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**Araştırma Makalesi \* Research Article**

## Security Element, Risk Assessment and Crisis Management in Sports Organizations

### Spor Organizasyonlarında Güvenlik Unsuru, Risk Değerlendirme ve Kriz Yönetimi

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**Abstract:** Sports have an important place in the lives of many individuals in society. The first condition for a successful organization is good planning. During the planning, a separate evaluation should be made for each organization and security planning and crisis management applications should be prepared according to the results obtained. Risk assessment is a process used to identify potential hazards and analyze what might happen if a hazard occurs. There are many risk factors that may arise during the organizing phases of major sports events. It is necessary to take all of these risks into consideration and be prepared for the dangers that may arise. Based on this information, the aim of our study is to provide information about the security element, risk assessment and crisis management within sports organizations and to offer suggestions on measures that can be taken. Our study is important due to the lack of studies in this field, the security problems in sports that have emerged in parallel with the increase in interest in sports, and the solution suggestions it offers. The research was designed as a literature review based on qualitative research methods. As a result; The most important element in sporting events is people. Therefore, understanding the psychology of fans/spectators, understanding the causes of aggressive behavior, and offering solutions is crucial. When developing security measures, it is crucial to have deterrent legal regulations in place to prevent potential human-related problems. In order to implement safety laws in sports, to prevent incidents of violence in sports, and to determine interventions in moments of crisis that may occur, previously encountered problems should be analyzed well and new measures should be taken. Depending on the development of technology, it is recommended to closely follow technological and scientific developments in security measures in sports organizations and manage crises that may occur and to make plans in the light of this information.

**Keywords:** Security, crisis management, organization, risk, sports.

**Öz:** Spor toplumun içerisinde yer alan bireylerin birçoğunun hayatında önemli bir yer tutmaktadır. Başarılı bir organizasyonun ilk şartı iyi bir planlamadır. Yapılacak olan planlamalar esnasında her organizasyon için ayrı bir değerlendirme yapılmalı ve elde edilen sonuçlara göre güvenlik planlaması ve kriz yönetimi uygulaması hazırlanmalıdır. Risk değerlendirmesi, potansiyel tehlikeleri tanımlamak ve bir tehlike meydana geldiğinde ne olabileceğini analiz etmek için kullanılan bir süreçtir. Büyük spor organizasyonlarının düzenlenme safhalarında ortaya çıkabilecek çok sayıda risk faktörü vardır. Bu risklerin tamamının göz önüne alınması ve ortaya çıkacak tehlikelere karşı hazırlıklı olunması gerekmektedir. Bu bilgilerden hareketle çalışmamızın amacı spor organizasyonları içerisinde yer alan güvenlik unsuru, risk değerlendirmesi ve kriz yönetimi hakkında bilgiler sunarak alınabilecek tedbirler konusunda öneriler sunmaktır. Çalışmamız, bu alanda yeterince çalışma olmaması, spora olan ilginin artmasına paralel olarak ortaya çıkan sporda güvenlik sorunları ve sunmuş olduğu

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çözüm önerileriyle önem taşımaktadır. Araştırma, nitel araştırma yöntemlerine dayalı olarak literatür taraması şeklinde tasarlanmıştır. Sonuç olarak; Sportif organizasyonlarda en önemli temel unsur insandır. Bu anlamda taraftar/izleyici psikolojisini bilmek, saldırgan davranışları ve nedenleri anlamak ve çözüm önerileri sunabilmek çok önemlidir. Güvenlik çalışmaları oluşturulurken insan faktörlü ortaya çıkabilecek sorunların önüne geçebilmek için caydırıcı yasal düzenlemelerin olması elzemdir. Sporda güvenlik yasalarının uygulanması, sporda şiddet olaylarının önüne geçilmesi, oluşabilecek kriz anlarında müdahalelerin belirlenmesi için önceden ortaya çıkan sorunlar iyi analiz edilmeli yeni tedbirler alınmalıdır. Teknolojinin gelişimine bağlı olarak spor organizasyonlarındaki güvenlik önlemlerinde ve oluşabilecek krizlerin yönetilmesinde teknoloji ve bilimsel gelişmelerin yakından takip edilmesi ve planlamaların bu bilgiler ışığında yapılması önerilmektedir.

