



FDI

Football
Development
Institute

Club Development System

"Complex Club Development" program

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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

Advisory

Content-Related Audit

Development Projects

"Complex Club
Development" program

"Complex Club Development" program

The highest degree of cooperation, the greatest power of the Football Development Institute's simultaneous influence on the cooperating football Club. It is also the best way for the Club to achieve full-scale development based on the "Football Identity of FDI" and the "Club Development Model of FDI". In the course of a long-term process, we transform the Club we support into a football organization of a new format.

Complex influence of FDI determines to professionalize the Club at various levels, establishes new standards, and transforms in many areas. Here is the list of transformed complexes:

- ✓ intellectual area | football-related
- ✓ concept
- ✓ strategy
- ✓ structure and organization
- ✓ football concept
- ✓ management
- ✓ communication | marketing
- ✓ finances
- ✓ technology
- ✓ psychology
- ✓ legal

Program modules

- ✓ developing an "Individual Club Development Plan"
- ✓ defining a specific "Club Identity"
- ✓ designing a detailed "Club Development Model"
- ✓ providing long-term support for the management and development of the Club

Three segments of the program

✓ Advisory

Advisory support is given at every stage of cooperation.

✓ Content-Related Audit

The content-related study covers the overall performance of the football Club in ten "Club Development Areas" - at the beginning of the cooperation and at the end of the program.

✓ Development Projects

FDI has defined specific content topics that directly affect the way and level of the football Club's operations, as well as its development. All projects, coming from the concept of ten "Club Development Areas," are listed below. The principles of the "Complex Club Development" program require that the status of "full realization of the project" be applied to each content topics.

Advantages of "Complex Club Development"

- ✓ basing the program on a complex and high-quality "Club Development Model of FDI"
- ✓ preceding design activities with a complex Audit, which results in an excellent understanding of the Club's realities
- ✓ setting an "Individual Club Development Plan" as a roadmap for future activities
- ✓ defining the "Club Identity" as a stable foundation for long-term development
- ✓ designing a complex, detailed, in-depth and complementary "Club Development Model", including precise structure, models and processes, and filled with specific content-related topics
- ✓ complex and long-term implementation of "Development Projects"
- ✓ high number of ongoing Development Projects allows to reform the Club on a large scale
- ✓ wide project context enables development synergies
- ✓ transformation of content structures from different "Club Development Areas", resulting in the creation of interdisciplinary development mechanisms
- ✓ "internal" nature of FDI support
- ✓ education of managers (Board Members | department heads) and other Specialists
- ✓ current advisory support

Program range

Club Development Areas



Club Management



Football Intellectual Foundations



Football & Management



Communication & Marketing



Finances



Legal & Licensing



Technology



Infrastructure



Psychology



Compliance & Integrity

Club Management

- ⊗ Change Management
- ⊗ placement in the Club's environment
- ⊗ creating conditions for the long-term Club development
- ⊗ identify the optimal ownership structure
- ⊗ define the general concept of Club development
- ⊗ setting the principles of the Club's content independence
- ⊗ education of board members and managers
- ⊗ forming the decision-making process on the basis of a multi-track argumentation
- ⊗ establishing content consistency in Club management
- ⊗ designing the "Club Development Model"
- ⊗ formulation of criteria for long-term Club development
- ⊗ defining the "Club Identity" | Club Profile
- ⊗ implementation of the "Club Identity" in operations
- ⊗ building the Club's brand
- ⊗ developing a long-term strategy for the Club
- ⊗ Club Organization Model
- ⊗ creation of the Club organization structure
- ⊗ defining Specialist roles and position profiles in various Club departments
- ⊗ creation of procedures | processes | documentation in the Club
- ⊗ "Organization & Administration" Department
- ⊗ "Communication & Marketing" Department
- ⊗ "Finance" Department
- ⊗ „Legal affairs“ Department
- ⊗ „Compliance & Integrity“ Department
- ⊗ Club Management Model
- ⊗ creation of control mechanisms | internal audit
- ⊗ project management in various Club departments
- ⊗ Work Evaluation System of various Club departments
- ⊗ optimizing the Club's operation processes
- ⊗ Specialist Management Model
- ⊗ Specialist profiles in various Club departments
- ⊗ Specialist Work Model in various Club departments
- ⊗ Specialist development system in various Club departments
- ⊗ Work Evaluation System of Specialists in various Club departments
- ⊗ recruitment system for Board members and department heads
- ⊗ arranging optimal cooperation with stakeholders
- ⊗ recruitment system for Specialists in various Club departments
- ⊗ crisis management

