MANAGING FOOTBALL
PART ONE
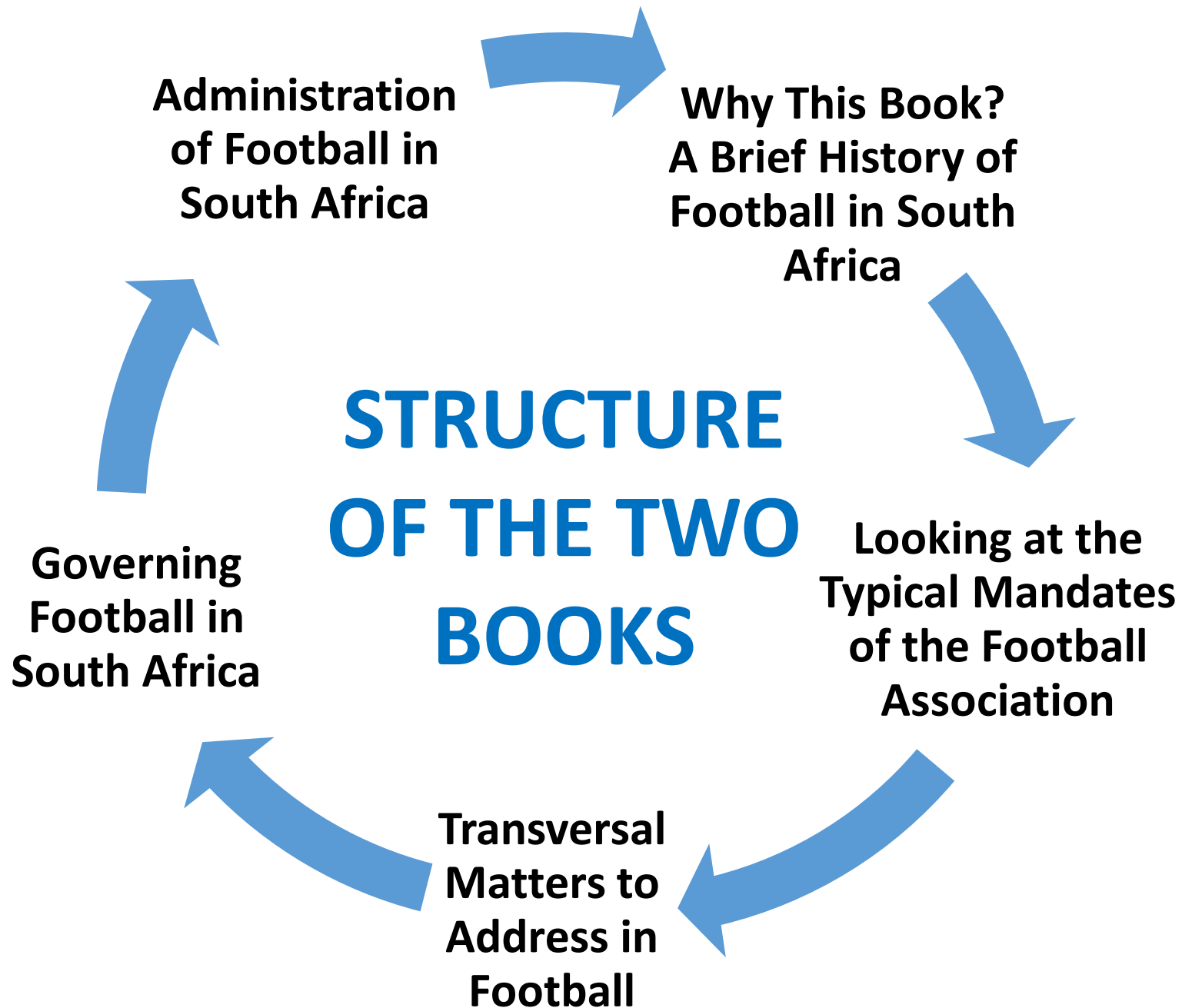
DENNIS A. MUMBLE

The following slides highlight some of the topics covered by the two books

MANAGING FOOTBALL
PART TWO

DENNIS A. MUMBLE

STRUCTURE OF THE TWO BOOKS

Administration of Football in South Africa

Why This Book? A Brief History of Football in South Africa

Looking at the Typical Mandates of the Football Association

Transversal Matters to Address in Football

Governing Football in South Africa

Managing Football Part One

1. Why Do We Need a Football Association?

2. The 20 Typical Mandates of a Football Association

3. 13 Cross-Functional Duties of a Football Association

Managing Football Part Two

1. Governance

- Principles of Good Governance
- Different Good Governance Models
- Choosing a Governance Structure
- Role of the Executive Committee

2. Administration

- Role of the Secretariat
- Developing an Organogram
- Defining Roles & Responsibilities
- The Development Paradigm
- Developing a Business Plan
- Serving the Membership
- Creating a Communications Strategy
- Developing a Marketing Strategy

18. LEGACY PROGRAMMES

1. THE STATUTES

14. PLAYERS

19. STRATEGIC PLANNING

16. REFEREES

17. ADMINISTRATORS

8. MEDIA

9. SUPPORTERS

4. COSAFA

11. SPONSORS

2. FIFA

15. COACHES

13. NEC & COMMITTEES

6. GOVERNMENT

10. SAFA MEMBERS

3. CAF

5. STAFF

12. ENVIRONMENTAL

20. STADIUM OWNERS AND OPERATORS

7. COMMUNITY / CIVIL SOCIETY

Congress

Legislative Body

Exco, Emco, Committees, Auditors, and Independent Bodies

- Executive
- Policy
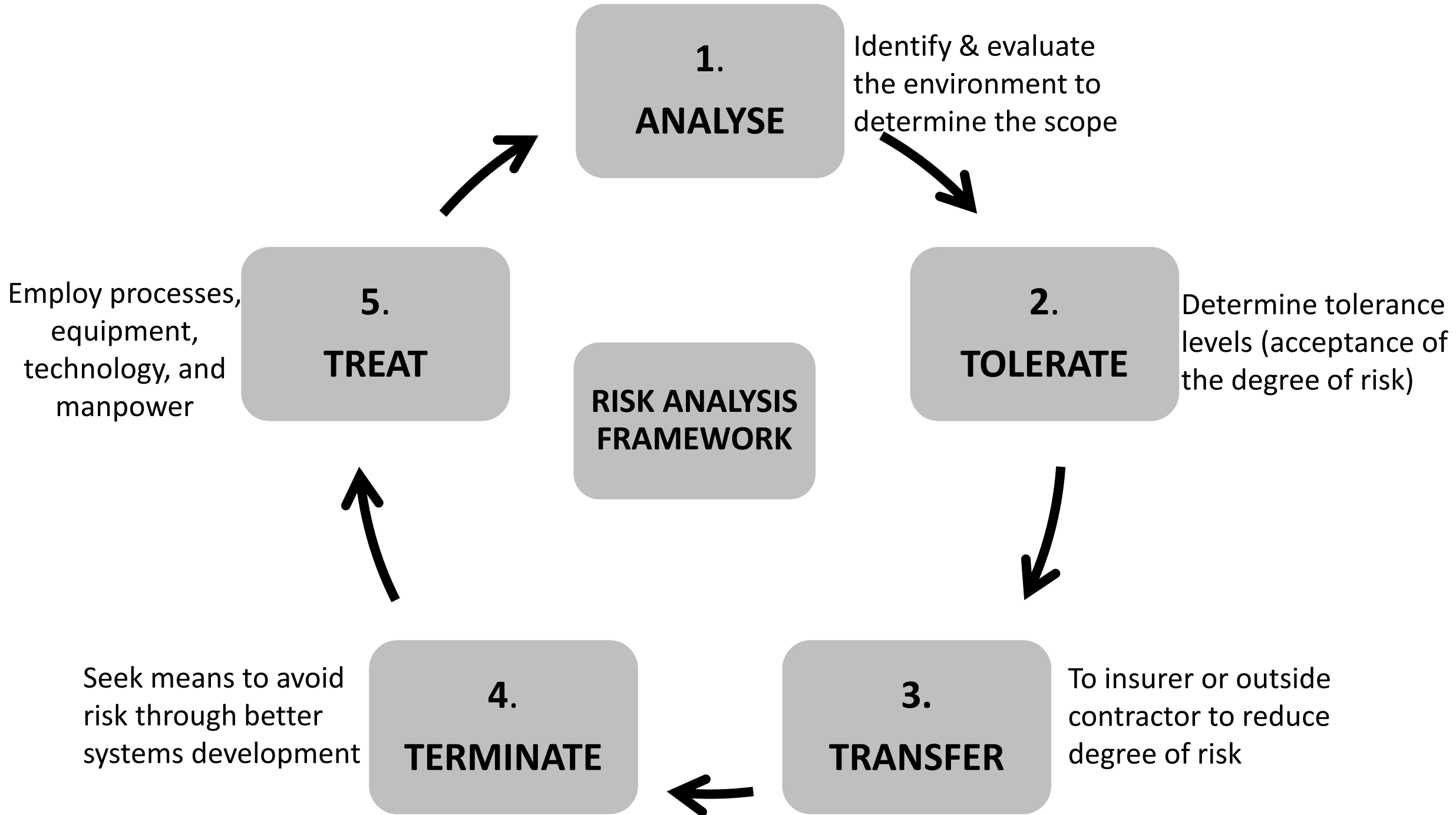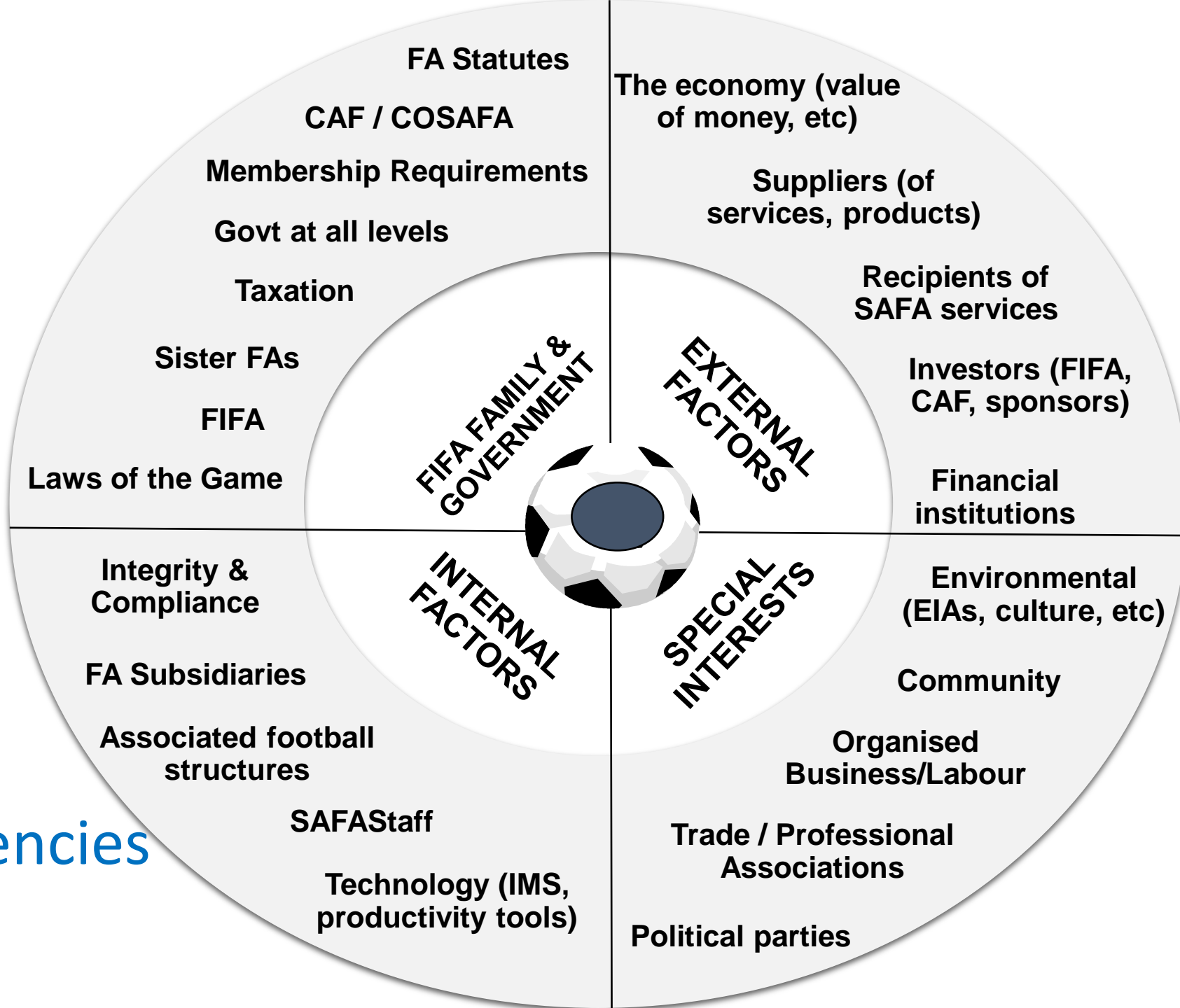- Judicial

