



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

Master's Thesis of Global Sport Management

**Perceptions of Mongolian Football
Players and Coaches on Football
Agents**

축구 에이전트에 대한 몽골 축구 선수와 감독의
인식

2023년 8월

서울대학교 대학원

체육교육과

Jargal Sukhbaatar



이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임
This work was supported by the Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation

Perceptions of Mongolian Football Players and Coaches on Football Agents

Advisor: LEE Okseon

Submitting a master's thesis of Global Sport Management

August 2023

The Graduate School
Department of Physical Education
Seoul National University
Global Sport Management Major

Jargal Sukhbaatar

Confirming the master's thesis written by

Jargal Sukhbaatar

August 2023

Chair Kang, Joon-ho _____ (Seal)

Vice Chair Lee, Yongho _____ (Seal)

Examiner Lee, Okseon _____ (Seal)

Abstract

Perceptions of Mongolian Football Players and Coaches on Football Agents

Jargal Sukhbaatar

Global Sport Management, Department of Physical Education
The Graduate School of Education
Seoul National University

Football is the most popular sport in the world. The players make this sport's discipline unique; they are seen as spectacles or artistic displays. The players are the most crucial aspect of this sport's field; without them, there would be no entertainment. Therefore football must be considered an art (McKernan, 2014). To satisfy public demand, players must perform at the very top level. As a result, players need to be trained, and their performance reflects their daily life and financial stability.

Football is a multi-billion dollar industry because players are the most valuable product in the football market. Transferring a player is typically the most lucrative business for clubs and agencies. As a result, today's football

clubs are business corporations. They must earn to survive. They must make a profit, which is crucial in this business, but it can also be cruel, especially when a sport becomes exceptionally lucrative.

With regards to football players, they have something like a date of expiration. They retire earlier than athletes in other sports due to their unique employment conditions, forcing them to work in this physically demanding profession under constant pressure (Ulzii-Orshikh, 2018). Nevertheless, they have a secret drive to succeed and fast amassing enough money. To excel in football, players must devote their entire playing careers to realizing their professional goals. Players' overall quality of life decreases as alternate careers and education become less important. Managing personal affairs, such as contract details, requires additional time and resources. Therefore, they must rely on the expert's help to complete this assignment. The specialists in this situation would be the agents.

Agents are someone who assists players in earning enough money to support themselves. With the support of agents, players may concentrate solely on their training and performances. Agents provide them with the security and comfort they need to carry out their duties efficiently. They help the players get the high pay and ensure their primary focus is on playing football rather than on sponsorship deals or the specifics of a club contract.

This study aims to understand how agents work and how they could affect the professional football careers of Mongolian football players. Additionally, this study tried to identify the reasons for the clubs' internal and contractual problems through interviews with selected individuals.

The interviews helped make the study phenomenon more evident and understandable. The sample for the analysis includes five coaches and five players. To fully understand the agents' profession and elicit their viewpoints, open-ended questions were used in the interviews. To answer, the samples' responses were recorded, translated into English, and transcribed.

This study should clear any doubt over the need to comprehend agents' beneficial contributions to players' careers. Nevertheless, the issues that must be resolved to persuade players and other club officials have yet to be determined. Therefore thematic analysis was used to identify these factors. Overall the study's goal is to demonstrate that this issue can be resolved professionally with the assistance of agents.

Keywords: Football, Players, Coaches, Agents, Intermediaries, Transfer, and Contracts.

Student Number: 2021-24769

Acknowledgments

First and foremost, I would like to express my sincere gratitude to my advisor, Professor Dr. Lee Okseon, for her constant encouragement, tolerance, and comments on my topic, but also for mostly believing in my judgment and consistently inspiring me to do my best.

Thank you to my thesis committee members, Dr. Kang Joon-ho and Dr. Lee Yongho, who provided knowledge and competence, highly insightful remarks, and challenging questions; I could go on this adventure. I also sincerely thank my tutor, Wonshick Ryu, for his professional attitude, assurance, and expert support.

In addition, I would like to thank the Dream Together Master Scholarship at Seoul National University, which the Korea Ministry of Culture supports, Sports and Tourism (MCST), and the Korea Sports Promotion Foundation (KSPO) for enabling me to join this outstanding network of sports leaders.

Special thanks to my beloved late father, who left us last year. He was the one who encouraged and pushed me to take this extraordinary adventure in my life. Thank you also to my loved ones, especially my lovely wife,

Zulbayar Bandi, and kids (Zelme, Zamilan, and Sayana), who helped me every step of the journey and were by my side every day.

Table of Contents

Abstract.....	i
Acknowledgement.....	iv
Table of Contents	v
List of Tables	vii
List of Figures.....	viii
List of Abbreviations	ix
Chapter 1. Introduction.....	1
1.1 Background of Study.....	1
1.2 Research Purpose.....	5
1.3 Research Significance.....	6
1.4 Research Question.....	6
Chapter 2. Literature Review.....	7
2.1 Football and Transfer Market.....	7
2.2 Definition of Agents.....	12
2.3 Background of Agents.....	13
2.4 Roles of Agents.....	15
2.5 Regulation on the Agents.....	17
2.6 Regulation on Players Status and Committee.....	20
Chapter 3. Research Method.....	23
3.1 Introduction.....	23

3.2 Research Design.....	24
3.3 Data Collection.....	26
3.3.1 Interviews.....	27
3.3.2 Participants.....	30
3.4 Data Analysis.....	32
Chapter 4. Findings.....	36
4.1. Main issues in Mongolian Football.....	37
4.1.1 League Management Issues.....	37
4.1.2 Financial Issues.....	39
4.1.3 Players Related Issues.....	42
4.2 Opinions of the Mongolian Football Professionals about the agents....	44
4.2.1 Agents' Related Opinions.....	45
4.2.2 Contract Issues.....	46
4.3 Benefits that Agents could provide to Mongolian Football.....	49
4.3.1 Benefits for the Players.....	49
Chapter 5. Discussion and Conclusions.....	56
5.1. Discussion.....	56
5.2 Conclusions.....	60
5.3 Limitations and Further Research Opportunities.....	63
References.....	64
Appendix A.....	67
Abstract in Korean.....	68

List of Tables

Table 1. Participants Detail.....	32
Table 2. Guideline for thematic analysis.....	33
Table 3. Themes and sub-themes.....	36
Table 4. Sub-themes of Research Question One.....	37
Table 5. Sub-themes of Research Question Two.....	44
Table 6. Sub-themes of Research Question Three.....	49
Table 7. Results from the Research Questions.....	62

List of Figures

Figure 1. Number of International Transfers 2017-2021.....	10
Figure 2. Spending on Club Intermediary service fees.....	11
Figure 3. Number and Percentage of International Transfers with the Agents representing the Engaging Club.....	12

List of Abbreviations

- MFF – Mongolian Football Federation
- MA – Member Association
- FIFA- Federation Internationale de Football Association
- AFC – Asian Football Confederation
- TMS- Transfer Match System
- MLBPA - Major League Baseball Players Association
- EU – European Union
- RWI - Regulations on Working with Intermediaries
- FIBA - Fédération Internationale de basket-ball amateur
- IAAF - International Amateur Athletic Federation
- IRB - International Rugby Board
- RQ – Research Question
- IQ – Interview Question

Chapter 1. Introduction

1.1. Background of Study

The idea of this study was in the researcher's mind for a long time. Given his understanding of the subject, looking into the causes of the problems in Mongolian football was obvious. He, therefore, intended to study football agents and how they might influence Mongolian football soon.

It is widely accepted that football is not a traditional nor popular sport in Mongolia; therefore, this introduction to general knowledge about Mongolian football is essential for defining the research phenomenon.

In the 1930s, Mongolia imported this sport discipline from Russia. The history of Mongolian football is somehow related to the Russians. Near the "Tuul River" in the capital city, the Russians who came to Mongolia to create factories used to play football. The first game of football that was officially recorded was played on August 9, 1931, between two teams; Mongolian "players" and Russian doctors (Radnaabazar, 1960). Almost more than 90 years have passed since the introduction of football in Mongolia, yet this sport is still commonly regarded as a developing sport.

It is generally acknowledged that Mongolian football is changing for the better and worse hence this study will focus on the drawbacks of the

evolution, particularly on the negative side of the growth. Based on the researcher's many years of experience, he assumed that the contract and transfer concerns are the main problems preventing the growth of Mongolian football players. To comprehend why the players are having such issues, we must first look at the Mongolian Football Federation (MFF) as a whole because it is the football governing body in Mongolia. The decision-making body.

According to FIFA, each country's MA (Member Association) is the governing body. In this case, the MFF is Mongolia's sole official and internationally recognized governing body (MFF, Statutes of the Mongolian Football Federation, 2018).

MFF is a non-governmental organization founded in Ulaanbaatar on October 1, 1959, in charge of all official football-related activities in Mongolian territories. MFF joined the Asian Football Federation (AFC) in 1997, Federation Internationale de Football Association (FIFA) in 1998, and the East Asian Football Federation in 2002. Within the MFF's structure, the main governing body is Congress. Congress elects the MFF Council, which has 15 members. The term of this Council is four years. The MFF Council is comprised of eight standing committees. But General Secretariat runs the MFF daily (MFF, Statutes of the Mongolian Football Federation, 2018).

Since its founding, the MFF has emphasized competitiveness and technical issues but has yet to pay attention to the players, who make up most of a football game. Although we have a regulation governing the player status and transfer issues, we still need to put it into practice. The players with severe contract disputes with their clubs brought this issue to light only a few years ago. Since then, the MFF has modified the domestic transfer rules for players and adopted the globally governed FIFA transfer regulations, which are covered in more detail in the latter part of this study.

The study focuses on the current issues of the players and transfers concerns. The Players' Status Committee, one of the eight standing committees under the MFF organization, is the main target of further investigation to determine the root of the issue as it is the only committee that has the authority to decide on its own, without the consent of the MFF Council (MFF, Statutes of the Mongolian Football Federation, 2018).

As stated above, the Players' Status Committee has the unique privilege and authority to make final decisions on player matters. The committee's function is as follows:

The Players' Status Committee shall set up and monitor compliance with transfer regulations following the FIFA Regulations on the Status and Transfer of Players and determine the status of Players for various competitions of MFF (MFF, Statutes of the Mongolian Football Federation, 2018).

The Players' Status Committee examines all player status and transfer cases. However, if the players had a fundamental comprehension and knowledge of the rules or agreements negotiated by professional agents, most of them might have been prevented. The primary and most frequent justification for a Committee hearing is the invalidity or fraud of a player-club contract. The hearing's second-most concern is the failure to pay the players' salaries and adhere to the contract terms.

Most players need to know the appropriate channels to use when clubs fail to pay their players for various reasons. Since the Competitions Department oversees the competition matter, it is the section closest to the players and receives the most complaints. Then from that section, the MFF Legal Officer is tasked with taking further action on the complaint. Finally, the MFF Legal Officer gathers all relevant documentation for submission to the Player's Status Committee when an investigation results in a case.

The decisions made by the MFF Committee have only occasionally been fair to the players because most committee members are club owners. In other words, ironically, the player's future is decided by the club owners at the Committee meeting. Making rational decisions in this situation is complicated. Many players decided not to protest against the club and to let the situation go to avoid more difficulties and consequences.

This study will demonstrate that the issue could have been avoided if players had been aware of their rights and had access to all necessary information before signing club contracts. Therefore, based on the preceding, this study will demonstrate the necessity of agent services for Mongolian football.