**Anahtar Kelimeler:** Güvenlik, kriz yönetimi, organizasyon, risk, spor.

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## INTRODUCTION

Recently, sports is a phenomenon that reflects both the cultural and development level of societies all over the world and affects almost all lives (İmamoğlu, 1992). Sports organizations are activities carried out with the aim of socializing the society, bringing behaviors and human relations to the desired level, making use of individuals' free time in daily life, disseminating sports to large circles and raising healthier individuals both physically and psychologically (Yetim, 2000). In order to achieve the determined goals of sports events in sports organizations, these organizations must be managed and managed in a very organized and coordinated manner, and planned studies must be carried out to implement on-site management in order to overcome the negativities that may occur.

If we talk about disciplined management, it can be applied in many different fields and organizations, such as management of education, management of public services, management of private or public companies, management of sports. For this reason, the management in question includes a wide variety of practices and different management activities. However, the most fundamental duty of the management in all kinds of sports organizations is to maintain the dynamism in the organizations, to organize the organizations in a peaceful and calm manner and to cope with all kinds of situations even under changing conditions. The ability of management to handle security problems that may arise at the first stage is shaped according to the basic goals to be achieved in the organizations.

Many economically organized sports organizations may also own certain properties, infrastructure, capital and different values that may be at risk of physical destruction and different forms of expropriation (Dukić, 2017). Nowadays, when technological developments and social media are widely used, many people are curious about the competitive organizations that will be held and the participants who will take part in these organizations. In addition, it is prepared to use different types of resources in order to closely follow the elite level athletes in these organizations and the performances of these athletes and has become in a position to seriously dominate the sports media (Çavuşoğlu, 2011). All kinds of sports organizations are not organized only by a specific institution or organization. The organizations to be held are carried out in unity and solidarity with the support of different institutions or organizations. Security institutions, health institutions, technical services, transportation, press and media organs should be included in the planning and should plan measures related to their own fields (Cankalp, 2002).

Security is among the basic needs that human beings have needed since the beginning of their existence. The concept of security is widely used in all general areas such as sports organizations, politics, health field, information technology, ecology, psychology, architecture, economic and financial fields and in different languages in different societies. Dangers such as substance use, alcohol use and gambling, which pose social and cultural dangers in society, can be prevented by taking security measures. In addition, ensuring the peace and security of the society and preventing sports organizations and different events from being endangered can be ensured by a planned security strategy. The flawless implementation of planned security planning can be achieved with correct and on-site management. Within management, different elements are brought together. The definition of management includes the management of company or various public resources. Management means

coordinating all activities related to a specific business (Zivotic et al., 2019). The manager within the management is expressed as the effective and efficient fulfillment of the work and action to be carried out in the organizations that are related to each other, or at worst, the efforts they make towards this (Dukić, 2017).

Sports organizations, which we frequently encounter today, are events in which many people and many institutions and organizations take part. The main function of such organizations is to provide them with the opportunity to meet the needs of both some human communities and the entire society. In order to achieve this goal, it is necessary to establish standards for the subjects determined in such activities (Nesic, 2005). Management of sports or sports organizations is the management of all processes to be put forward and all resources to be used in accordance with their basic objectives. This management within sports ensures that the bodies involved in the process work together in a common working environment, from the talent screening used in the selection of athletes to the organization of sports matches, the provision of material and financial resources.

Before all these practices, issues such as stability and position in society, the results of sports, the results and efficiency of the work and transactions are closely related to sports management. In addition, sports management is generally seen as having the functioning of the main development of sports and sports organizations.

The basic principles to be applied in the management of sports have been determined (Tomic, 2006). These;

- 1) Preserving and developing the purpose and spirit of sports,
- 2) Ability to make targeted promotions in different areas; business event etc.,
- 3) Developing sports and sports organizations that can be implemented consistently,
- 4) Developing capacities that may emerge differently,
- 5) Ensuring delegation of responsibilities and authority,
- 6) Implementation and development of all functions to be performed in management.

Recently, the phenomenon of sports, which has been constantly developing and open to changes in our country as well as all over the world, has caused the concept of sports management to be introduced in this field to attract attention (Ertekin, 2020). Management within sports should enable the implementation and development of all functions within management. Phenomena such as planning, organizing, forecasting, leadership and controlling within these functions do not have any meaning on their own because they are interactive with each other.

### **Practical Applications of Sports Management**

Practical applications in sports organizations and sports are preferred. These are the direction of the work to be done and the direction of the practical knowledge being studied.