General Secretariat

- It Services the Organisation
- Administrative Body

1. ANALYSE — Identify & evaluate the environment to determine the scope

2. TOLERATE — Determine tolerance levels (acceptance of the degree of risk)

3. TRANSFER — To insurer or outside contractor to reduce degree of risk

4. TERMINATE — Seek means to avoid risk through better systems development

5. TREAT — Employ processes, equipment, technology, and manpower

RISK ANALYSIS FRAMEWORK

Key Constituencies of the FA

FIFA FAMILY & GOVERNMENT
- FA Statutes
- CAF / COSAFA
- Membership Requirements
- Govt at all levels
- Taxation
- Sister FAs
- FIFA
- Laws of the Game

EXTERNAL FACTORS
- The economy (value of money, etc)
- Suppliers (of services, products)
- Recipients of SAFA services
- Investors (FIFA, CAF, sponsors)
- Financial institutions

INTERNAL FACTORS
- Integrity & Compliance
- FA Subsidiaries
- Associated football structures
- SAFAStaff
- Technology (IMS, productivity tools)

SPECIAL INTERESTS
- Environmental (EIAs, culture, etc)
- Community
- Organised Business/Labour
- Trade / Professional Associations
- Political parties

An Integrated Approach to Risk Management

Core Values of the FA
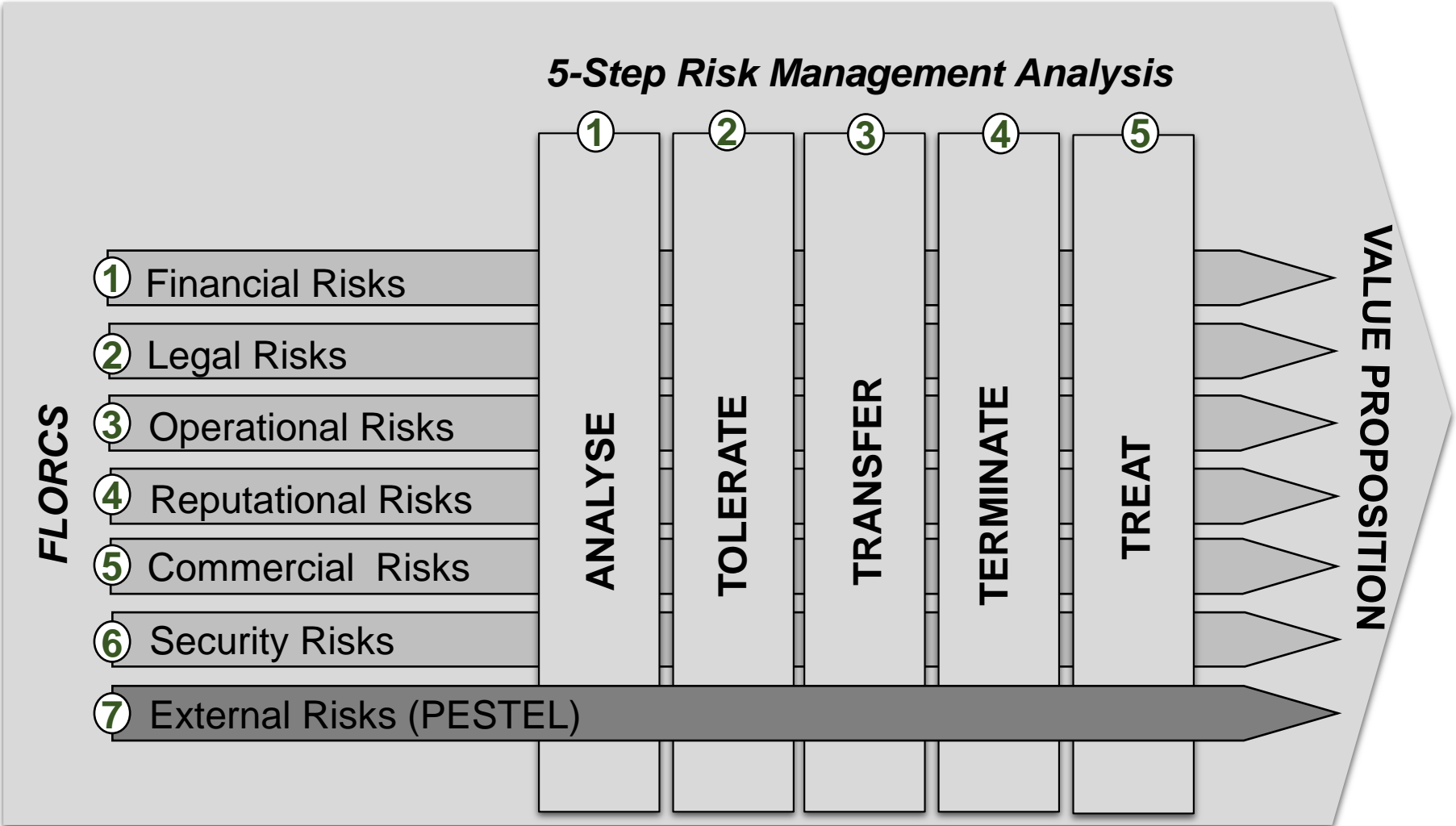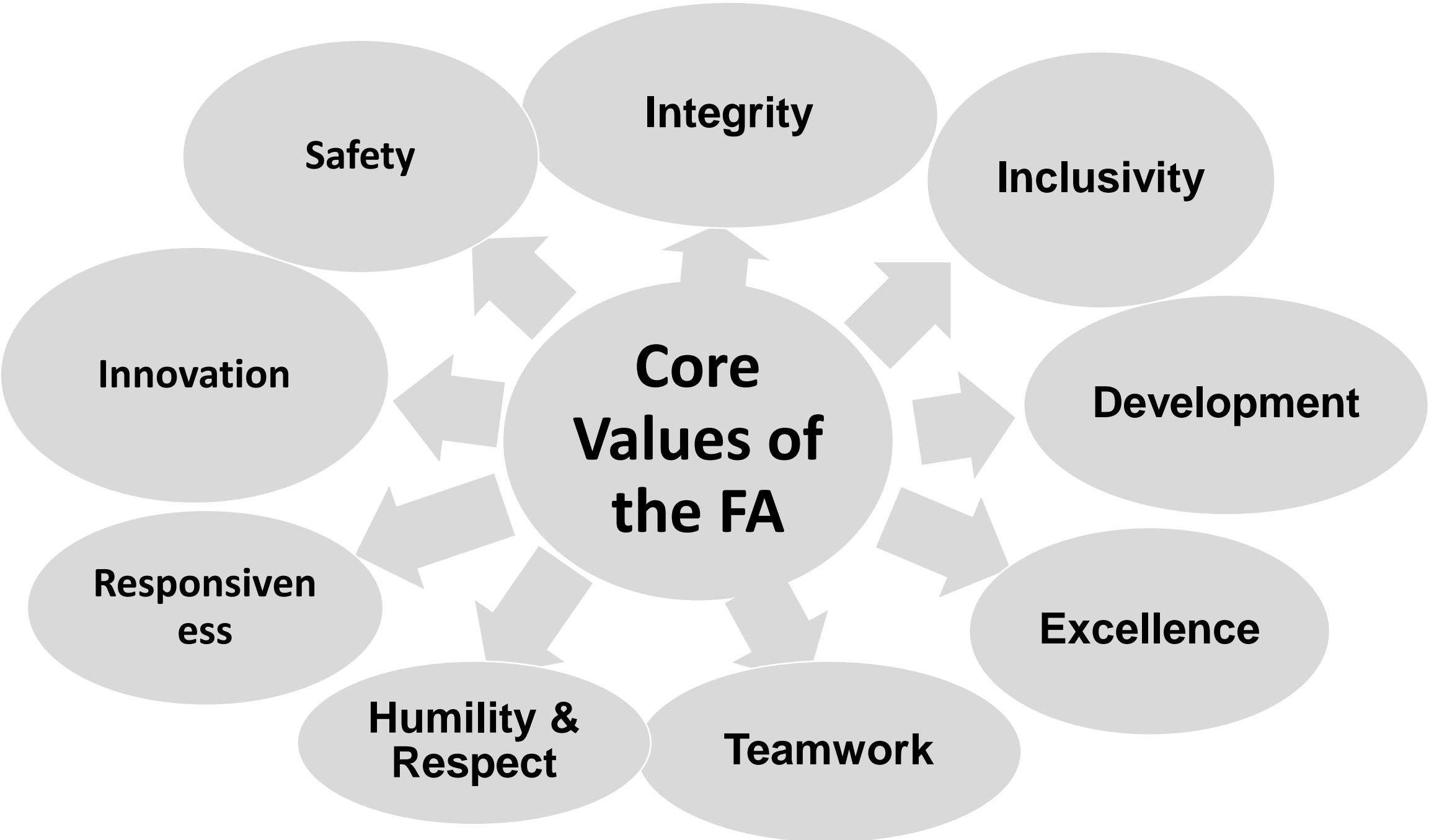
Safety