1.2. Research Purpose

This study aims to comprehend and identify the significant factors influencing the players' issues based on the perceptions and opinions of Mongolian professionals. The investigation will determine the study, which might identify or define a concept and explain or solve a problem.

Qualitative research does not include statistical analysis. Instead, it systematically describes and interprets issues from the perspective of the studied individual or population, generating new concepts and theories. Every research must involve an explicit, disciplined, systematic (planned and ordered) approach to find the most relevant results (Mohajan, 2018).

Exploratory research was used in this study since it was the first to be undertaken in Mongolia on a subject that had yet to be fully defined and thoroughly investigated. Therefore, this study's findings may be a critical foundation for future research.

Additionally, this study intends to determine how agents might affect the strategic planning process for the overall growth of Mongolian football by:

- a. Finding evidence that will persuade football administrators and players in Mongolia of the potential benefits of agents on the local transfer market.
- b. Collecting and analyzing the interviews conducted with football professionals involved in player transfers
- c. Investigating the backgrounds of the underlying causes of the players' conflicts with the clubs and how the involvement of agents can help them resolve their issues,
- d. Determining the study to identify or define a concept and provide a solution to a problem is a foundation for future research.

1.3. Research Significance

It is essential to highlight that more needs to be written or researched about the players' rights and transfer difficulties in Mongolia. Unfortunately, no such document exists officially to study previous research papers. For this reason, this research looks into the current international and local regulations governing agents to discover their role in football players' careers. In addition, this study also looks into Mongolian football players' and coaches'

perceptions toward agents, as the findings can aid in determining the future activities of agents and establishing a new culture in the Mongolian football environment.

Based on the most prevalent and frequent incidents involving players and clubs regarding contract issues, this study will present the honest opinions of Mongolian professionals regarding the significance of agents' future engagement in the local transfer market and how they would affect Mongolian football through their direct and indirect involvement. In football, we refer to individuals like coaches, managers, players, and so on as professionals who participate in football in a certain way.

1.4 Research Questions

Research questions are necessary for qualitative analysis. Most research questions center on participants' perceptions of meanings and social interactions in a specific environment while they cover a wide variety of issues (Mohajan, 2018). Therefore based on the nature and purpose of this study, the following research questions were formulated:

- 1: What are the main issues in Mongolian football?
- 2: What are the opinions of the Mongolian football professionals about the agents'?
- 3: What benefits can the agents provide to Mongolian football players?

Chapter 2. Literature Review

To have a clear understanding of the idea regarding football agents, some articles have been considered. While sports often, and more frequently, operate in a business environment nowadays, significant and theoretical variations require a different approach when coming players' management is done by the agents (Skinner et al., 2015).

The following review of the literature focuses on football in general, football agents, transfers, international regulations, and the issues faced by Mongolian football players. It also discusses the role of agents in the global transfer market and how their impact on local players' careers may be affected.

2.1 Football and Transfer Market

Football is commonly accepted as the most popular sport in the world (Berg, 2011). It is the only sport played in every corner of the world. It has a unique resonance across humanity, and beyond being a mere game; it can be a powerful tool to engage with people on important social issues (FIFA, Annual Report, 2020).

Football is also referred to as "the world's game" in many parts of the world, and its popularity has shown little sign of declining in recent years as it continued to excite billions of people worldwide. It is also fueled by an

increasingly diverse range of football participation and propelled to the highest professional ranks by bankrolling owners and lucrative media rights deals (Pifer et al., 2018).

So, this football as a sport is globally governed by FIFA, which is the world's highest governing body of association football, futsal, and beach soccer on a global scale as it is undoubtedly the most important international sports association in the world, with 211 affiliated national associations (more than the 193 members of the United Nations) and over \$500 million in annual revenue (Valeri, 2019).

The reason behind mentioning FIFA is that this organization governs all football-related matters and closely monitors the transfer activities of players. Therefore, in the context of this study, transfer and agents are inseparable as they are a crucial component of the football industry (Metelski, 2021).

Players transfer is crucial for the development of players, and it is a very special activity and can legitimately be considered the game's lifeblood. People discuss them, the media writes about them, and clubs use them to improve their playing staff and satisfy their demands. The football transfer market is a fascinating and potentially very relevant tool for the realistic human capital valuation of the transfer market has developed into an

international arena of competing stakeholders, with player agents, club executives, and national and international football associations all competing for the product of football and its primary source of revenue: football players. Football players became exclusive products (Berg, 2011).

Notably, concerning the player's transfer market, FIFA defined that:

The transfer is a movement of players between clubs and must be approved by FIFA. Such regulations shall lay down rules for the settlement of disputes between clubs and players, in accordance with the principles stipulated in these regulations (FIFA, Regulation on the Status and Transfer of Players, 2021), (par. 1).

However, only professional agents can successfully transfer advantageous conditions to all parties. Essential to the successful transfer and career of football players are the agent's qualifications and experience. As a result, agents play a crucial role in football players' lives, controlling the transfer market's size and nature. FIFA and all other relevant authorities oversee the actions and duties of agents as without the strict infrastructure, market participants and the market would be highly vulnerable (Bull & Faure, 2021).

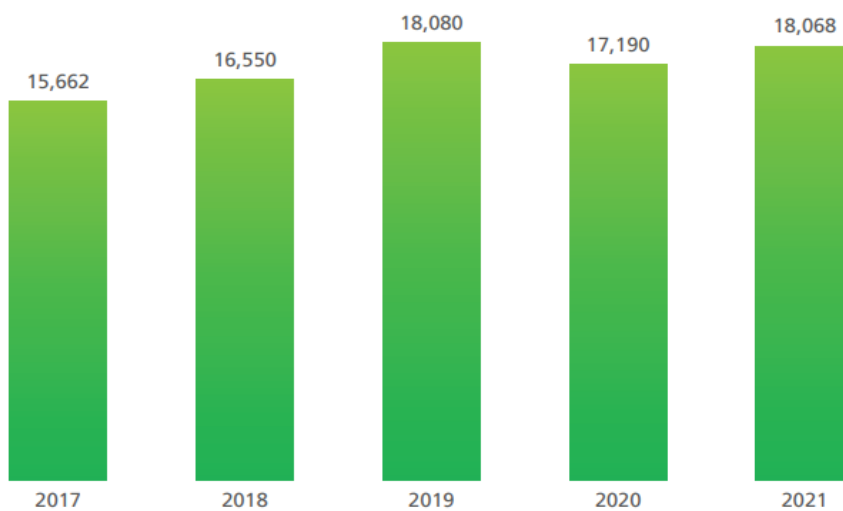
The number of football players worldwide is estimated at 275 million by FIFA. However, there are only about 130,000 professional (contracted) players worldwide. Since there are so many players worldwide, agents' professional service with outstanding professionalism and commitment is

duly needed. Agents manage all transfers globally; thus, there is no question about their contribution to the number of successful transfer deals. Since 2001, more than 5,000 licensed agents have been globally active as FIFA claims (FIFA, Annual Report, 2021).

To understand agents' importance and involvement, we need to dig into some statistics about transfers provided by FIFA. In men's professional football, FIFA reports that 4,544 clubs completed 18,068 international transfers in 2021, just missing the record-high 18,080 set in 2019 (FIFA, Global Transfer Report, 2021). Regarding the number of member associations participating in the transfer market, 187 of FIFA's 211 member associations participated in transfers in 2020.

Figure 1

The number of international transfers 2017-2021



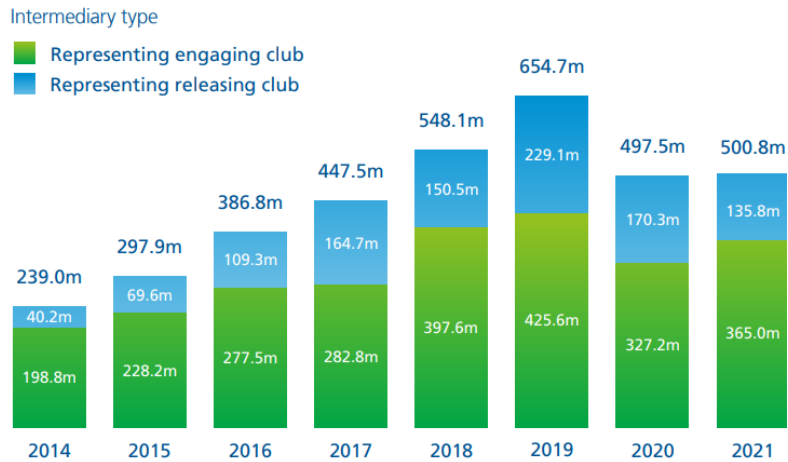
Adapted from FIFA's Global Transfer Report 2021

These figures demonstrate the size of the global transfer market and the number of players involved. Each player's transfer involves at least one agent looking for transaction-related duties. Furthermore, the figures show how influential football agents became. Engaging clubs used agents in 1,248 international transfers in 2020 (FIFA, Global Transfer Report, 2021).

In 2021, the fees paid to club agencies totaled USD 500.8 million. In 2021, the Transfer Matching System (TMS) completed 17,945 international male professional players. The international transfer was used in 3,545 cases (19% of the total). European clubs accounted for 95.8% of the USD 500.8 million spent on intermediary service fees, with clubs from England (USD 133.3 million), Germany (USD 84.3 million), Italy (USD 73.5 million), Spain (USD 34.8 million), France (USD 30.8 million), and Portugal (USD 29.3 million) alone accounting for 77.0% of the total worldwide. According to another report by FIFA, a total of USD 3.5 billion was paid for intermediary service fees in international transfers over the previous decade (FIFA, Ten Years of International Transfers: A report on international football transfers worldwide 2011-2020, 2021).

Figure 2

Spending on club intermediary (agent) service fees (USD)

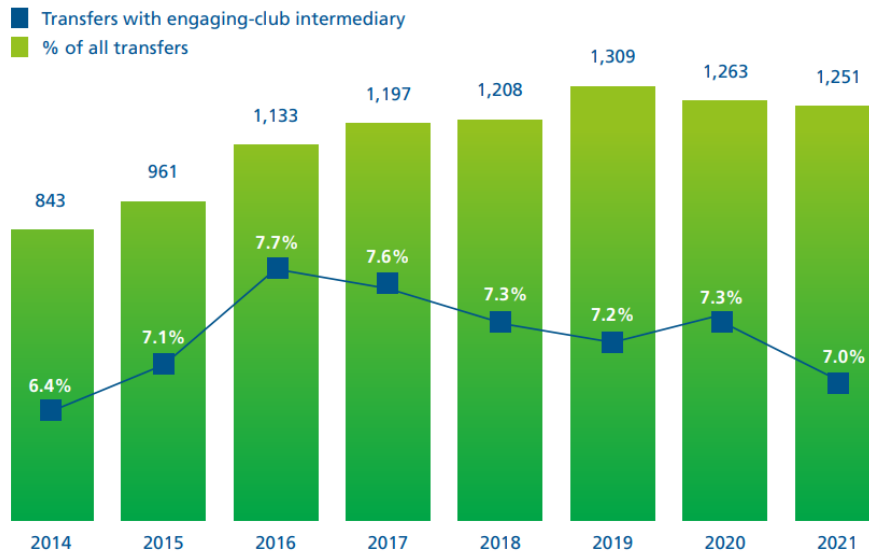


Adapted from FIFA Intermediaries in International Transfers, 2021

In 2021, engaging clubs employed agents in 1,251 international transfers. This represents a small decrease of 1.0% in colligation to 2020. The overall proportion of transfers with agents acting for the engaging club also slightly decreased from 7.3% last year to 7.0% in 2021 (FIFA, Intermediaries in International Transfers, 2021).

