



# The Role of Crisis Management in Sports Clubs and Organisations and Case Studies

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## Abstract

The aim of this study is to examine the types of crises encountered in sports clubs and organisations, and to evaluate the effects of these crises on management processes and the strategies applied. Qualitative research methods, specifically document analysis, were used in the study; data related to crisis management were analysed through literature review and case study analysis. Crisis examples experienced by clubs such as Juventus, Glasgow Rangers, Barcelona, Manchester United, and Fenerbahçe were examined in the context of financial, reputational, sporting, managerial, health-based, and security-focused crises. It was determined that the strategies developed by sports clubs against different types of crises were shaped within the framework of fundamental principles such as transparent communication, integration with supporters, corporate restructuring, and long-term planning. However, the case studies show that clubs view crises not only as threats but also as opportunities for transformation. It has been determined that global and structural crises, such as the Covid-19 pandemic and the 3 July process, have seriously tested sports organisations not only in sporting terms but also in managerial and social dimensions. The case studies examined in this study reveal that each of the financial, reputational, sporting, managerial, health-based, and security-focused crises faced by sports clubs has its own unique dynamics and that crisis management processes play a critical role in the future of the club. It shows that crisis management in sports clubs is not merely a temporary solution but a comprehensive management process that must be approached in line with fundamental elements such as institutional sustainability, transparency, strategic leadership, and stakeholder-based communication. In this regard, moments of crisis should be seen not only as a threat but also as a strategic opportunity for clubs' structural transformation and restructuring processes..

**Keywords:** Sports clubs, crisis management, case study analysis, sustainability, fan relations.

## Özet

### Spor Kulüpleri ve Organizasyonlarında Kriz Yönetiminin Rolü ve Örnek Olaylar

Bu çalışmanın amacı, spor kulüplerinde ve organizasyonlarında karşılaşılan kriz türlerini inceleyerek, bu krizlerin yönetim süreçleri üzerindeki etkilerini ve uygulanan stratejileri değerlendirmektir. Araştırmada nitel araştırma yöntemlerinden doküman incelemesi kullanılmış; literatür taraması ve örnek olay analizi yoluyla kriz yönetimine ilişkin veriler analiz edilmiştir. Finansal, itibari, sportif, yönetsel, sağlık temelli ve güvenlik odaklı krizler bağlamında Juventus, Glasgow Rangers, Barcelona, Manchester United ve Fenerbahçe gibi kulüplerin yaşadığı kriz örnekleri incelenmiştir. Spor kulüplerinin farklı türlerde krizlere karşı geliştirdiği stratejilerin; şeffaf iletişim, taraftarla bütünleşme, kurumsal yeniden yapılanma ve uzun vadeli planlama gibi temel ilkeler çerçevesinde şekillendiği belirlenmiştir. Bununla birlikte, örnek olaylar kulüplerin krizleri yalnızca tehdit değil, aynı zamanda dönüşüm fırsatı olarak değerlendirdiğini göstermektedir. Covid-19 pandemisi ve 3 Temmuz süreci

gibi küresel ve yapısal krizler ise spor organizasyonlarının yalnızca sportif değil, yönetsel ve toplumsal boyutlarıyla da ciddi sınavlardan geçtiği tespit edilmiştir. Bu çalışmada incelenen örnek olaylar, spor kulüplerinin karşı karşıya kaldığı finansal, itibari, sportif, yönetsel, sağlık temelli ve güvenlik odaklı krizlerin her birinin kendine özgü dinamikler taşıdığını ve kriz yönetimi süreçlerinin kulübün geleceği açısından kritik bir rol oynadığını ortaya koymaktadır. Spor kulüplerinde kriz yönetiminin yalnızca geçici bir çözüm aracı değil, kurumsal sürdürülebilirlik, şeffaflık, stratejik liderlik ve paydaş temelli iletişim gibi temel unsurlar doğrultusunda ele alınması gereken kapsamlı bir yönetim süreci olduğunu göstermektedir. Bu doğrultuda, kriz anları yalnızca bir tehdit değil, kulüplerin yapısal dönüşüm ve yeniden yapılanma süreçleri için stratejik bir fırsat olarak değerlendirilmelidir.