Integrity

Inclusivity

Innovation

Development

Responsiveness

Excellence

Humility & Respect

Teamwork
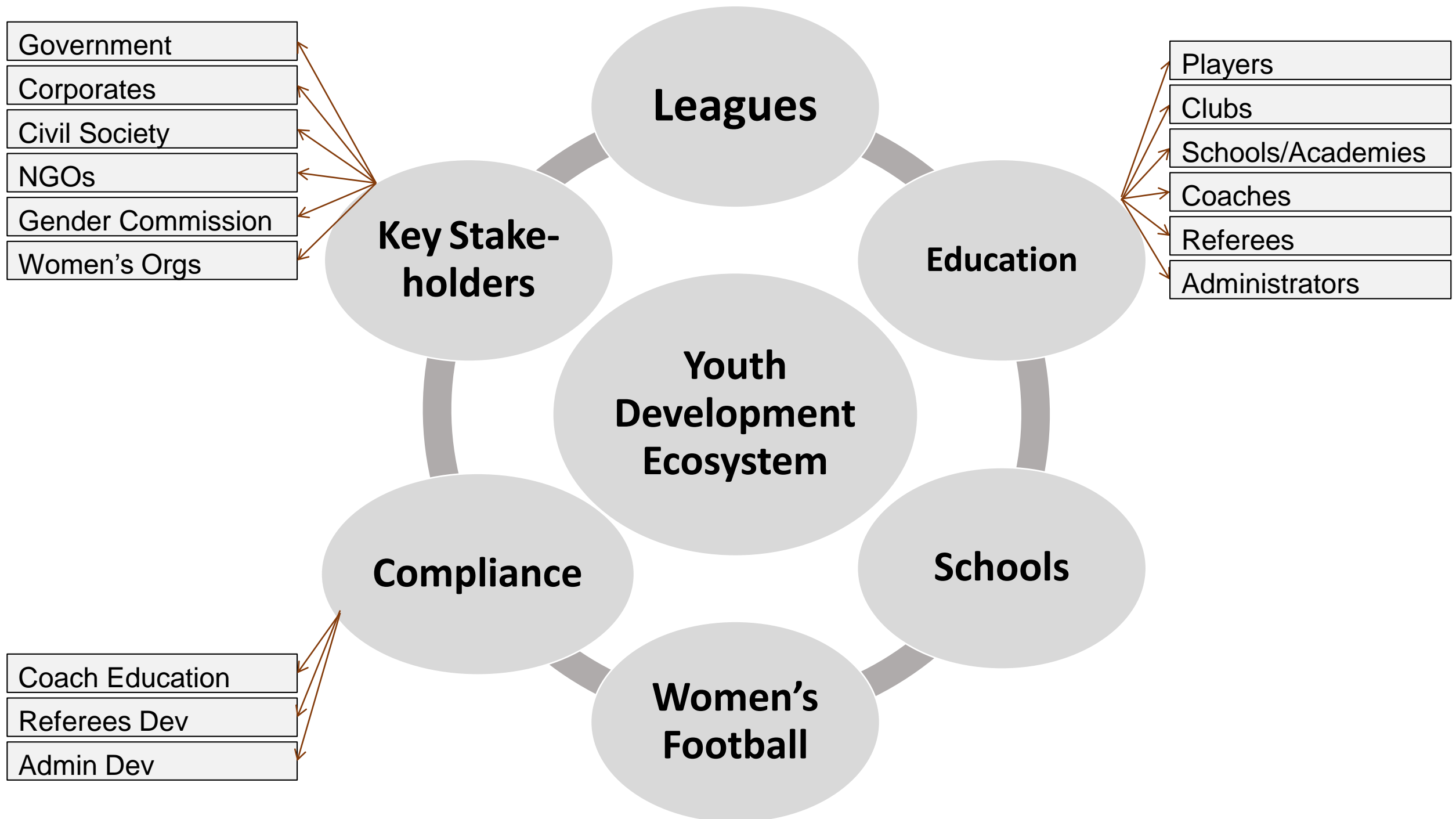
The 2-Track Talent Pipeline

2. High Performance Track

- Premier Soccer League
- National First Division
- ABC Motsepe League
- Academies / HPCs
- Overseas Leagues
- All National Teams
- Football-Focused Schools
- National Leagues & Competitions
- Science & Technology
- Regulatory Framework

1. Mass Participation Track

- Grassroots
- Girls Development
- Provincial Competitions
- Regional League
- Women's Leagues
- SAs in Foreign Leagues
- Sponsors' Football Pgms

- Sponsors Programmes
- Diski Challenge (DDC)
- Emerging Talent Centers (ETCs)
- Schools / Universities
- Academies
- Iinter-Provincial Tournaments
- Youth Leagues (u13, u15, u17)

Walking The Path to Ethical Conduct

4.

Ethical Conduct

1.

Virtue is a habit or quality that leads to happiness, i.e. honesty, integrity, and kindness

3.

Moral Compass: Live according to your conscience

2.

Compassion & Empathy are two of the most important virtues

Some Examples of Different Schools of Philosophy

Virtue Ethics

Sankofa Philosophy

Ubuntu Philosophy

Deontological Ethics

Thomism Ethics

Maat Philosophy

Consequential Ethics

Utilitarian Ethics
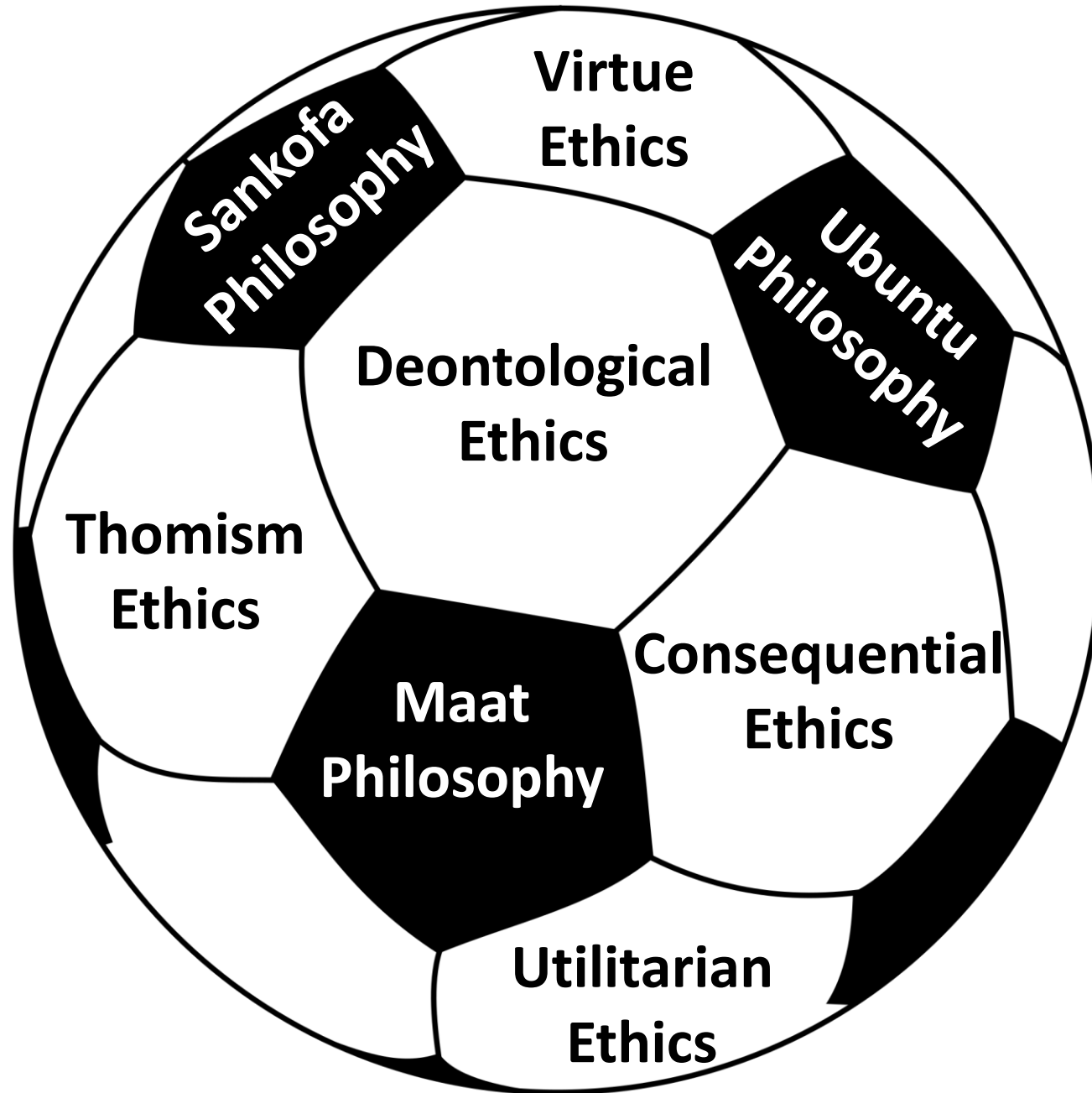
The National Teams Talent Pipeline

The National Teams Staffing Structure

Nat'l Tournaments

Nat'l Tech Centre / Academies

Provincial Leagues

U-19 Regional League

U-17 Leagues at Regional Level

U-15 Leagues at Regional Level

U-13 Leagues at Regional Level

U-15 League at LFA Level

U-13 League at LFA Level

Grassroots Programme

Head Coach | Head Coach | Head Coach | Head Coach

Under-17 National Team | **Under-20 National Team** | **Olympic Team** | **Senior National Team**