Managers who will take part in sports organizations organize their events by preparing and controlling the processes. Standards have been determined for the evaluation of those referred to as sports managers in different sources;

- a) Examining the social and cultural dimensions of sports,
- b) Management and leadership concepts in sports,
- c) Ethical rules to be followed when performing sports management,
- d) Marketing, which takes a large place in sports,
- e) Communication in sports,
- f) Budget and financial resources to be used in sports,

- g) Legal aspect in sports,
- h) Sports economy,
- i) Management of sports objects and festivals,
- f) Institutions and organizations that are considered pioneers in sports,
- h) Practical experience in sports management (Vojinovic et al., 2015).

While evaluating sports organizations, in order to evaluate the organizations well, the principles of correct planning, foreseeing all possible situations and using the plans efficiently should be taken into consideration. The ability of all people and institutions within the organization to act in an organized manner will help to achieve the set goals and to complete the competitions or organizations without any problems.

Managers or companies that organize sporting events are obliged to cooperate with the responsible ministries and shoulder many responsibilities, such as keeping security at a high level and preventing any negative behavior that may occur. There are some violent and negative behaviors that may occur in sports organizations and need to be dealt with. These;

- a) Physical attacks against participants during competitions or sports shows,
- b) Throwing potentially dangerous objects into the area where the competitions are held or the area where the spectators of the opposing team are located,
- c) Entering the organization area with inappropriate actions or inappropriate objects that may trigger a physical attack and damage national, political and social feelings,
- d) Destroying the sports objects, materials, field and tribune where the organization is held,
- e) exhibiting negative behavior during arrivals and departures from sports organizations, destroying equipment, causing harm to sports participants or third parties,
- f) Illegal entries to the audience area or the organization area during the organizations,
- g) Attempting to bring objects that may pose a danger to the participants or endanger them into the organization area,
- h) Attempting to introduce drugs or alcohol into sports organizations,
- i) Igniting fireworks and similar objects that may pose a danger;
- j) Wearing hats, scarves and masks in order not to be recognized or to hide one's identity while participating in organizations (Veselinović et al., 2020).

Before organizing the events, many factors such as all the features of the places where the competition will be held, the possible negativities that may arise, the precautions that can be taken, the number of personnel to be used, their physical and psychological conditions should be carefully analyzed before the organizations and the course of action should be determined accordingly.

There must be practices that must be taken by sports clubs against situations that may occur during the organizations;

- 1) To carry out activities to encourage players, spectators and the entire society to organize themselves according to the rules to be applied and to exhibit positive behavior before, during and after sports competitions,
- 2) To provide information about the sanctions that may be encountered as a result of possible negative behavior,
- 3) To act in coordination with all stakeholders in the organizations as well as with the security forces,

- 4) Preventing individuals who use drugs or alcohol and exhibit inappropriate behavior from accessing sports objects,
- 5) Separate entry and exit of equipment to be used in sports organizations,
- 6) Marking the area where the audience will follow the events clearly with numbers,
- 7) Ensuring entrance to the events without incident,
- 8) Prohibiting the use of alcohol and drugs during competitions that will cause participants to exhibit negative behavior,
- 9) Elimination of symbols or signs that may cause problems for the opposing team or the spectators in the organization,
- 10) Organizations must implement measures such as removing spectators who may be dangerous or endanger the participants from the area.

Both club managers and organizers must act together with the medical personnel, fire personnel, different public institutions and organizations and official security institutions that must be involved in this organization in order to carry out the measures to be implemented smoothly (Veselinović et al., 2020).

### **Risk and Risk Assessment**

It is expressed as the probability that a certain but undesirable situation (danger) may occur within a certain period of time (Ceylan and Başhelvacı, 2011). Risk is also known as the possibility of damage occurring due to a danger. In another definition, risk; It is expressed as the possibility of loss, injury or other damage that may arise due to danger (ISGK, Art. 3). In addition, the measure of the values to be lost according to the possibility of danger that may occur in a certain area is explained as risk (Bilir and Yıldız, 2013).