**Anahtar Kelimeler:** Spor kulüpleri, kriz yönetimi, örnek olay analizi, sürdürülebilirlik, taraftar ilişkileri.

## INTRODUCTION

A crisis is defined as a series of events that arise unexpectedly, develop rapidly, and often catch people unprepared. Such crisis situations can lead to serious losses and even organizational collapse if not managed effectively, but when addressed with the right strategies, they can also turn into opportunities (1). Crisis management encompasses the planned and systematic efforts undertaken to mitigate the effects of these unexpected situations, bring the crisis under control, and restore normal operations (16). The sports sector has a multifaceted structure that attracts the interest not only of individuals but also of communities and nations. Therefore, it interacts with many sectors such as media, economy, politics, health, and education. Consequently, like other sectors, the sports sector can face various crisis situations, and the effects of these crises can spread over a wide area. In this context, crisis management in the sports sector is of great importance (3).

Sports clubs operate under constant change and risk, not only on the sports field but also in corporate and financial areas. In this context, clubs' inability to effectively manage crises can lead to a serious loss of trust among fans and damage to their corporate image. Popular clubs, in particular, attract a high level of public interest, which means that any crises they experience are quickly disseminated to a wide audience by the media, making it imperative for the club to be accountable to a broader public (30).

When considering sports clubs specifically, crisis management is critically important and differs from general management processes due to the dynamic, complex, and highly visible structures of clubs. During crises, vital elements such as the club's reputation, financial sustainability, and fan satisfaction can be seriously damaged. Therefore, crisis management in sports clubs is not only about mitigating existing problems but also requires strategic and rapid decision-making without compromising the club's long-term goals. An effective crisis management process involves a multidimensional approach, including establishing the right communication strategies, maintaining trust-based relationships with stakeholders, and conducting post-crisis analyses (27).

This process occupies an important place not only in the field of sports but also within the discipline of management science. Crisis management plays a vital role in sports organizations, particularly in terms of enabling effective decision-making, producing quick solutions, and utilizing resources efficiently when faced with sudden and unexpected situations. In this context, increasing knowledge and application capacity related to crisis management has become an indispensable element for both the sustainability and long-term success of sports organizations (11).

Another factor that increases the importance of crisis management is that sports clubs are becoming increasingly vulnerable to threats from the external environment. In particular, global economic fluctuations are causing significant declines in clubs' revenue streams, threatening the financial stability of many organizations, especially small and medium-sized clubs. In addition, managerial errors are also emerging as an important factor that deepens crises. Factors such as deficiencies in strategic decision-making processes, wrong investment choices, or ineffective financial management practices can lead to clubs using their resources inefficiently and inadequate long-term planning, pushing organizations into a weak position both financially and functionally. The existence of such internal and external threats clearly demonstrates that crisis management should be one of the top priorities on the agenda of club management. The aim of this study is

to reveal the strategic role of crisis management in sports clubs and organizations, to examine the practical implications of this role through various case studies, and to contribute to the development of more resilient and sustainable management structures against potential crises.

## 2. Types of Crises

Crises can arise in different areas and forms. Generally, they can be classified as management crises, crime-related crises, and crises caused by human error. Management crises refer to situations that are difficult to detect, arise with sudden changes, and involve unpredictable dangers, while crime-related crises cover crises arising from criminal elements such as terrorism, robbery, hostage-taking, piracy, and theft (38). In contrast, crises stemming from human error arise as a result of individuals' wrong decisions or negligence (39). In the context of sports clubs, crises are generally considered to be financial, reputation-based, and sporting crises. Financial crises can lead to the deterioration of the club's financial structure and an increased risk of bankruptcy due to situations such as sponsorship cancellations, economic fluctuations, or excessive transfer expenditures. Reputation crises arise when negative news about club managers or athletes is reflected in the public eye, damaging the club's image; for example, a footballer's behavior that violates social responsibility rules can negatively affect the club's prestige (14). Sporting crises, on the other hand, lead to a decline in the club's competitiveness due to fan disappointment and a drop in sporting performance as a result of continuous failures or sudden changes in the technical team (19).

## 3. Crisis Management Process in Sports Clubs

The crisis management process is generally addressed in three stages: pre-crisis, crisis period, and post-crisis. Each stage involves specific strategies to enhance the club's ability to cope with crises and ensure its sustainability.

3.1 Pre-Crisis Stage: In this stage, clubs analyze the nature and likelihood of potential crises and develop strategies to minimize risks. Preparing a crisis management plan is one of the most important steps in this phase. This plan creates a roadmap for the club to respond quickly in a crisis. At the same time, risk analyses are conducted to determine emergency teams and areas of responsibility (31).