Asst Coach | Asst Coach | Asst Coach | Asst Coach

Technical & Scientific Support

1. **Technical Study Group** (Study Competitions, Leagues, Matches. Produce Scouting Reports)
2. **Football Academy Regulations**
3. **Coaching Education Programme**
4. **National Development Plan**
5. **Sport-Specific Research / Scientific Support**

Referees Governance Structure
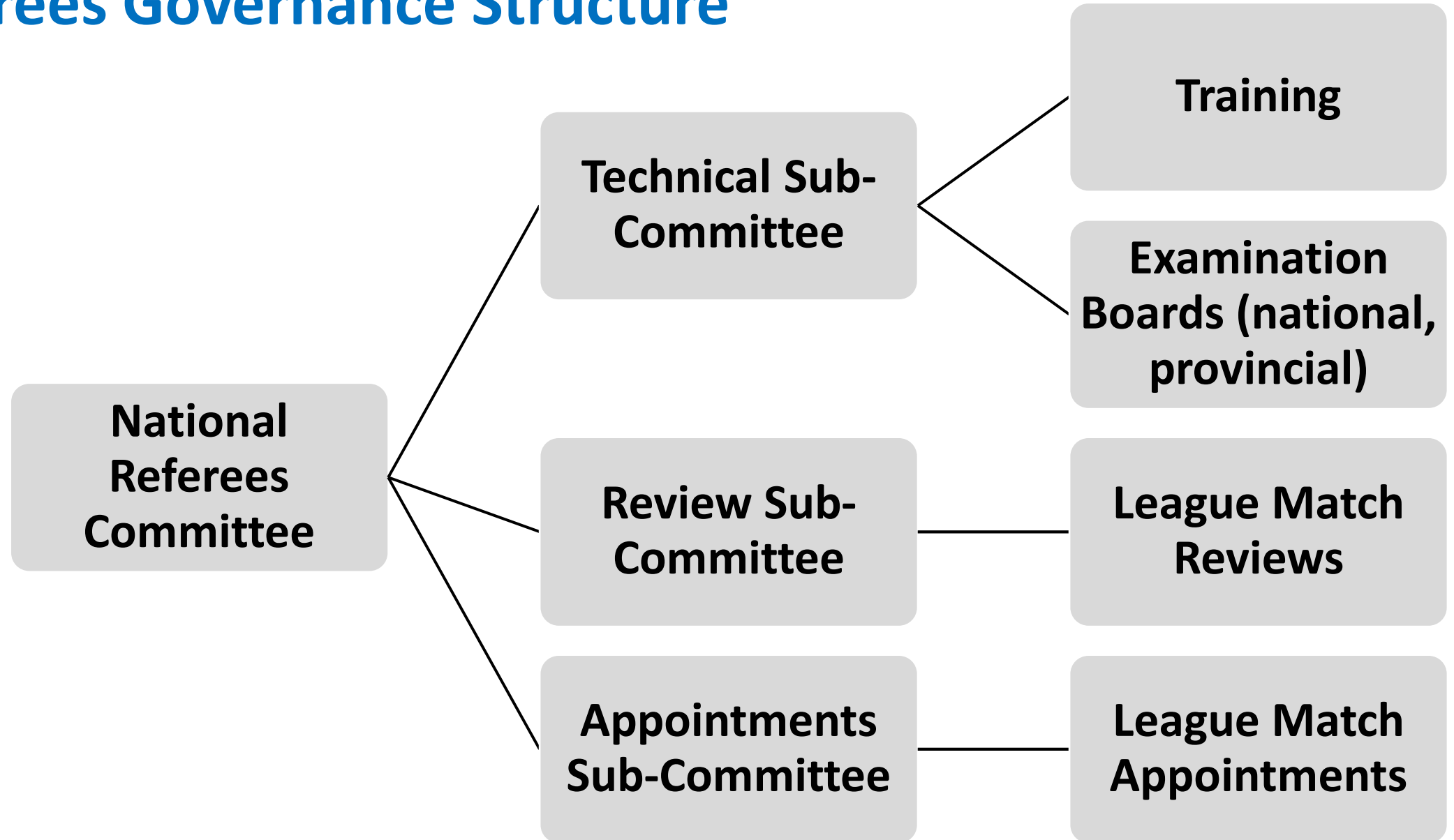
The FA
Training
Academy

Players
Referees
Administrators
Facilities
Coaching

The FA Academy

Copyright Dennis Mumble

Until the lion learns to write, the tale of the hunt will always glorify the hunter

--African Proverb

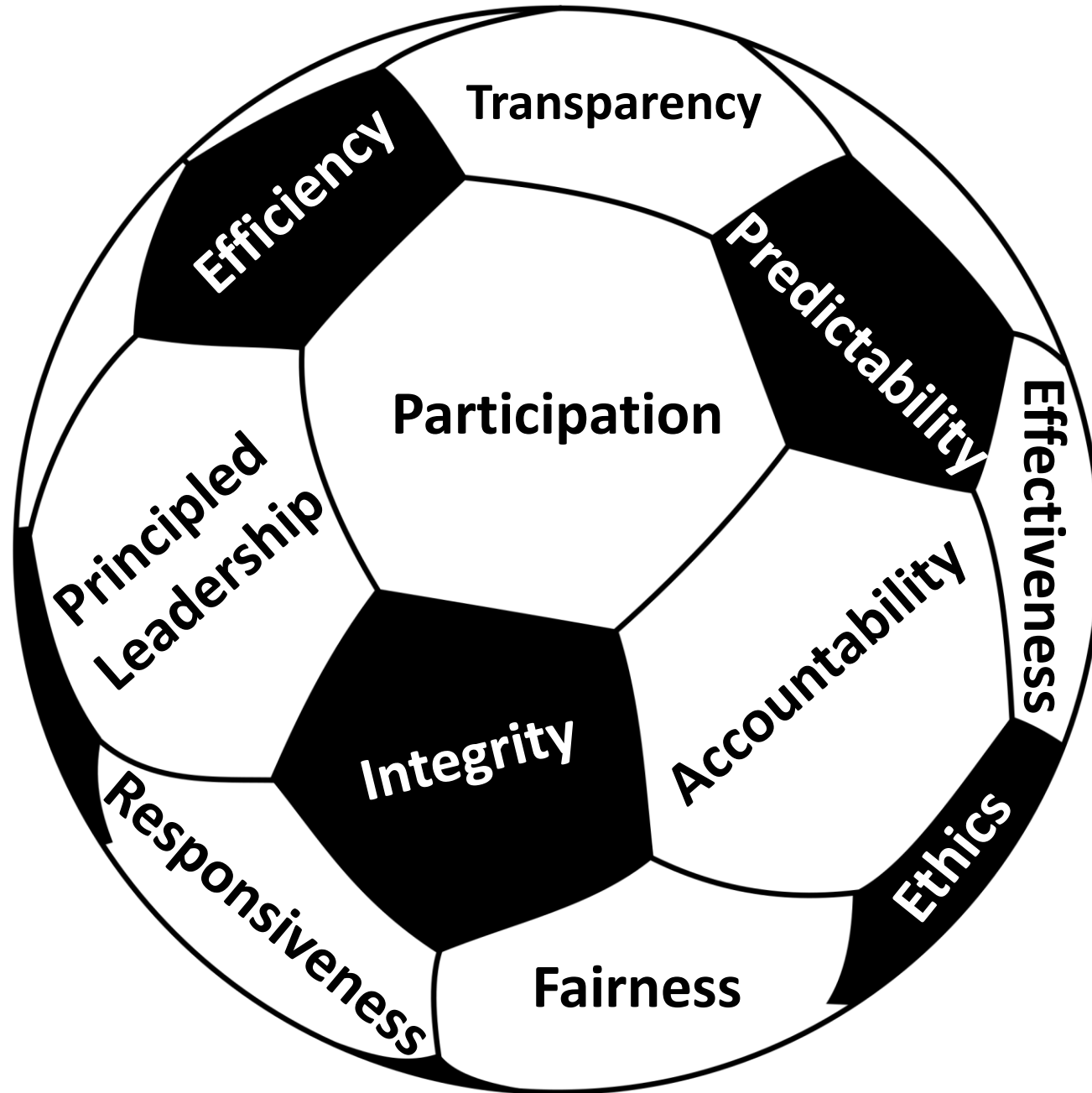Until the lion learns to write, the tale of the hunt will always glorify the hunter
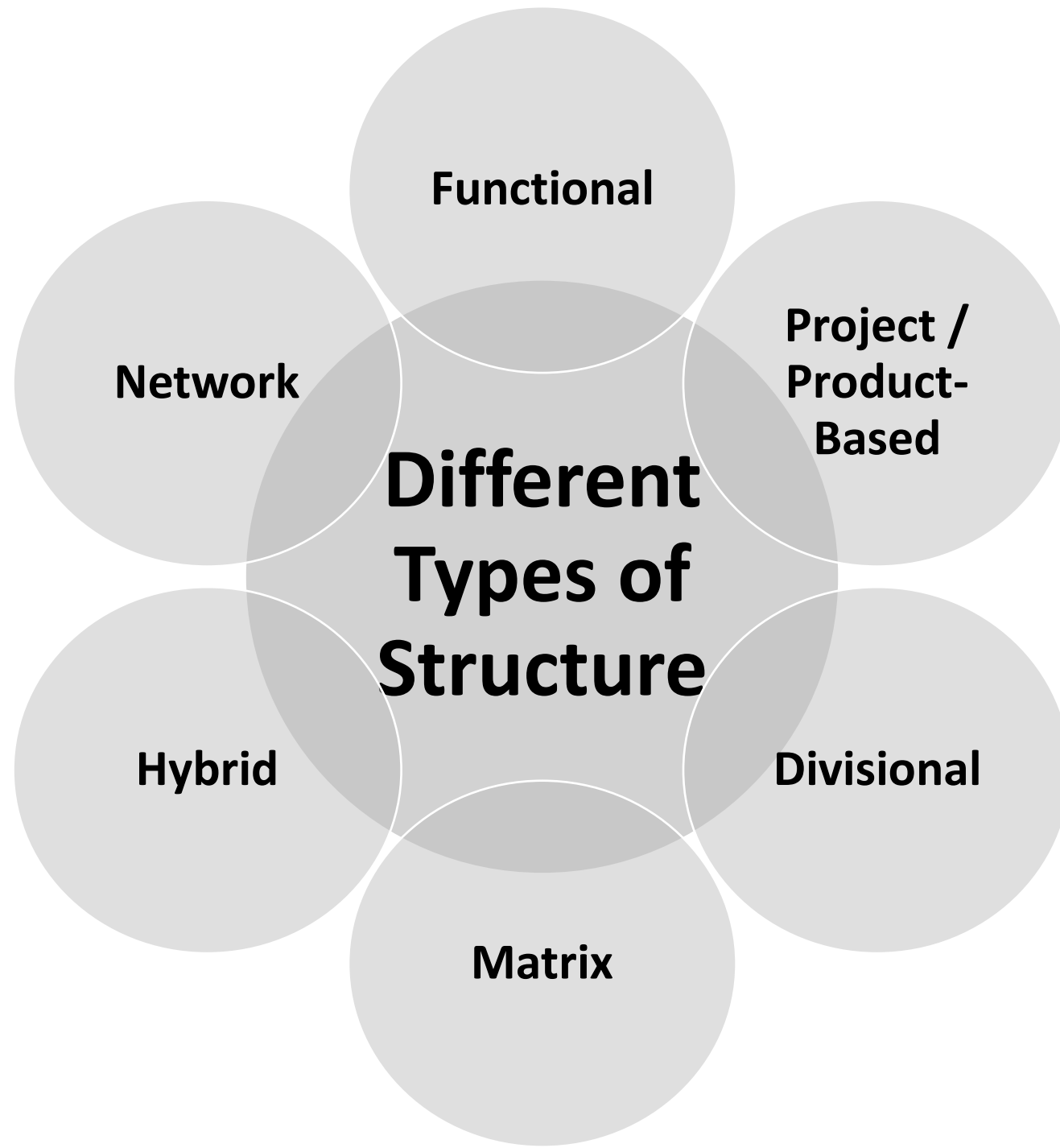
--African Proverb

