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FINAL REPORT

A comparative perspective on European Football - Organizational capacity of European football clubs

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Executive summary

Aim of research project

In order to realize a sustainable development of the football pyramid, European grassroots football clubs depend on their capacity to fulfill their roles, functions and missions. This involves the ability to deploy resources from different capacity dimensions including human, financial and structural resources. The clubs' problem solving capacity is critical for survival as macro changes in the global economy have gathered pace and economic and cultural shifts and discontinuities are impacting the participation in – and consumption of – football in new and often unclear ways. Stakeholders within the European football pyramid need to know which resources contribute to minimizing organizational problems and maximizing organizational success. A better understanding of the relationship between capacities, problems and public welfare effects allows a better development of the sport. While previous academic research on European football has mainly focused on the professional level, this research paper aims at comparing the organizational capacity at the bottom of the European football pyramid. This leads to a two-step approach:

- Differences in organizational capacity and problems, as well as in the public welfare effects of football clubs across Europe are assessed.
- The influence of organizational capacity on the severity of organizational problems of football clubs, and on public welfare effects is analyzed. In particular, the effect of various capacities on problem minimization and public welfare maximization are central.

Theoretical background

Organizational capacity is understood as the ability of organizations to perform functions effectively, efficiently, and sustainably. The concept received an increasing amount of attention within the community sport context as it provides a meaningful understanding of the challenges and strengths that exist within these organizations. Despite the growing body of literature in this area, significant gaps remain when the analysis shifts to the determinants of that capacity. The continued reconfiguration of broad capacity suggests that context-specific frameworks may be more pertinent. The framework of Doherty, Misener, and Cuskelly (2014) is used as a foundation for the research project as its dimensions – human resources, finance, infrastructure, planning and development, and external relationships and networks – align with several of the distinguishing features of grassroots football clubs; specifically, the critical reliance on human resources in the form of volunteers, relatively fewer economic resources, a more informal structure, a focus on member benefit goals and activities that address those goals, and relatively fewer external linkages. Each of the capacity dimensions is expected to have varying influence on the ability of an organization to fulfill its mission and achieve its objectives. It is assumed that organizations with less lower problem levels demonstrate better performance levels.

Methodology

This research project conducts an empirical comparison between football clubs in Europe. It is designed as a cross-section study which draws primary data from a population of European football clubs in six countries (N=36,166) through an online survey consisting of roughly 30 questions. The statistical data analysis consists of descriptive statistics to portray mean differences for the respective variables in the national associations as well as more than 64 regression models to determine the effect of different dimensions of organizational capacity on a) organizational problems and b) public welfare effects – in general, and for each country in particular. Appropriate control variables are included in the regression models to account for size- and country specific effects.

Results and conclusions Over n=5,110 clubs participated in the study and indicated that attracting/retaining volunteers and referees and the cost of operation are the biggest organizational problems. European clubs do not differ substantially with respect to ranking 20 different organizational problems and the respective magnitude. The framework of organizational capacity allows demonstrating significant differences in resources that European football clubs can draw upon. The picture of how specific capacities determine problem levels is not straightforward: the effect of capacities is problem-specific and can vary for each considered association. All capacity dimensions have the potential to contribute to the organization's survival. While financial capacity is generally important, it is not contributing to public welfare as much as other capacities. UEFA might consider helping clubs in their efforts to develop strategic concepts and engage in solid financial management for the sustainability of the grassroots of European football. Moreover, UEFA might consider assisting football clubs in their efforts to receive public grants in order to generate the desired public welfare effects.

1 Introduction - Project Aim

Sport is based on fundamental social, educational and cultural values. It makes for integration, involvement in the life of society, tolerance, acceptance of differences and compliance with rules (European Commission, 2007). The European model of sport is often described as a pyramid, with European sports federations on top, national sports federations beneath them, then regional sports federations and grassroots federations and clubs at the basis (Szymanski, 2012; Wicker & Breuer, 2011). International governing bodies (i.e., UEFA) sit at the top, beneath them are their national member associations, with professional leagues and their member clubs sitting below them, and below that lies a whole range of grassroots football (Peeters & Szymanski, 2014). Grassroots sports, nowadays, is characterized by a complex mixture of three main types of providers and operators: the public (state/government), market (private/for-profit), and voluntary (nonprofit) sector (Gratton, Liu, Ramchandani, & Wilson, 2012; Hoye, Smith, Nicholson, & Stewart, 2015). Football clubs as a prototype of voluntary sports provision had a quasi-monopoly in sports in many Western European countries. Grassroots clubs have been the foundation of sports and still characterize the European sports model (Vos et al., 2012). Like in other sports, football clubs are important sport providers for the population in many European countries. Grassroots football clubs are integrated locally and serve as a platform for cultural and societal identification, they foster public and meritable values and services to accomplish the tasks of social services to a significant extent which are not usually offered on the market thus forcing the state to provide for them by itself¹.

¹As a consequence, football clubs can not only be considered to be suppliers of football but also as multi-functional aids to public welfare. The following functions of a football club can be discerned:

- Integrative function: members of different age groups, gender, and ethnic backgrounds join in in clubs and develop various forms of interaction and communication
- Socializing function: members develop a positive understanding of democracy by practicing democratic behavior and engaging in voluntary work
- Political function: clubs create local, regional, or national identity. By acting as a local self-administered institution they build a counterweight to other organizations in state and society while accomplishing tasks that cannot be easily fulfilled by the state or the economic sector (Heinemann, 1999)

Grassroots football clubs provide opportunities for physical and mental health benefits, economic returns, and social capital that may accrue through the programs and services they offer (organized physical recreation and sport) and the range of members they serve. As such, they have become a focus for achieving social policy objectives as a major player in the health and well-being of individuals and their communities (Adams, 2005; Nicholson, Hoye, & Houlihan, 2011; Taylor, 2004). Organized sport takes over governmental tasks and thus obtains public character².

The high importance of the idea of sport clubs as a tool for social change is also documented by a recent special issue of the *Sport Management Review*. Bringing people together through sport and physical activity programs, including members from socially, culturally and geographically diverse communities, provides an excellent opportunity for the development of social capital (Sherry, Schulenkorf, & Chalip, 2015). Additionally, voluntary organizations are generally perceived as important arenas in which social integration can be fostered (Østerlund & Seippel, 2013). Examples of the power of football in the community are reported by Sanders, Heys, Ravenscroft, and Burdsey (2014).

It becomes clear that those grassroots clubs are essential for a sustainable European sport pyramid. This pyramid is characterized by a system of internal solidarity to protect the future of the sport and to deliver the wider benefits to society. Solidarity runs vertically through the different levels of the pyramid (Gammelsæter & Senaux, 2011). While the grassroots clubs support professional sport by providing playing talent and developing the coaches, officials and administrators, the professional sector – the “*tip of the iceberg*” of football (UEFA, 2015a) – serves as a promoter of the sport through marketing the sport for spectators and in particular for young athletes by providing substantial funds from TV broadcast rights revenue³ (Hoye et al., 2015). Football’s importance as a social and economic phenomena within Europe cannot be disputed. Some 20 million men and women are registered as players in over 50 national football federations (Crolley & Hand, 2013). It can be assumed that the broader and more solid the

²The State provides legal protection and money to accomplish the tasks; the football clubs might fulfill them more cheaply and less bureaucratically than the State due to their different structure of wages and voluntary engagement. If a part of the expenses can be covered by membership fees, voluntary participation and donations, it is often less expensive for the State to fulfill its tasks (Heinemann, 1999).

³An example of the economic scope of the professional sector is captured in *The Deloitte Football Money League* in which the highest earning clubs are profiled (Deloitte, 2015).

foundation of the pyramid (i.e., the condition of grassroots football), the better the chances for sustainable development of the entire sport.

In order to develop sustainable, European grassroots football clubs depend on their *capacity* to fulfill their roles, functions and missions. An organizations' capacity can be understood as the ability to perform functions effectively, efficiently, and sustainable. This involves the ability to deploy resources from different capacity dimensions (Hall et al., 2003). For a football club, those resources include human, financial and structural resources. The organization's problem solving capacity is critical for the survival of the club as macro changes in the global economy have gathered pace and global economic and cultural shifts and discontinuities are impacting the participation in, and consumption of, football in new and often unclear ways (Breuer & Feiler, 2013a; Brown, 2000). It is likely that such macro effects vary across Europe, thus, different clubs in different countries may experience different problems. Current problems of European sports clubs include the recruitment and retention of members, volunteers and coaches, the financial situation of the club, but also problems regarding bureaucracy and the shadow of the game (Breuer & Feiler, 2013b, 2015; Breuer, Feiler, & Wicker, 2015). Those differences may also appear between clubs within the same country or cultural sphere. Additionally, different models of football governance and different resource utilization by clubs contribute to a picture which is neither straightforward nor simple⁴.

Managers and boards of football clubs, and also federations, need to know which resources can contribute to lowering problem levels, which, consequently, leads to more organizational success. A better understanding of the relationship between organizational capacity and problems allows the stakeholders within the European football pyramid to gain analytical and argumentative knowledge in order to develop the sport in the best possible way. For this purpose, comparative European data are needed about the relationship of football's participants within their clubs and with external stakeholders (Brown, 2000). While previous academic research on European football has mainly focused on the professional level and on topics like competitive balance, financial fair play, and tournament design, this research project aims at comparing the organizational capacity at the bottom of the European football pyramid in different countries. It

⁴Organizational problems of voluntary sport organizations are a reoccurring topic in the sport management literature as can be seen in the articles of Misener and Doherty (2013); Nowy et al. (2015); Sarnin (2012); Thiel and Mayer (2009); Vos et al. (2012); Wicker and Breuer (2010, 2013, 2014).

attempts to close the research gap on European football by generating two forms of knowledge: *argumentation* and *action* knowledge (Breuer, 2013). Grassroots football clubs are enabled to achieve an optimal position for sustainable development through improving their strategic direction of internal capacities and external relationships. Moreover, the gained knowledge allows systematic organizational learning. This project will help to reduce the complexity of managing a football club while considering its organizational policies, culture and philosophy. Empirical evidence reveals critical factors for organizational problems and makes it possible to quantify the effect of respective resources on organizational development. Managers and boards of national associations gain argumentative knowledge about the benefits football can bring to society within the respective country, e.g., arguments that have the potential to justify public subsidies for the football clubs.

Among the organizational problems investigated in this project are strategic, operational and external problems, as well as problems that have not yet been explained by the concept of organizational capacity, i.e., the problems of the shadow of the game, and – in particular – the problem of match-fixing. Match-fixing is a serious problem (Haberfeld & Sheehan, 2013) and it is therefore fruitful to analyze which capacities have the highest potential to minimize it. The aim of this research project is two-folded: First, potential differences in organizational capacity and problems of football clubs across Europe are assessed. Second, this research project analyzes the influence of organizational capacity on the severity of organizational problems of football clubs, and on public welfare. In particular, the effect of human, financial, and structural capacities on problem levels and public welfare generation are central to this research project. The empirical evaluation is based on data from an online survey of amateur (grassroots) football clubs in six European countries. Framed by the concept of organizational capacity, this study has the following main research questions:

1. Which are the key organizational problems experienced by European football clubs?
2. In how far do European football clubs differ in their organizational capacity?
3. Which resources are critical to the reduction of organizational problems of European football clubs?
4. In how far does organizational capacity impact public welfare effects of grassroots football clubs?

2 The concept of organizational capacity in football clubs

2.1 What is organizational capacity?

Organizational capacity can be understood as the ability of organizations to perform functions effectively, efficiently, and sustainably. There is an ever-increasing number of multidimensional models of organizational capacity in the nonprofit sector. The continued reconfiguration of broad capacity models is reflective of the diversity of organizational types that comprise the nonprofit sector and suggests that context-specific frameworks may be more pertinent. The framework of Doherty et al. (2014) is used as a foundation for the current project as its dimensions – human resources, finance, infrastructure, planning and development, and external relationships and networks – align with several of the distinguishing features of grassroots football clubs; specifically, the critical reliance on human resources in the form of volunteers, relatively fewer economic resources, a more informal structure, a focus on member benefit goals and activities that address those goals, and relatively fewer external linkages.

While human resources refer to the paid staff and volunteers, their competencies, knowledge, attitudes, and behavior, financial resources refer to revenues, expenses, assets, and liabilities of an organization. Infrastructure includes aspects related to internal structure and day-to-day operations, while planning and development refers to developing and drawing on strategic plans. External relationships refer to connections with funders, partners, government, media, and the public. Each of the capacity dimensions is expected to have varying influence on the ability of an organization to fulfill its mission and achieve its objectives (Hall et al., 2003).

It is critical to direct capacity-building in grassroots football clubs in such a way that it contributes to organizational achievement (i.e., goals and mission) alone and in concert (Hall et

al., 2003; Misener & Doherty, 2013). Resources are critical in the reduction of organizational problems and the production of public welfare such as youth promotion, integration, crime prevention, and health (Ulseth, 2004; Vos et al., 2012).

2.2 Organizational capacity in sports clubs

Grassroots football clubs are a type of membership association largely run by member volunteers who organize and deliver opportunities for recreational and competitive sport participation. It is important to understand the structures and processes that enable these organizations to meet their member-focused mandates (Doherty et al., 2014). As described above, organizational capacity has received an increasing amount of attention within the community sport context as an important indicator of how effective an organization is at attaining its goals and meeting the needs of its members¹. Studying this concept provides a meaningful understanding of the challenges and strengths that exist within these organizations. Despite the growing body of literature in this area, significant gaps remain when the analysis shifts to the determinants of organizational problems. A comprehensive review of the relevant literature and the key findings of previous studies on organizational capacity in sport clubs is provided in Table 2.1. For this research project, organizational capacity will be subdivided into three main dimensions: human resources, financial resources, and structural resources (see Figure 2.1; structural resources are subdivided into relationship and networking capacity, infrastructure and organizational culture).

Human resource capacity can be considered *the* key element that affects all other dimensions. It has been stressed in the literature that this dimension is crucial for a smooth functioning of an organization and that different types of human resources (i.e., paid staff, core and secondary volunteers) can be important determinants of organizational problems (Breuer & Wicker, 2011; Koski, 1995; Wicker & Breuer, 2013). Moreover, this capacity dimension incorporates the ability to mobilize members for social events which can be critical to social cohesion within the club and, thus, to the overall functioning of the club (Wicker & Breuer, 2013).

Furthermore, the sheer size of an organization in terms of the numbers of members can be a decisive factor for organizational problems as the heterogeneity of interests among members

¹Relevant literature includes – but is not limited to – the work of Doherty et al. (2014); Misener and Doherty (2009); Sharpe (2006); Wicker and Hallmann (2013)

Table 2.1: Key findings on organizational capacity in sport clubs.

Author(s)	Research Context	Dimensions considered	Critical factors
Allison (2001)	Sport clubs in Scotland	human resources, finances, facilities, structure, and links with other organizations	<ul style="list-style-type: none"> • formalization • facilities • limited and unequal partnerships, particularly as alternate sources of funding
Gumulka et al. (2005)	Canadian nonprofit voluntary organizations	human resources and finances dimensions	<ul style="list-style-type: none"> • generating external revenue • recruiting and retaining the type of volunteers needed • dedication demonstrated by club volunteers focused on member needs
Sharpe (2006)	Appleton Minor Softball League, Ontario, Canada	financial, human, and structural dimensions of capacity	<ul style="list-style-type: none"> • shortage of human capital, in terms of both volunteers and their skills and knowledge. • Social capital inherent in structured relationships
Misener and Doherty (2009)	Westbury Gymnastics Club, central Canada	all five dimensions of organizational capacity	<ul style="list-style-type: none"> • a sufficient number of volunteers with positive attitudes • knowledge and skills • a sense of trust and shared values • adequate and stable revenues • manageable expenses • financial management • frequent and open communication • a positive organizational culture • club formalization • adequate facilities • strategic planning • connections with a variety of sport and non-sport partners • effective relationship management
Wicker and Breuer (2011)	Sport clubs in Germany	not all, or even the most relevant, sport club capacity elements were necessarily considered	<ul style="list-style-type: none"> • Scarcity of volunteers • access to sport facilities • growing imbalance of expenses to revenues
Wicker and Breuer (2013)	Sport clubs in Germany	all five dimensions of organizational capacity	<ul style="list-style-type: none"> • high annual per-capita revenues • no own facilities • a policy for formation and strategy • setting value on conviviality experience

Source: Own table based on Wicker and Hallmann (2013) and Doherty et al. (2014).

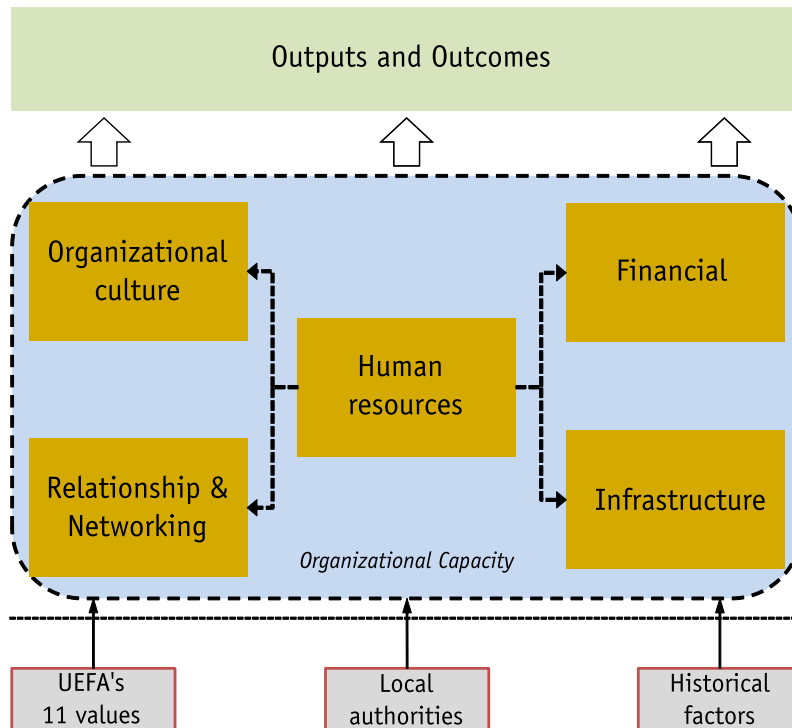


Figure 2.1: Conceptual model of organizational capacity of European football clubs.

is higher in bigger clubs and not all members can be satisfied. Findings in previous research regarding the size of the club remain mixed.

The second crucial dimension of organizational capacity is **financial** which can be understood as the ability to develop and deploy financial capital. Financial resources are the means that are needed to finance the ends of a football club (i.e., sport programs) and contribute to the sustainability of the organization. Previous research indicates that grassroots clubs across countries have notoriously low financial resources and that their financial situation and their financial uncertainty are problems of sport clubs (Lamprecht, Fischer, & Stamm, 2011; Taylor, Barrett, & Nichols, 2009). With regard to revenue structure, revenue diversification is found to lead to greater financial stability (Carroll & Stater, 2009) which positively contributes to the overall functioning of the organization and thus to the reduction of organizational problems.

Infrastructure, organizational culture and relationship & networking are part of the **structural capacity**. Hall et al. (2003, p.5) define structural capacity as *"the ability to deploy the non-financial capital that remains when the people from an organization have gone home"*. Wicker and Breuer (2013) showed that the use of public and/or own facilities determines orga-

nizational problems in mixed ways. Organizational culture is determined by cultural systems (e.g., values, ideologies) and socio-structural systems (e.g., strategies and policies). An extensive overview on the concept of organizational culture in sport clubs is provided by Maitland, Hills, and Rhind (2015). Previous research has shown that sport clubs in general convey values such as tolerance and fair play, companionship and conviviality (Breuer & Feiler, 2015). The importance of strategic planning as a driver of organizational effectiveness and a tool to minimize problems is well documented, e.g., Shilbury and Moore (2006); Wicker and Breuer (2013). Nevertheless, strategic planning does not seem to be a priority of sport clubs in general, and only few of them have such plans or policies (Breuer & Feiler, 2013b, 2015; Breuer & Wicker, 2011). Critical external relationship factors include connections with a variety of sport and non-sport partners and effective relationship management (Doherty et al., 2014).

Among the outputs or outcomes of football clubs are *public welfare effects* (such as the promotion of societal values and social integration) and the *performance* of the clubs which – for this project – is approximated by the severity of organizational problems. It is assumed that organizations with less severe problems demonstrate higher performance levels. Organizational capacity is furthermore expected to be influenced by a variety of external factors, including environmental constraints and facilitators and historical factors (Hall et al., 2003).

3 Methodology

For this research project, an empirical comparison between European football clubs is conducted. It is designed as a cross-sectional study which draws primary data from a sample of European football clubs in six countries. The selection of participating associations was made in accordance with UEFA Grassroots Coordinator Matthieu Bulliard and was based on geographical and feasibility considerations. Soon after the project started, the potential participating national associations were selected:

- two associations from Eastern Europe (Poland and Latvia)
- two associations from Mid-/ Northern Europe (Germany and Norway)
- two associations from Southern/ South-Eastern Europe (Italy and Greece)

During the research project, communication with the Greece federation turned out to be too difficult and the actual investigation of Greek clubs could not be realized – even though the questionnaire had been professionally translated already. Thanks to the continuous efforts of Matthieu Bulliard, the research team was able to obtain the interest of the Fédération Française de Football (FFF) and, in particular, the *FondaCtion du Footbal*. *FondaCtion du Footbal* works with 282 clubs in a pilot phase. The clubs are representative for the FFF and were invited to take part in the survey at a late stage of the project.

3.1 Data collection, sample sizes and response rates

The selected national associations mentioned above were contacted by e-mail and provided with general information on the intention of the research project. This initial e-mail also included a request to name a contact person that would be able to provide contact information (e-mail addresses) of the association's clubs. The requested e-mail addresses had to belong to the president, board members, or club secretary in order to ensure a qualified assessment of the club's current situation. More than 12,500 club's email-addresses across five countries were provided

to the research team. Germany's football association refused to provide their members' contact information for privacy reasons, however, they were willing to make use of their internal e-mail system (DFBnet) to invite the boarder members to participate in the survey. The quality of the samples provided by the national associations differed – for example, more than 10 % of the e-mail addresses provided for Italy were invalid, while this figure was much lower for other associations.

The software *EFS-Suite 10.3* was used to program the online survey and to handle the administration of participants (e.g., invitations and reminders). The invitation e-mails informed the potential respondents that the survey was anonymous and that data were treated confidentially and only used in relation to the research project. These e-mails also contained a personalized link to the questionnaire, which allowed the respondents to log in and out while filling in the data – the questionnaire did not have to be filled out in one session or by one single person. The sample was reduced by dropouts, which were mainly related to incorrect e-mail addresses or by the fact that the corresponding person no longer worked for the organization.

A technical problem that had to be taken care of was the so called **SenderPolicyFramework**¹-restriction. In the case of Italy and Norway, for example, more than 25 % of the clubs initially blocked the invitational e-mail that has been sent with the software – for Polish clubs this figure was even higher. This problem was circumvented by sending e-mails directly from the project's e-mail account.

Response rates varied across the countries and are reported in Table 3.1. As no similar project had been conducted before, no incentives other than a future results report was given to the clubs, and the number of clubs varies from 60 (Latvia) to roughly 25,000 clubs (Germany), the targeted sample size was adjusted and set relative to the number of provided e-mail addresses and within the range of 10-25 %. The questionnaire was in the field for German clubs from 25.09.-24.10., for Italian clubs from 11.11.-30.11., for Norwegian clubs from 04.11.-12.12., for Latvian clubs from 27.11- 23.12., for Polish clubs from 11.12.-23.12.2014, and for French clubs from 16.03.-15.04.2015. Where it was possible, reminders were sent to respondents that had not

¹**SPF** - a simple email validation system designed to detect email spoofing by providing a mechanism to allow receiving mail exchangers to check that incoming mail from a domain is being sent from a host authorized by that domain's administrators.

begun or completed the survey entirely roughly ten days before the end of the survey period.

Table 3.1: Potential Participants, actual participants and response rates

	Germany	Italy	Latvia	Norway	Poland	France
Sample Size I	n/a	6080	31	1808	4333	282
Drop-outs	n/a	815	0	93	135	10
Sample Size II	23632	5265	31	1715	4198	272
Participants	3382	703	16	230	697	88
Response rate	14.3 %	13.4 %	51.6 %	13.4 %	16.6 %	32.4 %

Sample Size 1: # of e-mail addresses provided by the respective contact person

Drop-outs: # of clubs that could not be reached under the provided e-mail address

Sample Size 2: # of invitations successfully delivered

Participants: # of begun online questionnaires

3.2 Operationalization of Key Variables

The online questionnaire consisted of approximately 30 questions in which the football clubs were asked for their situation regarding the structure of members, use of own and/or shared sport facilities, staff, philosophy, problems the organization is facing, and finances (see Appendix A). It must be noted that the figures on finances and members refer to 2013, the year before the survey was administered because it was the latest household year completed².

Within the following section, Tables 3.2-3.10 give an overview on the key variables under investigation. Most of the employed variables have been employed in previous research within the European sport club context, e.g., Wicker, Vos, Scheerder, and Breuer (2013).