Football Intellectual Foundations

- ⊗ identification of football problems | of club operations
- ⊗ football trend management
- ⊗ correct football understanding as a sport and game understanding
- ⊗ creating a list, range and hierarchy of "Content Areas" in football
- ⊗ clarify the key role and impact of the "tactics" on the Club's operations
- ⊗ creation of a unified catalog of tactical definitions and systemization of in-game dependency understanding
- ⊗ forming awareness about the long-term nature of development processes in football
- ⊗ proper conceptual foundations for mechanisms creation in development process of Club | Specialists | Teams | Players
- ⊗ defining a vision of the game
- ⊗ building a content foundation for complexity and functionality of in-game solutions | quality of play
- ⊗ proper perception of finance area in football
- ⊗ professional understanding of the communication & marketing areas in football
- ⊗ correct interpretation of the external factors and stakeholder groups influence on the Club's operations

Football & Management

- ⊗ creating conditions for the long-term Sports Department development
- ⊗ defining the general concept of the Sports Department development
- ⊗ education of Sport Department Specialists
- ⊗ forming the Sports Department decision-making process on the basis of a multi-track argumentation
- ⊗ building content consistency in the Sports Department management
- ⊗ formulation of criteria for long-term Sports Department development
- ⊗ developing a long-term strategy for the Sports Department
- ⊗ Sports Department Organization Model
- ⊗ creation of the Sports Department organization structure
- ⊗ defining Specialist roles and position profiles in the Sports Department
- ⊗ creation of procedures | processes | documentation in the Sports Department
- ⊗ Building a Complex Football Concept | Football System
- ⊗ Game Model
- ⊗ Methodology Model
- ⊗ Analytical Model
- ⊗ Scouting and Recruitment Model
- ⊗ Player profiles
- ⊗ Team Squad Planning Model
- ⊗ selection of analytical and scouting solutions | external partners
- ⊗ Complementary Development Model for Teams and Players

Football & Management

- ⊗ development evaluation of teams and players
- ⊗ definition of own KPIs based on the football concept
- ⊗ Sports Department Management Model
- ⊗ creation of control mechanisms in the Sports Department | internal audit
- ⊗ project management in the Sports Department
- ⊗ Work evaluation system of the Sports Department divisions
- ⊗ optimization of operation processes in the Sports Department
- ⊗ Specialist Management Model in the Sports Department
- ⊗ Specialist profiles in the Sports Department
- ⊗ Specialist Work Model in the Sports Department
- ⊗ Specialist development system in the Sports Department
- ⊗ Work evaluation system of the Coaching Staff
- ⊗ Work evaluation system of other Specialists in the Sports Department
- ⊗ Recruitment system for Specialists in the Sports Department
- ⊗ Sports Department Division | „Football Concept“
- ⊗ Sports Department Division | „Football Development“
- ⊗ Sports Department Division | „Football Analysis“
- ⊗ Sports Department Division | „Scouting & Recruitment“
- ⊗ Sports Department Division | „Fitness Performance“
- ⊗ Sports Department Division | „Psychological Assistance“
- ⊗ Sports Department Division | „Football Science“
- ⊗ Sports Department Division | „Medical Care“
- ⊗ Sports Department Division | „Administration & Organization“
- ⊗ applying new technologies in Sports Department management and development
- ⊗ "Complex Football Concept" Unification Model | first team + Academy
- ⊗ developing a professional Academy within the Club's structures | optimization of operations
- ⊗ changing the way of young players' development
- ⊗ Multifaceted Integration Model of "Complex Football Concept" | integration between the Sports Department and other departments