Ethics & Morality in Governance

Role Clarification

Fitting the pieces of the puzzle by identifying roles and responsibilities

1. Organise resources

Show reporting relationships

Show relationship to NEC and committees

Developing job descriptions

2. Clarify job activities

Reward and appraisal systems

Manuals, policies, standing orders

Shaping expectations of the job

4. Recognise and assess attitudes (the organisational culture)

This is the area where morale is most affected

Determine people's attidues as shaped by the organisation

Determine what shapes these attitudes, then react

3. Establish dynamic decision-making processes

Making everyone in the organisation feel important

Setting communication requirements

Deciding on information dissemination systems

Factors That Influence Structure

"Structure provides the fundamental means by which key strategies and objectives are pursued"

Kakabadze, et al (1988)

Attitudes of staff

Method of Change

Existence of "Empires"

1. Impact Factors

Size of the association, Technology, History, External factors, staff, Executive Decisions, Govt

External Influencers

ORGANISATIONAL STRUCTURE

3. Components

2. Determinants

Network	Functional	Project	Divisional	Matrix
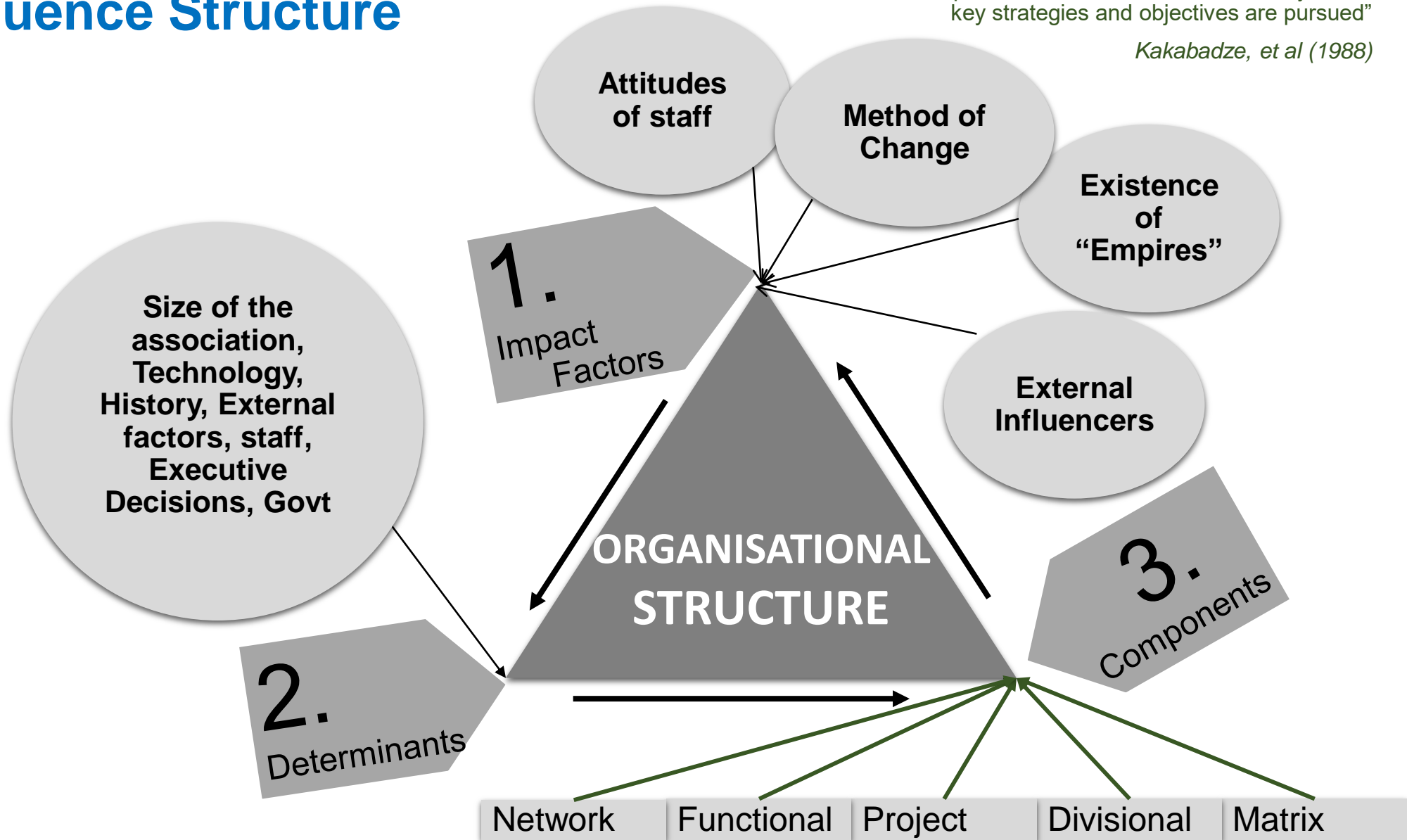
The Association's Relationship with its Members

Primary Relationship

Primary Relationship

- National Competitions
- Player Registration & Transfer
- Service Members ito Art.12
- Monitoring Compliance w/ Art. 13
- Receive Committee Reports

- Regional Competitions
- Player Registration & Transfer
- Service Members ito Art.12
- Monitoring Compliance w/ Art. 13
- Receive Committee Reports

National Statutes

Regional Statutes

LFA Statutes

ToE

ToE

Secondary Relationship

ToE = Terms of Engagement

Commercial, Media & Communications Structure

The FA
- National Teams
- Competitions
- Grassroots football
- Events
- Coaching development
- Refereeing
- Medical
- Academies

Commercial Division
- Brand Management
- Account Management
- Marketing Operations
- Ticketing
- Hospitality
- Travel and Tours
- Merchandising
- Commercial Legal

Event Management Division

Media/ Communications Division
- Communications
- Content
- Direct Communication Platforms
- Customer Relations
- Customer Analytics
- Stakeholder Relations
- Media Relations
- TV & Media Operations
- E-Commerce
- Information Management
- Media Rights Protection

Research agency

Commercial Partners

Agents

Marketing activations agencies

Media Rights Licensees
SABC SPORT · SuperSport · e · SABC

South African Airways · International Broadcasters

Media Rights Agency

Television Production Company

Fan/ Spectator Consumer/ Customer

Stakeholders

Media houses
- Print media
- Web Media
- Radio

Media monitoring

Marketing box:

1. Brand Management
2. Account Management
3. Account Management
4. Marketing Operations
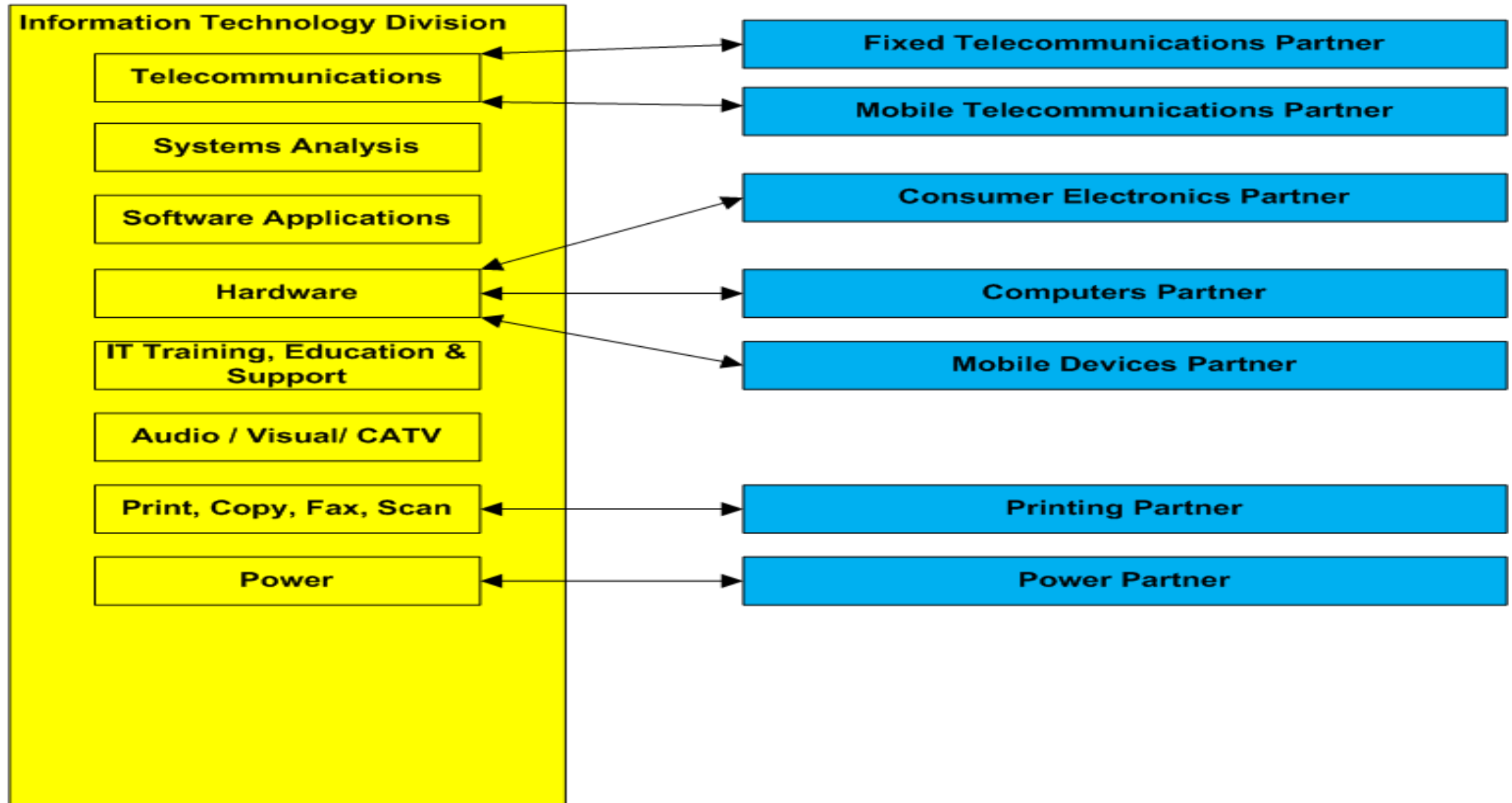5. Ticket, Hospitality, Travel & Tours