3.2.1 General characteristics of football clubs in Europe

In order to portray general characteristics of the investigated clubs, board members were asked to indicate their year of foundation (*age_organ*), the number of *members* in general and within four gender/age combinations. By this, it was possible to calculate the respective share of females (*share_female*) and youth members (*share_youth*). In order to ensure the focus on the project on the grassroots level of European football, clubs were asked to indicate the highest division one of their adult male teams is competing in. Afterwards, a dummy variable (*amateur*) was created when the club did not participate in the two highest national divisions (0=no amateur club, 1=amateur club).

²French clubs were asked to refer to the 2013/14 season.

Table 3.2: General characteristics of football clubs in Europe.

Variable	Description	Scale
<i>age_organ</i>	Age of the organization	Metric
<i>members</i>	Number of members	Metric
<i>share_female</i>	Share of female members (in %)	Metric
<i>share_youth</i>	Share of members under the age of 18 (in %)	Metric
<i>amateur</i>	Club plays amateur football (1=yes)	Dummy

3.2.2 Capacity variables

Operationalization of human resource variables

The most critical human resource in football clubs are volunteers, which can be divided into core volunteers and secondary volunteers. Core volunteers have a formal position in the club, while secondary volunteers only work sporadically in the club, for example in the context of organizing sport events or club festivities (Wicker & Breuer, 2011). The board members of the clubs provided information on the number of core volunteers – i.e., those that hold a formalized position in the club – and the share of paid (*cv_paid*), and female staff (*cv_female*). The total number of formalized staff was then set in relation to total members (*cv_percapita*). When clubs indicated at least a score of 3 out of 5 on the statement "Our club can build upon a solid base of computer skills", the dummy variable (*compsci_skills*) takes on the value of 1. The share of secondary volunteers is captured by the variable *sv*.

Table 3.3: Operationalization of human resource variables.

Variable	Description	Scale
<i>cv_percapita</i>	Core volunteers (per member)	Metric
<i>cv_paid</i>	Share of paid staff (in %)	Metric
<i>cv_female</i>	Share of female core volunteers staff (in %)	Metric
<i>qual</i>	Degree of training staff with formal qualification (in %)	Metric
<i>compsci_skills</i>	Club has sufficient computer skills (1=yes)	Dummy
<i>sv</i>	Share of secondary volunteers (in %)	Metric

Operationalization of organizational culture variables

Organizational culture can be operationalized within three dimensions: strategy, policies and values (Doherty et al., 2014). For the **strategy** dimension, clubs were asked for the level of agreement on four statements: whether the club follows a strategy (*strategy*), aims to increase membership numbers (*grow*), wants to stay the same way as it is (*nochange*), and/or aims to satisfy all members (*satisfy*). The **policy** dimension of organizational culture was operational-

ized by two subjective (*imitate* and *qual_service*) and one subjective measure (*develop*). For the **value** dimension, board members indicated their level of emphasis on tradition (*v_tradition*), companionship and conviviality (*v_companionship*) and the promotion of values such as fair play and tolerance (*v_fp_tolerance*). The cohesion within the club was operationalized by the share of members that were attending a club’s convivial gathering within 2013 (*innercohesion*).

Table 3.4: Operationalization of organizational culture variables.

Variable	Description	Scale
Strategy (1 = do not agree at all, 5 = totally agree)		
<i>strategy</i>	Our club has a strategy.	Ordinal
<i>grow</i>	Our club is pursuing the goal of increasing membership numbers.	Ordinal
<i>nochange</i>	Our club should stay the way it is.	Ordinal
<i>satisfy</i>	Our club aims to satisfy <i>all</i> members.	Ordinal
Policies (1 = do not agree at all, 5 = totally agree; except <i>develop</i>)		
<i>develop</i>	Club has a person who takes care of the development of staff and volunteers (1 = yes)	Dummy
<i>imitate</i>	Our club tries to imitate the offers of commercial sport providers.	Ordinal
<i>qual_service</i>	Our club sets value on the quality of football programs.	Ordinal
Values (1 = do not agree at all, 5 = totally agree; except <i>innercohesion</i>)		
<i>v_tradition</i>	Our club sets high value on tradition.	Ordinal
<i>v_companionship</i>	Our club sets high value on companionship and conviviality.	Ordinal
<i>v_fp_tolerance</i>	Our club wishes to convey values such as fair play and tolerance.	Ordinal
<i>innercohesion</i>	Share of members attending a club’s convivial gathering (in %)	Metric

Operationalization of infrastructural variables

For the infrastructural capacity variables, clubs stated whether they are using their own facilities and/or shared facilities (*f_own*, *f_other*). A sufficient IT-infrastructure (*it_infra*) is indicated when a club’s level of agreement on the statement ”*The IT-infrastructure in our club is adequate.*” was at least 3 (out of 5).

Table 3.5: Operationalization of infrastructural variables.

Variable	Description	Scale
<i>f_own</i>	Club uses its own sport facilities (1 = yes)	Dummy
<i>f_other</i>	Club uses public facilities and/or facilities of schools (1 = yes)	Dummy
<i>it_infra</i>	Club has sufficient IT-infrastructure (1 = yes)	Dummy

Operationalization of relationship and networking variables

To portray the relationship and networking capacities, clubs first were asked if they cooperate with another cooperation (*coop*). In a second step, clubs could chose from on a list of institutions with which this club cooperates with. This list included commercial suppliers

(*coop_profit*), kindergartens (*coop_preschool*), schools (*coop_school*), other clubs (*coop_clubs*), local sport authorities (*coop_local*), and other types of institutions (*coop_others*). The number of cooperations (*coop_number*) was then set in relation to the number of members in the club (*coop_percapita*).

Table 3.6: Operationalization of relationship and networking variables.

Variable	Description	Scale
<i>coop</i>	Club cooperates with other institution (1 = yes)	Dummy
<i>coop_number</i>	Number of institutions club cooperates with	Metric
<i>cpc100</i>	Number of institutions club cooperates with (per 100 members)	Metric
<i>coop_profit</i>	Club cooperates with commercial suppliers (1 = yes)	Dummy
<i>coop_preschool</i>	Club cooperates with kindergartens (1 = yes)	Dummy
<i>coop_school</i>	Club cooperates with schools (1 = yes)	Dummy
<i>coop_clubs</i>	Club cooperates with other clubs (1 = yes)	Dummy
<i>coop_local</i>	Club cooperates with local sport authorities (1 = yes)	Dummy
<i>coop_others</i>	Club cooperates with other types of organizations (1 = yes)	Dummy

Operationalization of financial resources

Finding adequate measures was particularly challenging in the financial dimension. Unlike for-profit organizations that consider measures like operating margin and profit, nonprofits are mainly concerned with breaking even as a minimum requirement (Winand, Zintz, & Schreeder, 2012). Also, there is a need for measures that are applicable for organizations of all sizes. Therefore, per capita measures should be preferred over total measures (Koski, 1995; Winand et al., 2012).

rev13_percapita is obtained through dividing the total revenues in 2013 (*rev2013*) by the number of members. The dependency on public grants (*pub_share*) is calculated by setting revenues from public funds relative to total revenues. Similarly, the expenses in 2013 (*exp2013*) are also set in relation to total members (*exp2013_percapita*). *Exp2013_pc_tstaff* captures the costs for training staff relative to total expenses in 2013.

Other general financial measures include whether the organization could at least break even during the last financial year (*breakeven*), i.e., overall revenues were equal to or higher than its expenses and the per capita profit in 2013 (*profit*). The level of revenue concentration (*rev2013_conc*) is measured with a Herfindahl index. This index has already been applied in previous research on nonprofit organizations where it was used as a measure for revenue

concentration (Carroll & Stater, 2009; Chang & Tuckman, 1994). Generally speaking, this index is defined as the sum of the squared proportions of the revenue sources and, thus, captures the two elements of the number of sources and the extent to which the money is distributed across sources (Chang & Tuckman, 1994). Similar measures can be found in previous research on sport governing bodies and sport organizations (Nowy et al., 2015; Wicker & Breuer, 2013; Winand et al., 2012).

Table 3.7: Operationalization of financial resources.

Variable	Description	Scale
Revenues in 2013		
<i>rev2013</i>	Revenues in 2013 (in €)	Metric
<i>rev13_percapita</i>	Per capita revenues in 2013 (in €)	Metric
<i>rev2013_conc</i>	Herfindahl Index; measures revenue concentration (0=perfect diversification, 1=perfect concentration)	Metric
<i>pub_share</i>	Ratio of revenues from public funds to total revenues (in %)	Metric
Expenses in 2013		
<i>exp2013</i>	Expenses in 2013 (in €)	Metric
<i>exp2013_percapita</i>	Per capita expenses in 2013 (in €)	Metric
<i>exp2013_pc_tstaff</i>	Per capita expenses for training staff in 2013 (in €)	Metric
Breakeven / Profit		
<i>breakeven</i>	Club does at least break even (1 = yes)	Dummy
<i>profit</i>	Per capita profit in 2013 (in €)	Metric

3.2.3 Organizational problems

Organizational problems were operationalized within four dimensions: external, operational, strategic, and shadow of the game (Table 3.8). All problems are assessed on a 5-point Likert scale ranging from 1 = no problem at all to 5 = a very big problem. Five problems fall within the **external** dimension, including the demographic development (*p_demographic*), the number of laws, regulations, rules (*p_bureaucracy*), local competition by other clubs (*p_compet_fs*), commercial sport suppliers (*p_compet_cs*), and competition by municipal/local sport suppliers (*p_compet_ls*). For the **operational** problems of football clubs, it was asked for the severity of the problems of attracting/retaining instructors and trainers (*p_trainingstaff*), attracting/retaining young competitive athletes (*p_youngtalent*), attracting/retaining referees (*p_referees*), the cost of running the sport (*p_costoper*) as well as the problems of the condition and timely availability of the sports facilities use (*p_f_condition* and *p_f_time*). **Strategic** problems include the uncertainty of future public grants (*p_uncertain_pg*), attracting/retaining members (*p_member*), attracting/retaining volunteers (*p_volunteer*), the financial situation of the club/division (*p_finance*), and the overall outlook of the club (*p_outlook*). Four problems fall under the category of the problem dimension **shadow of the game**: manipulation of games (*p_manipulation*), violence during clubs' games (*p_violence*), racism during clubs' games (*p_racism*), and discrimination during games of clubs (*p_discrimination*).

To reduce the multidimensional dimensions of problems that clubs are facing indexes were constructed³. The internal consistency of these indexes is controlled with Cronbach's α levels above the threshold of 0.7 (Hair, Anderson, Tatham, & Black, 2009).

³For example, the index *p_index_sh* was computed as follows, where the severity of the problem dimension is indicated for n items on a m -point Likert scale.

$$\frac{(\sum_1^n \text{Severity of problem } n) - n}{n * m} * 100 \quad (3.1)$$

For the following example, it is assumed that a club indicated rates the first problem 3 out of 5, the second 1 out of 5, the third 4 out of 5, and the fourth problem within this dimension 3 out of 5. The clubs' individual index score therefore would be:

$$\frac{3+1+4+3-4}{(4 * 5)} * 100 = 35.0 \quad (3.2)$$

Table 3.8: Operationalization of organizational problems.

Variable	Description	Scale
External problems (1 = no problem at all, 5 = a very big problem)		
<i>p_demographic</i>	The demographic development	Ordinal
<i>p_bureaucracy</i>	Number of laws, regulations, rules	Ordinal
<i>p_compet_fc</i>	Local competition by other football clubs	Ordinal
<i>p_compet_cs</i>	Local competition by commercial sports suppliers	Ordinal
<i>p_compet_ls</i>	Local competition by municipal / local sports suppliers	Ordinal
Operational problems (1 = no problem at all, 5 = a very big problem)		
<i>p_trainingstaff</i>	Attracting / retaining instructors and trainers	Ordinal
<i>p_youngtalent</i>	Attracting / retaining young competitive athletes	Ordinal
<i>p_referees</i>	Attracting / retaining referees	Ordinal
<i>p_costoper</i>	Cost of running the sport	Ordinal
<i>p_f_condition</i>	Condition of sports facilities used	Ordinal
<i>p_f_time</i>	Time availability of sports facilities	Ordinal
Strategic problems (1 = no problem at all, 5 = a very big problem)		
<i>p_uncertain_pg</i>	Uncertainty regarding future public grants	Ordinal
<i>p_member</i>	Attracting / retaining members	Ordinal
<i>p_volunteer</i>	Attracting / retaining volunteers	Ordinal
<i>p_finance</i>	Financial situation of your club /department	Ordinal
<i>p_outlook</i>	Uncertainty regarding the overall outlook of your club or division	Ordinal
Shadow of the game problems (1 = no problem at all, 5 = a very big problem)		
<i>p_manipulation</i>	Manipulation of club's games	Ordinal
<i>p_violence</i>	Violence during games of club	Ordinal
<i>p_racism</i>	Racism during games of club	Ordinal
<i>p_discrimination</i>	Discrimination during games of club	Ordinal
Indexes of problem areas (0 = not problematic at all, 100 = very problematic)		
<i>p_index_ex</i>	Index for external problems	Metric
<i>p_index_op</i>	Index for operational problems	Metric
<i>p_index_st</i>	Index for strategic problems	Metric
<i>p_index_sh</i>	Index for shadow of the game problems	Metric

3.2.4 Public welfare effects

Two dimensions of potential public welfare effects were formed: the **promotion of societal values** and the **social integration** of marginal or fringe groups (Table 3.9). Club leaders were asked to indicate their level of agreement on the statements regarding the club’s emphasis on the equal participation of girls and women (*equal*), conveying fair play and tolerance (*fairplay*) and the shadow of the game (*integrityofgame*). Moreover, clubs were asked if they have taken anti-racism measures (*antiracism*) and/or anti-discrimination measures (*antidiscrimi*). Among the marginal groups that football clubs aim to integrate are people with disabilities (*disab*), people with a migrant background (*mig*), older people (*old*), families (*family*), people with lower income (*lowinc*) and kids and teenagers (*kidsteens*). For both dimensions of public welfare effects an index is constructed as well (*index_sv*) and (*index_si*).

Table 3.9: Operationalization of public welfare effects.

Variable	Description	Scale
Promotion of societal values (1 = do not agree at all, 5 = totally agree)		
<i>equal</i>	Our club promotes equal participation of girls and women.	Ordinal
<i>fairplay</i>	Our club wishes to convey values such as fair play and tolerance.	Ordinal
<i>antiracism</i>	Our club has taken anti-racism measures.	Ordinal
<i>antidiscrimi</i>	Our club has taken anti-discrimination measures.	Ordinal
<i>integrityofgame</i>	The integrity of football is very important to our club.	Ordinal
Social Integration (1 = do not agree at all, 5 = totally agree)		
<i>disab</i>	Our club enables people with disabilities to play football.	Ordinal
<i>mig</i>	Our club enables people with people from migrant backgrounds to play football.	Ordinal
<i>old</i>	Our club enables older people to play football.	Ordinal
<i>family</i>	Our club enables families to play football and wants to be family-friendly.	Ordinal
<i>lowinc</i>	Our club enables people with low incomes to play football.	Ordinal
<i>kidsteens</i>	Our club enables enables children and teenagers to play football.	Ordinal
Indexes of public welfare areas		
<i>index_sv</i>	Index for societal values	Metric
<i>index_si</i>	Index for social integration	Metric

3.2.5 Potential environmental constraints/facilitates

UEFA’s 11 key values were rephrased on the club-level to detect the level of agreement of the grassroots clubs with those general values of the highest European football authority/association. The club-level statements are reported in Table 3.10.

Other potential environmental constraints/facilitators include the communal influences – measured objectively and subjectively. Clubs indicated the size of the community (*sizecommu-*

nity) and whether the public grants received are subject to specific conditions (*pf_conditional*). Also clubs were asked to indicate their perception of the power of local sports authorities to push through their sports policy through funding conditions (*pf_power*).

To assess the competitive environment in which football clubs operate board members were also asked if they feel that other (more) cooperations are necessary for the sustainability of their clubs (*pressure*) are necessary.

Table 3.10: Potential environmental constraints/facilitates.

Variable	Description	Scale
UEFA's 11 values (1 = do not agree at all, 5 = totally agree – expect <i>index11values</i>)		
<i>uefa01</i>	In the view of our club, football is first and foremost a game and not a product, is first and foremost a sport and not a market, is first and foremost a spectacle and not a business.	Ordinal
<i>uefa02</i>	Our club works hand-in-hand with regional football associations and the national federation - while adhering to the principle of subsidiarity.	Ordinal
<i>uefa03</i>	Our club does not act according to dictate, but rather on the basis of common consensus.	Ordinal
<i>uefa04</i>	Our club advocates Good Governance - openness, democracy, transparency and responsibility.	Ordinal
<i>uefa05</i>	As grassroots football makes football so strong, our football club protects the local and regional identity of our sport.	Ordinal
<i>uefa06</i>	Our club wishes to protect the future of our children and prevent them from being torn out of their familiar surroundings and transferred to foreign countries at a young age.	Ordinal
<i>uefa07</i>	Betting is a source of income, but also poses a threat to football and in particular the integrity of competitions. Our club has a particular focus on the unconditional dedication to protecting the sport's integrity in order to retain the true spirit of the games.	Ordinal
<i>uefa08</i>	In the view of our club, Financial Fair Play means working in a transparent and responsible way in order to protect sporting competition as well as oneself.	Ordinal
<i>uefa09</i>	National teams and club football are two indispensable and complementary components of football, on which the development of football on a local and regional level depends.	Ordinal
<i>uefa10</i>	Respect is an important principle in football. Our club stands for: zero tolerance with regard to racism, violence and doping, as football unites nations and overcomes differences.	Ordinal
<i>uefa11</i>	Our club is not an ordinary business, and the particularities of the sport must be recognized.	Ordinal
<i>index11values</i>	Index for level of agreement with UEFA's 11 values.	Metric
Communal influences (1 = do not agree at all, 5 = totally agree; except <i>sizecommunity</i>)		
<i>sizecommunity</i>	Size of community (1 < 20,000; 2 = 20,001 - 100,000; 3 = 100,001 - 500,000; 4 = more than 500,000)	Ordinal
<i>pf_conditional</i>	Public grants for our club are tied to specific conditions.	Ordinal
<i>pf_power</i>	The local sports authorities are in a position to push through their sports policy aims through funding conditions for our club.	Ordinal
Pressure for cooperation		
<i>pressure</i>	Club feels that other (more) cooperations are necessary for the sustainability of the club (1 = yes)	Dummy

3.3 Data Analysis

The statistical data analysis consists of:

- **descriptive statistics**, to portray mean differences for for the respective variables in the national associations countries
- 30 **correlation analyses** to test for a relationship between the level of agreement with UEFA's 11 key values and organizational problems / potential public welfare effects
- 64 ordinary least squares (OLS) **multiple regression models** to determine the effect of different dimensions of organizational capacity on a) organizational problems and b) public welfare effects – in general, and for each country in particular.

Appropriate control variable are included in the regression models to account for size effects and country specific phenomena. With respect to the financial dimension of organizational capacity it must be noted that in order to compare the Norwegian financial values with the rest of the sample, the exchange rate as of 31st December 2013 was used to transform the values from Norwegian Crowns into Euro values. To normalize potentially skewed values, the natural logarithm of per capita revenues and per capita expenses for training staff is used in selected regression models, which is an often applied procedure in financial studies (Carroll & Stater, 2009; Nowy et al., 2015; Wicker, Breuer, Lamprecht, & Fischer, 2014).

To analyze the impact of different capacities on the severity of external problems, problem-specific analysis is carried out for the combined sample of German, Polish, Italian, Norwegian, and French clubs. The German clubs serve as the reference group when country-dummies are included in the regression analyses. Additionally, country-level regression models were constructed for the external problem index score. The same procedure – problem-specific analysis for the combined sample, and country-level analysis for the respective problem index – was followed for the problem dimensions strategy and shadow of the game.

For the operational problem index, the level of Cronbach's α was not sufficient enough for simplified analysis. Therefore, next to the problem-specific regression models across the combined sample, country-level regression models are set up to find the influencing factors of the biggest problem in this dimension: attracting/retaining *referees*.

Moreover, to determine the effect of different dimensions of organizational capacity on the public welfare effects that clubs generate, additional regression estimations were run. Similar to the analysis of organizational problems, item-specific analysis was conducted for the combined sample, and country-specific analysis for the respective index of the dimension.

An α -level of .05 is used for statistical tests if not otherwise specified. To avoid multicollinearity issues, it is checked that all variance inflation factors (VIFs) are below the suggested threshold of 10 (Hair et al., 2009), which is the case for all reported results. No country-specific regression models for Latvia and France are reported as the number of observations was too small for the complex regression models.

4 Results

4.1 Descriptive Results

In the following section, the descriptive results are presented. For each variable, the lowest value is reported in *italic* print, the highest value in **bold** print, respectively. Due to the small sample size, the descriptive results for Latvian clubs (*LV*) are only reported in selected tables and figures, however, it is not elaborated upon the respective values. Within the following tables, *CS* denotes the combined sample of German (*GE*), Polish (*PO*), Italian (*IT*), Norwegian (*NO*) and French (*FR*) clubs.

4.1.1 General characteristics of football clubs in the sample

More than 50% of the Germans clubs were founded before 1930, while half of the sampled Polish clubs were founded after 1976. In Italy, only 50% of the clubs indicated that they were founded before 1987, while half of the sampled clubs Norwegian exist for more than 85 years.

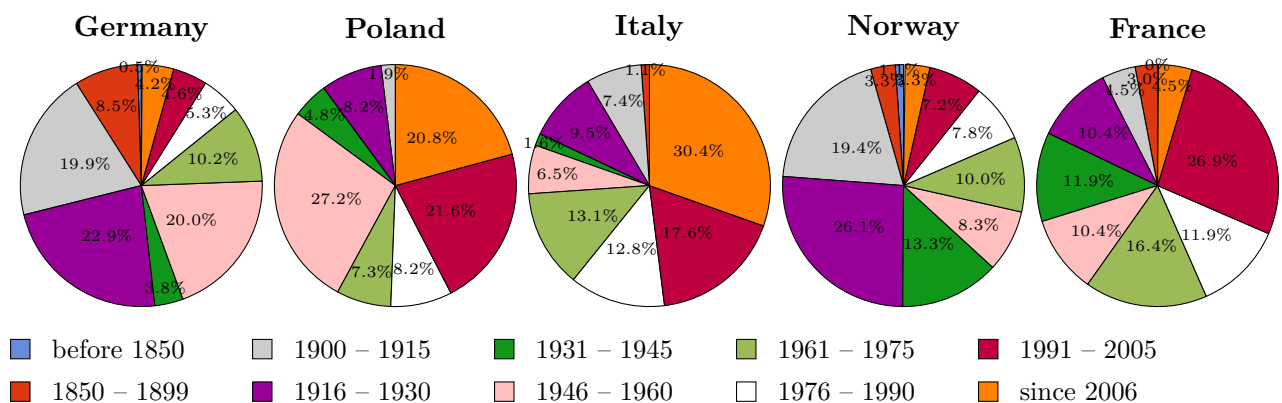


Figure 4.1: Clubs' year of foundation.

From Table 4.1 it becomes apparent that clubs in Poland on average have the lowest membership numbers of the five considered national associations. The share of female members in Norway is eight times higher than in Italy (Fig. 4.2), while the share of youth members is

lowest in Germany – almost half the figure as in Italy (Fig. 4.3). Almost 97% of the surveyed clubs do not have teams participating in the highest two divisions, therefore, the sample can be considered as a sample of grassroots football clubs from the involved associations.

Table 4.1: General structure of clubs under investigation.

	GE	PO	IT	NO	FR	LV	CS
<i>members</i>	278.5	90.1	173.9	317.8	384.9	175.3	237.0
<i>share_female</i>	12.3%	5.7%	3.7%	28.5%	8.6%	0.6%	10.8%
<i>share_youth</i>	41.8%	49.7%	82.1%	68.1%	60.0%	74.4%	50.5%
<i>amateur</i>	99.2%	95.6%	90.1%	91.2%	94.7%	33.0%	96.9%

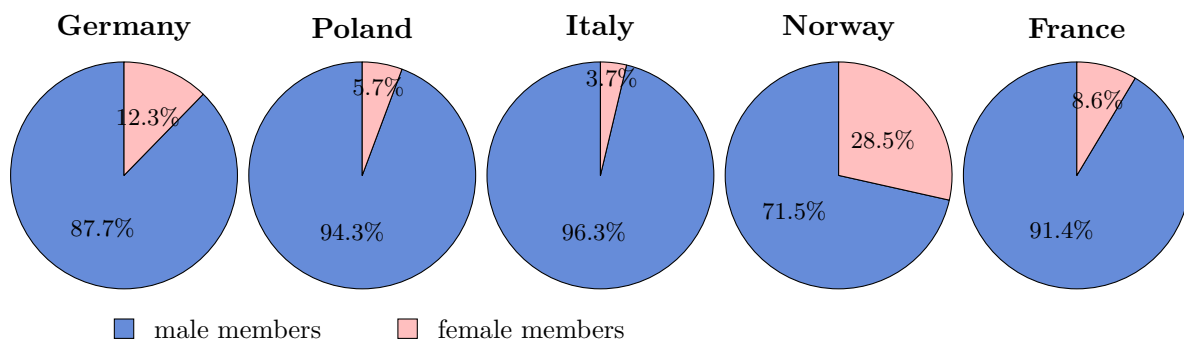


Figure 4.2: Gender distribution of members.