Risk assessment; It refers to the work that should be carried out in order to determine the hazards that exist in the workplace or in the area where the work is carried out or that may arise from the external environment, to analyze and rank the factors that will cause these identified hazards to turn into risks and the hazard-related risks, and to determine the measures that can be taken against these hazards (Akpınar and Çakmakaya, 2014). In a different definition, risk assessment is defined as the process of evaluating the risks arising from hazards, determining the competencies of existing measures and deciding whether these risks are at the desired level (Laitinen et al. 2012). The main purpose of identifying existing risks that may arise is to protect the health of employees and ensure that they continue to work safely. Identifying the risks that may occur and preventing the dangers with the ways and methods to be applied, or ensuring that the danger is avoided with the least damage even in cases where dangers are encountered, and keeping in mind that the dangers that may occur can lead to very serious accidents can be explained as the risk assessment process (Akpınar and Çakmakaya, 2014).

In risk assessments, there is a combination of science and judgment and the interaction of psychological, cultural, political and social considerations (Slovic, 1999). Evaluators of the potential risk process need to identify, analyze and evaluate possible risks with reference to ISO standards. It creates a list of risks that will enable organizations to achieve their goals, improve them, prevent them, reduce them, accelerate them or postpone them. Making the definition includes the results and the important reasons (ISO, 2009). Risk analysis generally takes into account the possible effects of the identified risks and enables the evaluation of the probability of any possible outcome (ISO, 2009). The resulting report may be qualitative, semi-qualitative, or a combination of both, depending on the circumstances. Different expert opinions, uncertainty, and the availability of information may affect the resulting analysis.

During the risk assessment process, the information obtained during the examinations will be compared with possible risk criteria and will help decision makers on the measures that can be taken against possible risks. Some evaluations enable further analysis of certain risks before decisions are made (ISO, 2009). Institutions or organizations allow the use of tools and techniques used in risk

assessment to identify, analyze and evaluate risks, accepting that the devices used are suitable for the purposes and objectives of that organization (ISO, 2009).

### ***Risk Management***

It analyzes the situations that have endangered and harmed human beings from very long periods until today, and that pose a danger to the family and the assets they use, and makes a great effort to identify these dangers. Based on this information, managing possible risks is not a new practice in the practical application phase. All societies that have survived until today have practically implemented the issue of risk management and continue to do so. Modernly applied risk management brings an up-to-date perspective and a modern structure to the practices in question that have continued from past to present (Greene, 1997: 66). ISO serves as a guide for institutions or organizations to manage and evaluate possible risks within their own internal standards for risk management.

In the general process of risk management, improvements in the goals and performance of the organizations to be organized should be enabled, taking into account both individual and cultural characteristics. The risk management to be implemented should always take into account the principle of inclusivity. Changes in opportunities and conditions, the emergence or elimination of new undesirable risks, and informational developments should always be taken into consideration. For this reason, the risk management process to be implemented must be applicable and open to change.

The risk management process consists of five different operational steps that are interconnected (Daft, 1991: 185). These;

1) Identification of possible risks; At this step, possible risks need to be determined. At the end of this process, it covers the process of determining the solutions to be implemented against possible problems based on the information obtained. Research indicates that the process in question involves minimizing technological, social and political uncertainties and minimizing possible losses (Hertz-Howard, 1983: 9).

2) Assessment and calculation of possible risks; The assessed risks must be evaluated by managers at this stage. The probability of the losses and risks that will arise must be determined at this stage. Risks should be determined institutionally as very important risks (risks that may cause serious losses), significant risks (risks that can be avoided with less damage), and insignificant risks (risks that are quite small and not considered serious) (Vaughan-Vaughan, 1995: 32).

3) Choosing among alternative correction tools to be applied for the identified risks; It is the phase of determining the techniques to be used to combat existing risks after the possible risks are identified and evaluated. In this step, moving away from possible risks, taking risks, reducing risks and avoiding risks are among the techniques of risk management (Vaughan-Vaughan, 1995: 32).

4) Implementation of preferred alternative plans; After the issues and problems that may arise are clearly identified, the alternatives deemed appropriate are defined, and the possible consequences of all kinds of alternatives are estimated with the most appropriate methods within the possibilities, the implementation step of this preferred alternative plan is started. In general, a series of consequences will occur as a result of each alternative chosen. These results should be seen at different times, at different degrees, and with different possibilities at each level (Newhman, 1979: 133-134).

### ***Sports Safety and Risk Assessments***

Recently, different institutions and organizations in society have begun to take the risks that may occur in the changing world and the methods of protection against these risks more seriously day by day. This resulting sensitivity and attention supports the theory of living in a risk society (Beck, 1992). This theory argues that technological developments and industrialization cause an increase in risks affecting the economy, security, environment and politics (Mythen and Walklate, 2005). As a result of all these situations, awareness of the dangers that may occur in society and, at least to a lesser extent, the feeling of fear may become stronger. This resulting sensitivity triggers the need for risk management as a way to avoid living with losses (Ericson and Haggerty, 1997).

