vice president responsible for academy. He or she specifies the countries and leagues that the scout team will monitor. He or she reports these leagues to the vice president and must have a UEFA Pro license.

**Assistant Academy Coordinators:** There must be at least two assistant coordinators. One of the assistants oversees the scout unit and the other is in charge of the development leagues. Guides scouts to collaborate with the coordinator. He or she carries out the recruitment of technical and auxiliary personnel such as coaches, assistant coaches, conditioners, physiotherapists, masseurs to work in development leagues, and must have a UEFA Pro license.

### *Staff Management*

Besides the facilities of a football infrastructure, personnel management is also important. The employment of qualified personnel is necessary to ensure the development of football players. In addition to coaches, assistant coaches, goalkeeper trainers, individual trainers, conditioners,

masseurs and analysts, private teachers, pedagogues and psychological counselors, physiotherapists and doctors should be included in the academy.

#### *Selection of Trainers and Other Support Personnel*

**Coaches:** The selection of academy coaches and trainers should be made based on certain criteria in cooperation with the coordinator and assistant coordinators. Academy coaches should be selected from individuals with at least UEFA A license. Selection criteria should include professional experience and football career. They must have at least UEFA A license to be able to coach teams in all leagues organized by TFF in Turkey, where young football players can compete. At least one assistant coach must be employed for all teams. Coordinates the team with which he works in cooperation with the coach. Must have at least a UEFA C license. Trainers should be subject to continuous in-service training to follow current developments and the continuity of development should be ensured.

**Conditioner:** At least one conditioner must be employed for each team. Designs the team's fitness training.

**Masseur:** At least two masseurs must be employed for each team.

**Analyst:** At least one performance analyst should be employed for each team, who analyzes the match and training performances of the players of the team he works with, and reports progress and setbacks to Coaches and Assistant Coaches.

**Goalkeeping Coach:** At least one goalkeeper coach must be employed for each team.

**Individual Trainer:** To contribute to the specific development of the athletes, individual coaches should be employed separately for attack, midfield and defense training in a model suitable for the football understanding and philosophy of the A team (for example, 4-3-3). The task of these coaches is to help the athletes reach certain goals. In accordance with the system decision to be taken by the football development directorate to create the identity of a Turkish football player, individual coaches provide training for regional players such as midfielders, strikers, defense, and wingers.

**Pedagogue, Psychological Counselor and Sports Psychologist:** At least one pedagogue, one psychological counselor and one sports psychologist should be employed for each team to solve the problems of the youth, support their problem-solving skills and direct their academic careers.

**Physiotherapist:** At least one physiotherapist should be employed for each team.

**Teacher:** Private teachers should be employed when necessary to support the academic careers of athletes. Temporary or permanent teacher employment should be made to support the athletes who need solutions related to school life. Teachers should be selected from branches that students will need in the Turkish education system. In cases where employment is insufficient, teachers should be assigned with hourly tuition fees for private lessons.

#### *Athlete Selection and Training*

**Athlete Selection:** Two stages are suggested to create a "Turkish Football Player" identity that will be accepted by the world football community: The first is to determine the physical fitness criteria for football, and the second is to determine the physical fitness of Turkish children and to choose those suitable for football. To create "Turkish Football Player" and

"Turkish Football Understanding", first, the young people who will take place in the system must be fully recognized. In line with the system decision to be taken by the football development directorate, physical fitness profiles of Turkish youth for football should be drawn. Profiling constitutes a whole by forming parts of the Turkish football system. There should be a mechanism that can select young talents who will play a role in the game. For example, the goalkeeper, defense, midfielder, and forward characteristics to be included in the 4-2-3-1 system should be determined and the selections should be made accordingly. The selection of athletes should continue throughout the year with the initiative of the clubs and should be supervised by the directorate. In addition to gaining competitive experience for young players through events such as tournaments, festivals, and entertainment in which the athletes at the developmental levels will take part, in order to ensure the transition between the levels to be determined within the system, there will be an opportunity.

The 6+0+4 foreign rule was introduced in the 2013-2014 season. Clubs were able to transfer a maximum of 10 foreign players and included 6 players in the match squad. Competing in the champions league in the 2014-2015 season, Galatasaray were eliminated in the group stage with 1 draw and 5 losses. Fighting in the European league, Beşiktaş went to the next round with 3 wins and 3 draws. Playing in the European league, Trabzonspor became the second Turkish team to advance to the next round with 3 wins, 1 draw and 2 losses. Trabzonspor were eliminated in the last 32, Beşiktaş were eliminated in the last 16 teams' stage.

In the 2014-2015 season, TFF changed the foreign rule, which was announced as 5+0+3, to 5+3. Competing in the champions league in the 2015-2016 season, Galatasaray continued to the European league with 1 win, 2 draws and 3 losses. Fighting in the European league, Fenerbahçe went to the next round with 2 wins, 3 draws and 1 loss. Playing in the European league, Beşiktaş were eliminated in the group stage with 2 wins, 3 draws and 1 loss. This season, Fenerbahçe was eliminated in the last 16 teams and Galatasaray in the last 32 teams' stage.

