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Abstract

The student team was formed simultaneously with the establishment of the Polytechnic University by Traian Lalescu, in 1921. Over the years, the club went through several transformations, now operating under the name of ASU Politehnica Timisoara. The club's structure is represented by: its proper members, its supporting members and its honorary members. Within this structure, the factors of the internal medium interfere with those of the exterior one. ASU Politehnica Timisoara's resources are of a human, material, financial and informational nature. The current structure of the club aims to form and develop human resources in order to obtain performance.

Keywords: *team, club, policy, development, performance.*

Rezumat

Echipa studențească s-a format simultan cu înființarea Universității Politehnice, de către Traian Lalescu, în 1921. De-a lungul anilor, clubul trece prin mai multe transformări; în prezent, activează sub titulatura de ASU Politehnica Timișoara. Componenta clubului este reprezentată de: membrii propriu ziși, membrii susținători cât și de membrii de onoare ai clubului. În această structură interferează factorii de mediu intern cu cei de mediu extern. Resursele ASU Politehnica Timișoara sunt umane, materiale, financiar și informaționale. Actuala componență a clubului își propune formarea și dezvoltarea resurselor umane, în vederea obținerii performanței.

Cuvinte cheie: *echipa, club, factori, dezvoltare, performanță.*

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Mission Aim Principles

The college team, founded at the same time with The Polytechnic University by Traian Lalescu in 1921, was eclipsed by the great teams of the city in the interwar period, Ripensia and Chinezul. After the war and after a short reign of the rival CFR Timișoara, Poli took the lead of Timișoara's football, but could not match the results obtained by the two great football teams in Timișoara before the communist period. Affected by the dictatorial regime and having to transfer players to the central teams by force, Timișoara's symbol team fluctuated between the first two leagues. Despite occasionally qualifying for European Cups and defeating clubs like Celtic Glasgow and Atletico Madrid, Poli never managed to win the Romanian championship.

A few years after the fall of communism the team declined as well, mainly because of its separation from the university. The new sponsor, the Italian Claudio Zambon, could not keep the team in the first Romanian divisions. The team which managed a draw in 1991 against Real Madrid, was relegated to the second division in 1995. There, the team was not successful either for several seasons and was relegated to the fourth league.

Over the years, the club underwent several changes of name and logo, merging with teams like AEK Bucharest, and became Poli AEK Timișoara, then FC Politehnica Timișoara, run by Marian Iancu. During this period it was vying for the title of Romanian Champion and Romanian Cup, but ended up on second place, losing the Romanian Cup final. After these defeats, the team suffered from its owner's conflict with the Romanian Football Federation and its president Mircea Sandu, and prophetically ended up in the second league after many and controversial failures to pay the providers and services. The club became insolvent and the owner left it. During all this time, the football fans supported their team unconditionally and, dissatisfied with the situation of the Romanian Football Federation, the team and the city decided to start afresh with a new and clean project, without owners, from the bottom, meaning from the sixth county league. They also promised not to compromise or to merge with any other team.

Thus, a new team was born, now in the fourth league, after two consecutive promotions from the sixth and fifth leagues. The project started in 2012. The club's strategy is to attract talents from the city

and the surrounding places, thus to foster and promote sportsmen and valuable local people training in vocational sports schools, football clubs, sports associations. The club is playing in the county championship, D Timiș division, and is run by The County Football Association, an institution affiliated with the Romanian Football Federation. The championship takes place in Timiș county, there are 17 football teams, and a two-legged system, with two seasons. Apart from promoting new talents and engaging them in an organized event, the main aim of the championship is to advance the winning team to the higher league.

This is also the main aim of the ASU Politehnica Timișoara club.

The establishment plan

ASU Politehnica Timișoara club is regulated by the status of the club, adopted in General Meeting in 2012. ASU Politehnica Timișoara is a non-profit organization, without legal personality.

There are 3 categories of members:

- members;
- supporting members;
- honorary members.

A supporting member of the club can be any person who signs the pledge to respect the club's regulations. For a supporting member to become a member, they have to, after at least six months from joining the club, request and get the approval of the Management Committee of ASU Politehnica Timișoara.

The club's policy of attracting new members stems from the fact that ASU Politehnica Timișoara is community-oriented, its marketing activities proving this.