Events organized differently and specific to the field of sports attract the attention of both spectators and athletes. The higher the number of participants in such organizations, the higher the risks that may arise. For this reason, it is imperative to determine correct and appropriate methods to ensure the safety of both participants and athletes. In order to fulfill this obligation, institutions and organizations effectively use risk assessment and risk management strategies. These ways and methods are used to identify, analyze and evaluate risks specific to events and locations. Risk assessments should adopt an approach that covers all hazards and take into account the existing risks for possible events in order to prepare and protect institutions and organizations against threats that may arise in certain places and events (Hall et al., 2012). Organizers of sports and special events identify possible vulnerabilities in and around their fields, develop ways and methods to deal with the identified dangers, and try to implement these practices through some kind of risk discourse (Ericson and Haggerty, 1997). Additionally, three main types of risks investigated by these organizers are mentioned; mission risks, asset risks and security risks.

Risk assessments consider risks for “events” by taking an all-hazards approach to prepare and protect organizations against potential threats associated with a specific venue or event (Hall et al., 2012). Sport and special event operators attempt to achieve this through a form of risk discourse by identifying vulnerabilities that exist within their field and developing methods to deal with those identified (Ericson and Haggerty, 1997). There are three main types of risks that sports and special event operators investigate: mission, asset and security risks.

Anything that prevents organizations from achieving their goals and objectives is seen as mission risks, anything that poses a threat to physical property is considered as asset risks, and anything that may cause harm to individuals and information data is seen as security risks (Hall vd., 2012).

### **Spectator Groups in Sports**

One of the factors contributing to violence in sports is spectator groups.

Spectators do not exhibit uniform attitudes and behaviors. Spectators are divided into several groups based on the degree of violence and aggression they display ( Güçlü vd., 2014).

**Spectator:**

A sports consumer who watches, listens to, or follows sports events through media (Toros, 2003).

**Fans:**

Fans are consumers who are emotionally attached to a sporting event and team. They are individuals who are loyal to a sports club, interested in it, and support it (Kayaoğlu’ndan akt. TBMM, 2011:83)

**Fanatic:**

This refers to a fanatic who blindly supports a team. Fanatics are extremely passionate supporters. They are often armed with tools such as cutting tools, sticks, and sticks, are always ready for a fight, and often spend long periods of time around the stadium before and after a match.

**Hooligan (Aggressive Fan):**

A group of people who harm people or property, or even steal, without any logical reason. Psychological factors that lead to hooliganism include lack of education, lack of self-confidence, a tendency to violence, and disrespect for the rights of others (Öztürk, 2003: 17). While fanatics see any means as justified to win, hooligans, on the other hand, strive to fight with the opposing team, whether their team wins or loses, and provoke them to fight.

For hooligans, the match is an excuse. Their primary goal is to fight.

Hooligans, in particular, who attribute meanings to football beyond sport and hobby, believing it to have great significance beyond just a game, have caused many unexpected and undesirable incidents on the field throughout football history (Kıraç, 2014).

## Examples of Incidents in Stadiums:

The Events of the Beşiktaş-Galatasaray Derby on September 22, 2013 and Violence in Sports

Approximately 76,000 spectators attended the Beşiktaş-Galatasaray match played at Atatürk Olympic Stadium on September 22, 2013, during the fifth week of the Spor Toto Super League. However, the match was abandoned following incidents. Fans descended onto the pitch and attacked security guards. Sixty-nine people detained following the incidents were released, and each was banned from entering stadiums for one year (Milliyet, 2013).

The referee, in his post-match report, stated that he abandoned the match due to a life-threatening emergency and that a red card received by a Galatasaray player had played a role in the escalation of the incidents (Milliyet, 2013c). Furthermore, a Beşiktaş fan who was detained stated, "As always, the referees drove us crazy. There was nothing left to do; we had to jump onto the pitch." He also stated that the referee's decisions had a role in the development of the incidents (Milliyet a, 2013 (Taştan, H Ş, 2014)).