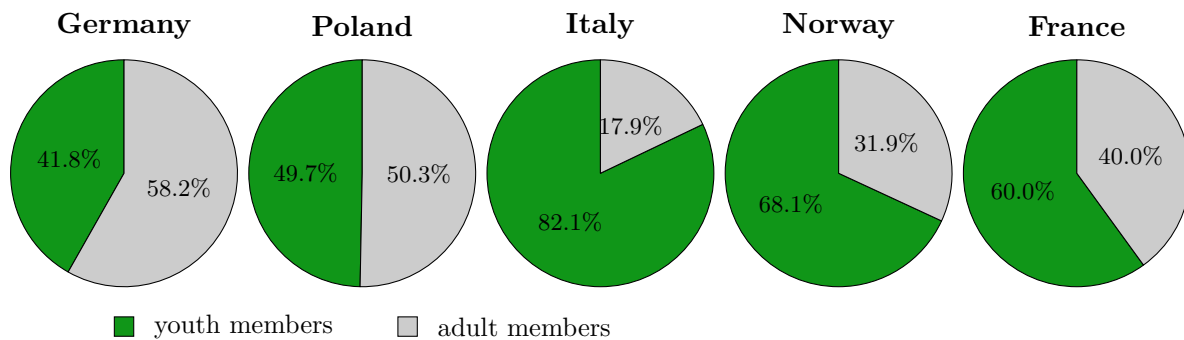


Figure 4.3: Age distribution of members.

4.1.2 Organizational capacities

Human resources

While Norwegian, German and French clubs show similar figures regarding the relation of formalized positions to total members in the club, this relation is almost twice as high in Polish and Italian clubs. Almost 20% of the formalized positions in the club are paid in Poland, compared to 14%, 12%, 9%, and 6% in Italy, Norway, Germany and France, respectively. Corresponding with the high share of female members in Norwegian clubs, 22.5% of the formalized positions in Norway are held by women. On the contrary, only 6.8% of such positions are held by females in Poland. The share of formally qualified training staff is by far highest in Poland, followed by Italy and Norway, while German clubs display the lowest share (see Table 4.2). Less than half of the Norwegian clubs believe that they possess sufficient computer skills, while in Italy this amounts to two out of three clubs. The share of secondary volunteers is lowest in Germany (27.7%), and around 42% in Italy, Norway, and Poland.

Table 4.2: Comparison of means – Human resources.

	GE	PO	IT	NO	FR	LV	CS
<i>cv_percapita</i>	0.13	0.20	0.21	<i>0.13</i>	0.13	n/a	0.15
<i>cv_paid</i>	8.6%	19.7%	14.0%	12.3%	<i>6.2%</i>	n/a	11.0%
<i>cv_female</i>	10.4%	<i>6.8%</i>	8.6%	22.5%	13.8%	n/a	10.4%
<i>qual</i>	<i>36.0%</i>	81.1%	57.5%	49.8%	59.5%	49.0%	47.0%
<i>compsci_skills</i>	60.8%	51.8%	68.4%	<i>42.3%</i>	48.5%	66.7%	59.3%
<i>sv</i>	<i>27.7%</i>	42.7%	42.1%	41.7%	37.4%	33.0%	32.9%

Structural resources

Italian and Norwegian clubs appear to be most likely to follow a strategic concept and are least resistant to change (Table 4.3). German clubs show the lowest emphasis on growing membership numbers, and the highest level of resistance to change. Moreover, one third of the German clubs, and almost one out of two French clubs have a person in charge for the development of their training staff, while only 18% of the Polish club have such a position. Imitating the offers from commercial suppliers appears to be a common policy in Norway but not in Germany and Italy. All clubs put strong emphasis on the quality of their services. Of all investigated associations, Italian clubs value tradition and companionship the most. Across the combined sample, Norwegian clubs value tradition least, Polish clubs companionship, respectively. On average, more than half of the clubs' members participated in social events of their clubs in

2013 - only French clubs report lower percentages.

Table 4.3: Comparison of means – Organizational culture.

	GE	PO	IT	NO	FR	LV	CS
Strategy							
<i>strategy</i>	3.45	3.25	3.86	3.80	3.40	3.69	3.49
<i>grow</i>	3.62	3.91	3.86	4.07	3.75	3.50	3.72
<i>nochange</i>	2.84	2.77	2.70	2.28	2.74	2.50	2.78
<i>satisfy</i>	4.00	3.83	4.52	3.83	4.13	3.33	4.04
Policies							
<i>develop</i>	32.5 %	18.2 %	23.7 %	25.0 %	48.1 %	55.6 %	29.1 %
<i>imitate</i>	2.12	3.32	2.48	3.58	3.04	2.67	2.44
<i>qual_service</i>	3.67	3.70	3.92	4.01	4.40	3.92	3.74
Values							
<i>v_tradition</i>	3.50	3.65	3.85	3.34	3.48	3.77	3.56
<i>v_companionship</i>	4.16	4.00	4.51	4.41	4.27	4.00	4.20
<i>innercohesion</i>	51.5 %	57.5 %	57.9 %	51.1 %	43.4 %	48.7 %	53.1 %

Substantial differences in the infrastructural resources from which the clubs can draw upon exist: While only one out of five Italian clubs uses their own facilities, four out of five Norwegian clubs practice their sport within own facilities (Table 4.4). Furthermore, 75 % of all investigated clubs – and almost all French clubs – use shared facilities. It appears that the IT-infrastructure is still a challenge for European clubs as almost two thirds of the clubs – and in Poland roughly 80% – consider their IT-infrastructure as insufficient.

Table 4.4: Comparison of means – Infrastructure.

	GE	PO	IT	NO	FR	LV	CS
<i>f_own</i>	61.6 %	37.9 %	20.0 %	81.8 %	53.7 %	79.9 %	53.6 %
<i>f_other</i>	74.5 %	86.6 %	85.8 %	78.0 %	94.0 %	100.0 %	78.3 %
<i>it_infra</i>	37.6 %	21.7 %	50.1 %	29.7 %	35.3 %	41.7 %	36.4 %

Regarding cooperations with other institutions, Polish clubs have the highest share of clubs that cooperate with other institutions (86 %) – in Germany, only one out of two clubs cooperate (Table 4.5). Set in relation with total members, Polish clubs have – on average – nine times as many cooperations than German clubs. For Germany, Italy, and Norway the most frequently stated form of institution a club cooperates with are other football clubs. In Poland and France, the most frequent institution clubs cooperate with are schools.

Table 4.5: Comparison of means – Number and type of cooperations.

	GE	PO	IT	NO	FR	LV	CS
<i>coop</i>	53.8%	86.2%	67.5%	66.9%	73.2%	100.0%	61.7%
<i>coop_number</i>	1.24	2.62	1.95	1.87	2.09	3.90	1.60
<i>cpc100</i>	0.69	4.52	1.55	1.09	0.69	n/a	1.44
<i>coop_profit</i>	4.9%	28.9%	29.7%	30.5%	30.4%	40.0%	13.7%
<i>coop_preschool</i>	20.6%	22.1%	13.8%	13.9%	10.7%	90.0%	19.4%
<i>coop_school</i>	36.7%	72.5%	44.1%	35.1%	62.5%	100.0%	43.6%
<i>coop_clubs</i>	39.1%	70.1%	51.4%	58.3%	35.7%	70.0%	46.4%
<i>coop_local</i>	15.0%	50.6%	41.8%	39.1%	44.6%	80.0%	25.9%
<i>coop_others</i>	7.5%	18.1%	14.7%	10.6%	25.0%	10.0%	10.6%

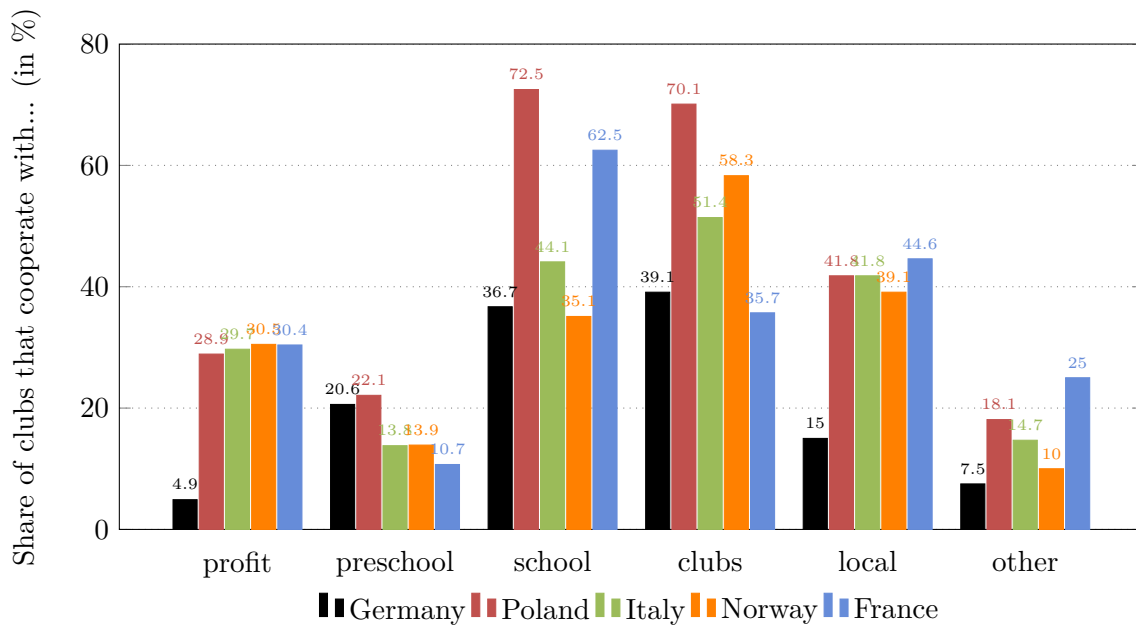


Figure 4.4: Type of clubs' cooperation.

Financial resources

Annual revenues per member are lowest in Germany and by far highest in Norway (Table 4.6). Polish clubs demonstrate the highest concentration of revenues, which is also reflected in the high dependency on public grants – a ratio that is four times higher than the average in the combined sample. Norwegian clubs spend almost five times more on training staff (per member) than their German counterparts do. Moreover, 77% of the Norwegian clubs engage in sufficient financial management as they at least break even - the highest share of clubs in all considered countries. On average, those clubs made a profit of €37 per member, contrary to the €21 per member loss made by Polish clubs in 2013.

Table 4.6: Comparison of means – Financial resources.

	GE	PO	IT	NO	FR	LV	CS
Revenues in 2013 (in € for <i>rev2013</i> and <i>rev2013_percapita</i>)							
<i>rev2013</i>	43,058	22,883	67.877	158,785	185,028	n/a	59,827
<i>rev2013_percapita</i>	188.53	257.08	519.92	775.65	513.30	n/a	290.48
<i>rev2013_conc</i>	0.34	0.60	0.47	0.32	0.31	n/a	0.39
<i>pub_share</i>	6.8%	58.9%	9.2%	10.0%	25.5%	n/a	14.2%
Expenses in 2013 (in €)							
<i>exp2013</i>	43,076	23,878	70,4289	152,193	187,694	n/a	59,836
<i>exp2013_percapita</i>	186.81	277.66	536.27	738.70	514.19	n/a	291.01
<i>exp2013_pc_tstaff</i>	34.38	76.70	139.64	142.53	138.51	n/a	63.01
Breakeven / Profit							
<i>breakeven</i>	71.6%	63.8%	70.1 %	76.9%	73.8%	n/a	70.9 %
<i>profit</i> (per member; in €)	-0.26	-20.58	-16.35	36.96	-0.88	n/a	-1.86

4.1.3 Organizational problems

Cronbach's α for the problem indexes external (0.7), strategic (0.8) and integrity (0.8) was satisfactory, and the respective indexes could be used for further analysis. For the operational problem index, however, the level was not sufficient, and only problem-specific analysis was carried out.

External problems

Within this dimension of organizational problems (Table 4.7), Norwegian clubs showed the lowest overall problem level, while Polish clubs demonstrated the highest levels. German clubs perceive the demographic development as the most severe problem within this dimension, while the perceived competition with other football clubs is the biggest external problem of clubs in Norway. For Italian and Polish football clubs bureaucracy is the biggest issue that has to be dealt with, for French clubs the competition with other football clubs.

Table 4.7: Comparison of means – External problems.

	GE	PO	IT	NO	FR	LV	CS
<i>p_demographic</i>	3.31	3.41	2.67	<i>2.39</i>	2.45	3.75	3.18
<i>p_bureaucracy</i>	3.30	3.43	3.33	<i>2.54</i>	2.98	3.18	3.27
<i>p_compet_fc</i>	2.99	3.23	3.07	<i>2.60</i>	3.00	2.42	3.02
<i>p_compet_cs</i>	2.05	2.39	2.24	2.17	<i>2.03</i>	2.73	2.13
<i>p_compet_ls</i>	1.78	2.41	2.19	<i>1.74</i>	1.95	2.64	1.93
<i>p_index_ex</i>	42.16	49.32	42.50	<i>32.14</i>	36.75	47.28	42.64

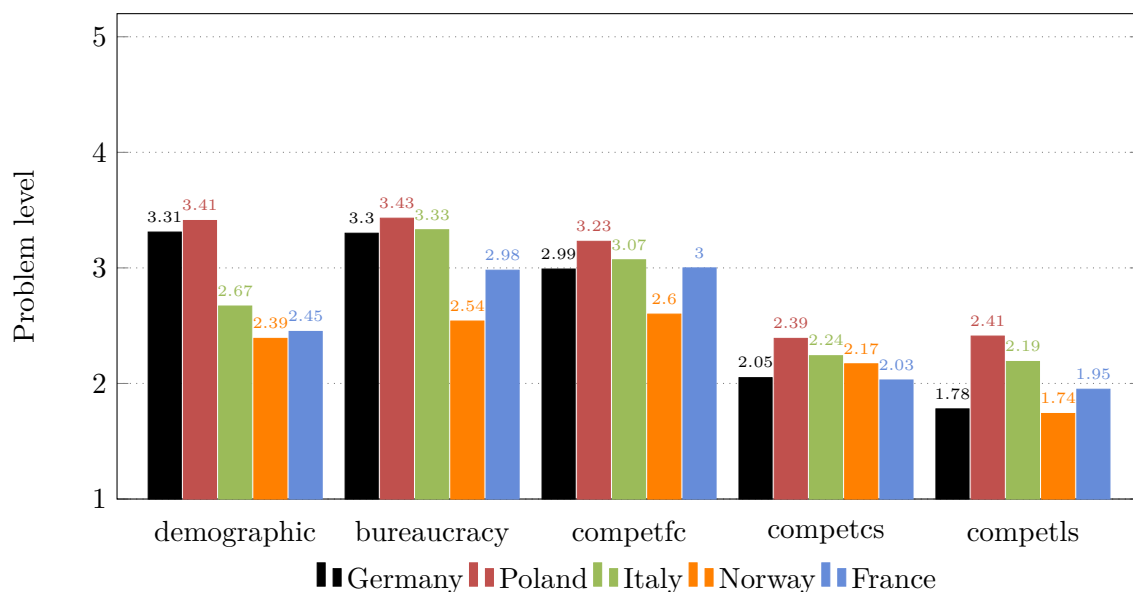


Figure 4.5: Severity of external problems across countries.

Operational problems

Among the operational problems, problem levels of attracting/retaining referees and training staff ($p_referees$ and $p_trainingstaff$) are highest in Germany (Table 4.8). Attracting and retaining young talent ($p_youngtalent$) and the cost of operation ($p_costoper$) are the highest in Poland. Clubs in Italy showed the highest problem levels in the combined sample for the condition and availability of the used facilities ($p_f_condition$ and p_f_time). Norwegian clubs generally have lower problem levels in this dimension, nevertheless attracting/retaining referees is quite problematic. The biggest operational problem for French clubs are the operational costs ($p_costoper$).

Table 4.8: Comparison of means – Operational problems.

	GE	PO	IT	NO	FR	LV	CS
$p_trainingstaff$	3.73	3.03	2.77	2.97	3.34	3.42	3.46
$p_youngtalent$	3.25	3.51	2.98	2.24	2.95	3.64	3.20
$p_referees$	4.06	2.70	2.39	3.38	3.16	2.64	3.59
$p_costoper$	3.45	3.89	3.56	2.95	3.82	2.83	3.51
$p_f_condition$	2.59	3.39	3.55	2.50	3.00	3.17	2.84
p_f_time	2.18	2.73	3.24	2.82	2.72	3.25	2.44

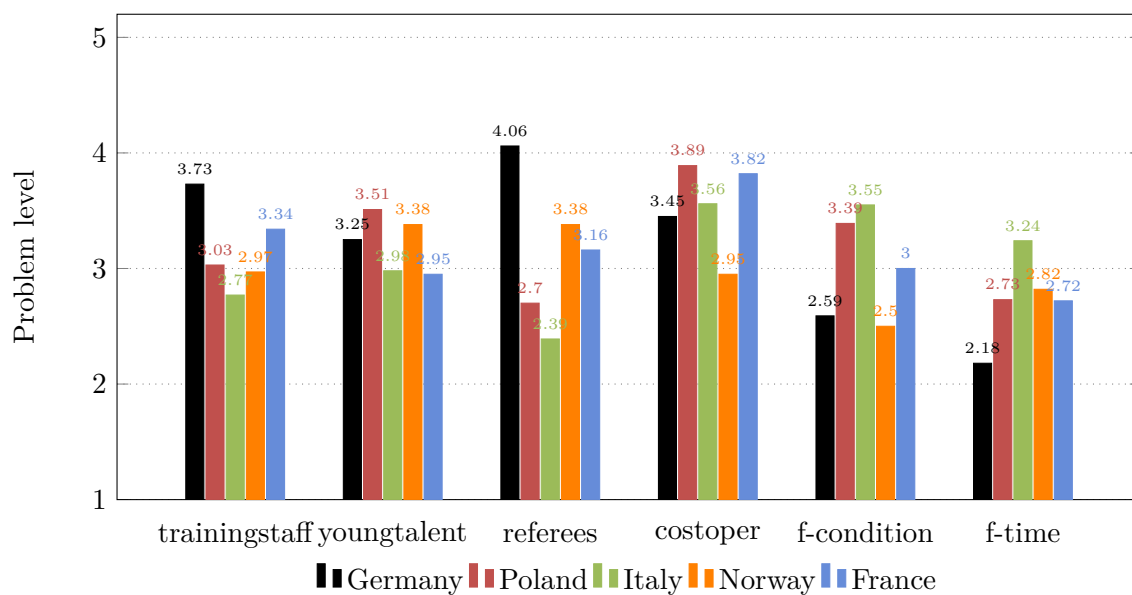


Figure 4.6: Severity of operational problems across countries.

Strategic problems

Across all strategic problems, the lowest problem levels can be report for Norwegian football clubs (Table 4.9). The problem of attracting and retaining volunteers is at high levels in all

countries – for German, Italian, Norwegian and French clubs this is the biggest of all five strategic problem. For Poland, however, the biggest strategic problem is the uncertainty of public grants – which is not surprising considering their high dependency on public subsidies. French clubs perceive the general outlook of their club less problematic than any other association.

Table 4.9: Comparison of means – Strategic problems.

	GE	PO	IT	NO	FR	LV	CS
<i>p_uncertain_pg</i>	3.30	4.04	3.82	<i>2.99</i>	3.95	4.00	3.48
<i>p_member</i>	3.25	3.42	3.11	<i>2.85</i>	3.13	2.91	3.23
<i>p_volunteer</i>	4.19	<i>3.39</i>	3.49	3.56	4.00	2.73	3.95
<i>p_finance</i>	3.05	4.02	3.43	<i>2.44</i>	3.15	3.42	3.22
<i>p_outlook</i>	2.69	3.54	2.81	2.13	<i>2.11</i>	3.17	2.79
<i>p_index_st</i>	57.44	67.00	58.28	<i>44.88</i>	56.72	56.36	58.30

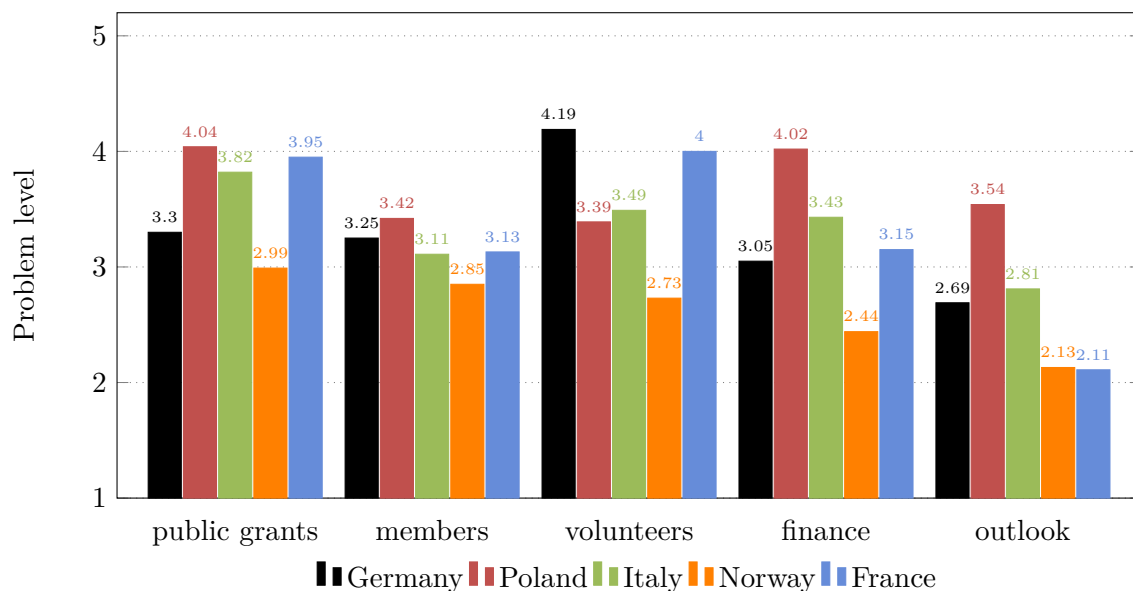


Figure 4.7: Severity of strategic problems across countries.

Shadow of the game

While the shadow of the game is not considered a very problematic organizational problem, interesting differences can be observed nevertheless (Table 4.10). For Italian and French clubs, the shadow of the game is three times more problematic than for Norwegian clubs. For all four considered problems in this dimension, Italian and French clubs show the highest problem levels, which is reflected in an index score that is more than twice as high as the average in the combined sample.

Table 4.10: Comparison of means – Shadow of the game.

	GE	PO	IT	NO	FR	LV	CS
<i>p_manipulation</i>	1.08	1.38	1.53	1.05	1.42	1.36	1.19
<i>p_violence</i>	1.35	1.54	1.93	1.21	2.08	1.27	1.46
<i>p_racism</i>	1.23	1.15	1.74	1.26	1.72	1.09	1.29
<i>p_discrimination</i>	1.50	1.61	1.92	1.45	1.93	1.64	1.58
<i>p_index_sh</i>	7.28	10.56	19.53	6.06	19.69	8.52	9.50

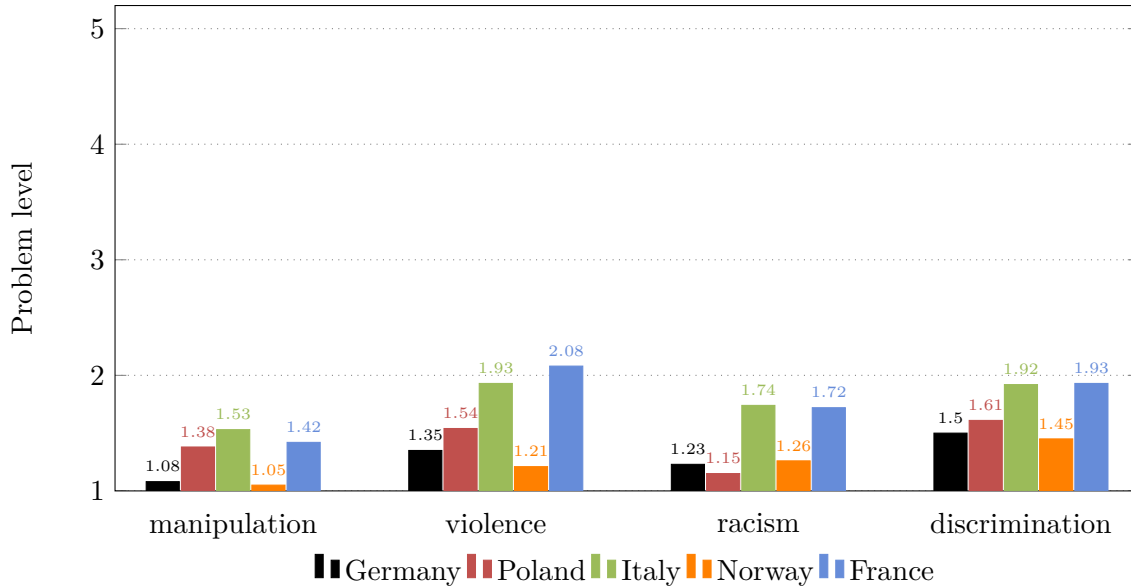


Figure 4.8: Severity of shadow of the game problems across countries.