Comms box:

1. Direct Communication Platforms
2. Internet
3. Mobile
4. Radio
5. Print
6. Direct Communication
7. Customer Relations
8. Customer Analytics
9. Stakeholder Relations
10. Media Relations
11. TV & Media Operations
12. eCommerce
13. Information Management
14. Media Rights Protection
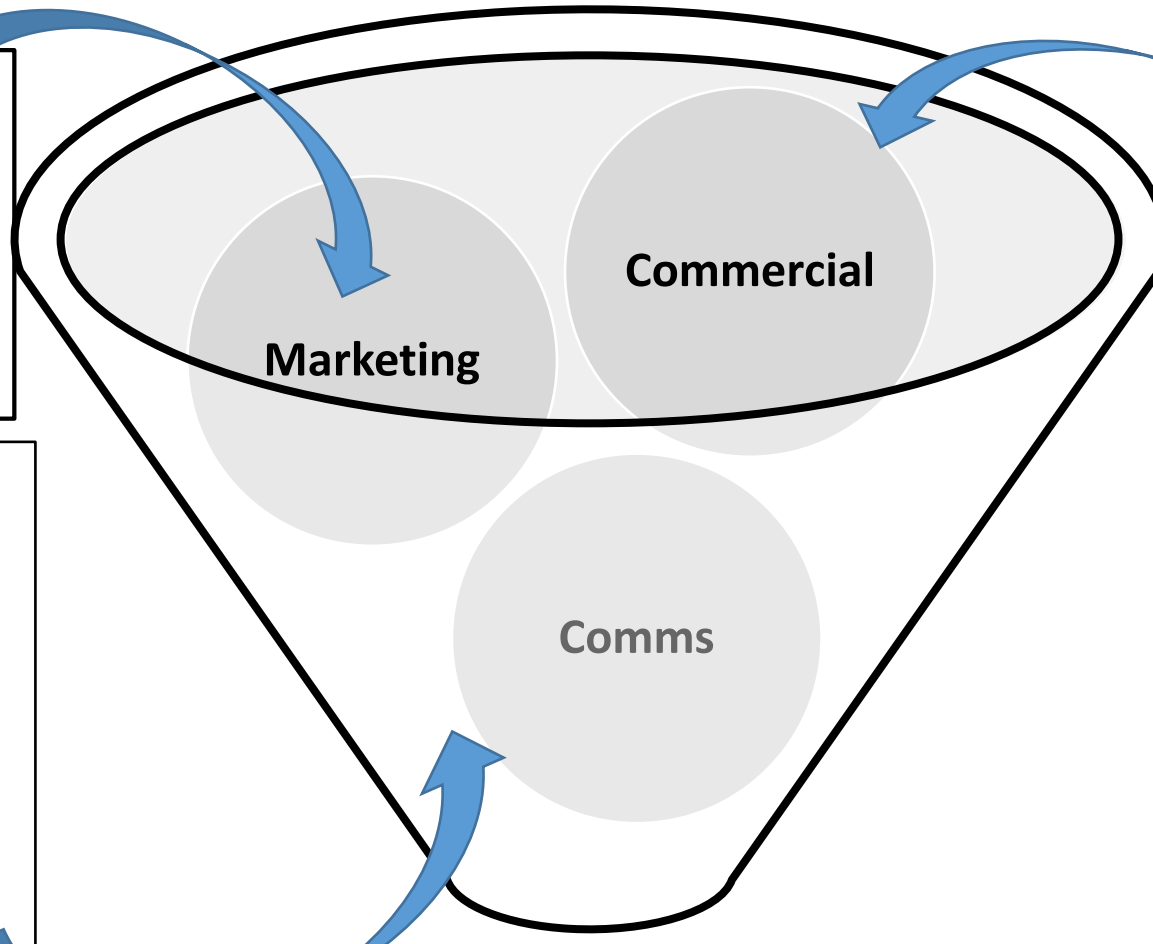
Commercial box:

1. Merchandising
2. Commercial Legal
3. Communications
4. Content Management
5. Television Production
6. Media Rights Agency
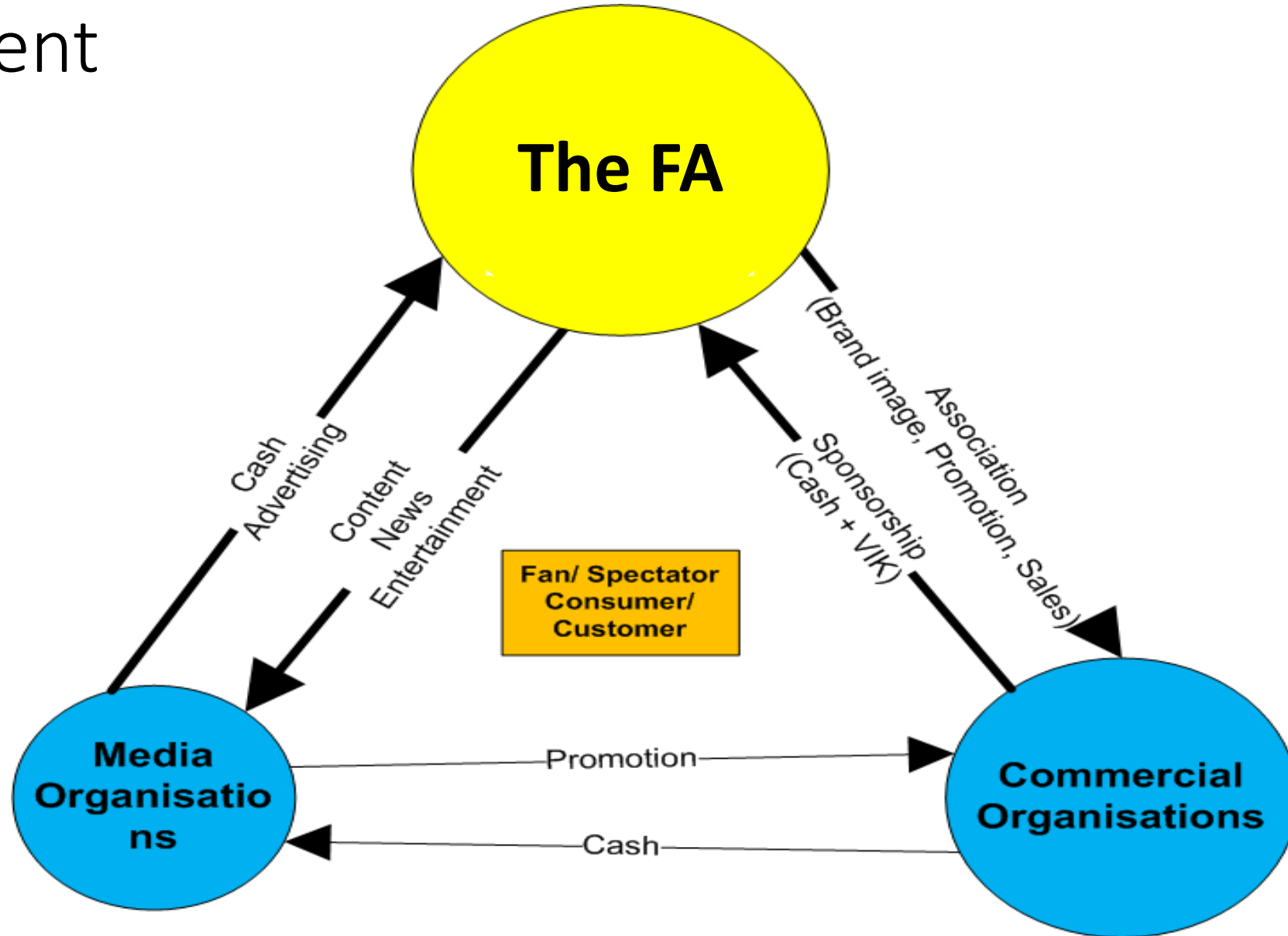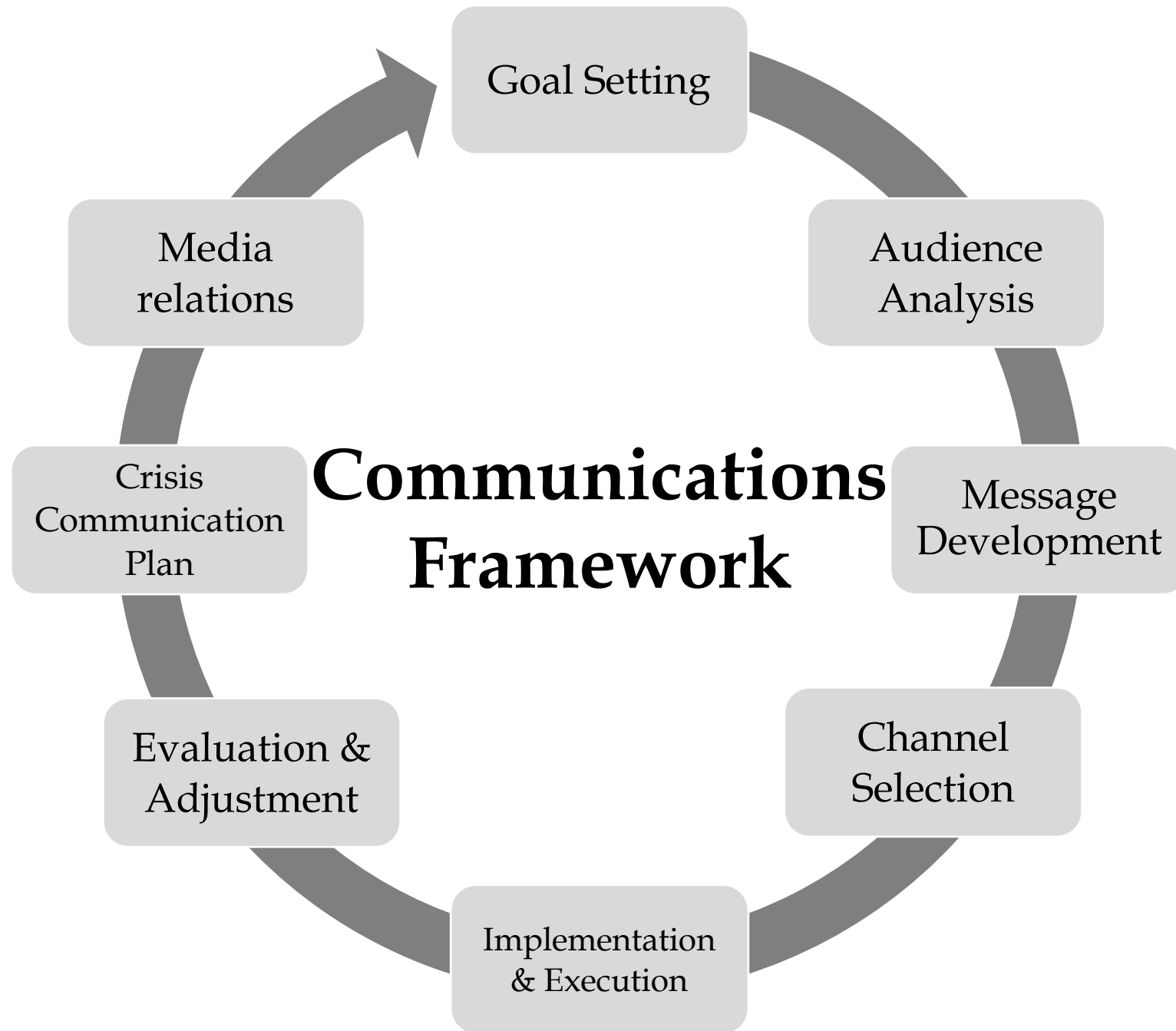7. Video content dissemination