Figure 3

Number and percentage of international transfers with agents representing the engaging club



Adapted from FIFA Intermediaries in International Transfers, 2021

2.2 Definition of Agents

Since the beginning of professional football, intermediaries (agents) have built global networks to optimize players' transfers. As a result, they have gradually emerged as significant figures in the football industry (Poli & Rossi, 2012). There are numerous definitions and statements regarding agents and intermediaries. One of them states that sports agents act as intermediaries between players and clubs in contracting to play; they bring together parties interested in agreeing to do business. Another theory states that sports agents are essential partners for players and clubs, serving as an advisor. They are a

necessary market component: they enter the equation of commercial success and investments that can lead to convincing sports results (Ene-Voiculescu et al., 2015).

The words of a study commissioned by the (Commission, 2007) says that:

Sports agents act, first and foremost, as intermediaries between sportspersons and sports clubs. They bring together the parties interested in agreeing to practice a sport as a remunerated activity. Finding a position for a sportsperson is the central and specific role of sports agents.

2.3 Background of Agents

To describe the nature of the agents and their occupation, it is crucial to delve deeper into their background. They have a long history that is well-documented of arriving where they are today. According to the sports agent industry, Christopher "Christy" Walsh was America's first acknowledged sports agent (Staudohar, 2006). Since then, the agents' profession has developed, and in the middle of the 1960s, they started to become well-known and appear in varsity team sports.

The most significant change, however, occurred in the mid-1970s, when baseball pitchers Andy Messersmith and Dave McNally won a court battle against the owners over the reserve clause and player grievances, with

the support of the Major League Baseball Players Association (MLBPA). They won the case, and soon after, football, basketball, and hockey players gained free agency (a sports player who is not bound by a contract and is eligible to join any team). By negotiating contracts with the highest bidder, sports agents were able to help players maximize their financial rewards from their freedom on the job market as a result of these occurrences. This was the natural starting point for the journey through sports of today's successful sports agents and agencies (Staudohar, 2006).

Sports agents have been involved in the industry since the late 1800s, their roles and responsibilities were largely unknown for the better half of a century. As a result, sports agents have been subject to numerous legal restrictions, particularly since the turn of the century. Some of these, such as FIFA's rules, are private standards, whereas, in some countries, sports agents are also governed by domestic law (either private or public law) (Bull & Faure, 2021).

Agents began to focus more on representing football players in the second half of the 20th century, coinciding with the game's professionalization and the liberalization of the labor and transfer markets, first domestically in national leagues and later globally. Since the legalization of professional football in 1885, football agents have played an integral role in scouting and recruiting players on behalf of clubs (Roderick, 2006).

The Bosman ruling (case) of the European Court of Justice in the 1990s enabled players in the EU to transfer to another club without paying a fee at the end of their contracts while also prohibiting the quota restrictions on foreign players that previously applied to clubs in the EU, giving players more freedom to move between clubs and creating more incentives for clubs to either sell players while still under contract or offer player (Bull & Faure, 2021). So freedom of players started from this point. In the post-Bosman era of professional football, many more out-of-contract players have been seeking to maximize their career potential and higher-value contracts on the table. As a result, the number of players employing agents in contract negotiations increased drastically (Horne et al., 1999).

2.4 Roles of Agents

An agent's roles are described in many ways, and one of the definitions of agents states that they typically entail contract (re)negotiations for players and managers, scouting for clubs, managing players' and managers' image rights, and providing financial, counseling, and support services. Their practices, however, are frequently perceived as secretive, mysterious, and 'dark,' driven by significant monetary gains (Kelly & Chatziefstathiou, 2018). Another interesting theory states:

An agent is a regulated professional who specifies the psychosocial and legal roles (Puscoci & Dragnea, 2011).

There has been considerable growth in the number of agents working in the professional football industry due to the substantial inflow of cash into the sport and the expansion of recruiting options both domestically and internationally. Football has the largest number of official sports agents, followed by rugby, basketball, and athletics. These four sports account for 95% of the total number of official sports agents in Europe (Commission, 2007). Agents typically have lucrative opportunities to break into the football industry with out-of-contract players, who now play essential roles in contract talks (Kelly & Chatziefstathiou, 2018).

Agent's responsibilities are expanding and changing all the time. Players start to trust the agents, making them even more trustful in their personal lives. Hence the best description of sports agents is as follows (Staudohar, 2006):

1. Ascertaining the worth of a player's services,
2. Negotiating the player's contract, including salary, incentives, bonuses, guarantees, no-trade clauses, and contract length,

3. Soliciting and arranging product endorsements, speaking engagements, and other commercial uses of player's name and image,
4. Public relations, media coverage, and charitable activities,
5. Offering financial management services such as tax advice, estate planning, selling stocks, bonds, real estate, and other investments,
6. Resolving conflicts in employment contract enforcement and behavioral issues such as substance abuse,
7. Representing players in wage or grievance arbitration proceedings,
8. Arranging for the player's labor market movement, such as free agency or suggesting a trade to another club,
9. Advising a player on his post-career options.

He (Staudohar, 2006) also suggests the following 12 essential rules for sports agents to follow (based on common sense) to be successful in negotiations:

1. Align yourself with people who share your values,
2. Learn all you can about the other party,
3. Convince the other side that you have an option even if you do not,
4. Set your limits before the negotiation begins,
5. Establish a climate of cooperation, not conflict,

6. In the face of intimidation, show no fear,
7. Learn to listen,
8. To be comfortable with silence,
9. Avoid playing split the difference,
10. Emphasize your concessions; minimize the other party's,
11. Never push a losing argument to the end,
12. Develop relationships, not conquests.

2.5 Regulations on the Agents

The tasks and responsibilities of agents were covered in the preceding paragraphs. They are an integral aspect of football, without which players cannot realize their potential. As a result, we must get familiar with the laws and standards governing agents' occupations. FIFA, the world's governing body, has official definitions as well.

In the 1990s, FIFA started to regulate the industry by passing the Players' Agents Regulations in 1991. Since then, regulations have been frequently revised. FIFA states on agents as:

An agent is a natural person who, for a fee, introduces players to clubs to negotiate or renegotiate an employment contract or introduces two clubs to one another to conclude a transfer agreement under the provisions outlined in these regulations (FIFA, Regulation on Players' Agents, 2007).

Furthermore, FIFA has established rules governing the profession's practice, including remuneration and conflicts of interest. To bring football agents under FIFA's jurisdiction, these regulations required aspiring football agents to hold a mandatory FIFA agents' license, which was conferred upon successful completion of an interview process, as well as the satisfaction of certain ethical conditions, not to mention financial guarantees. A license is an official certificate issued by the relevant association that allows a natural person to act as a player's agent (FIFA, Regulation on Players' Agents, 2007).

However, the required license was eliminated as part of FIFA's regulation change in 2015 and replaced with a minimal registration requirement. FIFA also changed the name of an agent into an intermediary. Because it deregulated the industry of football intermediaries, the latest version of the regulation, now known as the FIFA Regulations on Working with Intermediaries (RWI), made a substantial change from the previous structure. Therefore, anyone interested in working as a football intermediary must now register with the official national member association rather than taking an exam from FIFA (Bull & Faure, 2021). FIFA defines intermediaries as:

An intermediary is a natural or legal person representing players and/or clubs in negotiations to conclude an employment contract or representing clubs to conclude a transfer agreement for a fee or for

free (FIFA, Regulation on Working with Intermediaries, 2015).

With the above-mentioned changes, FIFA has no direct control over football agents anymore. However, it should also be noted that national football associations' regulations are important to football intermediaries because, in implementing and upholding the minimum requirements and standards contained in FIFA regulations, as they are contractually required to do, national member associations have the power to go above and beyond them (Bull & Faure, 2021). Furthermore, each country's regulation is distinct from the rest.

In Europe, the regulation and organization of sports are mainly left to the various sports federations. The European Council has recognized the role of sports bodies in organizing and promoting their respective disciplines. All European Union institutions protect this role. The rules adopted by sports federations are undoubtedly those that best account for each sport's specificities (Commission, 2007). To further explain this matter the agents operate their activities based on some authorizations issued by MAs from each country. There are specific duties and responsibilities of clubs in regulating these institutions, as well as a series of special provisions regulating counseling activity and transfer management. In each country with a football federation, the Players' Agent Regulation governs, which requires

players to use agents with authorization or authorized lawyers in transfers, contracts, and other cases specified above. The agent's activity is based on agreement with players or clubs (Puscoci & Dragnea, 2011).

In UE, there are few legal texts explicitly designed to regulate the activities of sports agents. Five EU countries (Bulgaria, France, Greece, Hungary, and Portugal), four international federations (FIBA, FIFA, IAAF, and IRB), and several national federations, however, have developed specific regulations for sports agents (Commission, 2007). The European Parliament asked the European Commission to help football bodies and organizations improve sports agent regulations. As a result, in its White Paper on Sport in July 2007 (Commission, 2007), the European Commission stated that it would carry out an impact assessment to provide a clear overview of the activities of players' agents in the EU and an evaluation of whether action at the EU level is necessary, which will also analyze the various possible options (Ene-Voiculescu et al., 2015).

2.6 Regulations on the Players' Status, Transfer, and Committee

As stated in the previous chapter, FIFA is the overall governing body of football worldwide. In the players' transfer world, FIFA's role within the system is statutorily stated as follows:

FIFA is responsible for ensuring the system's accessibility and availability. In addition, FIFA Regulatory Enforcement Department manages user access and defines eligibility requirements (art. 7, par. 1) (FIFA, Regulation on the Status and Transfer of Players, 2021).

With this sentence in mind, it is important to acknowledge the FIFA Regulatory Enforcement Department's role as:

RED responsible for providing ongoing training and support to member associations to meet their obligations under this annex” (art. 7, para. 2) and “It also states that it shall investigate matters on international transfers to ensure that clubs and associations comply with their obligations under this *annex*” (art. 7, para. 3) (FIFA, Regulation on the Status and Transfer of Players, 2021).

Regarding the domestic (Mongolian) regulations, the Player's Status Committee operates daily following the FIFA regulations, which clearly state its duty. FIFA’s regulation states that:

The Players’ Status Committee shall adjudicate on any of the cases described under articles 22 c) and f) as well as on all other disputes arising from applying these regulations, subject to article 24 (art. 23, para. 1).

It also clearly says that this Committee doesn’t have power over the intermediaries:

The Players’ Status Committee has no jurisdiction to hear any contractual dispute involving intermediaries (art. 23, para. 2) (FIFA, Regulation on the Status and Transfer of Players, 2021).

Recently, MFF issued a regulation requiring all clubs to provide a copy of the player's contract for registration before the league. This is the most important aspect of the new season. Specifically for club managers in charge of registering new players in the system and agents in charge of finalizing deals between clubs. The relevant regulation says:

Players may be registered only during one of the two annual registration periods established by the relevant association. Associations ... are permitted to register such professionals so long as the sporting integrity of the relevant competition is respected (FIFA, Regulation on the Status and Transfer of Players, 2021)(art 6.1).

