



Fenerbahçe Sports Club, Istanbul, Turkey

## The Transformation of a Sports Legend with SAP® ERP and Business Analytics

» By introducing SAP® solutions, we have obtained instant access to critical information about our processes and professional players. The project allowed our business to make better and faster decisions. This project represents a crucial step towards our business transformation, and our trust in SAP and itelligence was fully earned. «

Ali Fatih Bayraktar, Chief Organizational Development Officer, Fenerbahçe Sports Club

In sports, you play to win, and Fenerbahçe has won a lot during its 107-year history. It has a total of 1,134 cups and medals to its name – a world record. In 2013, the club wanted its financial processes to compete in the top league as well. Fenerbahçe comprises not only a sports club with nine branches (soccer being the most well-known), but also has nine associations that are active in various industries from tourism to education and media to retailing. Today the club has the most sophisticated SAP system in the Turkish sports industry and is the Gold Winner of the 2014 SAP Quality Awards in Turkey in the Rapid Delivery category, and has earned the Bronze Medal for the Europe, Middle East and Africa region.

### Managing from the center

“We used to be in need of a system that would enable us to instantly track all financial, budgeting, human resources, purchasing, data warehouse and reporting processes, to maintain efficient and fast management reports and provide inter-departmental data integrity,” says Ali Fatih Bayraktar, Fenerbahçe’s Chief Organizational Development Coordinator.

Beginning in 2013, Fenerbahçe developed a strategy that is focused on further institutionalization of the club and its subsidiaries in order to become one of the world’s strongest and most valuable sports clubs.

## Fenerbahçe

... is a Turkish sports club based in Istanbul. It comprises nine branches that are active in various industries, from tourism to education and media to retailing. The club employs 1,500 workers and the turnover amounted to EUR 250 million in 2013. Founded as a soccer club in 1907, it now competes at a high level in a wide variety of sports, including basketball, volleyball, swimming, athletics and sailing. The soccer team is one of the best supported in Turkey, never having been relegated to a lower division. It currently plays in the Süper Lig, the Turkish Cup and the UEFA Champions League.



**Name:**  
Fenerbahçe Sports Club

**Industry:**  
Sports and entertainment

**Other branches:**  
Soccer, boxing, athletics, sailing, basketball, volleyball, table tennis, swimming, rowing

**Company size:**  
1,500 employees

**Turnover:**  
EUR 250 million (2013)

**Main headquarters:**  
Istanbul, Turkey

**Subsidiaries:**  
9 associations in media, telecom, finance, catering, retailing, education, etc.

Fenerbahçe is highly regulated by the Capital Markets Board of Turkey, as the club's shares are publicly trading on Borsa Istanbul. Because an integrated SAP system was allowing Fenerbahçe to manage the club more tightly from one center, comply with UEFA Financial Fair Play Regulations and adhere to the regulatory framework laid down by the CMB of Turkey in one stroke, the club decided to standardize all its various financial systems for reporting, logistics, HR and purchasing by moving them to a single integrated platform.

Fenerbahçe decided to implement SAP to fulfill its business needs and chose itelligence for consulting, project planning and implementation. "When selecting our business partner, we primarily took itelligence's strong references, experienced consultants and service ethic into consideration."

The SAP ERP and Business Analytics platform was implemented in two phases: first for Fenerbahçe Futbol A.Ş., and then for the rest of the club and its nine associations. "Our internal and external stakeholders were aware of the importance of this project and its future benefit for the club's business transformation."

### Right decisions at the right time

Today, the club has one end-to-end software platform for all key business processes, including soccer. Data that used to take hours and even days to collect is now available in minutes.

Financial reporting has been taken to a new level thanks to the powerful real-time business analytics and sophisticated reporting and budgeting capabilities. Fenerbahçe also has better visibility of its current and future cash flow, income & expenditures balance and comparisons according to budget. And senior managers can access all this information on customized dashboards, through their mobile devices.

The contract management module captures all data about its professional players, and automatically calculates their compensation based

on game statistics and contract details. Sales of combined tickets and club membership fees were automated and integrated into the new SAP system. HR management was centralized and purchasing processes were optimized.

### SAP ERP and Business Analytics: Smartest Combination

Sport is big business, and the will to win has to be underpinned by high-quality modern business tools. Today, Fenerbahçe Sports Club has instant access to all the information it needs to make sound business decisions and ensure its professional players keep bringing home those trophies.

### Facts & figures

**Project:** Business transformation of Fenerbahçe with SAP ERP and Business Analytics

**Duration:** Phase 1: 3 months (Fenerbahçe Futbol A.Ş.); phase 2: 4 months (sports club and 9 associations)

**Challenge:** Need for end-to-end integration and greater financial control over club and 9 associations

**Solution:** SAP solutions ERP, BO, BI, BW and BPC

### The benefits:

- All Fenerbahçe's businesses and the sports club now use a common integrated platform.
- Greater financial control and transparency of business activities.
- Real-time cash flow monitoring, faster response times.
- Customized dashboards provide meaningful insights anytime, anywhere.
- Full compliance with UEFA Financial Fair Play Regulations.
- Financial and statistical 360° view of professional soccer players.
- Cost advantage by eliminating expensive IT infrastructure and need for specialized IT staff.
- Full compliance with regulatory framework of Capital Markets Board of Turkey.