Marketing

Commercial

Comms

Integrated Brand Messaging & Positioning

Information Technology

Proposed Commercial environment

The FA

Media Organisations

Commercial Organisations

Fan/ Spectator Consumer/ Customer

Cash Advertising

Content News Entertainment

Sponsorship (Cash + V/K)

Association (Brand image, Promotion, Sales)

Promotion

Cash

Communications Framework

- Goal Setting
- Audience Analysis
- Message Development
- Channel Selection
- Implementation & Execution
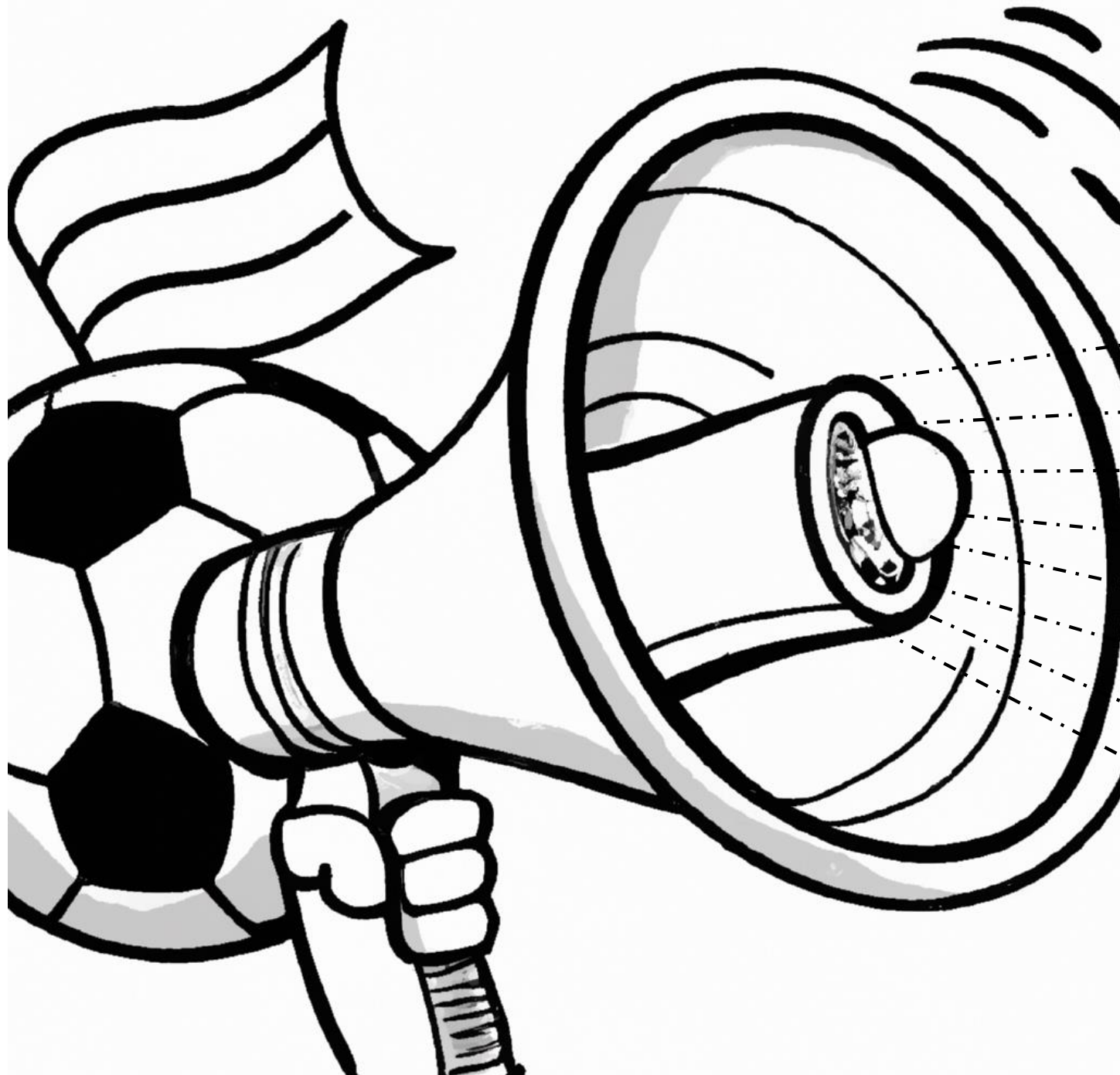- Evaluation & Adjustment
- Crisis Communication Plan
- Media relations

Communications Framework

- Goal Setting
- Audience Analysis
- Message Development
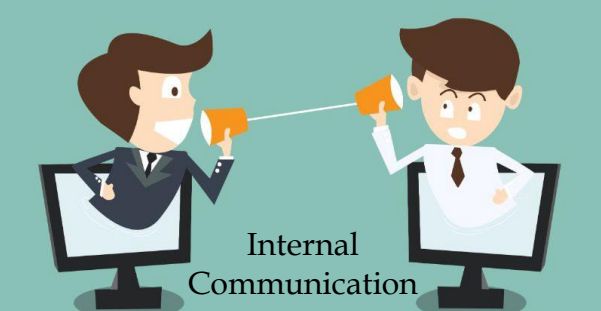- Channel Selection
- Implementation & Execution
- Evaluation and Adjustment
- Crisis Communication Plan
- Media relations

The Communications Mix

Public Relations
Advertising
Direct Marketing
Sales Promotion
Special Events
Sponsorship
Social Media
Email marketing
Website
Internal Communication
Mobile Marketing

Internal Communication

SPONSORSHIP

Website

internet DIRECT MARKETING magazines telemarketing field

Public Relations

advertising media

© Can Stock Photo - csp11823718

Upcoming Events

END OF SEASON BIG SALE UP TO 70% OFF

EMAIL MARKETING

MOBILE MARKETING

Benefits of Social Media Platforms

Reach: Social media platforms have a wide reach, which allows the association to connect with a large number of supporters and stakeholders.

Real-time engagement: Social media allows for real-time engagement with supporters and stakeholders, which can help to build a sense of community and increase engagement.

Cost-effective: Social media can be a cost-effective way to communicate with stakeholders, as it often does not require significant resources to maintain and operate.

Targeted communication: Social media can be used to target specific groups of stakeholders, such as supporters of a particular age group.

Measurable: Social media platforms provide a wealth of analytics that can be used to measure the performance of communications and make adjustments as needed.
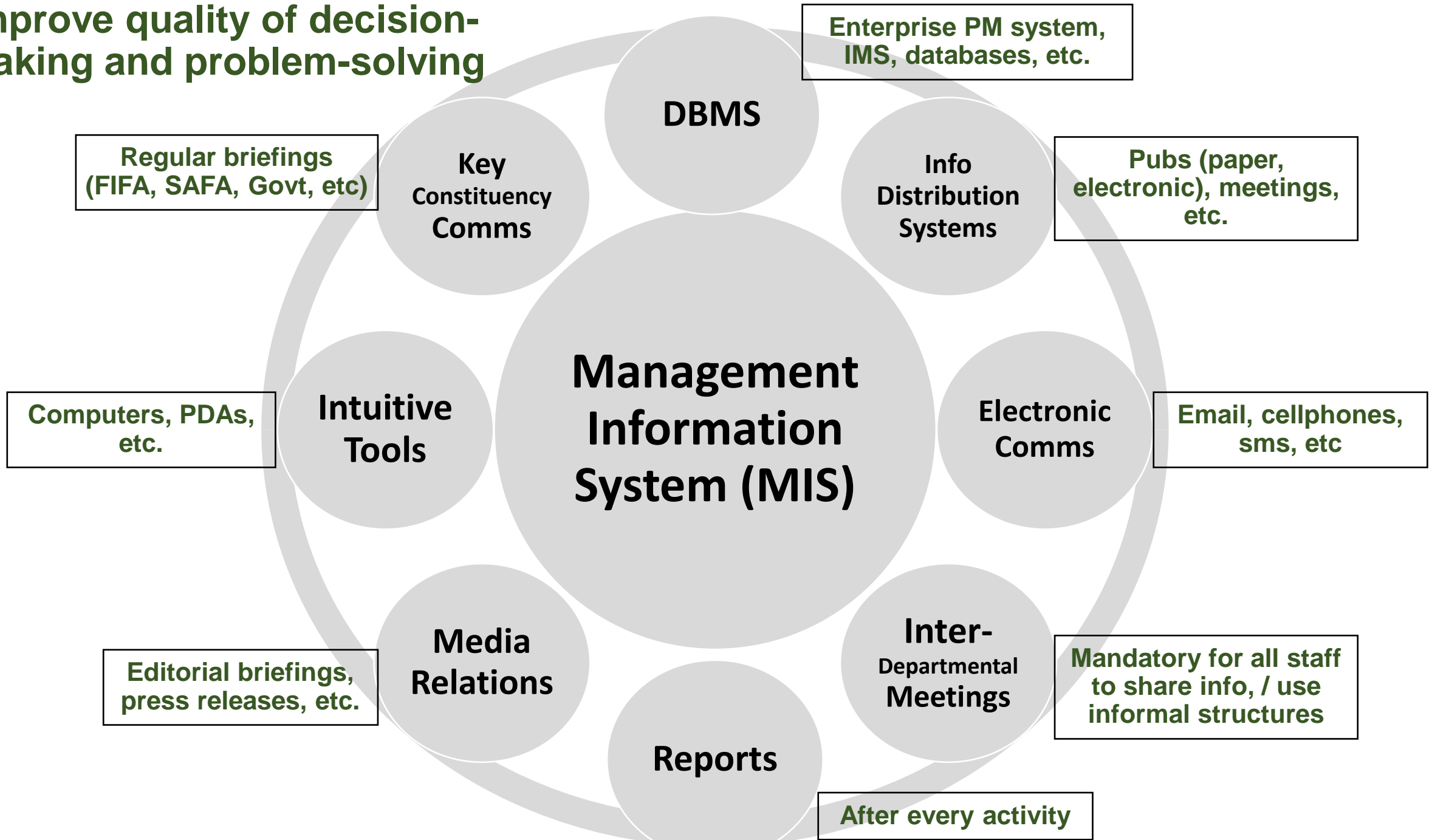
Risks of Using Social Media