If a player's contract is not registered with the MFF, he cannot participate in the league. We discovered, however, that many clubs signed multi-year contracts with the players, taking advantage of their ignorance and lack of knowledge. The relevant regulation specifies the length of the players' contracts as:

The minimum length of a contract shall be from its effective date until the end of the season, while the maximum length shall be five years. Players under 18 may only sign a professional contract for up to three years. Any clause referring to a longer period shall not be recognized (FIFA, Regulation on the Status and Transfer of Players, 2021).

When National Member Associations cannot resolve the issues within their scope of authority, the player, club, and MA may refer the matter to the

higher organization in charge, FIFA. According to the regulation, the competence of FIFA is without prejudice to the right of any player, coach, association, or club to seek redress before a civil court for employment-related disputes; FIFA is competent to hear:

1. Disputes between clubs and players concerning the maintenance of contractual stability ... sporting sanctions or compensation for breach of contract;
2. Employment-related disputes between a club and a player of an international dimension... respect the principle of equal representation of players and clubs;
3. Employment-related disputes between a club or an association and a coach of an international dimension; ... fair proceedings and respect for the principle of equal representation of coaches and clubs;

Chapter 3. Research Method

3.1 Introduction

This chapter explains the methodology used for the study and attempts to address the problems raised by the investigation into how Mongolian football coaches and players view agents.

As mentioned in previous chapters, football agents are a relatively new concept. Many Mongolian football players only become aware of the agents through movies, novels, and other sports-related news. Jerry Maguire (Brooks, 1996), Money Ball (De Luca, 2011) and other sports-themed movies, as well as actual extraordinary sports agents (Jorge Mendes, 2022), (Mino Raiola, 2022) have provided a significant influence on Mongolians perceptions, of sports agents in general as someone unreachable for Mongolian football.

Because of this misconception, many still believe that hiring a sports agent requires a significant financial investment and a proven influential network within the football industry. Therefore based on this inaccurate view of Mongolians, the researcher set out to find out the accurate perception of football agents by asking knowledgeable footballers, such as coaches and players, who deal with similar situations daily. As a result, the target population's replies would be crucial to this research since their honest

opinions regarding the profession of agents will determine how they might be helpful to the state of Mongolian football.

The researcher has worked in this field for the past ten years, as his daily job is related to competition matters. Therefore, the validity of this study is assumed to be strongly accurate based on his expertise and experiences dealing with the subject issues because he knows the nature of the participants well. He dealt with the investigated research topic-related concerns over his working years and encountered numerous real-life cases of this subject. As he drafted almost all regulations related to competitions and players, most notably the transfer-related regulation (MFF, Players Status and Transfer Regulation, 2020) he understands the importance of this investigated topic. Also, he understands the behind the scene issues in Mongolian football, especially in the matter of club-player relations. In addition, the researcher has assisted many players who were having difficulties with transfers and player rights over the years. So, through this investigation, he hopes to ascertain the real cause of the players' problems in Mongolia and how to improve them, one way being the involvement of agents.

3.2. Research Design

The research design for this study is qualitative phenomenological because the author aims to investigate lived experiences of football-related people to gain deeper insight into how they understand those experiences.

A phenomenology is an approach to exploring people's everyday life experiences. It is used when the study is about the life experiences of a concept or phenomenon experienced by one or more individuals (Mohajan, 2018). It gives researchers a deeper understanding of the research question and context on why introducing agents into Mongolian football will improve overall development through player development and analyzing the results before further investigation (Nunan et al., 2020).

Choosing the right research approach for the overall analysis is essential, as it serves as a tool to answer the research question appropriately. The choice of methodology is directed by the questions being raised (Mohajan, 2018). According to Hogan (2009), researchers must correctly apply their minds before deciding which method to employ. Based on the nature of the study, a qualitative research method could be the most appropriate for data collection and analysis (Hogan, 2009). This study will evaluate and investigate culture (Mongolian football culture), society (football-related people), and behavior using analysis and synthesis of

people's words and actions (Hogan, 2009). He also stated that qualitative research allows a researcher to comprehend the group's behavior, values, and emotions being studied.

Another theory about qualitative research states that it consists of an investigation that: seeks answers to a question, systematically uses a predefined set of procedures to answer the question, collects evidence, produces findings that were not determined in advance, and produces findings that are applicable beyond the immediate boundaries of the study (Mack et al., 2005).

According to Myers (1997), the goal of qualitative research is to provide researchers with a deeper understanding of people within the social and cultural contexts in which they live; therefore, using a qualitative approach for this study has the benefit of allowing the researcher to get to know the interviewees and become familiar with the particulars of the topic.

To be non-manipulative and consider the participants' honest opinions to attain neutrality, this qualitative study explores how football professionals perceive football agents in their natural environment from the Mongolian football scene (Myers, 1997).

3.3. Data Collection

Participants must be knowledgeable about the subject being studied to collect the most reliable and honest data for this research study. As Moustakas (1994) stated, data collection from persons who have experienced the phenomenon develops a composite description of the essence of the experience for all individuals (Moustakas, 1994). As a result, the researcher compiled a list of candidates for the interview samples.

The method used to choose the purposefully chosen samples is known as the phenomenological research methodology (Patton, 2002). The participants were then chosen based on their job experience, positions in the clubs, and knowledge of most of the people involved in this football area. Since the Mongolian league has yet to adopt a professional structure, many coaches continue to serve in other capacities within the teams besides their coaching duties. Therefore, the selected coaches are most suited to present the realism and honesty of Mongolian football issues. The researcher's method for gathering the data was as follows:

1. Selection of candidates,
2. Filter of candidates,
3. Finalizing the selection of candidates for the interview,
4. Interview procedure,
5. Translation of interview,

6. Transcription of an interview,
7. Analysis of interview.

All necessary information was collected according to the above schedule, and the data corpus was created. Data corpus refers to all data collected for a particular research project. In contrast, a data set refers to all the data from the corpus used for a detailed analysis (Braun & Clarke, 2006).

3.3.1 Interviews

The in-depth interviews were set up so that participants could share their experiences and express their thoughts about the relationships between agents, clubs, and players. This type of interview is optimal for collecting data on individuals' personal histories and perspectives, particularly when exploring sensitive topics (Mack et al., 2005).

Based on the above, the author decided to use these in-depth interviews to get information on the typical difficulties associated with player transfers and other issues associated with Mongolian football from the coaches and players who were questioned. The interviews also aimed to extract perspectives on football agents, their role in the growth of local football, and how they may enhance the state of Mongolian football by obtaining information from the event's witnesses and preparing a summary of the key details of each witness's experience (Moustakas, 1994).

This interviewee group was chosen because they had a broad knowledge of the study's issues. Furthermore, the researcher chose them as this research would benefit greatly by hearing many honest points of view on the questions because each respondent brings a unique viewpoint and body of knowledge to the duties of football agents.

The interviews utilize homogenous sampling and typical case sampling because there is a reference system (Mack et al., 2005). When a study's objective is to comprehend and characterize a particular group thoroughly, in this case, football players and coaches, homogeneous sampling is used. The professionals working in that sporting field are again included in the typical case sampling, which comprises individuals considered typical for a group or phenomenon.

The study's sample of participants was selected through personal connections with influential figures in Mongolian football. Because the data will be qualitatively analyzed and gathered through interviews, the researcher decided that thematic analysis was the best method. Using this technique, a researcher examines data to find patterns and themes that help him describe a phenomenon connected to a particular topic (Boyatzis, 1998).

In the study, ten professionals (coaches and players) were interviewed based on the different backgrounds of the Mongolian football

league clubs. All of them were interviewed according to the concept of saturation. In the words of Patton: “interviewer and note-taker agreed that thematic saturation is the point at which no new concepts emerge from subsequent interviews” (Patton, 2002).

Firstly, the researcher interviewed all participants, translated their answers from Mongolian to English, and transcribed them. The researcher used codes easier to understand and classify the answers by the interviewees.

Before the interview, all participants were briefed on the topic of discussion, and each participant verbally consented to participate. The briefing described the nature of the study, its objective, the interviewing process, and the nature of the questions. The participant briefing ensured the confidentiality and anonymity of the participant throughout the research and publication process. The verbal introduction served as consent, and participants agreed to participate in the study. Before and during the interview, participants were reminded that sessions were recorded, translated, and transcribed.

Interviews were conducted using the Facebook video chat feature, and a screenshot of each participant's face served as documentation. The researcher informed participants that the voice and image recordings would be erased one year after graduation. The researcher employed the voice

recording application for recording reasons. Before the interview, each participant received the questions via chat, and the time and date were set in advance. They were informed in advance and reminded about the interview on the day of the interview. The participants were informed of the study's objectives before the researcher began the interview. Each participant answered nine interview questions, and each response was saved with their name. During the interview, the coaches were very informative and knowledgeable about discussing the player's contract and transfer issues. Some even had experience bringing foreign players to Mongolia and had some knowledge of overseas football agents and organizations.

When it came to the players, many knew nothing about the agents, so the researcher briefly described who they were and their responsibilities before the interview. Amazingly, following the brief introduction, every player remembered hearing about agents from their teammates because their teams included foreign players. As a result, the interview process went through successfully, and the data was gathered efficiently.

3.3.2 Participants

This part contains detailed information on the participants of this research. The following explains the background of the selected coaches and players. In football clubs, the coaches are the bosses of the team. They decide

on the team players and have enormous power to decide players' fate. They know the players' secrets, and based on their experience, they control and direct their careers.

The author used the non-probability sampling method to determine the research population. The sampling and recruitment of the coaches were made based on specific criteria such as background, years of experience, and hierarchy among the coaches. With this in mind, the selected coaches were from the top clubs from the Mongolian Premier League, with many years of experience being head coaches of the football club and even the national team. Also, their universal ability was considered as most dealt directly with the players' transfer and the club's financial matters. A total of five head coaches of the Premier League were interviewed, and all had experience being in the squad of the Mongolian National teams. Therefore, they used to deal with the top Mongolian players and looked after players' professional and private matters.

Regarding the selection of the players, the researchers used the same method of choosing the final number of coaches. All five players were experienced in playing in the league, as all are over 30 years old. They have experienced many transfers from one club to another throughout their long careers. Based on their life experience, they provided honest information

regarding the players' transfer issues and their perception of agents in Mongolian football. It is worth adding that all five players were long-serving Mongolian "A" National Team players who participated in FIFA World Cup Qualifiers and other major football tournaments. Four out of five players were even captains of the Mongolian "A" National team, making them outstanding players in our football history. Therefore, the researcher is satisfied with the choice of the players' samples as they are the true legacy of Mongolian football, who experienced many difficulties throughout their long-standing football career. Only from their interviews can we expect genuine opinions about the issues in Mongolian football, league, and transfer-related matters.

Table 1

Participant's details

Participants Code	Age	Position
C1	52	Head Coach
C2	51	Head Coach
C3	37	Head Coach
C4	54	Head Coach
C5	49	Head Coach
P1	34	Defender
P2	34	Defender
P3	27	Goalkeeper
P4	30	Forward

3.4 Data Analysis

Data analysis is creating emerging themes and identifying key ideas of meaning from the literature. It starts when all data have been collected and prepared. Sometimes the process begins before all the data are collected. Each transcript is read thoroughly in its entirety. This stage aims to use the data to identify any interesting patterns that can be used (Mohajan, 2018).

The volume of data generated completed this qualitative data analysis, and the challenge for the researcher was to conduct an in-depth analysis to present the findings concisely and logically (Mohajan, 2018).