Communication & Marketing

- ⊗ creating Club's credibility
- ⊗ preparation of professional internal communications
- ⊗ setting standards and content of external communication | information policy
- ⊗ forming the Club's content-related communication | foundation: "Club Identity"
- ⊗ defining marketing activities | foundation: "Club Identity"
- ⊗ creating relationships with Club members and supporters
- ⊗ using data analytics to engage with Club members and supporters
- ⊗ conceptual cooperation with sponsors
- ⊗ formation of media cooperation plan
- ⊗ improving interaction with the media
- ⊗ increasing the TV rights value

Finances

- ✓ implementation of a football club finance educational project
- ✓ running the controlling process at the Club
- ✓ creating a proper Club budget structure
- ✓ defining the proper Club's expenses structure
- ✓ setting a multifaceted way of financing the Club
- ✓ optimization of traditional revenue generating activities
- ✓ developing a revenue generation project based on the football concept
- ✓ compliance with Financial Fair Play regulations
- ✓ support in finding an investor

Legal & Licensing

- ✓ implementation of a law & licensing educational project
- ✓ formulation of legal standards in the Club's management
- ✓ creating legal environment in relation to the Club development concept
- ✓ optimization of club documentation from a legal perspective
- ✓ preparing the proper content of contracts concluded by the Club
- ✓ designing the procedure for the players transfer from a legal standpoint
- ✓ preparing for licensing processes

Technology

- ✓ optimizing the use of existing technologies
- ✓ implementation of a Club management system (IT)
- ✓ building own database and KPIs based on the football concept
- ✓ implementing technology applications from the FDI portfolio
- ✓ training Specialists to use new technologies

Infrastructure

- ✓ optimizing the use of owned football infrastructure
- ✓ designing the concept for improving football infrastructure according to the Club's development goals
- ✓ maximizing efficiency in the use of office infrastructure
- ✓ optimizing the use of commercial infrastructure

Psychology

- ☑ implementation of a psychology educational project
- ☑ developing the ability to use psychological resources in the work of Specialists
- ☑ creation of psychological support for the Club's employees

Compliance & Integrity

- ☑ implementation of the Compliance system
- ☑ defining principles of Integrity
- ☑ setting the rules for sustainable development
- ☑ conscious risk management
- ☑ defining the Club's standards as a good employer

"Complex Club Development" 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".

☑ Consulting

Consulting has great potential for better assimilation of the content provided by the FDI, obtaining detailed content interpretation, clarifying doubts, verifying one's own thinking. Interaction in the form of conversation or correspondence - applying a broader perspective - builds the foundation for a change in football awareness and an in-depth football understanding, helps to draw expertise in various areas, as well as leads to a constant and conscious companion in the Club's development process.

✔ **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.

☑ **Seminars**

All seminars are held onsite, and therefore at the Club's headquarters. Each educational event covers a highly specific topic. The seminar is held according to the structure and content of the multimedia presentation, but the largest part is covered by an educational lecture from an expert. The meeting formula may also include contextual exercises and interaction of the presenter with participants.

☑ **Workshops**

The workshop format is provided only stationary - at the Club's offices. FDI uses a task-based, issue-oriented methodology. After completing each task, participants present the results of their work, which is summarized by a content analysis from the Institute.

☑ **Progress verification**

The Football Development Institute defines a number of criteria and creates control mechanisms used to verify progress in the field of implemented development complexes, as well as individual "Development Projects". Regular examination of the carried out activities effects allows us to determine the level and pace of development, identify positive and negative aspects, while pointing to the reasons for current status.

☑ **Feedback**

Feedback is a continuation of the "Work Analysis" - it is provided to Specialists, divisions of the Sports Department, another designated department or several departments of the Club, whose activities have been reviewed. Summaries, evaluations, conclusions, corrective guidance from the FDI. All these components are intended to fulfill an educational purpose, cause the optimization of all operations and lead to the elimination of problems with practical implementation of the development plan.

☑ **Practical takeover of activities**

Application of this solution appears in two situations. First, in the case of a conceptually planned temporary takeover of detailed activities by the Football Development Institute. Second, in the Club employees' problems with the practical implementation of their set objectives and tasks. In both constellations, FDI experts take over the role of a Manager or Specialist for a limited time period. Supported specialist makes observations, uses consultations, expands knowledge, acquires practical competences, thanks to which goes through an additional educational process.

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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