The club's management is represented by the General Meeting, which consists of all the club members entitled to vote. The General Meeting has the following responsibilities:

- to establish the strategy and general objectives of the club in accordance with its main aim;
- to approve the budget (revenue and expenditure) and annual balance sheet of the club;
- to modify the status of the club;
- to develop, dissolve the club and establish the destination of the remaining goods;
- to authorize competences to the Management Committee.

The Management Committee of ASU Politehnica Timișoara is elected by vote at the General Meeting of the club every two years and is made up of five people.

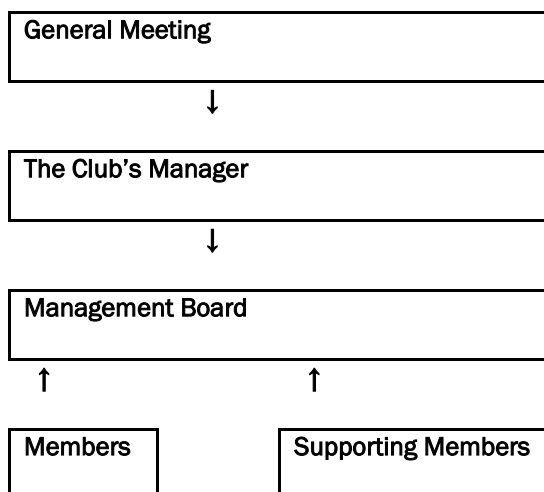
The president of the club is chosen by the Management Committee and is one of its members. The club's manager is in charge of the club's administration and its activities. They are chosen by the Management Committee, on the basis of their skills.

The Management Committee has a major role in the administration process. It is an informal structure which plays an advisory role and focuses on optimizing the administration processes of the club and its activities.

The board consists of members who are more or less, but constantly involved in the club's activities. They act as volunteers for the benefit of the club. The administration of the activities organized by the club, such as its daily management as an organization, or its actions, functions on volunteering basis. The implementation of this principle means a certain managerial policy. More precisely, it involves the breaking up of the club's management activities into smaller tasks and, the implicit respective planning of the procedures of certain activities.

The club's objectives in this respect are:

- to create a fair management system;
- to involve as many members as possible in the administration of the activities organized by the club.



If the tasks are carried out by more people, we achieve the coherence of the management system and, eventually, desired objectives. At the same

time, involving the members in the administration of the club's activities ensures their accountability regarding the running of the club.

The external environment of the club assessment

The main external environmental factors that influence the organization are:

- demographic;
- economic;
- cultural;
- political;
- technological.

The demographic factor – the number of the population is an important clue of a market's potential. The world's demographic phenomena are becoming more and more important in the context of market globalization, the world's population being around 6.2 billion. While the annual growth rhythm was about 2% in the 90's, in Europe it was only 0.6%. The fastest demographical growth is found in the less developed countries. In Romania, in January 2010 the number of the population was 21,462 lower than January 2009, with 36,400. More than 95% of this decrease is due to the negative natural growth of the population (The National Statistical Institute). This number will increase because of the lower birth rate and migration. In Timiș county in January 2010 there were 678,000 people, and in Timișoara 311,000. As far as the age groups are concerned, the global tendency is of an ageing population, which is due to the lower birth rate and longer life expectancy. In Romania, life expectancy is growing, in 2010, being 68.2 for men and 75 for women, while the average age of the population is growing as well, 39.6 years (38.1 for men and 41 for women). Considering the target group of ASU Politehnica Timișoara, we conclude that this segment of population is growing as well.

The economic factor – influences both the behavior of the organization and that of the consumers. The most important economic factors are the general state of the economy, the people's purchasing power, their willingness to purchase and the structure of the consumption expenditure. In any country, the general economic conditions fluctuate according to the stages of its economic (business) cycle. There are four classical stages of this cycle: expansion, crisis, recession, recovery. The global economic crisis, which started in USA in 2007,

negatively influenced the Romanian economy, our country undergoing a major economic recession. There are other causes why the crisis period has been prolonged, such as the inefficient measures taken by the Government. Some of the effects of the economic crisis are the wage restraint and soaring prices. This has led to a lower purchasing power. The lower the purchasing power, the more expenditure restraints. In Romania, most of the population's income is spent on food consumption and home maintenance, people having less money for other activities such as culture and sports, which would improve their quality of life. Taking this into consideration, our club has adopted a policy of costs for all pockets, and together with other institutions, implements projects that cater for the people.