In this paper, the researcher used thematic analysis as the most appropriate data analysis technique because the studied data was qualitative and obtained through interviews. According to Boyatzis (1998), this approach allows the researcher to describe a phenomenon connected to a particular topic using data analysis to identify similar themes and patterns. Thematic analysis extracts themes from the text by analyzing the word and sentence structure. “Thematic analysis is a method for identifying, analyzing and reporting patterns (themes) within data. It minimally organizes and describes the data set in detail” (Boyatzis, 1998).

The researcher also used the qualitative analysis guideline, which applies flexibility to fit the research questions and data (Braun & Clarke, 2006) . This guideline recommends the following steps to follow:

Table 2

Guideline for thematic analysis

Steps	Details
Step 1. Familiarization of data	The process of transcribing data, reading and re-reading the data, and noting down initial ideas.
Step 2. Generating initial coding	Coding interesting features of the data systematically across the entire data set, collating data relevant to each code.
Step 3. Identifying themes	Organizing codes into potential themes, gathering all data relevant to each theme.
Step 4. Reviewing themes	Checking if the themes work concerning the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic ‘map’ of the analysis
Step 5. Defining themes	Ongoing analysis to refine the specifics of each theme and the overall story the analysis tells, generating clear definitions and names for each theme.
Step 6. Finalizing with write-up	The final opportunity for analysis. Selection of vivid, compelling extract examples, the final analysis of selected extracts, relating the analysis to the research question and literature, and producing a scholarly report.

The researcher started the data analysis procedure by rereading and familiarizing them with the data from the participants. The transcription of verbal data, such as interviews, was transcribed into written form to conduct a thematic analysis. The transcription process was an excellent way to

familiarize ourselves with the data (Riessman, 1993). Then all answers (data) were segregated by the interview questions from 1-9 (Appendix A). Participants' responses were coded as C for coach and P for players under each interview question. Consequently, we coded the names C1 to C5 and P1 to P5. So for each interview question, we had ten answers.

Once the interview questions segregated all answers, the researcher used manual coding by highlighting the answers with different colors to indicate potential patterns to identify segments of data (Braun & Clarke, 2006). By doing so, the researcher identified the most common and topic-related answers. Then he started theming the answers using the code words. Coding is the process of labeling and organizing your qualitative data to identify different themes and the relationships between them. The research used deductive coding for this qualitative data analysis as it was most suitable based on the nature of the study. The followings are the code words: league management, professional football, agents, sponsorship, marketing, transfer, contract, education, and communications.

Each theme's "essence" is about determining what component of the data each theme captures. Therefore, theming is one of the most crucial phases of data analysis since it defines and refines the data (Braun & Clarke, 2006). The researcher decided on the three primary themes in line with the

research questions. Once the six major themes were identified, the researcher segregated all the answers again by using different colors to select the most repeated and research questions related answers. By doing so he identified the 11 sub-themes in line with the research questions under each theme.

After the sub-themes were identified and formed the researcher reread the data by segregating all the responder's answers by different colors to choose the most suitable answers for each subtheme.

Chapter 4. Findings

This chapter provides the findings and discussion from the thematic analysis of the data collected from interviews regarding the research topic. The researcher tried to find the answers to the following three research questions (Table 3).

The primary focus of the study paper's investigation was the perception of sports agents in Mongolian football. The participants' responses determined the outcomes of the data analysis.

Table 3

Themes and sub-themes

Research question	Theme	Sub-theme
What are the main issues in Mongolian football?	League management issues	Lack of professionalism at MFF Lack of league management
	Financial issues	Lack of marketing and commercial activities Lack of sponsorship
	Players related issues	Communication issues between clubs and players Lack of players' education
What are the opinions of Mongolian football professionals about the agents'	Agents' related opinions	Roles of agents Importance of Agents' Involvement in local football
	Contractual issues	Contract issues between clubs and players
What benefits can the agents provide to Mongolian football players	Benefits of having agents	Benefits for the players
		Benefits for the clubs

4.1 Main issues in Mongolian football

Table 4.

Sub-themes of RQ1

Research question	Theme	Sub-theme
The main issues in Mongolian football	League management issues	Lack of professionalism at MFF Lack of league management
	Financial issues	Lack of marketing and commercial activities Lack of sponsorship
	Players related issues	Communication issues between clubs and players Lack of players' education

As shown in Table 4, the first research question has three themes and six sub-themes (a-f).

4.1.1 League management issues

a. Lack of professionalism at MFF

Only football players from the premier and first leagues are paid by contract because Mongolian football is primarily regarded as an amateur sport. Over the past few years, MFF has worked to improve the league's

management and attitude toward the clubs. Unfortunately, the work MFF has done over the years has only satisfied some parties.

The results of the research indicated that the “league is not professional” (C1) and “MFF should be more professional” (C3) to step up the general organization towards the league management, as the majority of responders indicated.

There are many concerns regarding league issues. Firstly, we need professional players and a professional league. Mongolian football has to step up and be professional, at least at the league level. If players became serious professionals, the league would be professional as well. Secondly, there should be proper management which could change the league organization to the next level (P5).

MFF is a professional association, and they should be professional. Demands they address to the clubs must be professional and keep the standard high, like club licensing (C3).

b. Lack of league management

Based on the answers by the coaches and players almost all of them answered in similar ways of expressing unhappiness and dissatisfaction with the league management. Almost every participant replied that “the main issues are the management. They are not improving this league, and it is getting worse” (C2). With regards to the condition of the league, they

responded that the quality of the league is getting worse instead of getting better. For example:

Almost everything is terrible, and the league has worsened over the last two years; everyone needs a professional attitude (C1).

The general organization of the league is getting worse year by year; there should be proper management that could change the league organization to the next level (P4 & P5).

The league organization matter is commonly criticized, and most criticism applies to the league calendar and schedules. Special concern is about the change of the system from spring-autumn to autumn-spring. This

There are many issues. However, the main issue is the weather condition and management of the league calendar. Organizing the league over two years is terrible and may cause a disturbance (C5).

Also, the league should be organized within the calendar year. This calendar has many issues, as we need a place to train during the winter and foreign players' issues (C3).

Per our participants' answers, the league schedule must be clear and stable. Logically all matches must be scheduled in the evening times or on weekends. However, due to the need for more suitable venues and broadcasting issues, the league organizers were forced to host the matches afternoon times and on weekdays. Nevertheless, this matter does not concern the clubs, and they demand the following:

The main issue is the schedule of the league. Matches should be organized in hours where people would watch. Now we play at 1 pm, which is absurd. If MFF wants to have more fans, then they must organize all matches on weekends. Who will watch the match organized on working days at 1 pm? (P1).

The league schedule needs to be more stable, without changing constantly. The kick-off time needs to be corrected. It should not be in the morning or afternoon times. KO times like 1200 are not suitable and not practical (C3).

The league schedules keep changing. Everything needs to be clearer to all. I want anything to do with the league to be clear and transparent. League always makes a sudden decision. If calendars and schedules were precise, it would be easier for the players and clubs to arrange and manage their life (P5).

Based on the answers by the coaches and players, almost all of them answered in similar ways of expressing unhappiness and dissatisfaction with the league management. Over the past few years, MFF has worked to improve the league's management and attitude toward the clubs. Unfortunately, the work MFF has done over the years. Simply not enough. Overall, all agreed that the MFF's management of the league is terrible, and those who are in the management of the league from the MFF must work hard to improve the league's management as soon as possible.

4.1.2 **Financial issues**

c. Lack of marketing and commercial activities

Nowadays, football is widely regarded as a business, and every club operates as a business company. However, only two out of ten clubs from the premier league have a connection with government agencies, so they receive some financial support. So, the rest of the clubs must find sponsors and partners to support them financially, as MFF does not support the clubs financially. However, the clubs participating in the league constantly demand financial support from the MFF and better sponsorship deals for the league. Based on the responders' answers, it clearly states that whatever MFF does towards the marketing does not fulfill the clubs' expectations. There is no marketing or promotion of players, and league marketing does not exist at all so MFF must improve the marketing and general organization of the league. One of the coaches criticized the MFF as “they must bring professional marketing people in place and start getting more sponsors. If the league were professional and more marketing and commercial activities were organized by the league, we would need specialized marketers” (C2).

More marketing and commercial activities could help the league and clubs. Matches are organized at one stadium only, and clubs with their stadium cannot utilize them: no match day activities and no fans (C1).

League marketing does not exist. No marketing and promotion of players. We are anonymous outside the football world, and they do not promote us (P4).

From the responses gathered it was realized that in the long run, football agents positively impact the improvement of the league football and players. Football has grown from a hobby to a professional field, and football agents are one of the reasons for this evolution. They facilitate the movement of players from club to club, bringing in revenue and taking talent to the buyers. Aside from player representation, they carry career and financial advice and help players cash in on image rights and endorsement deal opportunities. In other words, agents have a significant impact on football marketing.

d. *Lack of sponsorship*

League football must be solid and stable. It is commonly known as the business card of the nation's football. It is the face of the country. If league football is powerful, then that country's national team is regarded as strong internationally. Therefore, it must partner with various sponsors to have a robust league structure and stable financial power. With sponsorship, the league will be independent and assertive. Every league consists of football clubs, and each club has its sponsors. Nevertheless, club sponsorship only covers some of the club's expenses over the years. Therefore "MFF should help the clubs by providing financial support" (C4) like in other countries.

Unfortunately, the Mongolian league needs powerful sponsors who

would provide enough money to cover league management and support all the clubs. But, the clubs still see the opportunity for improvement, claiming that MFF management needs to do the job correctly. Therefore, they demand more marketing activities and sponsorship deals for the league and clubs.

Hence we noted the following criticized answers from the study:

The second main issue is the financial matter. We spent a minimum of over 140 million tugriks (\$40,000), and when we get the price from the league, it is less than 40 million (\$11,000), which puts the club in terrible condition. Who pays the difference? We have been on the minus balance for over 20-30 years and must improve. When clubs struggle with finance, the players suffer because clubs cannot pay them a good amount of their salaries (C5).

Clubs have their sponsors, and more is needed. There should also be match day activities and a comfortable environment at the stadiums. They should sell snacks, food, drinks, and beer (P1).

Overall, they all agree that the league will improve with proper sponsorship, and clubs will continue to struggle.

4.1.3 **Players-related issues**

e. Communication issues between clubs and players

The Mongolian population comprises over three million people, and over half live in the capital city. The Mongolian football environment is small and circles within a few names over the years. Sometimes “players' and managers' relationships seem too friendly” (P4), as one of the players

indicated in his interview. Also, Mongolian mentality is essential in a football-related relationship because "they know each other well and communicate like friends" (P4).

We have few options in the transfer market. Almost all players and coaches know each other's well. Sometimes when players come and want to cancel the contract for various reasons, I have to agree because I know most of them personally. When face-to-face, it is difficult to make hard decisions. Players do not know the regulations and come to ask for many things, and I agree (C2).

Many responders brought up communication issues because players and club officials have no professional relationship.

The main concern is more professional cooperation between players, coaches, clubs, and MFF. Mongolian players and coaches are friends with managers and coaches. Almost every deal is going between them in a friendly manner. Not professional. Players who demand what they want from the contracts usually talk to them like friends and leave without a solution (P2).

In Mongolian conditions, there are too many not professional communications. Like friendly deals. Coaches and players know each other. They make contracts like friends and when issues arise they fight with each other (P1).

Most players know the coaches and managers; hence when they have any issues regarding their contract, they cannot talk with them due to respect or fear.