Problem indexes external, strategic and integrity

The three problem indexes that showed a sufficient internal consistency are compared across countries in Fig. 4.9. While the index for external problems ranges from 32 to 49, the variation is smaller for the strategic dimension of problems (45-67) and shadow of the game (6-20).

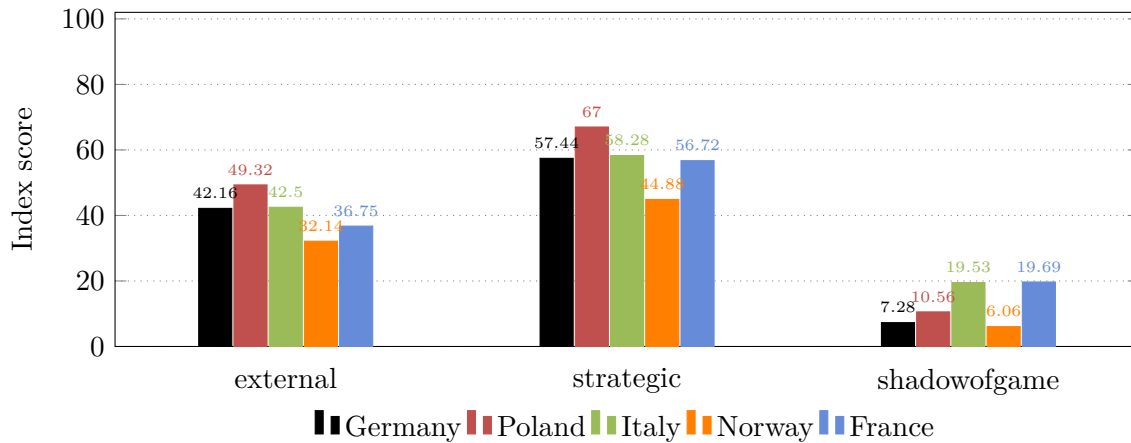


Figure 4.9: Problem index scores across countries.

4.1.4 Public welfare

Cronbach's α for the welfare indexes societal values (0.8) and social integration (0.7) was satisfactory, and the respective indexes could be used for further analysis.

Promotion of societal values

Regarding the public welfare football clubs generate (Table 4.11), it can be said that clubs in all considered countries put a strong emphasis on promoting societal values. Italy has the highest overall index score, followed by clubs in France and Norway.

Table 4.11: Comparison of means – Promotion of societal values.

	GE	PO	IT	NO	FR	LV	CS
<i>equal</i>	3.70	3.80	3.85	4.02	<i>3.53</i>	4.33	3.75
<i>fairplay</i>	<i>4.40</i>	4.46	4.69	4.63	4.71	4.46	4.46
<i>antiracism</i>	<i>3.29</i>	3.51	4.09	3.50	3.91	3.15	3.45
<i>antidiscrimi</i>	<i>3.26</i>	3.59	4.10	3.57	4.09	3.38	3.45
<i>integrityofgame</i>	4.42	4.42	4.59	<i>4.31</i>	4.68	4.25	4.44
<i>index_sv</i>	<i>70.35</i>	73.86	81.60	75.11	79.62	71.25	72.73

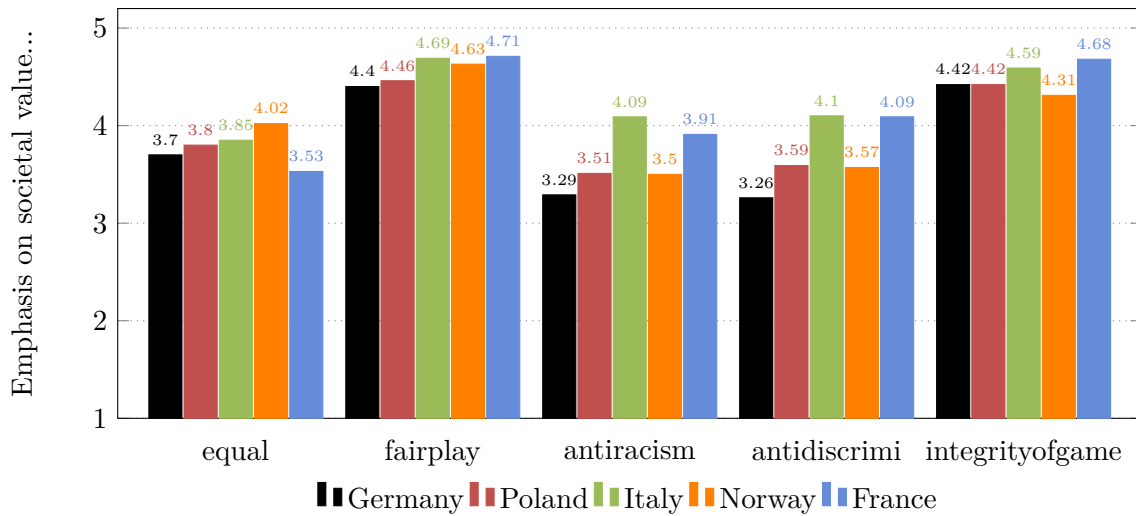


Figure 4.10: Promotion of societal values across countries.

Social Integration

Of all considered associations, German clubs put the highest emphasis on the integration of marginal groups, closely followed by their Polish, Italian and French counterparts (Table 4.12). All countries showed the lowest level of emphasis for the marginal group people with disabilities, and the highest level for kids and teenagers.

Table 4.12: Comparison of means – Social integration.

	GE	PO	IT	NO	FR	LV	CS
<i>disab</i>	2.81	3.34	3.77	2.77	<i>2.47</i>	2.40	3.01
<i>mig</i>	4.59	<i>3.96</i>	4.19	4.34	4.68	2.90	4.43
<i>old</i>	4.32	4.04	<i>3.31</i>	3.77	3.47	3.20	4.10
<i>family</i>	4.29	4.22	4.04	3.92	<i>3.74</i>	4.30	4.22
<i>lowinc</i>	4.60	4.62	<i>4.36</i>	4.53	4.72	4.60	4.57
<i>kidsteens</i>	4.69	4.77	4.75	<i>4.60</i>	4.91	5.00	4.71
<i>index_si</i>	80.43	78.93	76.79	<i>74.70</i>	75.00	68.33	79.31

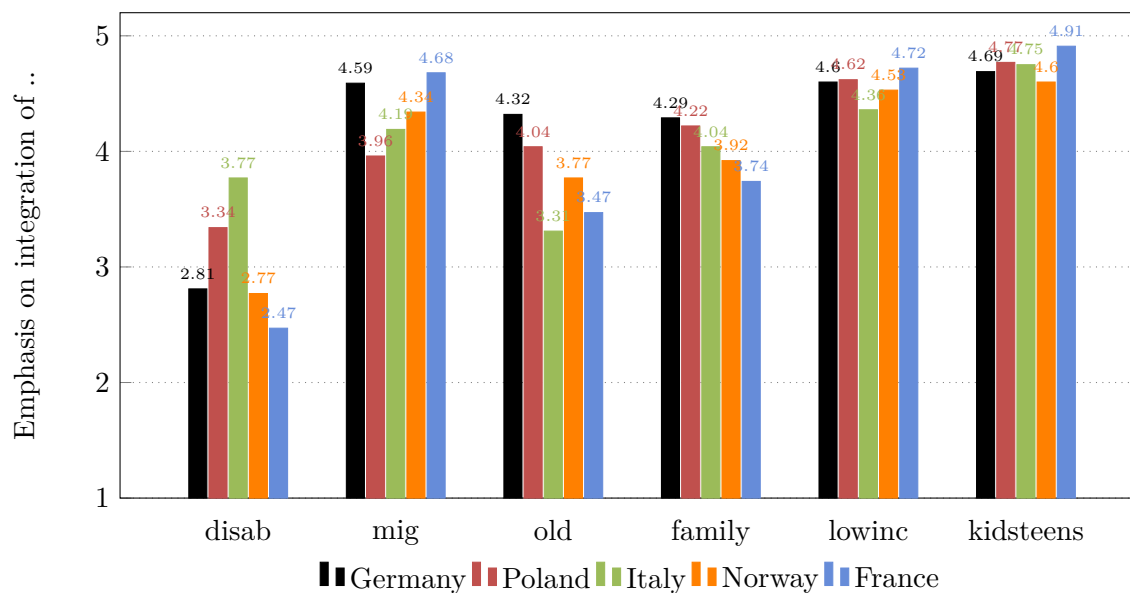


Figure 4.11: Integration of marginal groups across countries.

The two public welfare indexes are visualized in Figure 4.12.

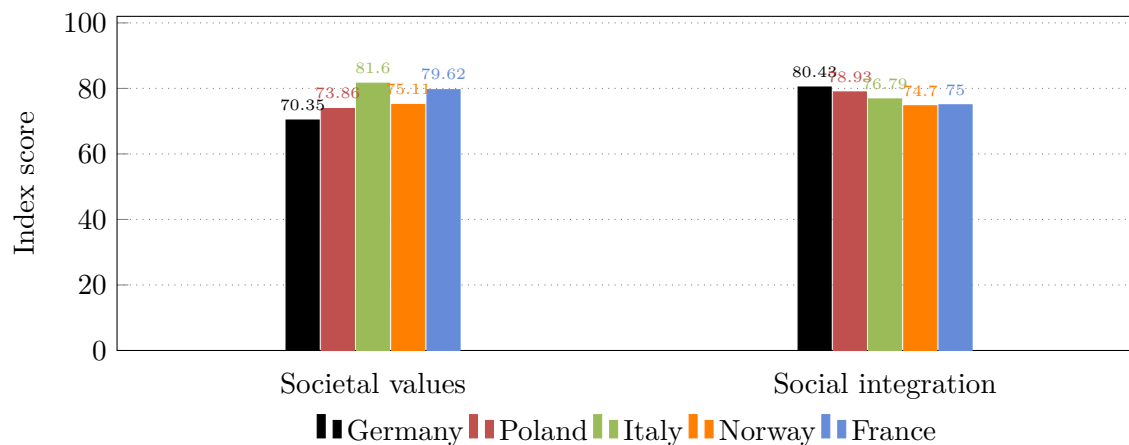


Figure 4.12: Public welfare indexes across countries.

4.1.5 Potential environmental constraints and facilitators

UEFA's 11 values

When clubs were asked to indicate their level of agreement with UEFA's 11 Values, similar results across the countries can be reported (Table 4.13). Cronbach's α for the 11 values index is very high (0.9), and used for further analysis. The construction of the index makes it possible to state that there is a 86% accordance with the values by Italian clubs, whereas the level of agreement amounts to 80% for Norwegian clubs.

Table 4.13: Comparison of means – UEFA's 11 values.

	GE	PO	IT	NO	FR	LV	CS
<i>uefa01</i>	4.55	4.54	4.63	<i>4.28</i>	4.56	4.50	4.54
<i>uefa02</i>	<i>3.64</i>	3.94	4.14	3.86	4.29	4.45	3.77
<i>uefa03</i>	4.22	<i>4.04</i>	4.37	4.19	4.24	3.82	4.21
<i>uefa04</i>	<i>4.03</i>	4.17	4.50	4.31	4.38	4.58	4.13
<i>uefa05</i>	4.19	<i>4.16</i>	4.27	4.30	4.35	4.36	4.20
<i>uefa06</i>	4.44	<i>4.04</i>	4.49	4.25	4.53	4.50	4.37
<i>uefa07</i>	4.41	4.15	4.51	<i>3.75</i>	4.51	4.55	4.35
<i>uefa08</i>	4.49	4.33	4.45	<i>3.92</i>	4.17	4.83	4.43
<i>uefa09</i>	4.06	4.28	4.37	<i>3.93</i>	3.97	4.55	4.13
<i>uefa10</i>	4.74	<i>4.58</i>	4.77	4.74	4.65	4.83	4.72
<i>uefa11</i>	4.50	<i>4.34</i>	4.41	4.42	4.54	4.64	4.46
<i>index11values</i>	82.57	81.12	86.29	<i>79.52</i>	84.31	87.05	82.70

To analyze potential relationships of the level of agreement with UEFA's 11 values and the four problem dimensions, several correlation analyses were conducted. The results are summarized in Table 4.14. There is strong statistical evidence that the level of agreement with the eleven values is related with lower problem levels and higher public welfare effects.

Table 4.14: UEFA's 11 values, organizational problems and public welfare effects.

	Germany	Poland	Italy	Norway	France	CS
<i>p_index_ex</i>	-0.122*	-0.038	<i>0.010</i>	-0.215*	-0.302*	-0.092*
<i>p_index_op</i>	-0.107*	-0.139*	<i>-0.070</i>	-0.174*	-0.079	-0.106*
<i>p_index_st</i>	-0.172*	-0.118*	<i>-0.045</i>	-0.226*	-0.159	-0.140*
<i>p_index_it</i>	-0.131*	-0.147*	-0.134*	-0.084	<i>-0.024</i>	-0.085*
<i>index_sv</i>	<i>0.498*</i>	0.641*	0.573*	0.608*	0.510*	-0.538*
<i>index_si</i>	0.376*	0.324*	0.373*	<i>0.314*</i>	0.383*	-0.349*

*reported are the correlation coefficients; the * denotes statistical significance at the 0.05-level*

Communal influences and need for cooperations

Looking at potential communal influences, roughly 70% of the German and Polish clubs are based in small communities, while 54% of Italian and Norwegian clubs are settled in small communities ($\leq 20,000$ inhabitants).

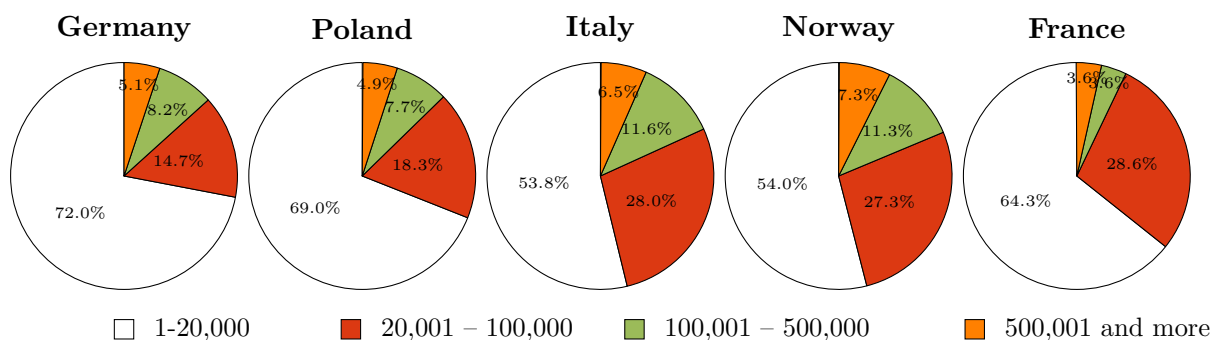


Figure 4.13: Size of community of the sampled clubs.

The public subsidies that clubs receive from local authorities are subject to relatively high conditions across all countries. The actual power of local authorities to implement their intended sports policy with the granted subsidies is lowest in Germany (Table 4.15). While 77% of the clubs in Poland and in Italy feel the pressure for future cooperations, less than half of the French clubs feel that new (more) cooperations are necessary.

Table 4.15: Comparison of means – Communal influences and need for cooperations.

	GE	PO	IT	NO	FR	LV	CS
<i>sizecommunity</i> ($\leq 20,000$)	72.0%	69.0%	53.8%	54.0%	64.3%	50.0%	68.0
<i>pf-conditional</i>	3.78	3.64	3.36	3.46	3.23	3.70	3.67
<i>pf-power</i>	2.52	3.16	2.74	3.09	2.66	3.10	2.68
<i>pressure</i>	50.3%	76.6%	77.2%	50.7%	46.4%	100.0%	57.8%

4.2 Analytical Results

For the following data analysis the combined sample consists of German, Polish, Italian, Norwegian, and French clubs.

4.2.1 Which factors have an effect on the clubs' organizational problems?

External problems

From Table 4.16 it becomes apparent that besides the fact that Norwegian clubs, *younger* clubs and clubs in a *smaller community* per se demonstrate lower problems with the **demographic development** of the region. The following factors also have the potential to lower problem levels: *members*, *share of youth members*, sufficient *computer skills*, following a *strategy*, and higher *revenues per member*. For clubs that use their *own facilities* the demographic development is more problematic (Model 1).

The **problem of bureaucracy** is per se lower in Norway and higher in Italy. Factors that are beneficial for clubs are more *per capita staff*, a higher share of *paid staff*, following a *strategy*, *breaking even*, and stricter *conditions* of public authorities *for grants*. Surprisingly, a reluctance for change appears to be also beneficial (Model 2).

The perceived level of **competition with other clubs** is significantly less problematic in *bigger* clubs, and in clubs that follow a *strategy*. A sufficient *IT-infrastructure* is beneficial, so are higher *per capita revenues* and a high *concentration of revenues*. Surprisingly, a higher *inner cohesion* contributes to higher problem levels – so does using *own facilities* and attempting to *imitate* commercial providers (Model 3).

Regarding the problem of **competition with commercial suppliers**, only higher *per capita revenues* and high agreement with *UEFA's 11 key values* correlate with lower problem levels. Using *own facilities*, *more cooperations*, and *imitating* commercial providers can be linked with higher problem levels (Model 4).

Per capita revenues are also beneficial in reducing the perceived level of **competition with local sport providers**. Moreover, clubs with higher *revenue concentration* and high agree-

ment with *UEFA's 11 key values* report lower problem levels. *More cooperations* and *imitating commercial providers*, however, seem to contribute to higher problem levels (Model 5).

Overall, the index score for **external problems** is significantly lower in clubs with more *members*, more *formalized positions per member*, in clubs that follow a *strategy*, *break even*, have higher *per capita revenues* and degrees of *revenue concentration*, and a high agreement with *UEFA's 11 key values*. Using *own facilities*, *imitating commercial providers* and *more cooperations* correlates with higher problem index scores (Model 6).

Table 4.16: Influencing factors of external problems – combined sample.

VARIABLES	(1)	(2)	(3)	(4)	(5)	(6)
	p_demographic	p_bureaucracy	p_compet_fc	p_compet_cs	p_compet_ls	p_index_ex
members	-0.001*** (0.000)	0.000 (0.407)	-0.000* (0.074)	-0.000 (0.842)	-0.000 (0.110)	-0.009*** (0.005)
share_female	0.004 (0.174)	0.001 (0.774)	-0.003 (0.358)	-0.004 (0.183)	-0.001 (0.750)	-0.014 (0.779)
share_youth	-0.008*** (0.000)	-0.001 (0.417)	-0.001 (0.540)	0.000 (0.956)	0.002 (0.153)	-0.041 (0.117)
amateur	0.129 (0.546)	0.252 (0.238)	0.004 (0.987)	-0.095 (0.629)	-0.181 (0.329)	0.406 (0.902)
cv_percapita	-0.650 (0.121)	-0.807* (0.052)	-0.037 (0.933)	-0.506 (0.191)	-0.185 (0.611)	-10.896* (0.092)
cv_paid	0.124 (0.778)	-0.818* (0.061)	-0.086 (0.855)	-0.021 (0.958)	0.328 (0.390)	-2.436 (0.719)
cv_female	0.003 (0.341)	0.001 (0.765)	0.000 (0.986)	0.005 (0.109)	0.002 (0.546)	0.057 (0.289)
qual	0.000 (0.866)	0.001 (0.510)	0.000 (0.948)	-0.000 (0.680)	-0.001 (0.190)	-0.004 (0.820)
compsci_skills	-0.152* (0.062)	-0.108 (0.184)	0.033 (0.701)	-0.100 (0.183)	-0.058 (0.408)	-1.940 (0.122)
sv	0.003 (0.106)	-0.001 (0.443)	-0.003 (0.102)	-0.000 (0.898)	0.000 (0.849)	-0.006 (0.794)
strategy	-0.143*** (0.000)	-0.075** (0.048)	-0.095** (0.019)	-0.040 (0.263)	-0.011 (0.735)	-1.807*** (0.002)
nochange	-0.042 (0.213)	-0.062* (0.067)	-0.018 (0.618)	-0.011 (0.723)	0.017 (0.563)	-0.602 (0.249)
develop	-0.024 (0.768)	-0.007 (0.927)	-0.094 (0.280)	0.107 (0.157)	0.088 (0.218)	0.327 (0.796)
imitate	0.004 (0.908)	0.047 (0.210)	0.072* (0.073)	0.169*** (0.000)	0.171*** (0.000)	2.323*** (0.000)
v_tradition	0.020 (0.626)	0.034 (0.405)	-0.031 (0.484)	0.022 (0.559)	0.002 (0.950)	0.231 (0.718)
innercohesion	-0.001 (0.590)	0.002 (0.134)	0.004** (0.026)	0.001 (0.709)	-0.000 (0.963)	0.027 (0.237)
f_own	0.198** (0.015)	0.049 (0.543)	0.196** (0.023)	0.132* (0.079)	0.079 (0.263)	3.254*** (0.010)
f_other	0.041 (0.661)	-0.023 (0.799)	0.096 (0.330)	0.009 (0.912)	-0.079 (0.329)	0.200 (0.889)
it_infra	0.066 (0.423)	-0.106 (0.192)	-0.146* (0.094)	-0.039 (0.610)	-0.103 (0.149)	-1.663 (0.189)
cpc100	0.009 (0.625)	0.025 (0.168)	0.018 (0.355)	0.039** (0.020)	0.032** (0.042)	0.612** (0.030)
breakeven2013	-0.122 (0.105)	-0.214*** (0.004)	-0.149* (0.064)	-0.107 (0.125)	-0.038 (0.560)	-3.150*** (0.007)
log_rev2013_percapita	-0.071*** (0.010)	0.022 (0.411)	-0.119*** (0.000)	-0.082*** (0.001)	-0.097*** (0.000)	-1.736*** (0.000)
rev2013_conc	-0.038 (0.847)	-0.257 (0.198)	-0.174 (0.410)	-0.273 (0.135)	-0.415** (0.016)	-5.736* (0.061)
pub_share	-0.036 (0.880)	0.043 (0.857)	-0.040 (0.874)	-0.025 (0.908)	-0.031 (0.882)	-0.522 (0.886)
dummy_poland	0.187 (0.373)	0.227 (0.278)	-0.014 (0.950)	0.122 (0.528)	0.423** (0.021)	4.693 (0.147)
dummy_italy	0.083 (0.605)	0.341** (0.035)	0.413** (0.016)	0.390*** (0.009)	0.520*** (0.000)	8.687*** (0.001)
dummy_norway	-0.604*** (0.001)	-0.880*** (0.000)	-0.396** (0.047)	-0.035 (0.840)	-0.446*** (0.006)	-11.977*** (0.000)
dummy_france	-0.474* (0.078)	-0.416 (0.122)	0.233 (0.417)	-0.353 (0.157)	-0.267 (0.255)	-6.572 (0.114)
age_orga	0.003** (0.014)	0.000 (0.922)	-0.000 (0.843)	-0.001 (0.517)	-0.002 (0.101)	0.002 (0.927)
sizecommunity	-0.194*** (0.000)	-0.068 (0.132)	0.306*** (0.000)	0.056 (0.178)	0.030 (0.448)	0.681 (0.328)
index11values	-0.002 (0.527)	-0.003 (0.268)	-0.001 (0.784)	-0.006** (0.015)	-0.006** (0.018)	-0.090** (0.042)
pf_conditional		0.049* (0.093)				
pf_power		-0.032 (0.287)				
R-squared	0.220	0.085	0.102	0.078	0.148	0.149

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

A country-specific analysis of the index score for external problems (Table 4.17) reveals for **Germany** (Model 7) that the score appears to be lower when clubs have more *members*, more *per capita staff* a higher *share of paid staff*. Additionally, following a *strategy, breaking even*, a higher degree of *revenue concentration* and high agreement with *UEFA's 11 key values* appears to be beneficial. Using *own facilities, more cooperations*, a higher share of *female formalized staff*, and more *inner cohesion*. however, can be associated with higher problem index scores.

For **Polish** clubs (Model 8), *inner cohesion* seems beneficial for reduced problem index scores. Following a *strategy*, and high *per capita revenues* also correlate with lower problem levels. A higher share of *secondary volunteers* and sufficient *computer skills* can be linked with higher index scores.