3.2 Crisis Phase: When a crisis occurs, rapid intervention and transparent communication become crucial. In particular, relations with the media must be managed effectively. During a crisis, it is critical for club managers to make reassuring statements and announce the measures taken to address the crisis to the public in order to protect the club's image (18).

3.3 Post-Crisis Phase: Once the crisis has ended, the process is analyzed in detail and the crisis management plan is updated. In this phase, lessons learned from the process are evaluated to prevent similar crises in the future, and strategic steps are taken to restore the club's reputation (7).

## 4. Crisis Management Strategies in Sports Clubs

Various strategies can be implemented to effectively manage crises in sports clubs. These strategies may vary depending on the type and scale of the crisis.

4.1 Communication Strategy: The consistency and reliability of the club's messages during a crisis are of great importance in increasing the trust of fans and the public. Transparent and continuous communication can mitigate the effects of the crisis and maintain fans' loyalty to the club (30).

4.2 Crisis Action Plan: Each club must have a crisis action plan in order to act quickly and effectively in the event of a crisis. This plan ensures that decision-making processes are accelerated by defining responsibilities and task distribution (10).

4.3 Fan Relations and Social Media Management: The rapid spread of social media means that crises can reach a wider audience in a short period of time. It is important for clubs to manage their social media channels effectively during times of crisis and establish sincere communication with their fans in order to mitigate the effects of the crisis (19).

## 5. Reasons Leading to Crises in Sports Activities

- Management deficiencies in organizations,
- Economic problems,
- Match-fixing processes,
- Legal – illegal betting games,
- Use of banned substances – doping,
- Lack of sponsors,
- Disagreements between athletes, coaches, and managers,
- Global problems (war, epidemics, economic fluctuations, etc.),
- Loss of prestige,
- Violation of privacy (2). These factors create a crisis environment in sports organizations, negatively impacting both performance and corporate reputation.

## METHOD

This study is based on document analysis, one of the qualitative research methods. Document analysis involves the systematic examination and interpretation of official or private written materials that provide information about the research topic (9; 33). Accordingly, the study was conducted through a literature review and case study analysis.

Within the scope of the research, academic publications, reports, and current analyses related to financial, reputational, sporting, managerial, as well as health and safety crises experienced by sports clubs were examined. Studies in both national and international literature were evaluated in order to establish the theoretical framework regarding the dynamics of different crisis types and crisis management processes.

In the second stage of the research, a case study analysis was conducted. The cases were selected based on criteria such as their significant impact on the sports community, their representation of different types of crises, and the availability of sufficient data for analysis. In this context, crises experienced by Juventus FC, Rangers F.C., and FC Barcelona, as well as the impacts of the 3 July 2011 Turkish football match-fixing investigation process and the COVID-19 pandemic on sports clubs, were analyzed. The obtained data were evaluated through descriptive analysis.

## FINDINGS

Based on the case studies examined in this study, fundamental strategies and outcomes related to the management processes of different types of crises (financial, reputational, sporting, managerial, health-based, and security-focused) faced by sports clubs have been analyzed. Each case reveals the dynamics specific to the type of crisis and the attitudes adopted by club management during these processes; it also highlights the decisive role of transparent communication, integrated action with supporters, and long-term strategic planning for effective crisis management.

### Case Studies on Crisis Management in Sports Clubs

Crisis management plays a critical role in minimizing the effects of financial, sporting, and reputational risks faced by sports clubs and ensuring the club's sustainability. In this context, how certain crises experienced in the sports world in the past were managed and the lessons that can be learned from these management processes are an important area of study. Below are some case studies of sports clubs that have faced different types of crises.

#### 1. Financial Crisis: The Financial Collapse of Glasgow Rangers Football Club

Development of Events: Glasgow Rangers, one of Scotland's most established football clubs, went bankrupt in 2012 due to its inability to pay its tax debts and was relegated to the fourth tier of the Scottish

Football League. During this process, the club lost many players due to economic difficulties and faced serious challenges in generating financial resources.

**Crisis Management and Outcomes:** The club management developed restructuring strategies by involving the fan base in the process. Fan groups such as the “Rangers Supporters' Trust” contributed to financial support by purchasing a portion of the club's shares. One of the most important moves made during this process was maintaining a relationship of trust by establishing transparent communication with the fans (34). This event demonstrates that fan support and an environment of trust play a major role in enabling a club to get back on its feet during financial crises.