Violence is understood to arise from a variety of causes. Often, an ordinary fan can exhibit hooligan behavior under the influence of environmental factors and the match atmosphere. However, regardless of the reason, the violence and disorder committed by fans who become hooligans can cause serious material and moral damage not only to fan groups but also to clubs, sports, and the country. Therefore, the effective implementation of legal and security measures is of paramount importance. (Taştan, H Ş, 2014)

## Crisis and Crisis Management

Crisis is defined as a disturbance that occurs towards recovery or extinction in the event of a serious development or change (The Oxford Dictionary, 1961). In another definition, risk is expressed as an unplanned event, situation or series of events that has an unpreferred outcome (Sikich, 2002). Crisis is also defined as a turning point for better or worse, critical times when definitive decisions must be made (Webster's Dictionary, 1982).

If the crisis needs to be defined in terms of sports; Technical difficulties that may arise in the field of sports organizations and interrupt these organizations in unusual weather conditions, outages in energy sources (electricity, natural gas, etc.), tribune collapse, fires, fatal injuries of athletes (heart attack, head trauma, etc.), traffic Many events such as the occurrence of accidents, match-fixing, doping use, giving incentives, fans attacking athletes or spectators of opposing teams, and fights between coaches or athletes can be explained as crises in sports (Can, 2017).

Crisis management is explained not as preventing crises that may arise or minimizing their possible consequences, but as managing the course of action to be taken when crises occur (Akdağ, 2005). In other words, crisis management is defined as identifying the causes of possible risks, analyzing them, putting the necessary measures into practice, predicting crises that will arise in the future based on these situations, and in the event of crises, applying previously prepared plans and measures to be taken against the crisis (Okumuş, 2003). Based on the definitions made, it is understood that crisis management is not a practice that only covers the period after the crisis occurs. Crisis management includes all activities to be implemented in the process until the crisis occurs, such as determining warning signals and arranging protection and prevention mechanisms (Can, 2017).

In order to implement crisis management most effectively, what needs to be done first (Ural, 2006);

- The public should be accurately informed and clear about the dimensions of the crises that will arise,
- In order to react immediately to emerging crises, communication channels should be activated very quickly and a communication network should be established with all stakeholders,
- Precise statements should be avoided in order to be consistent against possible uncertainties and situations for which no definitive information is known,

- The attitudes of different social stakeholders and the media need to be followed closely,
- Someone should be determined to manage the crises that occur and public information should be provided from a single source,
- It is necessary to establish a crisis management team to follow the information and developments regarding the crisis and to make the necessary coordination,
- Crisis planning is necessary to have the capacity to react to crises,
- In case of possible crises, necessary precautions must be taken to preserve the image of the institution.

### ***Features of Crisis Management***

It is known that in order to manage crises and cope with possible crises, a number of unique features different from the classical management approach are required. The main goals of crisis management are to detect crises in advance, determine their types, take some precautions against emerging crises, and create organizations that can learn up-to-date information from different fields and recover as quickly as possible (Akdağ, 2005).

Crisis management must have certain characteristics. If these features are listed (Dinçer, 2019):

- The main goal in crisis management is to detect crises before they occur, identify their differences, take precautions against these differences, and create businesses that can obtain useful up-to-date information by collecting information from many different areas.
- The ability of those with decision-making authority to perceive events has an important place in the management of crises. Their success in preventing crises depends on the level to which these decision makers perceive the crises.
- Crisis management issue requires continuity. There is no beginning or ending situation. Plans made to deal with crises foreseen before they occur must be constantly implemented and analyzed over and over again.
- Crisis management should be carried out in accordance with the types of crises that may occur. It should be known that all different crises that may arise have their own solutions. Methods that were effective during previous crises may not be usable during other crises.
- Successful crisis management increases the self-confidence of individuals in managerial positions and increases their morale. In addition to maintaining their duties by successfully coping with crises, they will also make serious progress in their careers.
- During crisis management, which is an important, difficult and complex process, it takes a certain time to resolve crises.
- Communications, configurations, controls, costs, complexity of cultural systems and their interconnectedness have an important place in crisis management.
- It is necessary to show some skills and certain tolerances during crisis management.
- Crisis management is included in the field of strategic management. Because crises also affect strategy goals.
- Crisis management teams to be formed should be given physical and psychological training. The development of these features is necessary for crisis management.
- A crisis that will emerge is similar to a fire that affects all businesses. The first goal of crisis management is to extinguish this fire.