Sufficient *computer skills* are beneficial in the case of **Italian** clubs (Model 9). Moreover, the variables *formalized female staff, per capita revenues, revenue concentration* (through high shares of *public grants*), and the *age* of the club seem to have a beneficial effect. Higher problem levels in this dimension can be found in clubs that have a person in charge for the *development* of their training staff, clubs that *imitate* the offers of commercial providers, clubs that use *shared facilities* and clubs that have a sufficient *IT-infrastructure*.

For clubs in **Norway** (Model 10), *breaking even* seems to be the only beneficial factor of the index score – a solid financial management can be associated with less external problems. Contrary to German clubs, bigger problem levels in this dimension can be found in *bigger* clubs that play on an *amateur* level as well as clubs that have higher shares of *qualified* staff and clubs that are reluctant to change (*nochange*).

Table 4.17: Influencing factors of external problem index – country-level comparison.

	(7) GE	(8) PO	(9) IT	(10) NO	(6) CS
members	-0.018*** (0.000)	-0.022 (0.271)	0.006 (0.594)	0.020* (0.074)	-0.009*** (0.005)
share_female	0.037 (0.580)	-0.010 (0.940)	0.086 (0.534)	0.161 (0.417)	-0.014 (0.779)
share_youth	-0.055 (0.106)	-0.023 (0.694)	0.086 (0.522)	0.013 (0.913)	-0.041 (0.117)
amateur	-5.329 (0.495)	-1.888 (0.776)	-4.363 (0.621)	17.537** (0.039)	0.406 (0.902)
cv_percapita	-20.409** (0.026)	-4.090 (0.753)	2.041 (0.915)	7.256 (0.820)	-10.896* (0.092)
cv_paid	-19.497* (0.086)	3.715 (0.730)	19.159 (0.586)	26.061 (0.189)	-2.436 (0.719)
cv_female	0.124* (0.071)	0.059 (0.653)	-0.400** (0.035)	-0.243 (0.266)	0.057 (0.289)
qual	-0.009 (0.700)	-0.022 (0.670)	-0.009 (0.897)	0.237** (0.014)	-0.004 (0.820)
compsci_skills	-2.381 (0.110)	5.585* (0.071)	-15.598*** (0.004)	0.050 (0.993)	-1.940 (0.122)
sv	-0.056 (0.104)	0.102** (0.029)	-0.079 (0.288)	-0.090 (0.378)	-0.006 (0.794)
strategy	-1.632** (0.022)	-2.542* (0.056)	-0.745 (0.771)	-2.279 (0.498)	-1.807*** (0.002)
nochange	-0.262 (0.689)	0.201 (0.862)	-1.799 (0.307)	6.056* (0.068)	-0.602 (0.249)
develop	-1.757 (0.235)	3.381 (0.354)	12.602** (0.016)	4.503 (0.383)	0.327 (0.796)
imitate	1.786** (0.016)	0.783 (0.534)	4.439** (0.032)	-4.643 (0.177)	2.323*** (0.000)
v_tradition	0.653 (0.389)	-2.330 (0.102)	1.122 (0.692)	2.508 (0.450)	0.231 (0.718)
innercohesion	0.063** (0.045)	-0.080* (0.088)	0.100 (0.170)	0.108 (0.265)	0.027 (0.237)
f_own	2.922* (0.050)	3.419 (0.222)	6.102 (0.295)	-5.348 (0.544)	3.254*** (0.010)
f_other	-0.061 (0.970)	1.093 (0.793)	13.730* (0.063)	-3.999 (0.479)	0.200 (0.889)
it_infra	-1.825 (0.222)	-5.061 (0.145)	9.005** (0.040)	3.141 (0.619)	-1.663 (0.189)
cpc100	1.601** (0.032)	0.384 (0.303)	2.153 (0.114)	0.838 (0.509)	0.612** (0.030)
breakeven2013	-4.742*** (0.001)	-2.944 (0.318)	1.962 (0.631)	-19.481*** (0.002)	-3.150*** (0.007)
log_rev2013_percapita	-0.638 (0.264)	-3.091*** (0.004)	-2.751** (0.013)	0.947 (0.738)	-1.736*** (0.000)
rev2013_conc	-7.870** (0.048)	-11.285 (0.141)	-20.497** (0.041)	-9.980 (0.674)	-5.736* (0.061)
pub_share	2.924 (0.697)	-1.551 (0.789)	-35.891** (0.032)	49.816 (0.115)	-0.522 (0.886)
dummy_poland					4.693 (0.147)
dummy_italy					8.687*** (0.001)
dummy_norway					-11.977*** (0.000)
dummy_france					-6.572 (0.114)
age_orga	0.041* (0.065)	0.028 (0.554)	-0.114* (0.072)	-0.054 (0.537)	0.002 (0.927)
sizecommunity	0.787 (0.350)	-0.400 (0.848)	2.718 (0.351)	2.332 (0.412)	0.681 (0.328)
index11values	-0.118** (0.038)	0.027 (0.739)	-0.005 (0.982)	-0.239 (0.342)	-0.090** (0.042)
R-squared	0.151	0.225	0.347	0.511	0.149

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Operational problems

Next to country-specific effects, more members *members*, the share of *qualified training staff*, sufficient *computer skills*, more *secondary volunteers*, following a *strategy*, having a person that is in charge for the *development of training staff*, and an emphasis on *traditional values* can contribute to lower problems with **attracting and recruiting training staff**. Other potential problem minimizers include playing on *amateur-level* and using *own facilities* (Model 11).

A higher number of *members* is beneficial with respect to the problem of **attracting and retaining young competitive talent**. Moreover, the problem seems to be less pronounced in clubs with a higher share of *young players*, a higher share of *qualified training staff*, sufficient *computer skills*, and higher *per capita revenues*. *Older* clubs, and clubs that try to *imitate* commercial providers report higher problem levels (Model 12).

German clubs experience higher problem levels for **attracting and retaining referees** than any other country. Generally, clubs in *bigger communities* demonstrate lower problem levels. Beneficial factors also include higher shares of *youth members*, more *per capita staff*, better *qualified training staff* and emphasizing *traditional values*. Clubs that use their *own facilities* and clubs that try to *imitate* commercial providers demonstrate higher problem levels (Model 13).

For the problem **cost of operation** only two capacities turned out to have the potential to lower problem levels: sufficient *computer skills* and *breaking even* (Model 14). Clubs with a high share of *female members* actually report increased problem levels.

Clubs using *own facilities* and in high agreement with *UEFA's 11 key values* experience less problems regarding the **condition and availability of the facilities** they use. Higher shares of *youth members* and an emphasis on the *quality* of the provided *services* can be linked to higher problem levels. Factors that showed potential to reduce the problem of the **condition of facilities** include being situated in a *smaller community*, following a *strategy*, and a sufficient *IT-infrastructure* (Model 15). The problem **availability of facilities** appears to be lower in clubs with a higher *share of secondary volunteers*, *older* and *smaller* clubs. Being situated in *smaller communities* and a higher share of *youth members* is also beneficial (Model 16).

Table 4.18: Influencing factors of operational problems – combined sample.

VARIABLES	(11)	(12)	(13)	(14)	(15)	(16)
	p_trainingstaff	p_youngtalent	p_referees	p_costoper	p_f_condition	p_f_time
members	-0.001** (0.014)	-0.001*** (0.000)	-0.000 (0.146)	0.000 (0.607)	-0.000 (0.404)	0.000* (0.087)
share_female	0.001 (0.867)	0.001 (0.869)	-0.000 (0.928)	0.005* (0.092)	-0.000 (0.912)	0.003 (0.476)
share_youth	0.003 (0.113)	-0.007*** (0.000)	-0.003* (0.063)	-0.002 (0.317)	0.005** (0.025)	0.010*** (0.000)
amateur	0.491** (0.015)	0.220 (0.308)	0.345 (0.126)	0.149 (0.470)	-0.244 (0.338)	-0.172 (0.485)
cv_percapita	-0.610 (0.131)	0.299 (0.488)	-0.963** (0.030)	-0.586 (0.155)	-0.267 (0.602)	-0.358 (0.468)
cv_paid	0.091 (0.831)	0.670 (0.141)	0.497 (0.290)	0.044 (0.920)	0.176 (0.745)	-0.353 (0.499)
cv_female	0.001 (0.704)	-0.001 (0.824)	0.003 (0.469)	-0.003 (0.406)	0.005 (0.237)	0.002 (0.668)
qual	-0.004*** (0.000)	-0.004*** (0.005)	-0.003** (0.012)	0.000 (0.804)	-0.000 (0.962)	-0.001 (0.397)
compsci_skills	-0.178** (0.024)	-0.258*** (0.002)	-0.071 (0.415)	-0.200** (0.013)	-0.110 (0.267)	-0.095 (0.323)
sv	-0.004** (0.019)	-0.002 (0.175)	-0.001 (0.448)	-0.002 (0.163)	-0.002 (0.207)	-0.003* (0.082)
strategy	-0.065* (0.084)	-0.043 (0.291)	-0.027 (0.523)	-0.036 (0.352)	-0.114** (0.018)	0.038 (0.406)
nochange	-0.006 (0.846)	-0.037 (0.288)	-0.028 (0.431)	-0.051 (0.126)	-0.065 (0.116)	-0.063 (0.114)
develop	-0.140* (0.076)	-0.113 (0.180)	-0.105 (0.228)	0.062 (0.443)	-0.049 (0.621)	0.000 (0.999)
imitate	-0.028 (0.442)	0.066* (0.093)	0.088** (0.031)	0.030 (0.429)	0.032 (0.492)	0.045 (0.321)
v_tradition	-0.115*** (0.004)	0.026 (0.538)	-0.106** (0.015)	0.009 (0.828)	-0.010 (0.835)	-0.066 (0.172)
innercohesion	-0.000 (0.839)	-0.000 (0.957)	0.000 (0.986)	-0.000 (0.989)	0.002 (0.370)	0.002 (0.204)
qual_service	-0.031 (0.479)	-0.026 (0.586)	0.007 (0.884)	0.070 (0.121)	0.148*** (0.008)	0.095* (0.078)
f_own	0.165** (0.036)	0.121 (0.149)	0.170** (0.049)	0.004 (0.961)	-0.190* (0.055)	-0.288*** (0.003)
f_other	0.102 (0.256)	-0.106 (0.271)	0.078 (0.431)	0.061 (0.505)	0.105 (0.358)	0.204* (0.063)
it_infra	0.005 (0.951)	-0.003 (0.972)	0.000 (0.998)	-0.028 (0.730)	-0.169* (0.091)	-0.095 (0.324)
cpc100	0.003 (0.855)	-0.008 (0.698)	-0.008 (0.693)	-0.007 (0.719)	-0.013 (0.594)	0.014 (0.553)
breakeven2013	-0.055 (0.459)	-0.076 (0.333)	-0.067 (0.409)	-0.310*** (0.000)	-0.137 (0.145)	-0.026 (0.772)
log_rev2013_percapita	-0.016 (0.650)	-0.082** (0.045)	-0.027 (0.491)	0.033 (0.380)	0.037 (0.416)	0.012 (0.789)
rev2013_conc	-0.037 (0.851)	-0.188 (0.371)	0.252 (0.247)	-0.024 (0.906)	-0.287 (0.250)	-0.203 (0.400)
log_exp_tsM	-0.050 (0.115)	0.000 (0.997)	0.017 (0.634)	-0.045 (0.169)	-0.087** (0.030)	0.014 (0.710)
dummy_poland	-0.461*** (0.004)	0.517*** (0.003)	-1.309*** (0.000)	0.479*** (0.004)	0.670*** (0.001)	0.360* (0.067)
dummy_italy	-0.671*** (0.000)	0.305* (0.065)	-1.227*** (0.000)	0.441*** (0.005)	0.792*** (0.000)	0.611*** (0.001)
dummy_norway	-0.573*** (0.001)	-0.496*** (0.010)	-0.643*** (0.001)	-0.388** (0.033)	-0.410* (0.070)	-0.017 (0.937)
dummy_france	-0.140 (0.598)	0.207 (0.463)	-1.132*** (0.000)	0.262 (0.332)	0.152 (0.649)	-0.127 (0.694)
age_orga	0.001 (0.474)	0.002* (0.062)	0.001 (0.375)	-0.001 (0.396)	0.000 (0.792)	-0.003** (0.027)
sizecommunity	0.056 (0.192)	0.069 (0.130)	-0.082* (0.082)	0.051 (0.248)	0.120** (0.027)	0.293*** (0.000)
index11values	-0.003 (0.281)	-0.004 (0.230)	-0.002 (0.555)	-0.003 (0.315)	-0.006* (0.076)	-0.007** (0.039)
R-squared	0.229	0.155	0.296	0.086	0.136	0.213

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Within the operational problems, attracting and retaining referees showed the highest problem levels across the sampled countries. Therefore, this problem was analyzed in-depth on the country-level.

Several factors can be beneficial for clubs in **Germany** (Model 13a): *members*, more *staff* in general and more *male staff* in particular, *qualification of staff*, *secondary volunteers*, having a person in charge for the *development* of training staff, and valuing *tradition*. Furthermore, clubs that at least *break even* worry less about attracting or retaining referees. *Older* clubs per se and clubs using *own facilities* seem to have higher problem levels. .

In **Poland**, clubs that follow a *strategy*, report lower problem levels of attracting/retaining referees. Clubs with a higher share of *secondary volunteers*, clubs that try to *imitate* commercial suppliers and clubs that use *shared facilities* appear to be more affected by this particular problem (Model 13b).

A higher share of *secondary volunteers* is beneficial for **Italian** clubs with respect to this problem. While using *shared facilities* and *imitating* commercial providers increase problem levels, emphasizing the *quality* of the provided *services* seems to be beneficial (Model 13c).

No influencing factor could be detected for **Norwegian** clubs (Model 13d).

Strategic problems

The strategic problem **uncertainty of public grants** correlates significantly with the financial capacity of a football club (Table 4.20): *breaking even*, higher *concentration of revenue* sources (while *depending* highly on *public grants*) seem to decrease problem levels. Moreover, more *powerful local authorities* are beneficial for the clubs. *Amateur* clubs, and strict *conditions for public grants* increase problem levels in the combined sample (Model 17).

The problem with **attracting and retaining members** appears to be lower in clubs with more members, and also in clubs with a higher share of *youth members* and *secondary volunteers*, clubs that follow a *strategy*, clubs with more *inner cohesion* and sufficient financial management (*breaking even*). Higher problem levels can be reported for clubs with higher shares

Table 4.19: Influencing factors of the problem *referees* – country-level comparison.

	(13a) GE	(13b) PO	(13c) IT	(13d) NO	(13) CS
members	-0.001* (0.068)	-0.002 (0.289)	0.001 (0.354)	-0.000 (0.812)	-0.000 (0.146)
share_female	-0.002 (0.727)	0.002 (0.823)	0.003 (0.712)	0.028 (0.161)	-0.000 (0.928)
share_youth	-0.003 (0.197)	-0.003 (0.474)	0.014 (0.109)	-0.011 (0.253)	-0.003* (0.063)
amateur	0.070 (0.891)	0.038 (0.942)	0.440 (0.481)	0.067 (0.930)	0.345 (0.126)
cv_percapita	-2.000*** (0.001)	-0.234 (0.821)	0.258 (0.843)	-1.623 (0.591)	-0.963** (0.030)
cv_paid	0.279 (0.714)	0.810 (0.358)	-0.244 (0.919)	-0.082 (0.962)	0.497 (0.290)
cv_female	0.011** (0.016)	-0.010 (0.367)	-0.002 (0.860)	-0.031 (0.132)	0.003 (0.469)
qual	-0.004** (0.015)	-0.001 (0.903)	-0.004 (0.408)	-0.003 (0.710)	-0.003** (0.012)
compsci_skills	-0.082 (0.411)	-0.220 (0.372)	-0.156 (0.659)	0.271 (0.633)	-0.071 (0.415)
sv	-0.006*** (0.007)	0.007* (0.050)	-0.009* (0.091)	0.016 (0.120)	-0.001 (0.448)
strategy	-0.004 (0.932)	-0.214* (0.053)	0.046 (0.800)	0.053 (0.866)	-0.027 (0.523)
nochange	0.002 (0.954)	-0.108 (0.249)	-0.151 (0.221)	-0.016 (0.958)	-0.028 (0.431)
develop	-0.217** (0.028)	0.179 (0.534)	0.544 (0.144)	-0.130 (0.798)	-0.105 (0.228)
imitate	-0.024 (0.634)	0.284*** (0.009)	0.236* (0.088)	-0.467 (0.166)	0.088** (0.031)
v_tradition	-0.105** (0.038)	-0.156 (0.173)	-0.082 (0.670)	0.148 (0.639)	-0.106** (0.015)
innercohesion	0.003 (0.103)	-0.006 (0.131)	0.004 (0.356)	-0.008 (0.400)	0.000 (0.986)
qual_service	0.067 (0.241)	0.002 (0.987)	-0.412** (0.027)	0.201 (0.689)	0.007 (0.884)
f_own	0.341*** (0.001)	-0.055 (0.810)	0.071 (0.863)	-0.314 (0.699)	0.170** (0.049)
f_other	0.019 (0.860)	0.627* (0.064)	0.851* (0.099)	-0.159 (0.763)	0.078 (0.431)
it_infra	0.046 (0.642)	-0.174 (0.535)	0.365 (0.236)	-0.232 (0.703)	0.000 (0.998)
cpc100	0.055 (0.327)	-0.050 (0.105)	0.023 (0.801)	0.132 (0.253)	-0.008 (0.693)
breakeven2013	-0.174* (0.069)	-0.028 (0.907)	-0.150 (0.602)	0.516 (0.348)	-0.067 (0.409)
log_rev2013_percapita	0.039 (0.405)	0.092 (0.492)	-0.196 (0.157)	-0.546 (0.136)	-0.027 (0.491)
rev2013_conc	0.300 (0.279)	-0.244 (0.670)	-0.287 (0.663)	0.416 (0.842)	0.252 (0.247)
log_exp_tsM	-0.014 (0.714)	-0.064 (0.624)	0.140 (0.252)	0.399 (0.110)	0.017 (0.634)
dummy_poland					-1.309*** (0.000)
dummy_italy					-1.227*** (0.000)
dummy_norway					-0.643*** (0.001)
dummy_france					-1.132*** (0.000)
age_orga	0.003* (0.079)	0.001 (0.776)	-0.004 (0.401)	-0.004 (0.653)	0.001 (0.375)
sizecommunity	-0.009 (0.867)	-0.145 (0.330)	-0.139 (0.475)	-0.324 (0.216)	-0.082* (0.082)
index11values	-0.002 (0.558)	0.001 (0.903)	0.012 (0.413)	0.011 (0.651)	-0.002 (0.555)
R-squared	0.103	0.214	0.256	0.404	0.296

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

of *paid staff*, clubs that *imitate* commercial suppliers and clubs that deal with more *powerful local authorities* (Model 18).

While Polish, Italian and Norwegian clubs per se experience less problems with **attracting and retaining volunteers** than German clubs, more *qualified staff*, sufficient *computer skills*, high shares of *secondary volunteers*, following a *strategy*, a reluctance to change (*nochange*), treasuring *traditional values*, and *breaking even* are beneficial. *Amateur* clubs, however, demonstrate higher problem levels (Model 19).

Not surprisingly, clubs that at least *break even* report lower **financial problem** levels. Generally, *amateur* clubs perceive their financial situation as less problematic; further beneficial factors include sufficient *computer skills*, high shares of *secondary volunteers*, following a *strategy*, *powerful local authorities* and high agreement with *UEFA's 11 values*. On the other side, increased problem levels can be found in *older* clubs, clubs with a higher *share of female members*, clubs in *bigger* communities, and clubs that deal with more *powerful local authorities* (Model 20).

Bigger clubs, clubs that follow a *strategy*, clubs that put a high emphasis on the *quality of their service*, clubs that can use a sufficient *IT-infrastructure* and clubs that *break even* are more optimistic about the **general outlook of the club**. The problem level is furthermore lower in clubs that have more *cooperations*, clubs that are more *dependent on public grants* and clubs that highly agree with *UEFA's 11 key values*. *Strict conditions for public grants* and higher shares of *paid staff* can be linked to increased problem levels (Model 21).

Overall, the **index for strategic problems** seems to be lowered by the factors *members*, sufficient *computer skills*, *secondary volunteers*, following a *strategy*, a reluctance to change (*nochange*), *breaking even*, high *per capita revenues*, and high *revenue concentration*. Lower problem levels can furthermore be found in clubs that work with *more powerful local authorities* and clubs that highly agree with *UEFA's 11 key values*. Contrary effects can be seen in clubs that perceive that *public subsidies* are only granted *under strict conditions* (Model 22).

Table 4.20: Influencing factors of strategic problems – combined sample.

VARIABLES	(17)	(18)	(19)	(20)	(21)	(22)
	p_uncertain_pg	p_member	p_volunteer	p_finance	p_outlook	p_index_st
members	-0.000 (0.228)	-0.001*** (0.000)	-0.000 (0.132)	-0.000 (0.615)	-0.001*** (0.000)	-0.013*** (0.000)
share_female	0.002 (0.463)	0.001 (0.720)	0.003 (0.355)	0.006* (0.073)	0.003 (0.232)	0.077 (0.142)
share_youth	0.001 (0.600)	-0.005*** (0.003)	-0.001 (0.537)	-0.000 (0.773)	-0.002 (0.177)	-0.037 (0.184)
amateur	0.380* (0.092)	0.025 (0.902)	0.384* (0.050)	-0.378* (0.077)	-0.220 (0.264)	0.925 (0.794)
cv_percapita	-0.595 (0.174)	-0.337 (0.395)	-0.377 (0.323)	-0.215 (0.605)	0.064 (0.867)	-7.312 (0.289)
cv_paid	-0.235 (0.610)	0.747* (0.074)	0.193 (0.631)	0.160 (0.715)	0.714* (0.077)	7.424 (0.308)
cv_female	0.003 (0.370)	0.003 (0.442)	-0.004 (0.211)	-0.001 (0.787)	0.004 (0.172)	0.026 (0.642)
qual	-0.002 (0.120)	0.000 (0.876)	-0.002* (0.090)	-0.001 (0.448)	-0.001 (0.621)	-0.027 (0.194)
compsci_skills	-0.063 (0.463)	-0.120 (0.123)	-0.223*** (0.003)	-0.180** (0.027)	-0.103 (0.170)	-3.494*** (0.010)
sv	-0.001 (0.704)	-0.003* (0.078)	-0.003** (0.017)	-0.003* (0.096)	-0.001 (0.508)	-0.051* (0.053)
strategy	-0.038 (0.358)	-0.178*** (0.000)	-0.179*** (0.000)	-0.102*** (0.009)	-0.279*** (0.000)	-3.829*** (0.000)
nochange	-0.040 (0.262)	-0.044 (0.173)	-0.064** (0.039)	-0.048 (0.154)	-0.006 (0.854)	-0.977* (0.080)
develop	0.035 (0.679)	-0.027 (0.730)	-0.088 (0.239)	0.028 (0.729)	0.000 (0.996)	-0.260 (0.847)
imitate	0.044 (0.275)	0.065* (0.073)	0.008 (0.818)	0.043 (0.258)	0.030 (0.388)	0.953 (0.131)
v_tradition	0.062 (0.154)	-0.036 (0.362)	-0.104*** (0.006)	-0.043 (0.296)	0.055 (0.145)	-0.352 (0.608)
innercohesion	0.002 (0.253)	-0.002* (0.090)	-0.000 (0.997)	0.000 (0.919)	-0.002 (0.166)	-0.013 (0.609)
qual_service	-0.014 (0.776)	-0.032 (0.462)	0.028 (0.515)	0.018 (0.701)	-0.084** (0.048)	-0.438 (0.568)
f_own	0.087 (0.309)	0.008 (0.921)	-0.078 (0.296)	0.073 (0.367)	0.029 (0.698)	0.615 (0.647)
f_other	0.026 (0.788)	0.011 (0.900)	0.081 (0.341)	0.050 (0.589)	0.065 (0.443)	1.162 (0.449)
it_infra	-0.179** (0.037)	-0.053 (0.494)	-0.045 (0.545)	-0.011 (0.897)	-0.116 (0.122)	-1.995 (0.141)
cpc100	-0.018 (0.345)	0.005 (0.788)	0.001 (0.953)	-0.016 (0.389)	-0.038** (0.024)	-0.328 (0.276)
breakeven2013	-0.210*** (0.008)	-0.128* (0.074)	-0.142** (0.040)	-0.366*** (0.000)	-0.202*** (0.004)	-5.268*** (0.000)
log_rev2013_percapita	-0.047 (0.103)	-0.032 (0.226)	-0.039 (0.127)	-0.045 (0.103)	-0.021 (0.416)	-0.911** (0.046)
rev2013_conc	-0.537** (0.011)	-0.090 (0.637)	-0.112 (0.541)	-0.258 (0.195)	-0.047 (0.799)	-5.157 (0.119)
pub_share	-0.562** (0.025)	-0.368 (0.104)	-0.285 (0.191)	0.020 (0.932)	-0.426* (0.051)	-8.146** (0.039)
pf_conditional	0.082*** (0.007)	0.051* (0.065)	0.029 (0.282)	0.053* (0.069)	0.073*** (0.006)	1.466*** (0.002)
pf_power	-0.144*** (0.000)	-0.019 (0.512)	-0.022 (0.421)	-0.075** (0.013)	-0.031 (0.264)	-1.463*** (0.004)
dummy_poland	1.525*** (0.000)	0.231 (0.246)	-0.675*** (0.000)	1.172*** (0.000)	1.109*** (0.000)	16.802*** (0.000)
dummy_italy	1.003*** (0.000)	0.277* (0.072)	-0.357** (0.016)	0.902*** (0.000)	0.410*** (0.006)	11.211*** (0.000)
dummy_norway	-0.057 (0.771)	-0.170 (0.338)	-0.424** (0.013)	-0.410** (0.027)	-0.304* (0.075)	-6.833** (0.027)
dummy_france	1.117*** (0.000)	-0.024 (0.927)	0.194 (0.432)	0.464* (0.085)	-0.291 (0.240)	7.332 (0.101)
age_orga	0.001 (0.524)	0.002* (0.092)	0.001 (0.568)	0.002* (0.056)	0.000 (0.738)	0.030 (0.124)
sizecommunity	0.059 (0.209)	0.015 (0.720)	0.010 (0.810)	0.095** (0.035)	0.023 (0.576)	1.027 (0.169)
index11values	-0.003 (0.307)	-0.002 (0.446)	-0.001 (0.814)	-0.006** (0.029)	-0.008*** (0.004)	-0.100** (0.040)
R-squared	0.149	0.146	0.229	0.181	0.276	0.214

pval in parentheses

*** p<0.01, ** p<0.05, * p<0.1

A country-level analysis of the influencing factors of the index score for strategic problems reveals mixed results (Table 4.21). In **Germany**, more *members*, sufficient *computer skills*, higher shares of *secondary volunteers*, following a *strategy*, *breaking even*, a higher *revenue concentration*, *powerful local authorities* and agreement with *UEFA's 11 key values* can be linked with less strategic problems. Higher index levels can be found in *older* clubs and clubs in *bigger* communities as well as in clubs that receive *public grants only under strict conditions* and clubs with higher shares of *female staff* (Model 23).