## **2. Reputation Crisis: Juventus' Match-Fixing Scandal**

**Development of the Incident:** In 2006, Juventus, one of the most prestigious clubs in Italian football, was implicated in the match-fixing scandal known as “Calciopoli” and was consequently relegated from Serie A as punishment. This incident deeply shook the club's reputation and caused great disappointment among its fans.

**Crisis Management and Outcomes:** Juventus management embarked on a radical restructuring process to regain its reputation. A new management team was formed, and a series of strategic moves were made to rebuild the club's image as one focused on sporting success (29). At the end of this process, Juventus managed to regain its former strength both in sporting and reputational terms by winning consecutive Serie A championships. In reputation crises such as match-fixing, a rapid and comprehensive structural renewal process plays a critical role in rebuilding the club's public image.

## **3. Management Crisis in Sports: The July 3 Process**

**Development of Events:** On July 3, 2011, a significant turning point in Turkish sports history, a process known as the “July 3 Process” began with the arrest of Fenerbahçe Sports Club President Aziz Yıldırım, as well as some executives, professionals, and athletes from Beşiktaş and Trabzonspor clubs. This incident revolved around allegations of match-fixing and incentive payments in Turkish football, causing a major stir in both the sports media and public opinion. The process evolved into a multifaceted crisis with not only sporting but also legal, administrative, and social dimensions (37).

**Crisis Management and Outcomes:** During the crisis, clubs, particularly Fenerbahçe, developed various communication and defense strategies to keep their communities united and maintain public support. Fenerbahçe's management emphasized that the club was not alone by calling for solidarity with its fans; fan groups provided intense support to their clubs during this period. Through legal processes and public information campaigns, clubs have sought to protect their reputations and continue their sporting activities. This crisis has led to greater scrutiny of issues such as governance, transparency, and fair competition in the Turkish sports community. At the same time, it has demonstrated how crucial consistent communication strategies and strong community ties are for institutions during times of crisis.

## **4. Sporting Crisis: Manchester United's Managerial Changes**

**Development of the Event:** Following Sir Alex Ferguson's retirement, Manchester United failed to achieve consistent sporting success and underwent numerous short-term managerial changes. This situation undermined the confidence of fans and the public in the club, negatively impacting its prestige.

**Crisis Management and Outcomes:** During the crisis, the club shifted towards making head coach selections based on longer-term plans. Manchester United adopted a more patient and sustainable approach to head coach changes, choosing to invest in young players. Knight and Day (25) emphasize that finding the right leadership and pursuing a patient strategy are crucial for long-term success in such sporting crises.

## **5. Fan Crisis: Liverpool FC's Decision to Join the European Super League**

**Development of the Event:** In 2021, Liverpool announced its intention to join the European Super League, a decision that sparked significant backlash among fans. Supporters organized widespread protests against this decision, which was perceived as contrary to the club's traditional values.

Crisis Management and Outcomes: Taking fan reactions into account, Liverpool's management decided to withdraw from the European Super League project and apologized to its fans. Adopting a fan-focused crisis management approach, the club strengthened its public relations strategies during this process. Mullen (28) examines how fan demands were taken into account in crisis management and the positive effects on the club's reputation in this incident. This incident highlights the importance of communication with fans in crisis management.

## **6. Health Crisis: The Impact of the Covid-19 Pandemic on Sports Clubs**

Development of the Event: One of the most striking sporting crises on a global scale was the Covid-19 pandemic that affected the entire world in 2020. In the early stages of the outbreak, many events planned in the world of sports were first postponed and then canceled. The 2020 World Indoor Athletics Championships, planned to be held in China, was one of the first major sporting events to be postponed. As the pandemic spread globally in a short period of time, numerous national and international sporting events were similarly postponed or canceled. The 2020 Tokyo Summer Olympics, one of the largest events in modern sporting history, was also affected by this situation. For the first time in history, the Olympic flame could not be lit on time and was postponed by the IOC (36).