### ***Crisis Management in Sports***

The concept of crisis management has begun to be widely used in sports, as in all fields, in recent years. Issues such as financial, management, administrative, economic, social and cultural issues within sports have caused crisis management to be included in sports (Dinçer, 2019). Being able to cope with the crises that arise in any situation and manage this process correctly, minimizing the effects that will occur and overcoming the crisis at the lowest level, and even making moves that can turn the emerging crises into opportunities will ensure the effective management of crises in sports. Institutions or organizations that have successfully overcome the processes of coping with possible crises that may arise can reverse the conditions and gain benefits from situations where harm is expected.

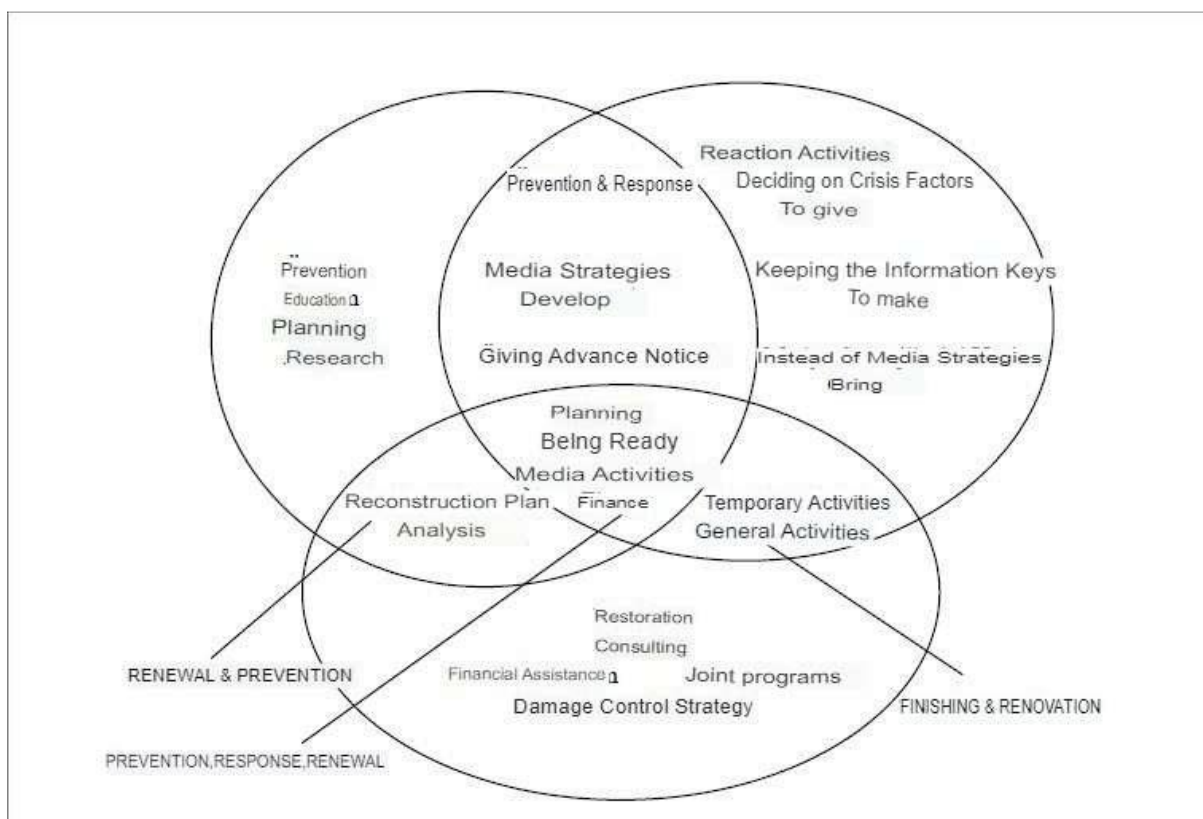
### ***Situations that may cause crises in sports organizations***

- Possible deficiencies in management in times of crisis,
- Financial problems that may arise,
- Having match-fixing processes,
- Legal or illegal betting games,
- Use of prohibited substances or doping by athletes participating in the organization,
- Deficiencies in sponsors that contribute economically to sports clubs,
- Disagreements that may arise between athlete-coach, coach-manager,
- Problems that may affect the whole society (epidemics, natural disasters, wars, economic difficulties, etc.),
- Loss of reputation in clubs, teams or managers involved in sports activities,
- Emergence of situations that would violate the privacy of private lives.