In **Polish** clubs (Model 24) with *powerful local authorities* problem index scores are higher. Lower index levels can be found in *bigger* clubs, clubs with high shares of *youth* members and *inner cohesion*, clubs that follow a *strategy*, clubs with a sufficient *IT-infrastructure*, and more *per capita cooperations*. Furthermore, *breaking even* and high *concentration of revenues* appears to be beneficial.

Within the **Italian** association (Model 25), more *members* in general and more *male members* in particular, as well as a higher *share of female staff*, and better *qualified* staff is beneficial. Sufficient *computer skills*, following a *strategy*, high *per capita revenues* and *revenue concentration*, as well as a high *dependency on public grants* are also variables that have the potential to lower problem levels. Clubs that *imitate* commercial providers, clubs with a *sufficient IT-infrastructure* and clubs with high *inner cohesion* demonstrate higher index levels.

For **Norwegian** clubs (Model 26), a higher share of *youth* members and *female staff*, *imitating* commercial providers, and *powerful local authorities* turned out to be beneficial for reducing the index score. Higher shares of *paid staff* are not helpful with respect to the index score.

Table 4.21: Influencing factors of strategic problem index – country-level comparison.

	(23) GE	(24) PO	(25) IT	(26) NO	(22) CS
members	-0.014*** (0.003)	-0.057** (0.013)	-0.029** (0.024)	0.014 (0.247)	-0.013*** (0.000)
share_female	0.000 (0.996)	0.147 (0.337)	0.373** (0.011)	0.331 (0.191)	0.077 (0.142)
share_youth	-0.017 (0.638)	-0.107* (0.093)	-0.081 (0.571)	-0.246* (0.055)	-0.037 (0.184)
amateur	-7.455 (0.376)	-9.789 (0.182)	6.255 (0.495)	8.251 (0.373)	0.925 (0.794)
cv_percapita	-5.827 (0.555)	-7.535 (0.599)	-9.348 (0.645)	11.426 (0.744)	-7.312 (0.289)
cv_paid	3.991 (0.745)	10.111 (0.402)	27.030 (0.464)	36.816* (0.082)	7.424 (0.308)
cv_female	0.150** (0.042)	0.015 (0.915)	-0.362* (0.066)	-0.461* (0.058)	0.026 (0.642)
qual	-0.019 (0.456)	-0.045 (0.437)	-0.151** (0.029)	0.156 (0.123)	-0.027 (0.194)
compisci_skills	-4.104** (0.011)	4.919 (0.147)	-10.024* (0.071)	2.328 (0.712)	-3.494*** (0.010)
sv	-0.106*** (0.005)	0.061 (0.239)	-0.107 (0.171)	0.030 (0.794)	-0.051* (0.053)
strategy	-3.064*** (0.000)	-4.709*** (0.002)	-6.214** (0.020)	-4.092 (0.250)	-3.829*** (0.000)
nochange	-0.747 (0.294)	-1.267 (0.321)	0.074 (0.968)	3.586 (0.312)	-0.977* (0.080)
develop	-0.923 (0.564)	0.667 (0.866)	5.081 (0.345)	4.920 (0.393)	-0.260 (0.847)
imitate	1.302 (0.110)	-1.000 (0.497)	5.842*** (0.007)	-10.765** (0.012)	0.953 (0.131)
v_tradition	-0.240 (0.770)	-1.126 (0.473)	-1.708 (0.567)	3.730 (0.303)	-0.352 (0.608)
innercohesion	0.001 (0.974)	-0.143*** (0.008)	0.179** (0.018)	-0.040 (0.695)	-0.013 (0.609)
qual_service	-0.810 (0.389)	1.398 (0.433)	0.129 (0.965)	2.352 (0.692)	-0.438 (0.568)
f_own	1.196 (0.458)	-2.298 (0.455)	-2.151 (0.720)	11.708 (0.223)	0.615 (0.647)
f_other	1.369 (0.438)	-0.599 (0.896)	1.350 (0.864)	-4.102 (0.507)	1.162 (0.449)
it_infra	-1.431 (0.376)	-8.968** (0.020)	7.760* (0.094)	-2.573 (0.707)	-1.995 (0.141)
cpc100	-0.357 (0.657)	-0.898** (0.029)	-2.106 (0.132)	0.726 (0.596)	-0.328 (0.276)
breakeven2013	-5.923*** (0.000)	-10.958*** (0.001)	0.585 (0.889)	-10.552 (0.108)	-5.268*** (0.000)
log_rev2013_percapita	-0.086 (0.890)	-0.555 (0.638)	-2.254** (0.050)	1.997 (0.503)	-0.911** (0.046)
rev2013_conc	-4.689 (0.280)	-16.213* (0.064)	-17.025* (0.097)	10.592 (0.674)	-5.157 (0.119)
pub_share	-8.549 (0.302)	-3.097 (0.636)	-35.282* (0.056)	55.543 (0.116)	-8.146** (0.039)
pf_conditional	1.672*** (0.006)	0.746 (0.483)	2.160 (0.243)	2.023 (0.427)	1.466*** (0.002)
pf_power	-2.816*** (0.000)	2.215* (0.051)	-1.035 (0.583)	-4.966** (0.023)	-1.463*** (0.004)
dummy_poland					16.802*** (0.000)
dummy_italy					11.211*** (0.000)
dummy_norway					-6.833** (0.027)
dummy_france					7.332 (0.101)
age_orga	0.048** (0.049)	-0.051 (0.328)	0.078 (0.247)	-0.029 (0.753)	0.030 (0.124)
sizecommunity	1.540* (0.093)	1.763 (0.440)	2.815 (0.347)	-1.848 (0.533)	1.027 (0.169)
index11values	-0.147** (0.022)	0.021 (0.811)	-0.195 (0.391)	-0.075 (0.782)	-0.100** (0.040)
R-squared	0.217	0.403	0.394	0.515	0.214

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Shadow of the game

Only a few factors influence the four problems within the organizational problem dimension **shadow of the game** (Table 4.22). For the problem of game **manipulation** having a *strategy* and a higher share of *public grants* seems to be beneficial for the clubs. Clubs with a higher *revenue concentration* report high problem levels (Model 27).

The problem of **violence** seems to be lower in clubs that have a *strategy*. Clubs that *imitate* the offers of commercial providers and clubs in *bigger communities* are more affected by this problem (Model 28).

Racism appears to be less problematic in clubs that have sufficient *computer skills*. Clubs that have a *person in charge of the development* of coaches and clubs in *bigger communities* report higher problem levels (Model 29).

A higher agreement with *UEFA's 11 values* correlates with lower problem levels for **discrimination** on match day, so does a higher *share of qualified staff*, sufficient *computer skills* and following a *strategy*. Again, clubs in *bigger communities* report higher problem levels (Model 30).

Generally, accordance with *UEFA's 11 values* seems helpful for lower scores on the **shadow of the game problem index**, only sufficient *computer skills* and having a *strategy* can additionally be reported as beneficial factors. Clubs in bigger communities generally demonstrate higher index scores (Model 31).

Table 4.22: Influencing factors of problem index *shadow of the game* – combined sample.

VARIABLES	(27)	(28)	(29)	(30)	(31)
	p_manipulation	p_violence	p_racism	p_discrimination	p_index_it
members	0.000 (0.383)	-0.000 (0.659)	0.000 (0.913)	-0.000 (0.917)	0.000 (0.949)
share_female	-0.002 (0.268)	-0.003 (0.180)	0.001 (0.616)	-0.000 (0.916)	-0.024 (0.510)
share_youth	0.000 (0.688)	0.000 (0.883)	-0.001 (0.450)	0.001 (0.512)	0.004 (0.844)
amateur	-0.074 (0.475)	-0.008 (0.955)	-0.010 (0.927)	-0.040 (0.794)	-0.829 (0.738)
cv_percapita	0.286 (0.160)	-0.109 (0.691)	0.024 (0.915)	0.170 (0.567)	2.308 (0.635)
cv_paid	-0.200 (0.348)	0.111 (0.698)	-0.036 (0.876)	0.179 (0.565)	0.352 (0.945)
cv_female	-0.001 (0.713)	0.001 (0.608)	-0.003 (0.174)	-0.003 (0.226)	-0.031 (0.442)
qual	-0.000 (0.921)	-0.000 (0.749)	-0.001 (0.366)	-0.002* (0.082)	-0.015 (0.289)
compsci_skills	-0.031 (0.437)	-0.043 (0.419)	-0.082* (0.059)	-0.102* (0.079)	-1.609* (0.089)
sv	0.001 (0.116)	-0.001 (0.171)	-0.000 (0.835)	-0.000 (0.832)	-0.004 (0.833)
strategy	-0.034* (0.079)	-0.061** (0.018)	-0.017 (0.424)	-0.050* (0.075)	-1.009** (0.027)
nochange	-0.016 (0.342)	-0.030 (0.179)	-0.007 (0.698)	-0.033 (0.167)	-0.538 (0.173)
develop	-0.011 (0.775)	0.048 (0.368)	0.086** (0.049)	0.079 (0.176)	1.263 (0.184)
imitate	0.021 (0.256)	0.066*** (0.009)	0.018 (0.390)	0.059** (0.029)	1.022** (0.021)
v_tradition	0.027 (0.203)	-0.037 (0.197)	-0.024 (0.306)	-0.015 (0.631)	-0.303 (0.551)
v_companionship	-0.005 (0.851)	-0.019 (0.584)	-0.019 (0.504)	-0.035 (0.350)	-0.487 (0.428)
innercohesion	-0.001 (0.101)	0.000 (0.710)	-0.000 (0.608)	-0.001 (0.314)	-0.015 (0.406)
qual_service	-0.016 (0.463)	0.019 (0.526)	0.029 (0.246)	0.051 (0.123)	0.517 (0.336)
f_own	0.055 (0.164)	0.038 (0.470)	0.018 (0.683)	0.032 (0.584)	0.898 (0.342)
f_other	-0.004 (0.933)	0.092 (0.131)	0.098** (0.049)	0.097 (0.141)	1.771 (0.102)
it_infra	0.018 (0.651)	-0.013 (0.810)	0.056 (0.201)	0.043 (0.466)	0.649 (0.496)
cpc100	0.001 (0.886)	0.009 (0.444)	0.010 (0.321)	0.006 (0.651)	0.163 (0.443)
breakeven2013	-0.013 (0.717)	0.017 (0.736)	-0.016 (0.691)	0.006 (0.908)	-0.043 (0.961)
log_rev2013_percapita	-0.004 (0.764)	-0.010 (0.576)	-0.006 (0.661)	-0.024 (0.224)	-0.278 (0.384)
rev2013_conc	0.246** (0.011)	-0.072 (0.581)	0.108 (0.306)	-0.096 (0.494)	1.170 (0.611)
pub_share	-0.200* (0.083)	0.088 (0.569)	-0.142 (0.259)	-0.063 (0.708)	-1.974 (0.472)
dummy_poland	0.305*** (0.003)	-0.049 (0.722)	-0.052 (0.644)	0.015 (0.919)	1.365 (0.575)
dummy_italy	0.217*** (0.006)	0.456*** (0.000)	0.467*** (0.000)	0.398*** (0.001)	9.600*** (0.000)
dummy_norway	-0.053 (0.563)	-0.299** (0.015)	0.060 (0.550)	-0.117 (0.381)	-2.556 (0.242)
dummy_france	0.354*** (0.007)	0.690*** (0.000)	0.639*** (0.000)	0.514*** (0.007)	13.732*** (0.000)
age_orga	0.000 (0.983)	-0.000 (0.664)	0.000 (0.715)	-0.000 (0.719)	-0.003 (0.852)
sizecommunity	0.021 (0.332)	0.108*** (0.000)	0.078*** (0.001)	0.084*** (0.009)	1.821*** (0.001)
index11values	-0.002 (0.284)	-0.002 (0.245)	-0.002 (0.184)	-0.005** (0.019)	-0.068** (0.049)
R-squared	0.088	0.106	0.110	0.075	0.118

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

The country-level analysis of the influencing factors of this problem index shows mixed results (Table 4.23). For **German** clubs, being situated in a *smaller community*, having more *members*, more *qualified* training staff, sufficient *computer skills*, higher *inner cohesion* and *revenue concentration* as well as agreement with *UEFA's 11 key values* are beneficial factors. *Imitating* commercial providers and having a person in charge of the *development* of training staff, however, increase the problem index score (Model 32). For **Polish** clubs, having a person in charge of the *development* of training staff is beneficial, so is following a *strategy*. *Imitating* commercial providers can be linked with higher problem index scores (Model 33). **Italian** clubs with a higher share of *paid staff* have lower problem index scores. Three factors can be linked with higher index scores: using *own facilities*, having a sufficient *IT-infrastructure*, and high *revenue concentration* (Model 34). For **Norwegian** clubs, only the *size* of the club influences the problem levels within this dimension (Model 35).

One specific research questions proposed at the beginning of this report was the influence of organizational capacities on the problem of **match-fixing**. Therefore, a country-level analysis for this particular problem was carried out (Table 4.24). Match-fixing seems to be less of a problem for clubs in **Germany** when they have a higher share of *paid staff*, follow a *strategy*, and when they demonstrate higher levels of *inner cohesion*. Being located in a *bigger community*, a high share of *secondary volunteers*, and *imitating* commercial providers does not contribute to lower problem levels (Model 27a). In **Poland**, three factors correlate with the problem level: a high share of *youth members* can be linked with higher problem levels while a better *qualification* of the training staff and a person in charge of the *development of training staff* seem to be lowering problem levels (Model 27b). No beneficial capacity could be found for **Italian** clubs, however, higher problem levels can be found in clubs that use their *own facilities* (Model 27c). In **Norway**, being situated in a *bigger community*, *imitating* commercial providers and using *shared facilities* is not beneficial (Model 27d). *Amateur* clubs, and clubs with higher *per capita staff* experience lower problem levels.

Table 4.23: Influencing factors of problem index *shadow of the game* - country-level comparison.

	(32)	(33)	(34)	(35)	(31)
	GE	PO	IT	NO	CS
members	-0.006** (0.026)	0.003 (0.860)	0.003 (0.805)	0.013* (0.095)	0.000 (0.949)
share_female	0.052 (0.206)	-0.158 (0.116)	-0.148 (0.350)	0.044 (0.771)	-0.024 (0.510)
share_youth	0.028 (0.191)	0.034 (0.410)	-0.156 (0.308)	0.055 (0.478)	0.004 (0.844)
amateur	3.746 (0.443)	-6.994 (0.148)	14.742 (0.143)	6.666 (0.227)	-0.829 (0.738)
cv_percapita	-3.335 (0.560)	10.586 (0.260)	2.329 (0.916)	24.765 (0.259)	2.308 (0.635)
cv_paid	9.432 (0.184)	2.571 (0.740)	-69.543* (0.085)	7.725 (0.554)	0.352 (0.945)
cv_female	-0.004 (0.922)	-0.034 (0.723)	0.102 (0.643)	-0.232 (0.112)	-0.031 (0.442)
qual	-0.040*** (0.007)	-0.050 (0.185)	0.089 (0.237)	0.082 (0.189)	-0.015 (0.289)
compsci_skills	-1.811* (0.053)	0.719 (0.750)	-4.459 (0.455)	-1.802 (0.648)	-1.609* (0.089)
sv	0.018 (0.399)	-0.005 (0.889)	-0.092 (0.284)	-0.076 (0.280)	-0.004 (0.833)
strategy	0.179 (0.697)	-2.129** (0.033)	-4.242 (0.146)	2.995 (0.201)	-1.009** (0.027)
nochange	-0.565 (0.174)	-0.394 (0.636)	-1.417 (0.486)	0.469 (0.830)	-0.538 (0.173)
develop	1.934** (0.037)	-6.372** (0.016)	1.529 (0.794)	1.205 (0.734)	1.263 (0.184)
imitate	1.186** (0.012)	1.912** (0.048)	1.352 (0.563)	-1.366 (0.588)	1.022** (0.021)
v_tradition	-0.433 (0.386)	1.301 (0.238)	-4.707 (0.170)	2.952 (0.191)	-0.303 (0.551)
v_companionship	0.528 (0.392)	-1.845 (0.163)	-3.161 (0.474)	-4.922 (0.123)	-0.487 (0.428)
innercohesion	-0.056*** (0.005)	0.019 (0.578)	0.051 (0.540)	0.066 (0.295)	-0.015 (0.406)
qual_service	0.811 (0.137)	-1.301 (0.258)	2.466 (0.418)	1.860 (0.618)	0.517 (0.336)
f_own	-1.101 (0.238)	-1.620 (0.423)	13.476** (0.045)	-0.661 (0.909)	0.898 (0.342)
f_other	1.242 (0.224)	1.964 (0.515)	8.200 (0.343)	-0.138 (0.971)	1.771 (0.102)
it_infra	-1.036 (0.267)	-0.894 (0.725)	11.224** (0.027)	6.587 (0.121)	0.649 (0.496)
cpc100	-0.079 (0.866)	0.278 (0.308)	0.065 (0.967)	0.759 (0.373)	0.163 (0.443)
breakeven2013	-0.018 (0.984)	-1.205 (0.571)	-0.677 (0.884)	-6.301 (0.114)	-0.043 (0.961)
log_rev2013_percapita	-0.552 (0.125)	0.876 (0.252)	0.217 (0.861)	-1.165 (0.532)	-0.278 (0.384)
rev2013_conc	-4.638* (0.063)	0.075 (0.989)	27.921** (0.015)	-23.815 (0.134)	1.170 (0.611)
pub_share	2.156 (0.648)	-2.546 (0.549)	-5.297 (0.779)	15.479 (0.477)	-1.974 (0.472)
dummy_poland					1.365 (0.575)
dummy_italy					9.600*** (0.000)
dummy_norway					-2.556 (0.242)
dummy_france					13.732*** (0.000)
age_orga	0.006 (0.691)	-0.007 (0.827)	0.023 (0.754)	0.022 (0.696)	-0.003 (0.852)
sizecommunity	2.553*** (0.000)	0.270 (0.858)	0.807 (0.807)	1.364 (0.463)	1.821*** (0.001)
index11values	-0.073** (0.048)	0.000 (0.994)	0.003 (0.989)	-0.242 (0.174)	-0.068** (0.049)
R-squared	0.114	0.229	0.258	0.459	0.118

pval in parentheses

*** p<0.01, ** p<0.05, * p<0.1

Table 4.24: Influencing factors of problem *manipulation* – country-level comparison.

	(27a) GE	(27b) PO	(27c) IT	(27d) NO	(27) CS
members	-0.000 (0.659)	-0.000 (0.668)	0.001 (0.247)		0.000 (0.383)
share_female	0.000 (0.727)	-0.007 (0.307)	-0.001 (0.881)	1.461 (0.679)	-0.002 (0.268)
share_youth	-0.001 (0.400)	0.005* (0.055)	-0.003 (0.601)	2.302 (0.199)	0.000 (0.688)
amateur	-0.155 (0.338)	-0.188 (0.565)	0.366 (0.384)	-212.659* (0.090)	-0.074 (0.475)
cv_percapita	0.187 (0.325)	0.773 (0.226)	0.321 (0.729)	-1,149.379** (0.019)	0.286 (0.160)
cv_paid	-0.389* (0.100)	0.296 (0.574)	-1.803 (0.283)	-222.083 (0.466)	-0.200 (0.348)
cv_female	-0.000 (0.758)	-0.001 (0.892)	-0.002 (0.799)	-2.629 (0.432)	-0.001 (0.713)
qual	0.000 (0.795)	-0.006** (0.028)	0.003 (0.395)	-2.215 (0.120)	-0.000 (0.921)
compsci_skills	0.009 (0.778)	-0.075 (0.624)	-0.072 (0.772)	-104.515 (0.254)	-0.031 (0.437)
sv	0.001* (0.053)	0.003 (0.220)	-0.002 (0.570)	-0.445 (0.787)	0.001 (0.116)
strategy	-0.027* (0.074)	-0.051 (0.447)	-0.140 (0.251)	43.238 (0.424)	-0.034* (0.079)
nochange	-0.012 (0.381)	-0.026 (0.650)	-0.065 (0.442)	16.295 (0.750)	-0.016 (0.342)
develop	0.035 (0.251)	-0.427** (0.018)	-0.235 (0.340)	83.706 (0.311)	-0.011 (0.775)
imitate	0.032** (0.039)	0.061 (0.350)	-0.006 (0.955)	122.352** (0.032)	0.021 (0.256)
v_tradition	0.025 (0.138)	0.086 (0.248)	-0.027 (0.848)	-9.348 (0.858)	0.027 (0.203)
v_companionship	0.006 (0.773)	0.031 (0.728)	-0.127 (0.492)	-41.916 (0.569)	-0.005 (0.851)
innercohesion	-0.001* (0.061)	-0.001 (0.690)	0.000 (0.926)	-0.102 (0.945)	-0.001 (0.101)
qual_service	0.001 (0.942)	-0.053 (0.498)	-0.086 (0.499)	-93.548 (0.280)	-0.016 (0.463)
f_own	-0.006 (0.839)	-0.122 (0.375)	0.618** (0.028)	84.729 (0.531)	0.055 (0.164)
f_other	-0.018 (0.589)	0.039 (0.848)	0.200 (0.580)	177.877** (0.040)	-0.004 (0.933)
it_infra	-0.018 (0.565)	0.158 (0.361)	0.222 (0.293)	120.556 (0.213)	0.018 (0.651)
cpc100	0.007 (0.670)	-0.003 (0.870)	0.037 (0.572)	-3.705 (0.852)	0.001 (0.886)
breakeven2013	-0.045 (0.129)	-0.093 (0.521)	0.084 (0.667)	102.270 (0.262)	-0.013 (0.717)
log_rev2013_percapita	-0.016 (0.186)	0.037 (0.474)	0.009 (0.858)	-15.608 (0.721)	-0.004 (0.764)
rev2013_conc	-0.017 (0.837)	0.253 (0.500)	1.455*** (0.003)	-307.603 (0.400)	0.246** (0.011)
pub_share	0.046 (0.768)	-0.385 (0.184)	-0.144 (0.855)	-392.438 (0.440)	-0.200* (0.083)
dummy_poland					0.305*** (0.003)
dummy_italy					0.217*** (0.006)
dummy_norway					-0.053 (0.563)
dummy_france					0.354*** (0.007)
age_orga	0.001 (0.252)	-0.002 (0.306)	0.003 (0.282)	-0.809 (0.547)	0.000 (0.983)
sizecommunity	0.037** (0.036)	-0.108 (0.294)	-0.010 (0.941)	89.705** (0.033)	0.021 (0.332)
index11values	-0.000 (0.976)	-0.005 (0.206)	0.007 (0.531)	-0.354 (0.932)	-0.002 (0.284)
R-squared	0.054	0.185	0.212	0.651	0.088

pval in parentheses

*** p<0.01, ** p<0.05, * p<0.1

4.2.2 What influences the public welfare generated by football clubs?

Societal Values

Clubs with a higher share of *female* and *youth members*, clubs with higher shares of *female staff*, clubs that emphasize the *quality of* the provided services and *traditional* values and *companionship*, and clubs with higher accordance with *UEFA's 11 values* show greater efforts in the promotion of **equal participation of girls and women** (Table 4.25). Higher shares of *paid staff* and higher *per capita revenues* are linked with lower efforts in providing this dimension of public welfare effects (Model 36).