Mongolian players need help talking with the management of the clubs. Most players know the managers and coaches, and they communicate like friends. They have known each other for many years; therefore, all kind of conversation regarding the contract goes in a friendly way. With agents' involvement, the relationship between players and clubs would be according to the regulation, and players would get better live and performance, then the league would be better (P5).

Managers use the player's innocence and wait until the end of the window and force the players to sign them, Clubs push players to sign contracts on the last days of the transfer window. If we had agents they would push the managers to follow the regulation and make a good connection between the club and the players (P2).

f. Lack of players' education

Any sports require rules to be strictly followed. Football is no different. It is governed by international and domestic associations, which produce many regulations and guidelines for all football-related activities. Based on the number of cases reported to the committee, most are concerned about the contract issues caused by the lack of education and knowledge. According to the researcher, players need to read regulations about the transfer and contacts, especially the one which matters the most. Unfortunately, the data gathered from the players and coaches confirmed that they must read the regulation. They admitted to it as: “I do not read them all” (C2), “I do not know. I did not read them” (P1), “I did not read it” (P2),

“I have never read about it” (P3), “I never read the transfer regulation” (P4) and “I did not read them all” (P5). All these answers by the responders confirmed the researcher’s theory of players and coaches not reading the regulations. The positive outcome of the interview suggested that all coaches and players wanted to be educated, and they understood the importance of knowing regulations. They all indicated similar ways, and the most common answers were: “all clubs and players must be educated” (P5) and “MFF needs to organize courses or workshops to educate players” (C3).

4.2 Opinions of the Mongolian football professionals about the agents

Table 5

Sub-themes of RQ2

Research question	Theme	Sub-theme
What are the opinions of Mongolian football professionals about the agents'	Agents' related opinions	Roles of agents
	Contractual issues	Importance of agents' involvement in local football
		Contract issues between clubs and players

As shown in Table 5, the second research question has two themes and three sub-themes (a-c).

4.2.1 Agents' related opinions

a. Roles of agents

In the previous chapter (2) roles of the agents are defined by the earlier researchers. The majority of the responders stated that agents are very important. They are crucial in players' development, and they will deal with the clubs on behalf of the players. Based on the data results, we collected enough data which confirms the particular functions of agents and how they could play a crucial role in the career development of Mongolian football players. Some of the participants stated their thoughts on agents' role as follows:

Based on their experience, they would play a crucial role. We may be more professional if we start dealing with agents rather than players. At least if something happens, we will know to whom we have to talk (C1).

They would help as an intermediary person. It would be easier to communicate with the players. If any issues arise, we will have someone responsible for talking with them (C4).

Overall, statements provided by the responders were similar. All agreed that "they should look after all matters of the players so that players should focus only on training and matches. Agents should know their players' live privately and publicly" (C4). With agents' involvement, all players and coaches would have a professional advisor and consultant for every matter of their life activities.

4.2.2 Contract issues

b. Importance of Agents' Involvement in local football

The thesis topic is the perceptions of Mongolian football players and coaches on football agents. The result of the data analysis from the responders' answers indicates that agents are really in need in local football. According to them, agents will be essential in football development, especially league and players' development. They would educate players and officials and make them professional.

If agents were involved in Mongolia, they would make the transfer of players on a professional level. They would be crucial in sorting out nonsporting issues (P1).

They are crucial in the development of football, especially our league. If the agent is in Mongolia, we can talk with them face-to-face and get better players and better deals. We always have issues with contracts between players and clubs. Agents deal with that stuff (C1).

Furthermore, if players have the agents' service, all contract-related matters will run smoothly as they act like legal advisors. These are some of the most common answers from the participants of the study:

Agents are urgently needed and they would help deal with the contracts" (C4).

Overall, all admitted that the agents would increase the league's level and improve Mongolian football. One of the most experienced coaches

responded in such a way that his answer covered almost everyone's thoughts on agents:

Agents would be better for all. They can bring in better players and save time dealing with transfer matters; Agents should educate and represent the players well so this procedure goes faster and more efficiently. Having an agent would make our life easier, and everyone can focus on the game; agents would be a good link between us, players, and managers. Also, they would bring better-quality foreign players to the league. (C2)

c. Contract issues between clubs and players

Players need to know their rights and responsibilities before signing contracts with the clubs. After signing the contracts, they face various issues, as most of the conditions of the contracts are unacceptable to the players. The most common issue that players experience is the payment part. Clubs usually include many articles regarding the disciplinary actions for which players have to be deducted from their payments. Therefore many players still need to get their salaries fully at the end of the month. All players responded that the agents are needed because they would be the middleman in dealing with the contract issues with the clubs on their behalf. They all agree that agents will deal with any issues regarding the contract matter, and players can focus on sporting matters. The responders commonly admitted as:

Players usually read only the salary and duration of the contract part, as the remaining part is irrelevant. Many players need help receiving their salaries. Agents can get them back. If we had agents, we would sign better-conditioned contracts, and if something happens, agents would deal with nonsporting matters (P4).

Agents help us and the players understand each other clearly. They will make everyone's life easier, and if any issues arise regarding the contract, they will take care of it according to the relevant regulations. There would be no issues and arguments between the clubs and players with agents' involvement (C4).

Moreover, all players agree that they cannot defend their rights as players and cannot negotiate the terms of contracts by themselves. As a result, all players interviewed by the researcher replied that Mongolian football urgently needs agents as they would represent them in contract-related relationships with clubs. In addition, they want a professional relationship with the club officials. The most common answers indicate as follows:

Players make bad contracts and need to know their rights and legal matters. Also, they need to gain basic knowledge of the regulation regarding the transfer and contract matter (P3).

Players, of course, have many issues with the contract, and there are no agents, so the players make the contract deals themselves. They need to learn more about the regulation and contract details (P1).

4.3 Benefits that agents provide to Mongolian Football

Table 6

Sub-themes of RQ3

Research question	Theme	Sub-theme
What benefits can the agents provide to Mongolian football players	Benefits of having agents	Benefits for the players
		Benefits for the clubs

As shown in Table 6, the third research question has one theme and two sub-themes.

4.3.1 Benefits for the Players

a. Benefits for the players

According to the responders, they all agree that agents' involvement in local football would greatly benefit players' development. They would make the players better as they would look after the players' finance, contracts, and career. They would develop, educate and promote players. According to the majority of respondents, agents are universal and multifunctional, as (Staudohar, 2006) noted:

They will make everyone's life easier as they help the players get good contracts on good terms. In addition, all players would significantly benefit as agents represent them in almost all nonsporting

matters, and players would not have to worry about regulations issues (C5).

Many responders indicated that agents would open the foreign market for the local players and allow them to play abroad. They would make the transfer of players professionally in and out, most importantly, financially beneficial for them. One of the answers:

Agents would look after players by making deals (contracts) on behalf of players; they can market players in the international transfer market. Agents can improve the players' quality and league quality. They will bring better foreign players and produce better local players (C3).

Another area where agents would be beneficial is the marketing and promotional activities which is one of the fundamental skills of the professional agent. Some responders stated this matters as:

Agents would promote players and always chose the right clubs for them” (P1 & P2).

Agents would advertise the players (C5).

Consequently, players would only focus on their playing careers as agents would make the right choice for them and provide more options for developing their careers.

They will help us greatly. Better contract and better life. We would not have any non-sporting issues and

a better chance to play abroad. Our chances of playing in other leagues with better players will increase. Many players get abused and get bad contracts from the clubs. Agents may help the clubs to make good and proper contracts (P5).

They will help us (players) to focus on the games and training. You do not have to worry about regulations and contract matters. From what I heard and read, agents can do many other things, and maybe our life as football players would be more accessible. You do not have to worry about other things like paperwork (P4).

b. Benefits for the clubs

Player transfers are considerable investments to clubs, as players still represent their most important capital. Larger clubs employ an extensive network of player scouts, who evaluate players and tip off clubs on upcoming talents. Agents also have an extensive and sometimes questionable role in player transfers. They often represent players as such, try to generate interest for their players' services (and can significantly influence which team a player chooses to go to).

On the other hand, they can also represent the clubs themselves, as they employ their network to fill needs within the player squad of a club (Berg, 2011). However, in Mongolian reality, this partially works concerning foreign players only.

According to the responders, agents would be very beneficial for the clubs as well. Clubs' operation is based on daily business and commercial activities, and most club officials are busy. Players' and officials' contracts are time-consuming, making it a real headache for club managers. With agents' involvement, this time-consuming work could be significantly reduced.

Clubs spend so much time on paperwork during the transfer window. Agents would be experts and help the players and us (C2 & P3).

They will help the clubs to bring in better players and sort out other issues on behalf of the club officials. Club operations will be more fluent as agents demand everything according to the regulations (C3).

Agents would be useful in dealing with all non-sporting issues, especially the transfer window period, where the club has to prepare many contracts according to the regulations. In addition, they would deal with all contract-related matters, such as drafting the contracts, and provide invaluable advice on legal and sporting matters, as some of the respondents indicated:

Clubs will be more professional. Agents will push them to obey the contracts, and they will start working according to the specific standard. Many non-football issues are dealt with between managers and players. Clubs push players. Players cannot resist something they are not supposed to do in the contract. If the agent works, they will look after non-football issues (P2).

An agent would make our life easier, and everyone could focus on the game. Too many non-sporting issues require much time. Agents would be a good link between us, players, and managers. For better understanding, Agents would provide us with correct information on the regulations, advise us on the contract details, and follow any issues. They will be like legal advisers (C4).

The expertise of the transfer market agents would be a significant advantage for the clubs in hiring them. Most agents have a sizable network of player scouts and are well-known domestically and abroad. Additionally, they would have sources on the other pertinent channels relating to the transfer market. Therefore, if an agency could help the club sign high-quality foreign players, it would be advantageous to have one. Additionally, they could easily promote local players both domestically and internationally.

Agents will bring better-quality foreign players and increase the level of the league. Even they could encourage our players to play abroad. We have many promising young players who could be in better leagues, but they need to learn how and agents would be better for all. They will save time dealing with transfer matters (C2).

Dealing with agents is in the club's best interest. Agents know local, national, and international laws on player transfers and status, making them valuable advisors to club managers. They also have much expertise dealing with football league and management know-how. They are renowned for acting as the best go-between for federations, clubs, and players. Once hired

by the club or the player, the agent would communicate with all parties and attempt to make the transaction go as smoothly as possible. They will help the clubs succeed and function more efficiently. Agents would make clubs' jobs very easy. Clubs would not deal directly with the players.

Clubs for sure will benefit. Once clubs start dealing with the agents, the clubs will be more professional. Agents would be the middleman between MFF, Club, and players. This triangle will be essential. There could be a three-way contract. Agents would be the middleman between MFF, Club, and players. Agents would prepare the players themselves. They will promote and sell, so to sell them for a reasonable price on good terms, agents will do their best to educate and develop the players. (C5).

Agent's involvement will be beneficial to all parties. Players and clubs. We would use agents' services to help us and the players understand each other clearly. It will make everyone's life easier, and I think if any issues arise regarding the contract, they will take care of it according to the relevant regulations. I believe it is time that we have such a service available in our country (C4).

One of the significant benefits would be that we would have

Mongolian-speaking agents:

If the agent speaks Mongolian, we can talk with them face-to-face and get better players and better deals. If football must be developing in this country, we need professional agents who will communicate with us in Mongolian. We can make contracts in Mongolian, which would greatly help us. So far, we have made contracts only in English (C1).

