



**FDI**

Football  
Development  
Institute

# Club Development System

Content-Related Audit

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## Idea

The long-term Clubs development is one of the strategic priorities of the Football Development Institute. We support European Clubs based on the foundations of the FDI: "Football Identity" and the "Club Development Model". Our aim is to transform cooperating Clubs into football organizations of a new format: based on a precise concept, with typical characteristics, based on sporting convictions, superbly organised, strategically managed, consistent, independent and profitable.

- Club development depends on the comprehensiveness and quality of the concept, football intellectual foundations, Club's identity, development criteria, strategy, structures, processes, football concept, its logical connection to other divisions of the Club, management, communication, skilful use of technological advances and proper disposition of financial resources, and therefore on standards of the "Club Development Model". Combined with long-term implementation and non-negotiable consistency, foundations are laid for a truly professional football organization with potential.



Marcin Gabor (CEO, the author of Football Development Institute Concept)

## The four segments of cooperation



## Content-Related Audit

Carrying out a Content-Related Audit by the Football Development Institute is done as a separate form of cooperation, or the verification activities form one component of the "Complex Club Development" program.

The documentation of the performed audit shows an absolute picture of the current stage, allowing you to get to know in-depth conclusions about the positive and negative aspects in the functioning of the Club, a particular "Club Development Area" or a specific issue. All the contents concluding the actual state are the result of assumptions from the "Football Identity of FDI" and the "Club Development Model of FDI".

Requesting a single Content-Related Audit, select the appropriate level of verification.

- ⊗ Complex audit  
The analysis includes the Club's overall performance in ten "Development Areas". Full list below.
- ⊗ Audit of "Club Development Area"  
FDI examines one selected from the ten "Development Areas" considered.
- ⊗ Audit of specific topics  
In-depth inspection of up to two preferred specific topics on the list below.

## Audit range

### Club Development Areas



### Club Management

- ⊗ Club's environment
- ⊗ created conditions for Club development
- ⊗ Club development concept
- ⊗ Club development criteria
- ⊗ Club's content independence
- ⊗ professional education of board members
- ⊗ the quality of the arguments on which decisions are based
- ⊗ content consistency in the management of the Club
- ⊗ "Club Identity"
- ⊗ Club strategy
- ⊗ Club organizational structure | processes | procedures | documentation
- ⊗ Specialist role definitions and position profiles at the Club
- ⊗ projects in various departments of the Club | project management
- ⊗ Club management process
- ⊗ Control mechanisms in the management and development of the Club
- ⊗ work evaluation of various Club departments and Specialists
- ⊗ Specialists profiles in various Club departments
- ⊗ the way Specialists work in various Club departments
- ⊗ development of Specialists in various Club departments
- ⊗ recruitment of Board Members and department heads
- ⊗ recruitment of Specialists in various Club departments
- ⊗ cooperation with the Club's stakeholders

### Football Intellectual Foundations

- ⊗ identification of football problems | of club operations
- ⊗ football trend management
- ⊗ understanding football and understanding the game
- ⊗ list, range and hierarchy of "Content Areas" in football
- ⊗ the role and impact of "tactics" area on the Club's operations
- ⊗ tactical definitions and perception of in-game dependency
- ⊗ understanding of the long-term nature of development processes in football
- ⊗ interpretation of mechanisms in Club | Specialists | Teams | Players development process
- ⊗ football vision
- ⊗ perception of finance area in football
- ⊗ approach to communication & marketing in football
- ⊗ the influence of external factors and stakeholder groups on the Club's operations

## Football & Management

- ⊗ created conditions for development of the Sports Department
- ⊗ the concept of Sports Department development
- ⊗ criteria for the Sports Department development
- ⊗ professional education of Sports Department Specialists
- ⊗ the quality of the arguments on which Sports Department decisions are based
- ⊗ content consistency in the Sports Department management
- ⊗ Sports Department strategy
- ⊗ Sports Department organization structure | processes | procedures | documentation
- ⊗ Specialist role definitions and position profiles in the Sports Department
- ⊗ Club's football concept | numerous levels
- ⊗ Club sports projects | sports project management
- ⊗ Game Model
- ⊗ complexity and functionality of in-game solutions | quality of on-pitch performance
- ⊗ football methodology
- ⊗ Club's area of analysis
- ⊗ scouting area | recruitment in the Club
- ⊗ building the teams' squad management
- ⊗ team and player development
- ⊗ evaluation of team and player development
- ⊗ Sports Department management process
- ⊗ control mechanisms in the Sports Department management and development
- ⊗ evaluation of Sports Department divisions work
- ⊗ Specialist profiles in the Sports Department
- ⊗ the working method of Sports Department Specialists
- ⊗ development of Sports Department Specialists
- ⊗ Specialists recruitment for Sports Department
- ⊗ evaluation of Coaching Staff's work
- ⊗ work evaluation of other Sports Department Specialists
- ⊗ new technologies in Sports Department management
- ⊗ analytical and scouting solutions | external partners
- ⊗ operation of the Academy
- ⊗ way of training young players
- ⊗ football concept throughout the Club | first team + Academy
- ⊗ process of the Sports Department's cooperation with other departments in the Club