After controlling for country-specific factors, the promotion of the value **fair play** appears to be higher in clubs with a higher share of *youth members*, *female staff* and *qualified* training staff, clubs that emphasize the *quality of* their *services* and *companionship*, and clubs with high accordance with *UEFA's 11 values*. Clubs with higher *per capita revenues* report lower emphasis levels (Model 37).

Clubs that are based in *bigger communities*, follow a *strategy*, have a person in charge for the *development* of their training staff, *imitate* the offers of commercial providers, emphasize the *quality of* the provided *services* and *traditional* values and clubs that are in high accordance with *UEFA's 11 values* are more likely to engage in **anti-racism campaigns**. However, *amateur* clubs per se, and clubs with more *cooperations* seem to engage less in such campaigns (Model 38).

Levels of engagement in **anti-discrimination** campaigns are higher in clubs with more *female staff*, clubs that follow a *strategy*, clubs that have a person in charge for the *development* of training staff and emphasize the importance of *quality services* and *traditional* values. Also, clubs situated in a *bigger community* and clubs that show higher levels of agreement with *UEFA's 11 values* show greater engagement (Model 39).

The promotion of the value **integrity of the sport** seems higher in clubs that follow a *strategy*, emphasize the importance of *quality services*, value *tradition* and *companionship*, have *more cooperations* and clubs that are in high accordance with *UEFA's 11 values*. Clubs with higher *per capita revenues* report lower levels of emphasis on this societal value (Model 40).

Higher **index scores for the promotion of societal values** can be found in clubs with a higher share of *female* and *youth members*, and clubs that are situated in *bigger communities*. Higher index scores can furthermore be found in clubs that have high shares of *female staff*, clubs that follow a *strategy*, clubs with a person in charge for the *development of training staff*, clubs that emphasize the importance of *quality services* and the values *tradition* and *companionship*, and clubs that are in accordance with *UEFA's 11 values*. Lower index scores can be found in clubs with higher *per capita revenues* (Model 41).

Switching to the country-level analysis (Table 4.26), **German** clubs demonstrate a higher score on the index for the promotion of societal values, when their share of *female* members is higher and when the clubs is settled in a *bigger community*. Factors that further have the potential to increase the index score are following a *strategy*, a person in charge for the *development* of training staff, policies to *imitate* the offers of commercial suppliers, putting high emphasis on the *quality* of their services and *traditional* values and, moreover, accordance with *UEFA's 11 values*. Clubs with more *secondary volunteers* and higher *per capita revenues* report lower index scores. (Model 42).

For **Polish** clubs, index scores are higher when *computer skills* are sufficient and *own facilities* are used. Again, accordance with the *11 key values* is beneficial – so is having a person in charge for the *development* of training staff and emphasizing the *quality* of the provided *services* (Model 43). For **Italian** clubs three factors were found to have an influence on the index score: share of *female staff*, valuing *companionship* and accordance with *UEFA's 11 values* (Model 44). In **Norway**, *amateur* clubs per se demonstrate a lower index score than their professional counterparts. The index score is higher in clubs that have a high share of *female* members, clubs that have a sufficient *IT-infrastructure* and in clubs that have more *cooperations* per member (Model 45).

Table 4.25: Influencing factors of promotion of societal values – combined sample.

VARIABLES	(36) equal	(37) fairplay	(38) antiracism	(39) antidiscrim	(40) integrityofgame	(41) index_sv
members	0.000 (0.984)	0.000 (0.798)	0.000 (0.818)	0.000 (0.944)	0.000 (0.788)	0.001 (0.824)
share_female	0.017*** (0.000)	0.001 (0.683)	0.001 (0.751)	0.002 (0.539)	0.000 (0.911)	0.104** (0.011)
share_youth	0.004*** (0.002)	0.002** (0.033)	0.000 (0.887)	0.000 (0.897)	0.001 (0.564)	0.036* (0.099)
amateur	0.249 (0.173)	0.020 (0.852)	-0.475** (0.018)	-0.278 (0.165)	-0.125 (0.250)	-3.044 (0.267)
cv_percapita	-0.164 (0.646)	0.355* (0.096)	0.008 (0.984)	0.230 (0.557)	0.033 (0.877)	2.320 (0.666)
cv_paid	-0.668* (0.075)	0.081 (0.716)	0.259 (0.530)	0.335 (0.415)	0.350 (0.116)	1.807 (0.749)
cv_female	0.007** (0.023)	0.002 (0.162)	0.004 (0.176)	0.006* (0.058)	-0.000 (0.780)	0.096** (0.030)
qual	-0.001 (0.240)	0.001* (0.069)	0.001 (0.571)	0.000 (0.714)	-0.000 (0.992)	0.005 (0.753)
compsci_skills	0.096 (0.170)	-0.000 (0.993)	0.106 (0.168)	0.082 (0.285)	-0.005 (0.910)	1.391 (0.185)
sv	-0.000 (0.871)	-0.001 (0.126)	-0.001 (0.367)	-0.001 (0.532)	0.001 (0.398)	-0.015 (0.455)
strategy	0.037 (0.266)	0.032 (0.112)	0.146*** (0.000)	0.145*** (0.000)	0.065*** (0.001)	2.128*** (0.000)
nochange	-0.039 (0.177)	0.007 (0.671)	-0.035 (0.273)	-0.036 (0.258)	-0.028 (0.105)	-0.657 (0.134)
develop	0.002 (0.983)	-0.015 (0.714)	0.246*** (0.001)	0.269*** (0.000)	-0.006 (0.877)	2.472** (0.019)
imitate	0.041 (0.207)	-0.011 (0.573)	0.059* (0.100)	0.059 (0.102)	0.005 (0.795)	0.764 (0.120)
v_tradition	0.069* (0.064)	0.012 (0.587)	0.076* (0.066)	0.090** (0.029)	0.037* (0.093)	1.419** (0.012)
v_companionship	0.150*** (0.001)	0.115*** (0.000)	-0.052 (0.297)	-0.035 (0.487)	0.123*** (0.000)	1.507** (0.028)
innercohesion	0.000 (0.991)	0.001 (0.129)	0.002 (0.203)	0.002 (0.152)	0.000 (0.779)	0.026 (0.179)
qual_service	0.151*** (0.000)	0.114*** (0.000)	0.078* (0.074)	0.087** (0.046)	0.066*** (0.005)	2.473*** (0.000)
f_own	0.042 (0.543)	-0.063 (0.129)	0.064 (0.403)	-0.005 (0.945)	0.006 (0.876)	0.219 (0.834)
f_other	0.062 (0.434)	0.001 (0.985)	0.134 (0.128)	0.111 (0.203)	0.004 (0.929)	1.559 (0.193)
it_infra	0.014 (0.846)	-0.029 (0.484)	0.031 (0.687)	0.058 (0.451)	-0.017 (0.690)	0.282 (0.789)
cpc100	0.015 (0.327)	-0.012 (0.201)	-0.029* (0.094)	-0.022 (0.197)	0.016* (0.087)	-0.158 (0.502)
breakeven2013	-0.067 (0.302)	-0.001 (0.989)	-0.079 (0.264)	-0.096 (0.174)	0.020 (0.600)	-1.113 (0.251)
log_rev2013_percapita	-0.058** (0.014)	-0.030** (0.032)	-0.029 (0.271)	-0.017 (0.512)	-0.040*** (0.004)	-0.869** (0.014)
rev2013_conc	0.154 (0.363)	0.013 (0.898)	0.044 (0.812)	0.217 (0.242)	0.004 (0.965)	2.168 (0.395)
pub_share	0.184 (0.363)	0.134 (0.267)	0.230 (0.302)	0.253 (0.254)	-0.070 (0.559)	3.644 (0.231)
dummy_poland	0.146 (0.413)	0.062 (0.561)	0.097 (0.622)	0.096 (0.625)	0.024 (0.820)	2.121 (0.432)
dummy_italy	0.017 (0.900)	0.080 (0.335)	0.546*** (0.000)	0.469*** (0.002)	0.015 (0.852)	5.635*** (0.007)
dummy_norway	-0.139 (0.386)	0.186* (0.052)	0.056 (0.751)	0.064 (0.718)	-0.182* (0.057)	-0.081 (0.973)
dummy_france	-0.701*** (0.002)	0.060 (0.661)	0.047 (0.852)	0.419* (0.097)	0.237* (0.084)	0.315 (0.928)
age_orga	-0.001 (0.162)	0.001 (0.317)	0.001 (0.180)	0.001 (0.496)	0.001** (0.034)	0.013 (0.372)
sizecommunity	-0.002 (0.968)	0.037 (0.106)	0.135*** (0.001)	0.115*** (0.006)	0.021 (0.369)	1.533*** (0.008)
index11values	0.019*** (0.000)	0.019*** (0.000)	0.022*** (0.000)	0.021*** (0.000)	0.020*** (0.000)	0.511*** (0.000)
R-squared	0.256	0.318	0.233	0.239	0.329	0.390

pval in parentheses
 *** p<0.01, ** p<0.05, * p<0.1

Table 4.26: Influencing factors of promotion of societal values – country-level comparison.

	(42) GE	(43) PO	(44) IT	(45) NO	(41) CS
members	-0.000 (0.899)	-0.010 (0.590)	0.006 (0.340)	-0.003 (0.706)	0.001 (0.824)
share_female	0.179*** (0.003)	-0.034 (0.793)	0.015 (0.839)	0.354** (0.029)	0.104** (0.011)
share_youth	0.041 (0.184)	0.019 (0.727)	0.051 (0.481)	0.102 (0.207)	0.036* (0.099)
amateur	4.130 (0.561)	-4.676 (0.453)	-3.701 (0.435)	-11.282* (0.053)	-3.044 (0.267)
cv_percapita	7.768 (0.351)	-8.342 (0.493)	4.644 (0.657)	-32.170 (0.159)	2.320 (0.666)
cv_paid	0.214 (0.983)	9.666 (0.337)	20.510 (0.280)	5.070 (0.707)	1.807 (0.749)
cv_female	0.077 (0.217)	0.012 (0.920)	0.182* (0.083)	0.066 (0.656)	0.096** (0.030)
qual	0.006 (0.775)	-0.030 (0.538)	0.021 (0.551)	0.014 (0.821)	0.005 (0.753)
compsci_skills	0.621 (0.649)	6.830** (0.020)	-1.010 (0.720)	-1.276 (0.754)	1.391 (0.185)
sv	-0.053* (0.090)	0.012 (0.779)	0.051 (0.208)	-0.025 (0.728)	-0.015 (0.455)
strategy	2.878*** (0.000)	1.420 (0.268)	0.960 (0.485)	1.913 (0.427)	2.128*** (0.000)
nochange	-0.431 (0.476)	0.007 (0.995)	-1.091 (0.258)	-3.255 (0.155)	-0.657 (0.134)
develop	2.227* (0.099)	5.662* (0.100)	-0.372 (0.893)	4.938 (0.185)	2.472** (0.019)
imitate	1.222* (0.073)	-0.564 (0.650)	0.007 (0.995)	2.161 (0.410)	0.764 (0.120)
v_tradition	1.351* (0.063)	1.735 (0.225)	1.387 (0.390)	1.268 (0.584)	1.419** (0.012)
v_companionship	0.642 (0.475)	2.744 (0.117)	5.375** (0.011)	3.317 (0.311)	1.507** (0.028)
innercohesion	0.025 (0.389)	0.031 (0.483)	-0.024 (0.545)	0.044 (0.496)	0.026 (0.179)
qual_service	2.637*** (0.001)	3.199** (0.032)	1.393 (0.333)	1.550 (0.688)	2.473*** (0.000)
f_own	-1.346 (0.321)	4.341* (0.100)	5.051 (0.111)	3.756 (0.531)	0.219 (0.834)
f_other	1.294 (0.385)	0.481 (0.902)	0.809 (0.843)	-0.314 (0.936)	1.559 (0.193)
it_infra	0.186 (0.891)	-5.069 (0.126)	3.777 (0.114)	8.098* (0.067)	0.282 (0.789)
cpc100	-0.376 (0.579)	-0.288 (0.413)	0.599 (0.416)	2.556*** (0.006)	-0.158 (0.502)
breakeven2013	-1.876 (0.146)	-3.086 (0.264)	3.022 (0.172)	0.013 (0.997)	-1.113 (0.251)
log_rev2013_percapita	-1.011* (0.054)	-1.063 (0.283)	-0.262 (0.657)	-1.212 (0.530)	-0.869** (0.014)
rev2013_conc	3.226 (0.374)	-2.767 (0.698)	0.034 (0.995)	-10.514 (0.517)	2.168 (0.395)
pub_share	5.270 (0.443)	-2.552 (0.643)	1.240 (0.889)	35.948 (0.117)	3.644 (0.231)
dummy_poland					2.121 (0.432)
dummy_italy					5.635*** (0.007)
dummy_norway					-0.081 (0.973)
dummy_france					0.315 (0.928)
age_orga	0.033 (0.106)	-0.028 (0.528)	-0.050 (0.143)	-0.006 (0.919)	0.013 (0.372)
sizecommunity	2.142*** (0.005)	-0.267 (0.892)	-0.927 (0.554)	1.351 (0.483)	1.533*** (0.008)
index11values	0.545*** (0.000)	0.400*** (0.000)	0.572*** (0.000)	0.276 (0.135)	0.511*** (0.000)
R-squared	0.362	0.525	0.523	0.723	0.390

pval in parentheses

*** p<0.01, ** p<0.05, * p<0.1

Social Integration

Across all countries, football clubs undertake significant efforts to integrate various social groups. Those efforts are even increased by high levels of agreement with *UEFA's 11 values* (Table 4.27).

After controlling for the country-specific effects, the integration of **disabled football players** appears to be more emphasized in *bigger* clubs, clubs with higher *per capita staff*, more *secondary volunteers*, clubs that follow a *strategy*, and in clubs that have a high *revenue concentration*. Reduced efforts to integrate disabled sportsmen and sportswomen can be found in clubs with high levels of *inner cohesion* and *per capita revenues* (Model 46).

Amateur clubs per se seem to cater better for people with a **migration** background. Other beneficial factors could not be detected. Using *shared facilities* and a reluctance to change (*nochange*) is not helpful when catering for this population group (Model 47).

Regarding the integration of **older** football players, *amateur* clubs per se and clubs with high *revenue concentration* undertake more efforts to satisfy this population segment. Having more *female* and *youth* members, a reluctance to change (*nochange*), *breaking even* and higher *per capita revenues* appear to not be beneficial (Model 48).

When clubs *break even* and when clubs use *shared facilities* their reported efforts of clubs to integrate **families** are lower. A strong sense of *companionship* within the club, however, appears to contribute to a better integration of families (Model 49).

The higher the share of *female staff*, the more a club integrates **people with lower incomes**. Also, a stronger emphasis on the integration of this group can be found in clubs that value *companionship*, *amateur* clubs and clubs that depend highly on *public grants*. Clubs with higher shares of *female members* and *qualified training staff* and clubs with higher *revenues per member* report lower effort levels (Model 50).

The *size* and *age* of a club, the share of *youth members*, the use of *own facilities*, a high *dependence on public grants* and a high share of *female staff* seem to be helpful to integrate **kids and teenagers**. Being situated in a *bigger community*, a high share of *paid staff*, emphasizing

traditional values and *breaking even* correlates with lower levels of emphasis on the integration of young football players (Model 51).

In general, the **social integration index score** correlates with the *size* of the club, the share of *youth* members, and competing on the *amateur* level. Furthermore, the index score is higher in clubs with a higher share of *female staff*, and clubs that value *companionship*. Lower index scores are found in clubs that are reluctant to change (*nochange*), clubs that use *shared facilities*, *break even* and have high *per capita revenues* (Model 52).

Shifting the level of analysis on the country level (Table 4.28), social integration effects in **Germany** are higher in clubs with a high share of *youth* members and *female staff* as well as in clubs that follow a *strategy*, clubs that value *companionship*, and clubs that have a high *concentration of revenues*. Lower index score are found in clubs with a reluctance to change (*nochange*), in clubs *imitating* the offers of commercial suppliers, using *shared facilities*, *breaking even*, and in clubs with higher *per capita revenues* (Model 53).

While agreement with *UEFA's 11 values* contributes to more social integration across all considered countries, it is particularly important for **Polish** (Model 54) and **Italian** clubs (Model 55), as no other beneficial factor can be found. Using *shared facilities* appears to lower the social integration efforts of **Polish** clubs – no constraining factor for social integration could be found for **Italian** clubs.

Norwegian clubs demonstrate lower index scores when they have more *per capita staff*, more *qualified* coaches and instructors and higher *per capita revenues*. When clubs have a person in charge for the *development* of training staff, they demonstrate higher integration levels (Model 56).

Table 4.27: Influencing factors of social integration by football clubs – combined sample.

VARIABLES	(46) disab	(47) mig	(48) old	(49) family	(50) lowinc	(51) kidsteens	(52) index_si
members	0.000** (0.045)	0.000 (0.535)	0.000* (0.060)	0.000 (0.117)	-0.000 (0.602)	0.000*** (0.000)	0.007** (0.014)
share_female	-0.004 (0.328)	-0.002 (0.287)	-0.007** (0.018)	0.001 (0.615)	-0.004** (0.023)	0.000 (0.797)	-0.063 (0.112)
share_youth	0.002 (0.416)	0.000 (0.726)	-0.004** (0.019)	0.003* (0.056)	0.000 (0.729)	0.008*** (0.000)	0.041* (0.053)
amateur	0.166 (0.490)	0.327** (0.027)	0.449** (0.016)	0.168 (0.327)	0.254* (0.050)	0.072 (0.564)	6.005** (0.023)
cv_percapita	0.911* (0.053)	0.076 (0.794)	0.415 (0.256)	0.012 (0.972)	-0.117 (0.647)	-0.135 (0.578)	4.772 (0.358)
cv_paid	0.279 (0.570)	-0.053 (0.861)	0.066 (0.862)	-0.241 (0.495)	-0.161 (0.546)	-0.880*** (0.001)	-4.093 (0.451)
cv_female	0.004 (0.346)	0.001 (0.650)	0.001 (0.848)	0.005* (0.059)	0.004* (0.057)	0.004** (0.042)	0.078* (0.068)
qual	-0.000 (0.999)	-0.001 (0.401)	-0.001 (0.294)	0.000 (0.619)	-0.002** (0.022)	-0.001 (0.177)	-0.017 (0.276)
compsci_skills	0.061 (0.508)	0.017 (0.770)	0.053 (0.456)	0.094 (0.154)	0.036 (0.467)	0.001 (0.986)	1.079 (0.286)
sv	0.003* (0.070)	0.000 (0.663)	0.001 (0.357)	0.001 (0.351)	0.000 (0.848)	0.001 (0.141)	0.032 (0.104)
strategy	0.079* (0.073)	0.036 (0.186)	0.037 (0.279)	0.027 (0.395)	0.016 (0.499)	-0.008 (0.722)	0.784 (0.108)
nochange	0.005 (0.889)	-0.063*** (0.007)	-0.050* (0.089)	-0.019 (0.479)	-0.031 (0.135)	-0.013 (0.524)	-0.713* (0.090)
develop	0.121 (0.188)	0.032 (0.572)	0.042 (0.557)	0.073 (0.267)	0.026 (0.599)	0.014 (0.773)	1.289 (0.204)
imitate	-0.026 (0.539)	-0.035 (0.188)	-0.051 (0.123)	-0.035 (0.255)	0.001 (0.967)	-0.034 (0.125)	-0.758 (0.110)
v_tradition	0.044 (0.366)	0.005 (0.859)	0.061 (0.108)	0.034 (0.338)	0.027 (0.315)	-0.044* (0.085)	0.522 (0.336)
v_companionship	-0.002 (0.969)	0.013 (0.731)	0.040 (0.384)	0.117*** (0.006)	0.060* (0.064)	0.042 (0.172)	1.126* (0.086)
innercohesion	-0.003** (0.045)	-0.000 (0.747)	0.001 (0.319)	0.001 (0.421)	0.001 (0.357)	-0.001 (0.104)	-0.008 (0.654)
qual_service	0.016 (0.760)	0.051 (0.115)	0.045 (0.259)	0.008 (0.820)	-0.032 (0.251)	0.035 (0.188)	0.501 (0.382)
f_own	-0.126 (0.167)	-0.090 (0.111)	0.056 (0.432)	0.082 (0.211)	-0.046 (0.351)	0.150*** (0.002)	0.111 (0.912)
f_other	-0.076 (0.467)	-0.109* (0.091)	-0.138* (0.089)	-0.143* (0.057)	-0.079 (0.162)	-0.028 (0.600)	-2.387** (0.039)
it_infra	0.060 (0.518)	-0.044 (0.437)	0.031 (0.665)	-0.077 (0.248)	-0.037 (0.459)	-0.053 (0.271)	-0.505 (0.620)
cpc100	0.004 (0.844)	-0.002 (0.890)	-0.001 (0.973)	-0.015 (0.297)	-0.009 (0.440)	0.006 (0.564)	-0.067 (0.768)
breakeven2013	0.005 (0.950)	-0.068 (0.195)	-0.139** (0.034)	-0.158*** (0.009)	-0.031 (0.501)	-0.089** (0.042)	-2.017** (0.031)
log_rev2013_percapita	-0.064** (0.040)	-0.006 (0.752)	-0.057** (0.018)	-0.046** (0.037)	-0.037** (0.026)	-0.007 (0.661)	-0.905*** (0.008)
rev2013_conc	0.435* (0.050)	-0.060 (0.664)	0.294* (0.089)	0.107 (0.504)	0.019 (0.876)	0.007 (0.954)	3.346 (0.173)
pub_share	-0.020 (0.941)	-0.134 (0.414)	0.088 (0.670)	-0.008 (0.968)	0.393*** (0.006)	0.251* (0.068)	2.362 (0.420)
dummy_poland	0.377 (0.109)	-0.529*** (0.000)	-0.376** (0.040)	0.095 (0.573)	0.066 (0.606)	0.330*** (0.007)	-0.140 (0.957)
dummy_italy	0.666*** (0.000)	-0.589*** (0.000)	-1.178*** (0.000)	-0.267** (0.042)	-0.225** (0.023)	0.109 (0.246)	-6.127*** (0.002)
dummy_norway	0.058 (0.782)	-0.136 (0.297)	-0.121 (0.461)	-0.329** (0.030)	0.087 (0.449)	-0.287*** (0.009)	-3.028 (0.194)
dummy_france	-0.179 (0.555)	-0.043 (0.817)	-1.011*** (0.000)	-0.853*** (0.000)	-0.089 (0.588)	-0.050 (0.751)	-9.251*** (0.006)
age_orga	0.000 (0.714)	-0.001 (0.155)	0.000 (0.726)	0.000 (0.862)	-0.000 (0.852)	0.003*** (0.000)	0.009 (0.522)
sizecommunity	-0.012 (0.817)	0.124*** (0.000)	-0.031 (0.431)	-0.018 (0.622)	0.036 (0.195)	-0.063** (0.016)	0.160 (0.775)
index11values	0.012*** (0.000)	0.013*** (0.000)	0.013*** (0.000)	0.018*** (0.000)	0.012*** (0.000)	0.009*** (0.000)	0.318*** (0.000)
R-squared	0.112	0.195	0.248	0.168	0.120	0.208	0.190

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Table 4.28: Influencing factors of strong social integration – country-level comparison.