We need them as there would be no issues and arguments between the clubs and players with agents' involvement. Because they would be professional in what they do, and everything would be according to the regulations that all would follow. It would be helpful if Mongolian agents were there as it would be easier for us to communicate if any issues arise (C4).

Another benefit of cooperation between clubs and agents would be obtaining a good economic valuation of their players that allows, to some extent, the club's valuation, budget planning, and remuneration. Evaluating the value of their players and determining whether they should be transferred from one club to another has become a major challenge for managers of clubs (Metelski, 2021).

This chapter concluded by considering all information gathered from the interviews and their relevance to the research question. From the data, all the participants confirmed that a football agent is needed, and their involvement in Mongolian football would benefit greatly. Also, the findings of this study were consistent with the author's opinions, and participant responses appeared to support his theory of how Mongolian football representatives perceive agents.

Chapter 5. Discussion and Conclusions

5.1 Discussion

One of the primary goals of this study was to look into players' and coaches' open perspectives to work with agents to address the difficulties in the earlier chapters. The study also attempted to link the realities of Mongolian football and the intriguing world of football agents and transfer-related issues. The researcher tried to show readers that the agent's potential involvement might benefit the league, the participating teams, and the local football community. Furthermore, given how players and coaches feel about agents, it should be clear what multiple benefits agents would offer to the players. Examining their responsibilities and advantages supports this claim (Bull & Faure, 2021).

Based on the research, the readers should emerge from this discussion chapter with a complete picture of Mongolian football. We know that players work hard to retain their playing careers over a short period. However, numerous factors mentioned in this study suggest that it is difficult to play football in the challenging circumstances of Mongolia. The objective of the investigation into the real reason why the players struggled was to learn the open perceptions of the players and coaches about their everyday problems. It also attempted to hear their suggestions for how to fix these issues.

From the viewpoints of individuals familiar with them, the researcher tried to paint a picture of the fundamental problems plaguing Mongolian football. However, regardless of the problems, the study's conclusions should allow researchers to find a way to fix them by working with the agents since, based on their past, they can help solve some of the problems.

In the chapter on findings, the respondents brought up a few complaints, including the league's poor management and lack of marketing and sponsorship initiatives. Most coaches and players also mentioned that the league's management must be improved to their standards. The federation views league football as improving yearly, but our investigation shows this is not the case. On the contrary, it is crystal evident that the league and clubs are suffering instead of progressing, making their difficulties much worse.

Everyone associated with the league unintentionally compares their league with other foreign leagues and their management. However, in the present period, everyone agrees that the league is a specific business in the economy based on viewers and fans.

Consequently, many believe league development must follow a planned framework, especially on marketing platforms. Nearly every league in the world has evolved into a standalone organization that no longer depends on the assistance of the federation. Those leagues are distinct, independent

businesses with functioning governance structures and resources. Mongolian clubs desire a similar system that is more structured and expert-looking. Nonetheless, this matter could be discussed in future research as a separate study because it covers much more than agents' involvement.

Another issue with Mongolian football is the need for marketing campaigns to ensure the league's continued existence. Like other countries, the league needs to make a profit to support the participating teams financially and remain viable in this cutthroat market. Numerous opportunities and challenges currently exist in emerging football economies and across the industry. There are many ways of using marketing profitably for the league. (Pifer et al., 2018). Unfortunately, the Mongolian league is not supported by the number of sponsors. As a result, clubs need substantial financial backing to exist. Unfortunately, significant attempts to support the clubs and promote the league have yet to be made.

The amount of money MFF allotted to the league needs to be increased to pay the team's expenses. Some coaches asserted that the money invested in the league season is far higher than the awards MFF provides to the league champion. Although more long-term possibilities are desirable, the clubs continue searching for sponsors to cover their daily costs. To increase

the stakes of this competition and entice more sponsors and partners, they need a strong response from the MFF.

The players' football education is the next important priority for the growth of Mongolian football, as this topic was brought up the most frequently by the responders. Players require knowledge of transfer-related regulations and other league-relevant rules to gain know-how because they are not educated from a young age.

The education level of players is frightening, and it is one of the main issues of Mongolian football. Uneducated players are potentially the most vulnerable victims of modern football. Therefore the educational system of players must be improved by the MFF and clubs, not only depending on the potential involvement of the football agents.

Also, another concern was the players' need for more professionalism in the interaction between the clubs and players. As stated by the respondents, the third major problem with Mongolian football is the need for clearer communication between the clubs and the players. Due to the tiny size of our football community, most players and club officials are familiar with one another. Players are scarce, and coaches are familiar with the majority of them. In this aspect, professional contract dealing is almost nonexistent when transfer enters into this partnership. The players cannot sue the coaches who

trained them when they were young. Players cannot pursue contract-related issues since they are reluctant to approach coaches and management they are familiar with. Therefore, all players agreed that it would have been excellent if agents had been involved and negotiated contracts with the teams on their behalf. Given that a football agent's connection with a player can be described as unique, there is undoubtedly a public interest justification for understanding the functions and obligations of agents in a given setting (Bull & Faure, 2021).

The future of Mongolian football is a hotly debated subject across the country. Naturally, it would evolve, but if players had the proper education and competent agent supervision, this process could be completed more quickly.

Another important topic for discussion is contract-related issues because, according to the findings of this study, we know the real reason for it from what the players revealed as they look at the size of the remuneration and the duration of the contracts. They need to be more interested in the remaining contract details, which are vital during the season. Once they sign the contracts, the issues materialize one at a time. As a result, players want agents to speak on their behalf when interacting with clubs and negotiating advantageous contracts. Agents would also be wonderful helpers in resolving

these matters because players are not managers or lawyers who deal with paperwork regularly.

Club managers are particularly concerned about the contract issue because such time-consuming problems harm the club and may even lead to sanctions from the MFF if the parties cannot resolve the matter quickly. Otherwise, genuine issues could arise if the case is referred to the MFF committee. The club representatives (coaches) claim that if agents had been included in the contract negotiations, these problems would arise less frequently. Therefore, they concluded that agents' involvement would be essential in resolving this issue.

5.2 Conclusion

This chapter summarizes the results of the inquiry regarding Mongolians' perceptions of football agents. It addresses the fundamental issue affecting Mongolian football players and offers solutions to current problems. The current study aimed to see whether the agents' participation in local football would resolve its current problems. Numerous issues hamper the players' career prospects. However, if agents participated in the transfer

market, the players' relationships with the clubs would be considerably improved.

The study results imply that the agents would assist in resolving the issues faced by the players and officials, and their influence would promote a pleasant atmosphere in football. Football players and coaches are clamoring for a taste of professionalism, and most changes must unquestionably come from the league's executives.

Obtaining a good economic valuation of football players is highly valuable because it allows, to some extent, the club's valuation, budget planning, and remuneration. Evaluating the value of football players and determining whether they should be transferred from one club to another has become a major challenge for managers of clubs. Many scientists have tried to determine which factors have the greatest impact on the value of players (Metelski, 2021) and according to this study, the agents are the most useful factor for the players.

The effectiveness of the player's agent is evaluated by how successfully the study's objective is accomplished, either entirely or in part, in the research. Additionally, the agent's personality significantly impacts the role conduit characteristics necessary for the role requests (Puscoci & Dragnea, 2011).

With agents' involvement, the relationship between players and clubs would be according to the regulation. Therefore, everybody would follow the regulations, and there would be no more misunderstandings. Once the league is professional, the national team will benefit. So, everyone should benefit (C5).

The study's conclusion clearly outlines the answers to the research questions that pertain to the study's topic, "Perceptions of Mongolian Football Players and Coaches on Football Agents."

Table 7

Results from the research questions

Research questions	Results
What are the main issues in Mongolian football?	<ul style="list-style-type: none"> a. Inadequate management of the MFF and lack of professional approach toward league matters, b. Financial issues caused by the lack of marketing activities and sponsorship funding, c. Players' issues are caused by a lack of education regarding the relevant regulations and unprofessional relationships in communication with the club officials, d. Contract issues between players and clubs.
What are the opinions of Mongolian football professionals about the agents'?	<ul style="list-style-type: none"> a. Agents play a crucial role. They are essential to the growth of players. b. Agents are middlemen who would represent both players and clubs when negotiating contracts. c. Agents would help with the professionalization of the club and the players.
What benefits can the agents provide to Mongolian football players?	<ul style="list-style-type: none"> a. Professional representation of players and clubs acting on their behalf during transfer negotiations. b. Creating new prospects for foreign and Mongolian players on the international transfer market through education and promotion c. Agents will add professionalism to every element of Mongolian football, including the league's administration, marketing, financial plans, and negotiations between clubs and players.

There are many issues in Mongolian football, highlighted in this study, and agents would be the key to fixing the issues by involving themselves systematically. They have considerable roles to play, especially in the development part of the players and clubs. Once players and clubs become professionals, this procedure will automatically be transferred to the above level, league management.

The study concludes that the general perception of sports agents in Mongolian football is surprisingly positive. All interviewed participants provided honest opinions about them, and all declared that agents are needed in local football and would be crucial in the development of Mongolian football. Maybe, it sounds unreal that agents could be a potential factor that improves overall football development, but agents' roles and responsibilities somehow connect all the missing parts in the system.

5.3 Limitations and Further Research Opportunities

The major limitation of this study is that it only examined ten participants, as the chosen number was suitable for this research based on the researcher's knowledge and expertise about Mongolian football players and the overall opinions of coaches.

Because this research was the first official examination of the topic, little data could be gathered to gather qualitative evidence. However, as the results demonstrated, Mongolia has no professional agents. Therefore, additional studies on the emergence or expansion of the agents' involvement in Mongolian football will be necessary when they start working.

References:

Avitiduen, A. (2013). *The rise of football agency and its impact on football in Ghana* [Bachelor's thesis, Ashesi University College]. Department of Business Administration Ashesi University College.

<https://air.ashesi.edu.gh/server/api/core/bitstreams/72591a74-62ce-4fe8-91a3-969b5063d8ed/content>

Berg, Eric van den. (2011). *The Valuation of Human Capital in the Football Player Transfer Market: An investigation of transfer fees paid and received in the English Premier League* [Master's thesis, Erasmus University Rotterdam]. Erasmus School of Economics. https://www.academia.edu/1010237/The_Valuation_of_Human_Capital_in_the_Football_Player_Transfer_Market

Boyatzis, R. E. (1998). *Transforming Qualitative Information: Thematic Analysis and Code Development*. SAGE Publications.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/https://doi.org/10.1191/1478088706qp063oa>

Brooks, J. S. (Producer), & Crowe, C. (Director). (1996). *Jerry Maguire* [Motion Picture]. USA: Gracie Films.

Bull, W., & Faure, M. (2021). Agents in the sporting field: a law and economics perspective. *The International Sports Law Journal*. <https://doi.org/10.1007/s40318-021-00195-x>

Carmichael, F., & Thomas, D. (1993). Bargaining in the transfer market: Theory and evidence. *Applied Economics*, 25, 1467-1476. <https://doi.org/10.1080/00036849300000150>

European Commission. (2007). *White Paper on Sport*. European Communities. Brussel.

Corbin, J., & Strauss, A. (2008). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory* (3rd ed.). Saga Publications.

Creswell, J. W., Hanson, W. E., Plano, V. L. C., & Morales, A. (2007). Qualitative Research Design: Selection and Implementation. *The Counseling Psychologist*, 35 (2), 236-264. <https://doi.org/10.1177/0011000006287390>

De Luca, M. H. (Producer), & Miller, B. (Director). (2011). *Moneyball* [Motion Picture]. USA: Columbia Pictures.