When the reasons mentioned above are taken into consideration, it is clear that the crises that occur in sports are not one-sided. The crisis situations faced by sports organizations and sporting organizations can be overcome by the athletes, technical team, spectators (fans) and managers acting in unity and solidarity. These reasons can be explained as crisis management in sports by being prepared for possible crises in sports organizations, preparing measures and plans, and managing the process correctly and appropriately in case of crises (Atılğan and Kaplan, 2018).

### ***Crisis Management Model in Sports***

Changes and developments occurring all over the world have a positive or negative impact on sports organizations, sports organizations and all stakeholders within this framework. All sports organizations to be organized have different features and qualities. Even if the organization has a recurring feature, the difference of time, difference of place, difference of problematic and competitive people, and the possibility of differences in weather conditions should be taken into consideration each time, and every detail should be reviewed separately while planning the organization, because such organizations require detailed planning. can be carried out without any problems (Devecioğlu, 2003).



**Figure 1.** Crisis management model in sports (Devecioğlu, 2003)

It is suggested that many precautions can be taken against risks, crises and disruptions that may be caused by both internal and external sources in sports organizations. When the evaluations made in terms of management of crises in sports are examined in the study carried out for the determined purpose, basic factors such as prevention, response and renewal emerge (Devecioğlu, 2003). The elements included in the model in question and related to possible problem solving methods are seen in figure 1 above.

### CONCLUSION AND RECOMMENDATIONS

People; they prefer the environments they go to be safe to socialize and relax mentally and psychologically. The reasons for these preferences stem from the fact that security is among people's basic needs. Security, one of the most basic needs of human beings, is among the basic elements of sports organizations as well as in all areas of life.

In parallel with the ever-increasing human population in the world, the increase in the number of people doing sports has led to the emergence of new sports branches and, accordingly, sportive and recreational organizations in which individuals of all ages can participate actively or passively. In order to cope with this emerging intensity, security vulnerabilities, risks and crises in previous sports organizations should be thoroughly analyzed and new methods should be created by taking advantage of these experiences.

It is necessary to carry out a well-prepared risk assessment against the dangers that may arise in sports organizations in which people participate intensively, and to implement the crisis management plan uninterruptedly in case of danger.

The aim of sports management is to successfully complete a well-planned organization. The first and most important criterion of the planning phase is security. All stages of sports organizations should be created with the highest level of security elements. These details should be taken into consideration for both the athletes in the organization, the spectators and all employees. The measures that will start with the measures to be taken before the organization should continue during and after the activity.

Crisis plans and risk management tools, which are well prepared and include all possible scenarios, should be kept ready to deal with all dangers that may occur in the organization. The inspection phase should be carried out in the best possible way in all these processes, and continuous research and development studies should be carried out against the danger elements that may arise in the future. In parallel with technological developments, new technological tools should be constantly used in sports safety, experiences should be gained from negative case studies in previous periods, and existing laws should be revised for future periods.

Taking into account the effects and sensitivities of technological developments, media, social media and all mass communication tools on young people, ensuring that the discourse and behavior of sports club managers and sports media personnel are constructive,

Using social media tools, which have become widespread in parallel with technological developments, to ensure unity and informative sharing among stakeholders of organizations such as managers, athletes and fans,

Identifying situations that may pose risks and crises for organizations and taking precautions in advance,

Ensuring an effective management process at all levels of organizations,

Ensuring healthy coordination between all stakeholders to ensure smooth management,

Preferring personnel who will work in sports federations and clubs to be trained in the field of 'sports management sciences' as much as possible,

Adding courses in the field of security, risk assessment and crisis management in sports organizations to the curriculum in institutions and universities providing education in the field of sports sciences management,

Providing sports safety training to general law enforcement and private security personnel involved in sports organizations and keeping the training up to date,

Ensuring that managers and personnel actively involved in sports clubs are informed about security, sports law, risk assessment and crisis management in sports management,

Designing competition areas and spectator areas specific to sports branches against risks and crises that may occur during sports organizations,

Reconsidering the interaction areas between athletes and spectators and increasing digital and physical security measures, if any, in areas where athlete and spectator contact occurs,

Ensuring that security forces working in risky areas receive training against risks and crises,

Informing the personnel in charge by holding meetings about risks and crises before the competition,

Ensuring that the materials required to ensure security in the organization are complete,

Depending on possible risk and crisis situations, precautions such as attaching a lapel camera to the personnel on duty and recording audio and video are recommended.

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