	(53) GE	(54) PO	(55) IT	(56) NO	(52) CS
members	0.000 (0.895)	0.009 (0.688)	0.004 (0.614)	0.009 (0.314)	0.007** (0.014)
share_female	-0.077 (0.129)	-0.164 (0.302)	-0.010 (0.917)	-0.276 (0.123)	-0.063 (0.112)
share_youth	0.100*** (0.000)	-0.038 (0.560)	-0.113 (0.212)	0.047 (0.607)	0.041* (0.053)
amateur	1.782 (0.767)	5.097 (0.504)	4.241 (0.467)	7.290 (0.259)	6.005** (0.023)
cv_percapita	-8.141 (0.247)	9.371 (0.528)	7.793 (0.546)	-43.594* (0.094)	4.772 (0.358)
cv_paid	-10.509 (0.229)	8.853 (0.471)	-3.000 (0.899)	-6.141 (0.688)	-4.093 (0.451)
cv_female	0.179*** (0.001)	-0.070 (0.643)	0.024 (0.852)	-0.037 (0.826)	0.078* (0.068)
qual	-0.008 (0.664)	-0.048 (0.420)	-0.053 (0.230)	-0.148** (0.047)	-0.017 (0.276)
compsci_skills	1.005 (0.383)	0.397 (0.911)	4.520 (0.201)	-0.555 (0.904)	1.079 (0.286)
sv	0.007 (0.805)	0.032 (0.550)	0.079 (0.118)	0.111 (0.183)	0.032 (0.104)
strategy	1.490*** (0.009)	0.828 (0.597)	0.309 (0.857)	3.498 (0.203)	0.784 (0.108)
nochange	-1.200** (0.019)	1.089 (0.409)	0.691 (0.561)	0.403 (0.874)	-0.713* (0.090)
develop	0.101 (0.930)	3.029 (0.467)	1.147 (0.741)	9.084** (0.035)	1.289 (0.204)
imitate	-2.068*** (0.000)	0.996 (0.513)	1.908 (0.167)	0.169 (0.954)	-0.758 (0.110)
v_tradition	0.413 (0.501)	0.539 (0.757)	0.871 (0.668)	3.702 (0.163)	0.522 (0.336)
v_companionship	1.868** (0.014)	1.942 (0.353)	-0.367 (0.887)	-2.386 (0.517)	1.126* (0.086)
innercohesion	-0.008 (0.737)	-0.011 (0.835)	-0.033 (0.502)	0.053 (0.474)	-0.008 (0.654)
qual_service	0.583 (0.383)	-0.187 (0.918)	0.664 (0.716)	-4.027 (0.359)	0.501 (0.382)
f_own	-0.351 (0.759)	1.446 (0.651)	5.529 (0.155)	-7.604 (0.265)	0.111 (0.912)
f_other	-2.347* (0.062)	-9.609** (0.046)	2.018 (0.695)	-1.454 (0.744)	-2.387** (0.039)
it_infra	-0.835 (0.467)	-0.571 (0.887)	-2.723 (0.355)	3.042 (0.534)	-0.505 (0.620)
cpc100	-0.213 (0.710)	-0.107 (0.803)	-0.174 (0.847)	0.440 (0.658)	-0.067 (0.768)
breakeven2013	-2.229** (0.041)	-3.466 (0.305)	-1.965 (0.476)	5.275 (0.255)	-2.017** (0.031)
log_rev2013_percapita	-0.962** (0.030)	0.090 (0.941)	-0.643 (0.375)	-3.899* (0.081)	-0.905*** (0.008)
rev2013_conc	5.823* (0.058)	-5.769 (0.509)	2.342 (0.722)	-14.461 (0.432)	3.346 (0.173)
pub_share	-1.983 (0.732)	0.935 (0.890)	-0.768 (0.945)	20.945 (0.413)	2.362 (0.420)
dummy_poland					-0.140 (0.957)
dummy_italy					-6.127*** (0.002)
dummy_norway					-3.028 (0.194)
dummy_france					-9.251*** (0.006)
age_orga	0.022 (0.205)	-0.034 (0.534)	-0.044 (0.311)	0.042 (0.533)	0.009 (0.522)
sizecommunity	0.189 (0.771)	0.090 (0.970)	1.132 (0.566)	-1.927 (0.378)	0.160 (0.775)
index11values	0.340*** (0.000)	0.163* (0.087)	0.474*** (0.002)	0.474** (0.026)	0.318*** (0.000)
R-squared	0.239	0.153	0.326	0.709	0.190

pval in parentheses
*** p<0.01, ** p<0.05, * p<0.1

5 Concluding remarks

In the introductory chapter of this research report, the following main research questions were presented:

1. Which are the key organizational problems experienced by European football clubs?
2. In how far do European football clubs differ in their organizational capacity?
3. Which resources are critical to the reduction of organizational problems of European football clubs?
4. In how far does organizational capacity impact public welfare effects of grassroots football clubs?

This chapter attempts to answer those questions through summarizing the main results with respect to the key organizational capacities, problems and potential public welfare effects and the relationship between them.

5.1 RQ 1: Key organizational problems

To answer the first research question, Figure 5.1 portrays the ten most severe organizational problems that clubs in the combined sample of German, Polish, Italian, Norwegian, and French clubs are facing. The top three problems from the dimensions *external*, *strategic* and *operational* were selected as well as the most severe problem within the problem dimension *shadow of the game*. The issues that are most problematic therefore are *attracting/retaining volunteers*, followed by *attracting/retaining referees* and the *cost of operation*. The high problem levels regarding volunteers is in line with recent studies in the field (Doherty et al., 2014; Hager & Brudney, 2011; Nowy et al., 2015; Wicker & Breuer, 2013; Wicker et al., 2013). Clubs in the combined sample rank the organizational problems similar – yet on higher problem levels – than German football clubs in the study of Breuer and Feiler (2013a).

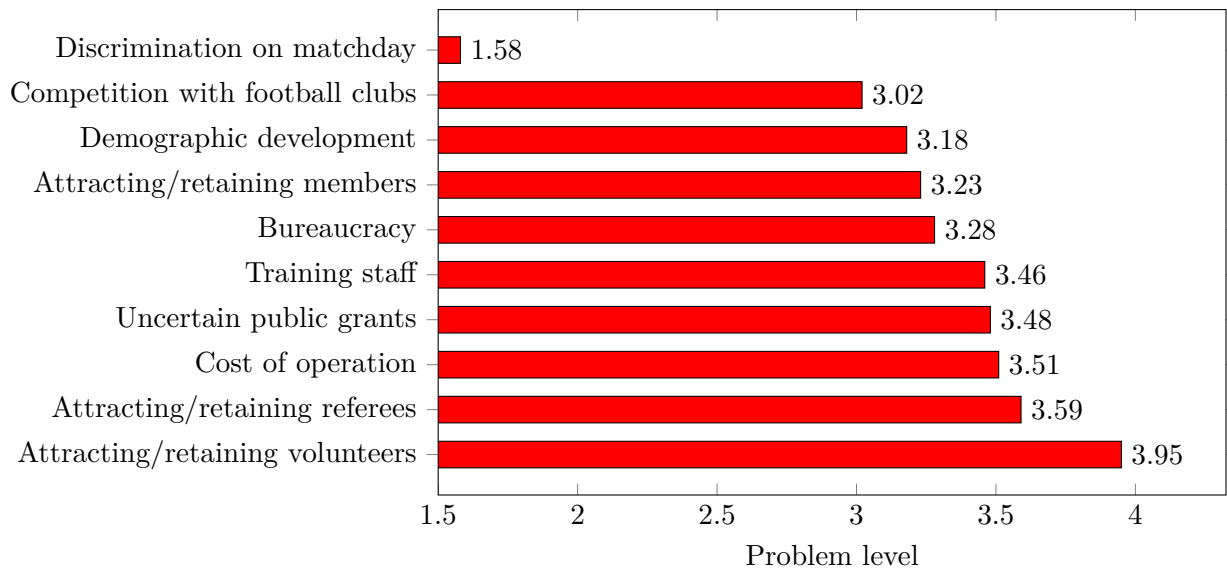


Figure 5.1: Key organizational problems

5.2 RQ 2: Differences in organizational capacity

The investigated clubs differ significantly in size and composition of their members with respect to age and gender. Within the human resource dimension of organizational capacity, it can be reported that the surveyed clubs differ substantially in the number of staff per member as well as in the share of paid and female staff. The biggest difference within this dimension is the degree of qualified training staff. This degree ranges from 36.0% in Germany to 81.1% in Poland. The clubs' computer skills and share of secondary volunteers vary a lot as well.

Differences can also be observed in the structural dimension of organizational capacity. Within the sub-dimension organizational culture, clubs show similar efforts in perusing a strategic concept; Norwegian clubs try to imitate the offers of commercial suppliers much more than all other clubs. The differences in the valuation of traditional values and companionship are only marginal. Substantial differences exist with respect to the infrastructural capacities. While only 20% of the Italian clubs can make use of their own facilities, 80% of the Norwegian clubs practice football on their own property. Substantial differences can also be reported for the perceived sufficiency of clubs' IT-infrastructure – especially when Polish and Italian clubs are compared. The share of clubs that cooperate with other institutions varies between 54% (Germany) and 86% (Poland). This is particularly reflected in the share of clubs that cooperate with commercial suppliers and local sport authorities.

Substantial differences in organizational capacity can also be reported for the financial dimension. While Norwegian clubs on average are able to calculate with per capita revenues of almost €776, this number only amounts to €189 for German clubs. Nevertheless, clubs in Norway also have the highest per capita expenses (in total and in particular for training staff). Even though the investigated clubs show substantial differences within the financial dimension, the share of clubs that could at least break even was relatively similar, indicating quite similar levels of financial performance.

5.3 RQ 3: Critical capacities for organizational problems

To summarize the effects of capacity variables on the 20 organizational problems it is counted in how many regression models a respective capacity had a beneficial or harmful effect on organizational problems (Table 5.1). This allows general statements such as, for example: "Higher shares of *paid staff* are beneficial for 5 % of the 20 organizational problems and harmful in 10 % of the considered organizational problems."

Within the **external** dimension of organizational problems, the capacities that were most often found to have a beneficial effect on problem levels are having high *per capita revenues* (beneficial for 80 % of the organizational problems in that dimension) and having a *strategy* (60 %). While those capacities do not have a beneficial effect on all organizational problems, they do not increase any problem level. Important and beneficial capacities within the context of **operational** problems are higher shares of *qualified* training staff and sufficient *computer skills* as half of the problems in this dimension can be reduced by higher values of the respective variables. Within the **strategic** dimension of organizational problems, *breaking even* helps to reduce all five single problem levels, following a strategy is beneficial with respect to 80 % of the problems in this dimension. Following a strategy is also important when clubs want to lower problem levels in the **shadow of the the game** dimension of organizational problems, as 75 % of the problems can be reduced by following such a concept and by having sufficient *computer skills*.

Table 5.1 summarizes the effect of organizational capacities across all 20 considered problems. It can be said that the effect of human and financial resources on organizational problems

is relatively straight forward¹. The effect of structural capacity variables, however, provides mixed results, i.e., some capacities have a positive effect on one organizational problem and a negative effect on another.

Table 5.1: Direction of effect of organizational capacities on organizational problems

Capacity	Beneficial Effect	Harmful Effect
Human Resources		
cv_percapita	10%	0%
cv_paid	5%	10%
cv_female	0%	0%
qual	25%	5%
compsci_skills	40%	0%
sv	25%	0%
Structural Capacity		
strategy	60%	0%
nochange	10%	0%
develop	5%	5%
imitate	0%	40%
qual_service	7%	13%
v_tradition	15%	0%
innercohesion	5%	5%
f_own	10%	25%
f_other	0%	10%
it_infra	15%	0%
cpc100	5%	10%
Financial Capacity		
breakeven2013	40%	0%
log_rev2013_percapita	25%	0%
rev2013_conc	15%	5%

5.4 RQ 4: Critical capacities for creating public welfare

To summarize the effects of capacity variables on the 11 public welfare variables, it is counted in how many regression models a respective capacity had a beneficial or harmful effect on the emphasis of an organization to generate the respective sub-dimension of public welfare Table 5.2. This allows general statements such as, for example: "Higher shares of *qualified staff* are beneficial for 9 % of the 11 public welfare variables and harmful in 9 % of the considered variables."

¹A jury member of the UEFA Research Grant Programme asked to "pinpoint where the threshold of financial independence lies, i.e. when the football clubs start to depend on extraneous resources (sponsors, magnates, etc.)". Originally, the research project was not designed to answer this request to a full extent. However, some additional correlation analyses were run to test if there is a statistically significant relationship between the degree of internal financing (operationalized by the revenues from membership fees) and the problem index scores. There was **no** statistical evidence to confirm such a relationship for the respective indexes.

When only the dimension **promotion of societal values** is considered, emphasizing the *quality of the provided services* is beneficial for the promotion of all considered societal values – emphasis on *traditional* values is also highly beneficial (80%). Within the public welfare dimension **social integration** of marginal groups, integration levels are higher when the share of *female staff* is higher (50%), when clubs value *companionship* and when the ratio of *public grants* to total revenues is high (33%). According to the results, solid financial management and high per capita revenues correlate with lower social integration.

Table 5.2: Direction of effect of organizational capacities on public welfare effects

Capacity	Beneficial Effect	Harmful Effect
Human Resources		
cv_percapita	18%	0%
cv_paid	0%	18%
cv_female	45%	0%
qual	9%	9%
compsci_skills	0%	0%
sv	9%	0%
Structural Capacity		
strategy	36%	0%
nochange	0%	18%
develop	18%	0%
imitate	9%	0%
qual_service	45%	0%
v_tradition	36%	9%
v_companionship	45%	0%
innercohesion	0%	9%
f_own	9%	0%
f_other	0%	27%
it_infra	0%	0%
cpc100	9%	9%
Financial Capacity		
breakeven2013	0%	27%
log_rev2013_percapita	0%	64%
rev2013_conc	18%	0%
pub_share	18%	0%

5.5 11 Lessons learned

1. Attracting/retaining volunteers and referees, and the cost of operation are the biggest organizational problems of football clubs in the considered sample.
2. Clubs in the combined sample do not differ substantially with respect to ranking organizational problems and the respective magnitude.
3. The framework of organizational capacity allows to demonstrate significant differences in resources that European football clubs can draw upon.
4. All capacity dimensions contribute to the organization's survival – alone and in concert; the picture of how specific capacities determine problem levels is not straightforward: the effect of capacities is problem-specific and sometimes varies for each considered association.
5. Human resources and structural capacities are influential factors of *operational* problems
6. Capacities from all three capacity dimensions have the potential to reduce *external* and *strategic* problems.
7. The problem dimension *shadow of the game* is barely determined by organizational capacities.
8. While financial capacity is generally important, it does not contribute to public welfare as much as other capacities.
9. UEFA might want to consider helping clubs in their efforts to develop strategic concepts and engage in solid financial management for the sustainability of the grassroots of European football.
10. UEFA might want to consider assisting football clubs in their efforts to receive public grants in order to generate the desired public welfare effects.
11. This evidence-based academic report can assist UEFA in its "*unquenchable thirst to see the European game develop in a wide variety of areas, in particular with the help of its national associations*" (UEFA, 2015b) and can be used in UEFA's development programs (e.g., KISS, MESGO).

6 References

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A Questionnaire

Questionnaire UEFA Research Grant Programme 2014/15 (English version)

1. Please indicate wheater you are answering this questionnaire as a representative of...

- a football-only club
 a football division within a multisport club?

Strategy

Please indicate the level of agreement of your club's board on the following statements.

Scale: 1=totally disagree, 2=disagree, 3=neutral, 4=agree, 5=totally agree

2a. Our club has a strategic concept.

totally disagree ———— totally agree

2b. Our club should stay the way it is.

totally disagree ———— totally agree

2c. Our club looks to the future with optimism.

totally disagree ———— totally agree

2d. Our club is aiming for increasing membership numbers.

totally disagree ———— totally agree

2e. Our club follows the sports supply of commercial sports providers.

totally disagree ———— totally agree

2f. Our club especially cares about the quality of our football program.

totally disagree ———— totally agree

2g. The IT-infrastructure in our club is adequate.

totally disagree ———— totally agree

2h. Our club can build upon a solid base of computer skills.

totally disagree ———— totally agree

2i. Our club focuses on the satisfaction of every member.

totally disagree ———— totally agree

Infrastructure

3. Does your club use own facilities (incl. clubhouse)?

yes no

4. Does your club use public facilities and/or facilities from public schools?

yes no if yes: Does your club have to pay fees to use them? yes no

Tradition and Values

5. When was your club founded? _____

Please indicate the level of agreement of your club's board on the following statements.

Scale: 1=totally disagree, 2=disagree, 3=neutral, 4=agree, 5=totally agree

6a. Our club sets high value on tradition.

totally disagree ———— totally agree

6b. Our club sets high value on companionship and conviviality.

totally disagree ———— totally agree

6c. Our club is committed to reaching an equal participation of girls / woman and boys / men.

totally disagree ———— totally agree

6d. Our club tries to convey values such as fair play and tolerance.

totally disagree ———— totally agree

6e. Our club participates in anti-racism campaigns.

totally disagree ———— totally agree

6f. Our club participates in anti-discrimination campaigns.

totally disagree ———— totally agree

6g. Our club cares about the integrity of football.

totally disagree ———— totally agree

UEFA's 11 key values

7a. For our club, Football is a game before being a product, a sport before being a market, a show before being a business.

totally disagree ———— totally agree

7b. Our club works hand in hand with the football associations, while respecting the principle of subsidiarity.

totally disagree ———— totally agree

7c. Our club does not operate by dictact but in a spirit of consensus.

totally disagree ———— totally agree

7d. Our club is committed to good governance (openness, democracy, transparency and responsibility).

totally disagree ———— totally agree

7e. The strength of football lies in its grass roots and our club protects the local and regional identities of the game.

totally disagree ———— totally agree

7f. Our club protects the future of children by stopping them from being uprooted to foreign countries when they are much too young.

totally disagree ———— totally agree

7g. Betting is a source of funding but also a risk for football, especially to the integrety of competitions. Our club is committed to protect the sporting integrity and the proper running of competitions, in order to preserve the true spirit of the game.

totally disagree ———— totally agree

7h. Our club interpretes Financial Fair Play as a matter of operating transparently and responsibly, to protect both sporting competition and the clubs themselves.

totally disagree ———— totally agree

7i. The balance between national team and club football is vital and complementary - it needs to be maintained and even strenghtened, as the development of the game at the local and regional level depends on it.

totally disagree ———— totally agree

7j. Respect is a key principle of football. Our club stands for: zero tolerance against racism, violence and doping. Football unites people and transcends differences.

totally disagree ———— totally agree

7k. Our club is not simply a business like any oher and it cannot be treated as such.

totally disagree ———— totally agree

Problems

How big are the following problems in your club?

Scale: 1=no problem, 2=small problem, 3=medium problem, 4=big problem, 5=very big problem

External forces

8a. Demographic change in the region
no problem ———— very big problem

8b. Bureaucracy (Number of laws, orders, directives)
no problem ———— very big problem

8c. Local competition from other football clubs
no problem ———— very big problem

8d. Local competition from commercial sport providers
no problem ———— very big problem

8e. Local competition from public sport providers
no problem ———— very big problem

Operative dimension

8f. Recruitment / retention of coaches / instructors
no problem ———— very big problem

8g. Recruitment / retention of youth competitive athletes
no problem ———— very big problem

8h. Recruitment / retention of referees / officials
no problem ———— very big problem

8i. Expenses for sport competitions
no problem ———— very big problem

8j. Availability of sports facilities
no problem ———— very big problem

8k. Conditions of sport facilities
no problem ———— very big problem

Strategy

8l. Uncertainty of future public subsidies
no problem ———— very big problem

8m. Recruitment / retention of members
no problem ———— very big problem

8n. Recruitment / retention of volunteers
no problem ———— very big problem

8o. Financial situation of the club
no problem ———— very big problem

8p. Uncertainty of the club's overall perspective
no problem ———— very big problem

Integrity

8q. Match-fixing of your club's games
no problem ———— very big problem

8r. Violence on match-day
no problem ———— very big problem

8s. Racism on match-day
no problem ———— very big problem

If 2 [a – s] rated 5=very big problem:

8t. Problem 2 [a – s] poses a threat to the existence of the club: yes no

Members

Membership structure

9. Number of members in 2013: _____

10. Number of players with a *player's license*: _____

11. How many members does your club have in the following age categories?

0–17 years: _____ boys _____ girls
>18 years and older: _____ men _____ women

Target groups

Please indicate the level of agreement of your club's board on the following statements.

Scale: 1=totally disagree, 2=disagree, 3=neutral, 4=agree, 5=totally agree

12a. Our club offers football for disabled people.

totally disagree ———— totally agree

12b. Our club offers football for people with a migration background.

totally disagree ———— totally agree

12c. Our club offers football for the elderly (seniors).

totally disagree ———— totally agree

12d. Our club offers football for families.

totally disagree ———— totally agree

12e. Our club offers sports for people with a low income.

totally disagree ———— totally agree

12f. Our club offers football for kids and teenagers.

totally disagree ———— totally agree

Teams

13. How many football teams does your club have?

Male teams: _____Boys _____Men _____Seniors (>32 years)
Female teams: _____Girls _____Women _____Seniors (>32 years)

14. Which is the highest division your first men's team plays in?

- 1st- 2nd division
- 3rd division
- 4th division
- 5th division
- 6th division
- 7th division
- 8th division
- 9th division
- 10th division
- 11th division
- 12th division
- n/a

Please indicate the level of agreement of your club's board on the following statements.

Scale: 1=totally disagree, 2=disagree, 3=neutral, 4=agree, 5=totally agree

15a. Our club is highly engaged in the promotion of young talent.

totally disagree ———— totally agree

15b. Our club is highly engaged in competitive football.

totally disagree ———— totally agree

15c. Our club thinks of itself mainly as a leisure / grass roots sport club.

totally disagree ———— totally agree

15d. Our club sets high value on non-sports programmes.

totally disagree ———— totally agree

Organizational structure

Please indicate if the following positions are formally occupied – and, if yes, by how many.

16a. Chairman of the board yes no **if yes:** ___ male ___ female

16b. Deputy chairman of the board yes no **if yes:** ___ male ___ female

16c. Treasurer yes no **if yes:** ___ male ___ female

16d. Other members of the board yes no **if yes:** ___ male ___ female

16e. Coaches and instructors yes no **if yes:** ___ male ___ female

How big is the share of formally qualified coaches and/or instructors in your club? _____%

16f. Person(s) responsible for social events yes no **if yes:** ___ male ___ female

16g. Youth Director yes no **if yes:** ___ male ___ female

16h. Referee(s) yes no **if yes:** ___ male ___ female

16i. Medical staff yes no **if yes:** ___ male ___ female

16j. Maintenance staff yes no **if yes:** ___ male ___ female

16k. Administratif staff yes no **if yes:** ___ male ___ female

16l. Other staff (e.g., Press spokesman) yes no **if yes:** ___ male ___ female

If yes in 10 [a – l] :

16n. Are those positions paid and/or reimbursed)?

- yes
 no

Quality assurance

17. Is there a person in your football club that is responsible for the education and training of paid staff and/or volunteers?

- yes no

Voluntary engagement

18a. Share of members who have worked sporadically in the club in 2013 (e.g., organizing social events or competitions): _____%

18b. Share of members who participated in social events in 2013: _____%

19. Number of inhabitants in the community:

- ≤ 20,000
 20,001 – 100,000
 100,001 – 500,000
 ≥ 500,000

Please indicate the level of agreement of your club's board on the following statements.

Scale: 1=totally disagree, 2=disagree, 3=neutral, 4=agree, 5=totally agree

20a. Public subsidies are subject to specific and clearly defined requirements.

totally disagree ———— totally agree

20b. Local sport authorities are able to implement their sport policy through their conditions for subsidies for our club.

totally disagree ———— totally agree

Cooperations

21. Does your club cooperate with other institutions?

- yes no

If yes: With which institutions does your football club cooperate (multiple selection possible)?

- Commercial sport suppliers
 Kindergardens
 Schools
 Other (football) clubs
 Local sport authorities
 Other institutions: _____

If yes: Of which nature is the cooperation with the mentioned institutions (multiple selection possible)?

- Pooling of facilities, materials and resources
- Pooling and training of staff
- Exchange of experience and knowledge
- Creation of joint supply offers
- Other forms of cooperation: _____

If no: What are the reasons behind your decision to not cooperate with other institutions (multiple selection possible)?

- No necessity
- Lack of financial resources
- Lack of time
- Unwillingness of other institution(s)
- Other reasons: _____

Please indicate the level of agreement of your club's board on the following statements.

Scale: 1=totally disagree, 2=disagree, 3=neutral, 4=agree, 5=totally agree

22. For a sustainable future of our club, cooperations with (more) institutions are necessary.

totally disagree ———— totally agree

Financial Situation

23. What is the monthly membership fee for...

Kids and Teenagers (≤ 17 years) _____ €(or local currency)

Adults (≥ 18 years) _____ €(or local currency)

Break-Even

24. Total revenues in 2013:

_____ €(or local currency)

25. Total expenses in 2013:

_____ €(or local currency)

Revenues

In which of the following categories did your club generate revenues in 2013 and what was the proportion of the respective category to total revenues?

26a. Membership fees

yes no **if yes:** proportion of total revenues _____ %

26b. Public subsidies

yes no **if yes:** proportion of total revenues _____ %

26c. Subsidies from sport federations

yes no **if yes:** proportion of total revenues _____ %

26d. Other subsidies (z.B. EU Structural Fonds, support associations)	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26e. Advertising and Sponsoring	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26f. Donations	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26g. Self-managed restaurants	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26h. Convivial gatherings (e.g. club socials)	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26i. Sport events	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26j. Raising of credit	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %
26k. Other revenues	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total revenues _____ %

Expenses

In which of the following categories did your club have expenses in 2013 and what was the proportion of the respective category to total expenses?

27a. Administrative staff	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27b. Coaches and/or instructors	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27c. Payments to athletes	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27d. Maintenance staff (e.g., ground keeper)	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27e. Expenses for sport facilities, equipment and clothing	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27f. Travel expenses for training and competition	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27g. Execution of own sport events	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27h. Execution of non-sports-related events	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27i. Expenses for taxes of all kinds	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27j. Expenses for insurances	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27k. Membership fees to sports organizations	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27l. Debt services	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %
27m. Accruals	<input type="checkbox"/> yes	<input type="checkbox"/> no	if yes: proportion of total expenses _____ %

27n. Other expenses

yes no **if yes:** proportion of total expenses _____ %