- FIFA. (2007). *Regulation on Players' Agents*.
- FIFA. (2015). *Regulation on Working with Intermediaries*.
- FIFA. (2020). *Intermediaries in International Transfer Report*.
- FIFA. (2020). *Annual Report*.
- FIFA. (2020). *Global Transfer Report*.
- FIFA. (2021). *Annual Report*.
- FIFA. (2021). *Global Transfer Report*.
- FIFA. (2021). *Intermediaries in International Transfers*.
- FIFA. (2021). *Regulation on the Status and Transfer of Players*.
- FIFA. (2021). *Ten Years of International Transfers: A report on international football transfers worldwide 2011-2020*.
- Hogan, J., Dolan, P., & Donnelly, P. (2009). *Introduction: Approaches to Qualitative Research*. OAK Tree Press. https://arrow.tudublin.ie/cgi/viewcontent.cgi?article=1013&context=buschm_arbk
- Horne, J., Tomlinson, A., & Whannel, G. (1999). *Understanding Sport: An Introduction to the Sociological and Cultural Analysis of Sport*. Routledge. <https://doi.org/https://doi.org/10.4324/9780203983249>
- Jorge Mendes. (2022). https://en.wikipedia.org/wiki/Jorge_Mendes
- Kelly, S., & Chatziefstathiou, D. (2018). 'Trust me I am a Football Agent'. The discursive practices of the players' agents in (un) professional football. *Sport in Society*. 21 (5), 800-814. <https://doi.org/10.1080/17430437.2018.1400767>
- Killick, E. A., & Griffiths, M. D. (2022). A Thematic Analysis of Sports Bettors' Perceptions of Sports Betting Marketing Strategies in the UK. *International Journal of Mental Health and Addiction*, 20. 800-818. <https://doi.org/10.1007/s11469-020-00405-x>

- Mack, N., Woodsong, C., MacQueen, K. M., Guest, G., & Namey, E. (2005). *Qualitative Research Methods: A Data Collector's Field Guide*. Family Health International. https://pdf.usaid.gov/pdf_docs/PNADK310.pdf
- Nunan, D., Birks, D. F., & Malhotra, M. K. (2020). *Marketing Research. Applied Insight* (6th ed.) Pearson Education Limited.
- McKernan, L. (2014). *Football considered as one of the arts*. Sport. <https://lukemckernan.com/2014/06/15/football-considered-as-one-of-the-arts/>
- Metelski, A. (2021). Factors affecting the value of football players in the transfer market. *Journal of Physical Education and Sport*, 21, 1150-1155. <https://www.researchgate.net/publication/351335017>
- MFF. (2018). *Statutes of the Mongolian Football Federation*.
- MFF. (2020). *Players Status and Transfer Regulation*.
- Mino_Raiola. (2022). https://en.wikipedia.org/wiki/Mino_Raiola
- Mohajan, H. K. (2018). Qualitative Research Methodology in Social Science and Related Subjects. *Journal of Economic Development, Environment and People*, 7(01), 23-48. https://mpra.ub.uni-muenchen.de/85654/1/MPRA_paper_85654.pdf
- <https://the-mff.mn>, <https://the-mff.mn/%d0%b1%d0%b8%d0%b4%d0%bd%d0%b8%d0%b9-%d1%82%d1%83%d1%85%d0%b0%d0%b9/>
- Moustakas, C. (1994). *Phenomenological Research Methods* (1st ed.). SAGE Publications.
- Myers, M. (1997). Qualitative Research in Information Systems. *MIS Quarterly* 21 (2), 241-242. <http://dx.doi.org/10.2307/249422>
- Radnaabazar, Z. (1960). *Mongolian National Sport* (1st ed.). Ulsyn Khewlelijn Khereg Erkhlekh Khoroo.
- Riessman, C. K. (1993). *Narrative Analysis: Qualitative Research Methods*. SAGE Publications.

https://books.google.co.kr/books?printsec=frontcover&vid=LCCN93025555&redir_esc=y#v=onepage&q&f=false

Roderick, M. (2006). *The Work of Professional Football: A Labour of love*. Routledge. <https://library.oapen.org/bitstream/id/6022233f-d10e-4b07-93ff-ce44d648efc3/1006054.pdf>

Patton, M. Q. (2002). *Qualitative Research Evaluation Methods* (3 ed.). SAGE Publications. <https://aulasvirtuales.files.wordpress.com/2014/02/qualitative-research-evaluation-methods-by-michael-patton.pdf>

Pifer, N. D., Wang, Y., Scremin, G., Pitts, B. G., & Zhang, J. J. (2018). *Contemporary global football industry* (1st ed.). Routledge. DOI: 10.4324/9781351117982-1

Poli, R., & Rossi, G. (2012). *Football Agents in the Biggest Five European Football Markets: An Empirical Research Report*. CIES Football Observatory. https://www.football-observatory.com/IMG/pdf/report_agents_2012-2.pdf

Puscoci, S., & Dragnea, A. (2011). The psychosocial role of the players' agent. *Journal of Physical Education and Sport*, 11(4), 438-442. <http://efsupit.ro/images/stories/imgs/JPES/2011/12/11Art67.pdf>

Skinner, J., Edwards, A., & Corbett, B. (2015). *Research Methods for Sport Management* (1 ed.). Routledge.

Sourav, D. (2020). Sportsshow.net. <https://sportsshow.net/top-10-most-popular-sportsin-the-world/>

Staudohar, P. D. (2006). So you want to be a sport agent. *Labor Law Journal*, 57(4), 246-256. <https://www.proquest.com/docview/195122979>

Ulzii-Orshikh, E. (2018). *Athletes' Quality of Life after Retirement: Research Analysis of Both Retired and Active Athletes of Mongolia* [Master's thesis, Seoul National University.] Department of Physical Education. <https://s-space.snu.ac.kr/bitstream/10371/143661/1/000000153479.pdf>.

Valeri, M. (2019). *Corporate Social Responsibility and Reporting in Sports Organizations* (1ed.). Springer Link. https://link.springer.com/chapter/10.1007/978-3-319-97649-5_5

Ene-Voiculescu, C., Ene-Voiculescu, V., & Abramiuc, A. (2015). Professional reconversion-Study and perspectives on sport agents. *Naval Academy Scientific Bulletin*, 18 (2).

Appendix A

Interview Questions

Interview Questions	Interview Questions
What are the main issues in Mongolian football?	<p>What are the primary concerns of league football in Mongolia?</p> <p>What are the main issues in players' transfers?</p> <p>What measures could be taken to prevent the issues you have mentioned?</p>
What are the opinions of Mongolian football professionals about the agents'?	<p>What do you think about football agents and your opinion about them?</p> <p>What roles could transfer agents play in the existing condition of the Mongolian transfer market?</p> <p>What do you know about football agents and players' transfer regulations?</p>
	<p>What kind of benefits can the agents offer you?</p>

What benefits can the agents provide to Mongolian football players?

How could clubs benefit from the agents' involvement in Mongolia?

How can agents contribute to the improvement of Mongolian football in general?

국문초록

축구 에이전트에 대한 몽골 축구 선수과 감독의 인식

Jargal Sukhbaatar

글로벌스포츠매니지먼트 전공

체육교육과

서울대학교 대학원

축구는 세계에서 가장 인기 있는 스포츠이다. 선수들은 이 스포츠의 특성을 놀라운 기술과 예술적인 표현으로 선보이며 관중들에게 큰 볼거리를 제공한다. 선수들은 이 스포츠의 필수적인 존재로, 그들이 없으면 엔터테인먼트도 없을 것이다. 따라서 축구는 예술로 간주될 필요가 있습니다 (McKernan, 2014). 대중의 요구를 만족시키기 위해서, 선수들은 최고 수준에서 경기를 해야 한다. 결과적으로, 선수들은 훈련을 받을

필요가 있고, 그들의 경기력은 그들의 일상 생활과 재정적 안정을 반영한다.

축구는 축구 시장에서 선수들이 가장 가치 있는 상품이기 때문에 수십억 달러의 산업이다. 선수의 이적은 전형적으로 클럽과 에이전트에게 가장 수익성이 높은 사업이다. 따라서, 오늘날의 축구 클럽들은 기업체의 형태를 띠고있다. 그들은 산업에서 생존하기 위해 수익을 내야 하며, 이 사업에서 수익은 내는 것은 중요하지만, 특히 스포츠가 유난히 수익성이 좋을 때는 잔인할 수도 있다.

축구 선수들은 다른 스포츠 선수들보다 선수생활을 지속적으로 유지하기가 어려워 일찍 은퇴하기 때문에 지속적인 압박을 받으며 선수 생활을 유지하려 노력한다(Ulzii-Orshikh, 2018). 축구경기에서 뛰어난 퍼포먼스와 프로 목표를 실현하기 위해 그들의 선수 경력 전체를 바쳐야 한다. 선수들의 전반적인 삶의 질은 대체 직업과 교육이 덜 중요해짐에 따라 감소한다. 계약 내용 등 개인 업무를 관리하려면 추가적인 시간과 자원이 필요하다. 그러므로, 그들은 이 과제를 완수하기 위해 전문가의 도움에 의존해야 하며 이 상황에서 말하는 전문가는 에이전트이다.

에이전트는 선수들이 자신을 부양하기에 충분한 돈을 버는 것을 돕는 사람이다. 에이전트의 지원으로 선수들은 훈련과 경기에만 집중할 수 있다. 에이전트는 그들이 업무를 효율적으로 수행하는 데 필요한 보안과 편안함을 제공한다. 그들은 선수들이 높은 보수를 받을 수 있도록 돕고, 그들의 주요 초점이 스폰서 계약이나 클럽 계약의 세부 사항보다 축구를 하는 것에 있도록 보장해주는 역할을 한다.

본 연구의 목적은 몽골에서 에이전트들이 어떻게 활동하고 있으며, 이들이 몽골 축구선수들의 프로축구 경력에 어떤 영향을 미칠 수 있는지를 파악하는 것이다. 이에 본 연구는 먼저 선정된 선수들을 대상으로 인터뷰를 통해 클럽의 내부 및 계약상 문제에 대한 원인을 파악하고자 하였다.

인터뷰는 이러한 연구 현상을 더 분명하고 이해할 수 있게 하는데 도움이 되며 연구 분석을 위해 코치 5 명과 선수 5 명 등 총 10 명의 인터뷰가 진행되었다. 에이전트의 직업을 완전히 이해하고 그들의 관점을 이끌어내기 위해 개방형 질문을 통한 인터뷰로 진행하였다. 인터뷰는 분석을 위해 인터뷰 참가자들의

허락을 받은 후 녹음 및 기록하였고, 전사 과정을 통해 영어로 번역되었다.

이 연구는 선수 경력에 대한 에이전트의 유익한 기여를 이해할 필요성에 대한 의심을 해소하여야 하는 필요성이 있지만 그럼에도 불구하고 선수들을 비롯한 구단 관계자들을 설득하기 위해 해결해야 할 문제들은 아직 많이 있다. 따라서 이러한 요인을 파악하기 위해 주제 분석이 사용되었으며 본 연구의 전반적인 목적은 몽골 선수들이 에이전트의 도움을 받아 몽골 프로 축구 선수가 가지는 문제가 전문적으로 해결될 수 있음을 입증하는 것이다.

주요어: 축구, 선수, 코치, 에이전트, 중계인, 이적, 계약서

학번: 2021-24769