Management challenges in football

Management here means to pull together the three initial propositions. The most important square in the four-field framework in Chapter 2 is the bottom left quadrant. Four basic drivers characterize four ideal organization archetypes: Mission driven, Scenario driven, Structure driven and Control driven. The business sector, including four models of management are linked with the squares in this chapter. In football, ‘Administration’ or ‘Commerce’, constitute the two squares on the left, as earlier explained. They seem to be more associated with Mission and Scenario and less with Structure and Control. The Coaching side (or the Science side) including the match plus training square, on the other side, are dominated by the Coach and more driven by Structure and Control.

Introduction to management and organization

Good management in the business sector can teach football to improve its operations. This is the basis of this chapter and the focus of Proposition 5. Chapter 4 presented the ‘football product’ in which the perspective of the market acted as a driver to influence the quality of the football game. Thereafter, Chapter 5 analyzed the football game as a product and investigated the linkage between core capabilities and competencies. The football mechanisms in these two chapters included innovative features, which were inserted and employed for a better clarity and understanding of the market dynamics. In this chapter, ‘management’ is discussed, and in Figures 6.1 and 6.2 the activity matrix highlights ‘management’ in the bottom left quadrant.

In this book, the term ‘management’ is linked to three aspects, i.e. production (behind the product), marketing (which is associated with
the market), and the product (based on core capabilities and skills) manifested in the recruitment and training.

Within this matrix we can claim that the ‘club’s brain’ provides guidelines and objectives, both in the economic and sporting perspectives. In comparison with the business world, we can deduce that within this matrix the CEO and the board decide how the activities are organized. This matrix also deals with the financial management of the club as well as with the governance of the club’s activities. Owner control is an important contextual factor and some Swedish football clubs have grown from nonprofit service businesses into bigger clubs with demands for advanced management. These clubs at the top level also exercise great responsibility while reporting investment calculations. It is this part of the club that provides a basis for assessing the availability of financial resources for the trainer (and others) in order to be able to buy new players or to sell existing players from the squad. These activities can be termed as management’s strategy and governance of the club.