Crisis Management and Outcomes: The pandemic has not only severely disrupted sporting activities but also significantly undermined the economic sustainability of sports clubs. Measures such as postponing matches, closing stadiums, and playing games without spectators have led to substantial declines in clubs' primary revenue streams, including ticket sales, broadcasting revenues, and sponsorship agreements. For example, the postponement of the European Football Championship planned by UEFA in 2020 resulted in a revenue loss of approximately 2 billion euros, revealing the fragile structure of the sports economy (35). During this period, some clubs sought to create alternative revenue streams by turning to digital broadcasting and online fan engagement; plans were gradually developed to return to the fields within the framework of health protocols. All these developments clearly demonstrate how deeply health-based crises can affect the sports sector, both organizationally and economically.

## **7. Technical and Sporting Crisis: Barcelona FC's Messi Departure**

Development of the Event: Barcelona was unable to renew Lionel Messi's contract due to salary budget limits, causing shock among fans. The club suffered a major loss not only in sporting terms but also in terms of brand value.

Crisis Management and Outcomes: Following Messi's departure, Barcelona's management developed solutions to the crisis by investing in young players and establishing a financially sustainable structure. Fernandez (17) emphasizes that the club is attempting to overcome this crisis through long-term strategic moves and that strengthening relationships with fans during the crisis process is crucial. This example demonstrates the role of financial discipline and investment in young talent in crisis management for the club's future.

## **8. Referee Safety and Club Management-Related Crisis**

Development of the Incident: On October 28, 2015, the Super League match between Trabzonspor and Gaziantepspor ended in a 2-2 draw. In the final minutes of the match, referee Çağatay Şahan and his assistants faced intense fan backlash due to penalty decisions not being awarded in favor of Trabzonspor. After the match, the referees were held in the locker room; fans gathered in front of the VIP stand to protest. Although Trabzonspor President İbrahim Hacıosmanoğlu was in Istanbul, he allegedly instructed the referees not to leave the stadium. Meanwhile, the stadium gates were locked, and approximately 500 fans waited around the stadium (6).

Crisis Management and Outcomes: The crisis posed a serious test for the club management, security units, and political authorities. With President Recep Tayyip Erdoğan's intervention, President Hacıosmanoğlu instructed the managers to release the referees. The referees were escorted out of the stadium at 3:47 a.m. by riot police; however, during this process, they were subjected to verbal and physical attacks by fans waiting outside. This crisis, which ended after a wait of approximately four hours, revealed the extent to which referee safety is fragile in Turkish football and how the attitude of club managers in times of crisis can exacerbate the

situation. The incident has sparked important discussions about referee safety, sports governance, and sports law.

These examples illustrate how sports clubs develop strategies to deal with different types of crises and the lessons that can be learned from these crisis management processes. Numerous examples, from Glasgow Rangers' financial crisis to Juventus' reputation crisis, emphasize the importance of transparent communication, fan support, and long-term strategic approaches in crisis situations for sports clubs. In the crisis management process, sports clubs must aim to build a sustainable structure by both effectively using their existing resources and maintaining strong fan relations.

## **DISCUSSION AND CONCLUSION**

Crisis management is an approach that encompasses the measures taken, the planning carried out, the evaluation processes, and the protective activities aimed at correcting the negative situations faced by an organization or minimizing the effects of these situations (23). In this context, sports management is also an important area for developing strategies that respond to the challenges faced by sports organizations as part of general management. Sports management becomes functional by applying the objectives, characteristics, and methods of general management to the field of sports. The primary objective of this process is to ensure that all sporting activities are managed in a modern, scientific, and effective manner and to put this management approach into practice (13).

The sports sector generates significant revenue through sponsorships, broadcasting revenues, advertising agreements, and product sales, thanks to its passionate following among large audiences and its substantial economic volume. However, the unplanned and traditional management approach to spending these revenues has led some clubs into financial crises and even bankruptcy. The existence of clubs that cannot even pay their staff salaries amid global economic fluctuations has made crisis management an indispensable element for sports organizations. For this reason, UEFA has introduced the Financial Fair Play regulation, making it mandatory for clubs to maintain financial discipline and has begun to impose sanctions (12).

The factors that cause crises are generally examined under two headings: environmental factors (economic, social, cultural, political, etc.) and organizational factors (management style, past experiences, beliefs, attitudes, etc.). These factors interact with each other during the crisis formation process, playing a decisive role in both the severity of the crisis and the organization's response to it (11).