## Communication & Marketing

- ⊗ work evaluation | professional education of Communications & Marketing Specialists
- ⊗ Club's credibility
- ⊗ internal communication
- ⊗ external communication | information policy
- ⊗ Club's content communication
- ⊗ marketing activities
- ⊗ relations with Club members and supporters
- ⊗ cooperation with sponsors
- ⊗ media relations
- ⊗ television rights issue

## Finances

- ⊗ work evaluation | professional education of Financial Specialists
- ⊗ controlling in the football Club
- ⊗ Club's budget structure
- ⊗ Club's financing method
- ⊗ generating revenue on the basis of the football concept
- ⊗ Club's expense structure
- ⊗ Financial Fair Play

## Legal & Licensing

- ⊗ work evaluation | professional education of Legal & Licensing Specialists
- ⊗ Club's activities from a legal perspective
- ⊗ Club's documentation in legal terms
- ⊗ Club's contracts content
- ⊗ player transfers from a legal perspective
- ⊗ preparation for licensing processes

## Technology

- ⊗ technologies applied
- ⊗ participation of new technologies in the management of the Club
- ⊗ exploitation of the available new technology potential
- ⊗ preparing Specialists to use new technologies

## Infrastructure

- ⊗ football infrastructure
- ⊗ office infrastructure
- ⊗ commercial infrastructure

## Psychology

- ⊗ work evaluation | professional education of Psychology Specialists
- ⊗ Club activities' impact on the psyche of employees
- ⊗ psychological support for the Club's employees

## Compliance & Integrity

- ⊗ Compliance
- ⊗ Integrity
- ⊗ issue of sustainability
- ⊗ risk management procedure
- ⊗ the club as an employer

## Audit methodology

### ⊗ "Practical Theory"

The term "Practical Theory" was defined many years ago by Marcin Gabor. The author of the FDI concept used the term in every seminar, workshop, conference and other of his public speeches, drawing attention to an important message. Practice without theory is chaos, so the order of the quoted word cluster is not accidental - theory is the basis for practical actions. It is necessary to show patience with theory, because only its assimilation allows you to work at a high level. However, theory cannot be detached from practice, so it must be given a real basis, and be verified under real conditions. "Practical theory" is a carefully developed, structured and verified knowledge, covering all the elements of the "Football Identity of FDI" and the "Indicators identifying the level of football".

### ⊗ Club documentation analysis

Verification of submitted Club documents is an extremely important instrument to examine the status quo. FDI finds additional information in the documents, supporting an in-depth understanding of the Club's current status and problems. Conclusions from the reading influence the formulation of an expert assessment, also helping to plan the development process of the football club.



### ☑ **Content foundation analysis**

The Football Development Institute focuses on in-depth verification of numerous elements affecting the current level of operation in the Club, Sports Department, other designated department or particular specific topics, as well as development activities and the potential for long-term progress. The verification carried out by FDI in various content segments includes analysis of values, definitions, concepts, models, mechanisms, dependencies, projects, solutions, plans, methodologies, as well as control measures. The evaluation of the content foundation generates detailed knowledge in relation to the current state of the area being verified. Combined with "Club documentation analysis", a complete context is generated.

### ☑ **Work analysis**

FDI professionally analyzes the work of individual Specialists, divisions of the Sports Department, another selected department or several departments of the Club. Content verification of the progress and level of work is an important element, co-determining the diagnosis on the current operating of the entire football club, one of the "Club Development Areas" or a relevant specific topic. The effectiveness of the Club's transformation is largely determined by the way in which the development concept is implemented, the execution quality regarding to various components of the defined plan, and solid operational consequence. In this context, a major role falls to the employees in the football club, the divisions of the Sports Department and the various departments of the Club. The analysis of the work makes it possible to gather a wide spectrum of information and to catch the causes of possibly unsatisfactory results.

### ☑ **Documentation preparation**

The Football Development Institute prepares many documents, considering the written form as a sign of professionalism, attention to every detail, as well as structural action. Documentation is a permanent evaluation mark of the condition and development of the Club. Content documents, prepared by the FDI, are a benchmark for representatives of the football Club and the Institute itself. People representing the Club, directly involved in the cooperation, receive a precise diagnosis on the current level of the football organization's performance, get familiar with the development plans and individual assumptions, study information on the implementation of projects and progress in the given areas, as well as archive the "knowledge base". At the same time, the documentation allows FDI to continuously refer to the conclusions that have been made, to base every interaction with the Club on facts, to rigorously implement the developed concept, to analyze the progress and to summarize the ongoing development project or complex transformation program.

### ☑ **Presentations**

FDI hosts presentations at the Club's offices or, in exceptional cases, via Internet communication (remote mode). The event assumes a one-sided character, involving the presentation by the Football Development Institute of various types of content: analyses, strategies, concepts, models, plans, projects, solutions, summaries or conclusions. The multimedia presentation sets the script for the speech.

## Procedure for initiating cooperation

Taking contact with the FDI



Submitting documents

Online consultation



Feedback from the FDI

Meeting at the Club headquarters



Launch of activities





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