With the decision taken in 2015, the foreign restriction in Turkish football was abolished, and the requirement to have at least 7 local players in the 18-man squad and 14 local players in the 28-man squad was introduced. Fighting in the champions league in the 2016-2017 season, Beşiktaş continued to the European league with 1 win, 4 draws and 1 loss. Fighting in the European league, Fenerbahçe went to the next round with 4 wins, 1 draw and 1 loss. Konyaspor was eliminated in the group stage with 1 draw and 5 losses. Osmanlıspor went to the next round with 3 wins, 1 draw and 2 losses. Fenerbahçe and Osmanlıspor were eliminated in the last 32, Beşiktaş were eliminated in the quarterfinals. Fighting in the champions league in the 2017-2018 season, Beşiktaş moved on to the next round with 4 wins and 2 draws. Beşiktaş were eliminated in the last 16 teams' stage. Competing in the European league, Konyaspor was eliminated in the group stage with 1 win, 3 draws and 2 losses. Similarly, with 2 wins, 2 draws and 2 losses, Başakşehir was eliminated in the group stage. Competing in the champions league in the 2018-2019 season, Galatasaray continued to the European league with 1 win, 1 draw and 4 losses. Fighting in the European league, Fenerbahçe went to the next round with 2 wins, 2 draws and 2 losses. Beşiktaş were eliminated in the group stage with 2 wins, 1 draw and 3 losses. Akhisarspor was the other team eliminated in the group stage with 1 draw and 5 losses. Both Galatasaray and Fenerbahçe were eliminated in the last 32 teams' stage. In the 2019-2020 season, Galatasaray was eliminated in the champions' league group stage with 2 draws and 4 losses. Playing in the

European league, Trabzonspor was eliminated in the group stage with 1 win and 5 losses. Başakşehir went to the next round with 3 wins, 1 draw and 2 losses. Başakşehir is in the last 16 teams' stage.

The national team performance of the last 10 years is also included in the evaluation. A National Team could not take part in the 2010, 2014, 2018 World Cups. The U17 national team could not participate in the 2011, 2013, 2015 and 2019 World Cups. He participated in the 2017 U17 World Cup and was eliminated in the group stage with 1 draw and 2 losses. The U20 National Team could not participate in the 2011, 2015, 2017, 2019 World Cups. Participated in the 2013 U20 World Cup, advanced to the next round and were eliminated in the last 16 teams' stage. A National Team could not participate in the 2012 European Championship. Participating in the 2016 European Championship, Turkey was eliminated in the group stage. A National Team has qualified to participate in the 2020 European Championship. When these data are examined, it is not possible to say that there is any change in the performances of clubs and national teams according to the foreign rule.

### *Talent Identification*

Talent screening can be done by identifying Turkish children at home, or it can be done among both Turkish and foreign children abroad. Talent screening process should be done in accordance with the "Turkish Football System" approach created in accordance with the talent selection principles. In addition, the football development directorate may encourage Turkish athletes by allowing the transfer of foreign players to academies in category 1 within the framework of certain inspections. The transfer process should be made in accordance with the talent screening model according to the criteria determined by the Football Development Directorate. Transfer, on the other hand, should be limited to only 8 people in a 24-person football team. This system can also contribute to the reflection of Turkish football in different geographies.

Clubs must have Talent Hunters who meet the criteria determined by the TFF in their technical staff. Talent hunters must have at least a UEFA B license and have passed in-service training programs organized by the TFF.

### *Facility*

The facilities of the football infrastructure must be capable of accommodating large groups of professional teams participating in all leagues where young teams can compete in Turkey. While the Barcelona football club creates areas where young football players can participate in social and cultural activities, it employs teachers to support the training activities of the athletes. In Turkish conditions, it is essential to create areas for young football players to participate in social and cultural activities apart from training and training times. In addition, the educational life of the athletes should be supported. Academic development should be guaranteed with a private tutor or private tutoring. In addition to the training grounds that can accommodate all the athletes of the club, it is essential to have match fields other than the A team. There should be gyms and centers that will support the physical development of

infrastructure athletes. Depending on all these, the infrastructure business should be opened to employment in terms of finance, public relations, treasurer, and property works.

**Training Ground:** There should be grass training fields equipped to support the development of young football players. There should be 5 training areas supported with the necessary equipment for the development of athletes in European standards.

**Match Ground:** Apart from the first team match area, there must be at least 3 match fields where young teams can participate in the competition.

**Gym - Fitness Center:** There should be at least one gym and fitness center equipped with equipment and measurement tools to support the physical and physiological development of infrastructure players.

**Social and Cultural Areas:** There should be an area where young football players can socialize in their spare time from training and academic education and communicate with A team players on certain days of the week.

**Accommodation** To monitor the development of young football players, the athletes should have accommodation opportunities within the facilities. Since football development will not only take place in the training and competition environment, but important factors also such as resting, nutrition, participating in social activities, and spending quality free time during the day should be followed. Therefore, providing accommodation for the infrastructure athletes is essential in terms of following the development.

#### *Cooperation with Other Government Institutions*

**Supporting the Education of Youth Athletes:** TFF and Clubs should be able to organize the training programs of the players during the professional development phase, provided that they notify the Ministry of National Education. In particular, the school hours of the U15, U16, U17, U18 and U19 level athletes should be able to be stretched according to the training hours, provided that the lessons are compensated. Lesson make-ups must be done through the school or club.

**Cooperation with the Ministry of National Education:** TFF and Clubs, in cooperation with the Ministry of National Education, can conduct talent screening by organizing tournaments or football festivals in which school football teams will participate at regular intervals every year. This event will be beneficial both for the selection of athletes and for young players to gain experience. Not only inter-school tournaments, but also tournament-style competitions can be accepted throughout the country. In addition, the motivation of Turkish youth can be increased by inviting teams from foreign schools to these tournaments.

**Budget and Costs:** It will bring along the necessity of long-term investment in order to develop the "Turkish Footballer Identity", "Turkish Football System" and "Turkish Football Understanding". The investment costs required for the establishment should be covered by the clubs, the federation, the Ministry of National Education, the Ministry of Youth and Sports, the Ministry of Treasury and Finance by supporting private initiatives. In particular, the wages of infrastructure trainers should be guaranteed with the support of the state, and a contract condition should be introduced for infrastructure trainers. Minimum wages should be determined for these conditions and the protection of trainers should be ensured by this method.

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