Due to globalization, a crisis occurring in one region can quickly affect the entire world. This situation highlights the importance of flexibility and the ability to adapt to changing conditions in crisis management (8). Sports organizations stand out as structures vulnerable to crises because they are social events with a high social impact. As stated by Erkal and colleagues (15), crises in the field of sports are not limited to physical violence; they take on more complex dimensions due to the influence of social, cultural, and psychological dynamics. This shows that sports are not just a game; they are an arena where collective identities, ideological divisions, and social tensions are represented.

The effectiveness of crisis management is directly related to establishing rapid and accurate communication, conducting a comprehensive situation analysis, determining solution-oriented strategies, and taking steps to prevent similar situations in the future. As Şahin and Tunçkol (32) emphasize, post-crisis evaluation processes offer sports organizations opportunities for structural improvement and contribute to building resilient structures.

Unethical practices can trigger crises. According to İmamoğlu and colleagues (22), athletes' financial concerns leading them to engage in ethical violations such as doping and match-fixing result in serious sanctions not only at the individual level but also at the club level. Failure to respond effectively to such situations can result in loss of sponsorship, damage to reputation, and even exclusion from the league. Therefore, it is crucial for clubs to develop preventive strategies against unethical behavior.

Crisis periods also present opportunities for learning and transformation. According to Karaöz (24), sports organizations should not view these processes solely as threats; they should also see them as opportunities to make structural adjustments that will increase their resilience. However, as Manoli (27) points out, some clubs are far from demonstrating a planned and systematic management approach in crisis

situations. In particular, the crisis communication strategies of English Premier League clubs consist of situation-dependent reflexes such as “waiting for the dust to settle” or “responding quickly before the noise grows,” rather than preventive approaches. As noted in the study by Hammerschmidt and colleagues (21), professional football clubs showed solidarity with their stakeholders throughout the Covid-19 process, but remained vulnerable to this crisis due to their weak financial structures and underdeveloped entrepreneurial strategies. Similarly, according to Belli and colleagues (5), postponing events during the pandemic was the right decision due to the priority of human health, and the importance of planning ahead to cope with crises was once again understood during this process.

Effective crisis management is not only related to planning and structural arrangements; it is also linked to leadership qualities. According to the findings of Ayar and Barut (4), sports managers with high leadership skills who use strategies such as internal reward and self-reminder achieve a significant improvement of 51.3% in crisis management. However, marketing strategies also play a critical role in crisis management processes. According to LaGree and colleagues (26), sports marketers should use the right framing techniques when dealing with crises, monitor the media effectively, and develop strategies that take into account external factors affecting consumer emotions.

Crisis management in sports clubs and organizations plays a critical role in the increasingly complex and multidimensional sports ecosystem. Various internal and external threats, ranging from financial problems to sporting failures, reputational damage, global pandemics, and economic fluctuations, seriously threaten the sustainability of clubs. Management deficiencies, ethical issues such as doping and match-fixing, loss of sponsors, and fan dissatisfaction also deepen the crisis, causing clubs to suffer both performance and reputation losses. Therefore, crisis management in sports organizations is an important element that requires not only interventions during the crisis, but also the development of preventive strategies, effective communication with stakeholders, and a comprehensive approach to post-crisis recovery processes.

He case studies examined in this study reveal that each of the financial, reputational, sporting, managerial, health-based, and security-focused crises faced by sports clubs has its own unique dynamics and that crisis management processes play a critical role in the future of the club. In the case studies examined, the key components of successful crisis management include transparent communication, integration with fans, structural reforms, and long-term strategic planning. Examples such as Juventus' restructuring after the match-fixing scandal, Glasgow Rangers' financial recovery with fan support, and Barcelona's youth strategy after Messi show that crises can be seen not only as threats but also as opportunities for transformation. However, managerial and global crises such as the July 3 process and the Covid-19 pandemic reveal that clubs face serious challenges not only in sporting terms, but also in social, legal, and economic aspects.

The study emphasizes that sports clubs should focus on transforming crises into opportunities from a sustainability perspective rather than merely addressing the immediate problem during times of crisis. Fan-focused approaches, strong leadership, effective communication with the media and public, corporate transparency, and acting within the framework of the law not only mitigate the effects of crises but also strengthen the social legitimacy of clubs. However, it is believed that increasing organizational flexibility through innovative solutions such as digitalization and developing alternative revenue models in unexpected situations such as health crises will be decisive in making sports clubs more resilient to future crises

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