The technological factor – consists of the effects of technological changes in fields like telecommunications and IT, which have a major impact on the organization's activities. In general, modern communication technologies, mobile phones, internet and the access of the organization's target group to these, represent a contributive factor to the success and development of the organization.

The political factor – all business is done within a legal framework and under the influence of government agencies and stakeholders. The legislation and its enforcement reflect a certain political guidance. In Romania, the legal framework for the sports clubs is The Law of Physical Education and Sports, adopted in 2000 and enhanced in 2009. Also, because our club is a non-governmental organization, its activity is regulated by the laws referring to this segment: Government Decree 26/2000, supplemented by Law no. 245/2005 of Associations and Foundations. The club's activity is based on volunteer work, while a part of its financing comes from sponsorship. The activity of the organization is influenced by Law no. 32/1994, amended and supplemented by Law 396/2006.

Other political forces that can influence the activity of the organization:

- the European policy regarding practising sports and public health;
- the governmental policy regarding sports in general, public health and sport for all;
- the local administration policy regarding sports activities for adults.

The cultural factor

- the human needs and desires, the markets and consumption patterns are expressions of the social and organizational culture.
- the members of a community share certain cultural values which can be primary or secondary.

The primary values are relatively stable and are transmitted from one generation to the next, while the secondary values are dynamic. At the same time, any culture is a structure or subcultures, secondary cultures created by certain social groups. Music phenomena, the fans of movie stars or sports, are subcultures that influence the lifestyle of certain market segments, clothing, hairstyle etc and their behavior in general. The major cultural values of a society refer to the way in which people relate to themselves, each other, organizations, society, nature or the universe. In our culture these values are relatively similar to the European and North-American ones.

The internal environment assessment

The internal environment of the organization refers to the human, material resources, the ability, structure and quality of the management of the activity.

The internal environment has a direct influence on the organization and efficiency of the marketing environment. The internal factors which have a direct effect on the marketing activity are the following:

- the resources of the organization;
- the management of the organization;
- the internal organization;
- marketing elements.

The ASU Politehnica Timișoara resources consist of human, material, financial and informational resources (the so-called know-how).

The management board mainly, and the people involved occasionally in the club's activities, represent the human resources of ASU Politehnica Timișoara. We must say that all the people involved in the club's activities are volunteers, and are not paid for their activity. As far as material resources are concerned, the club has three categories:

- office supplies;
- promotional products: banners, flags, pennants, photo exhibitions etc;
- material resources for setting up competitions.

The financial resources of the club come from subscriptions, grants, sponsorship and economic activities.

The informational resources (the know-how) consist of the procedures used for the running of the organization (financial, operational procedures) and the expertise acquired at club level, standard practices relating to the management of the club and its activities. The management of the club is ensured by the manager, with the help of the Management Board and of the volunteers who are involved in the one-off activities and steer the marketing activity towards promoting the organization and its values outside and inside. At the same time, a great deal of the marketing effort is pointed towards promoting events related to football practice (training camps, traineeships, conferences etc), organized both by the club and other organizations. Competitions are funded with the help of subscriptions and sponsorship. The budget of the club can be negatively influenced only if the two sources of finance are exhausted. The marketing activity is directed towards promoting competition, but also promoting the organization and its values.

Material and human resources

ASU Politehnica Timișoara Club owns the material resources that enables them to participate in competitions and also train. It consists of four football pitches, two of which being approved by the County Football Association for competitions in the fourth county league. The material resources belong to The Polytechnic Institute Timișoara, a leading institution in Timiș County and abroad. There is also a swimming-pool for the players' recovery, which is also used during the PE swimming classes of our institute. The swimming pool has a gym for our

human resources, the players' and students' harmonious development. Our organization participates in the competition that takes place on "Știința" stadium, which also belongs to the Polytechnic Institute Timișoara. It includes a running track and a football pitch approved by the County Football Association for competitions in the fourth county league.

The club also owns two covered football pitches, which allow players to train all year round. Our club meets all the requirements for the smooth running of competitions or trainings.

The club's strategy regarding the human resources is based on the students belonging to the Polytechnic Institute. They are the inside values we are promoting. At the same time, we have strategies and collaborations to attract as many junior players as possible to this club. They will be promoted, will gain fame, respect and material resources which will offer us continuity. The club has two children teams which play in competitions and are run by people belonging to the club. The human resources who run the club are the manager, sporting director, technical director, head coach, assistant coach, fitness coach, and their aims are the smooth running of the human activity, developing new talents and future champions.

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