Limited control: Social media is a public forum, which means that the association has limited control over the messages and content shared by others.

Risk of misinformation: Social media can also spread misinformation, which can be detrimental to the association's reputation.
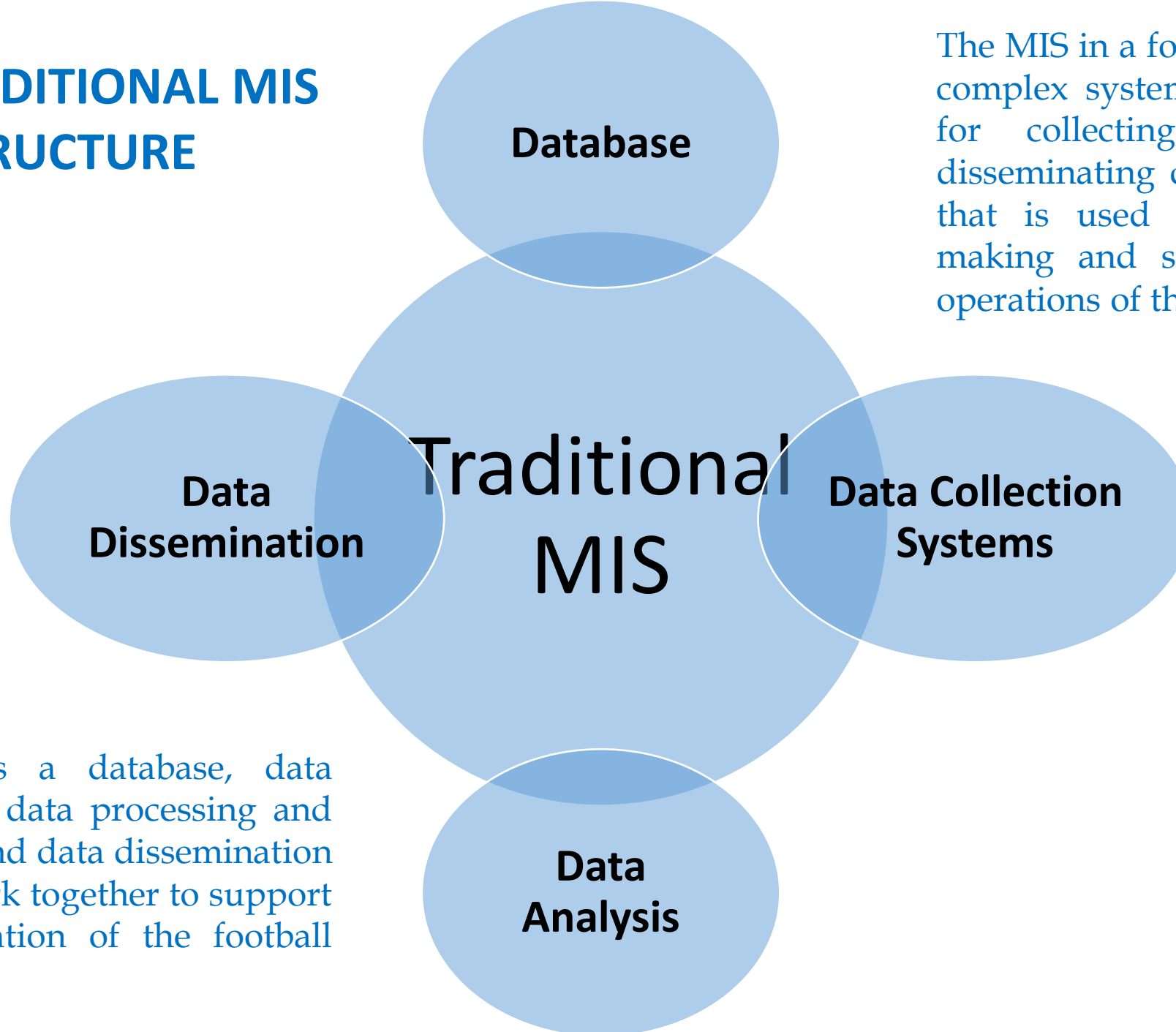
Risk of negative publicity: Social media can also be a source of negative publicity, as stakeholders can share negative comments or reviews.

Time-consuming: Managing social media accounts can be time-consuming and requires a dedicated team to monitor and respond to comments and messages.

Improve quality of decision-making and problem-solving

Enterprise PM system, IMS, databases, etc.

DBMS

Info Distribution Systems

Pubs (paper, electronic), meetings, etc.

Key Constituency Comms

Regular briefings (FIFA, SAFA, Govt, etc)

Intuitive Tools

Computers, PDAs, etc.

Management Information System (MIS)

Electronic Comms

Email, cellphones, sms, etc

Media Relations

Editorial briefings, press releases, etc.

Inter-Departmental Meetings

Mandatory for all staff to share info, / use informal structures

Reports

After every activity

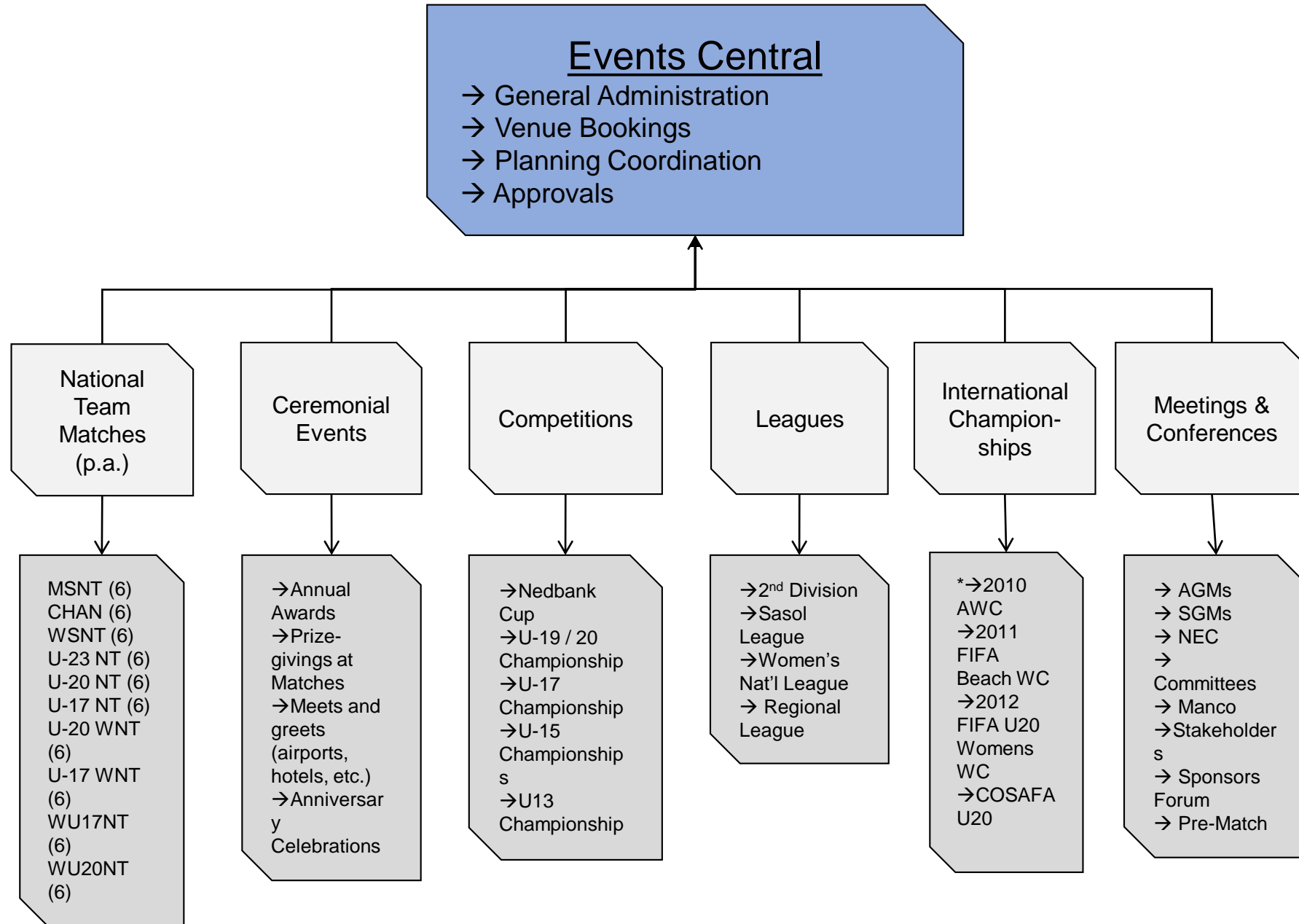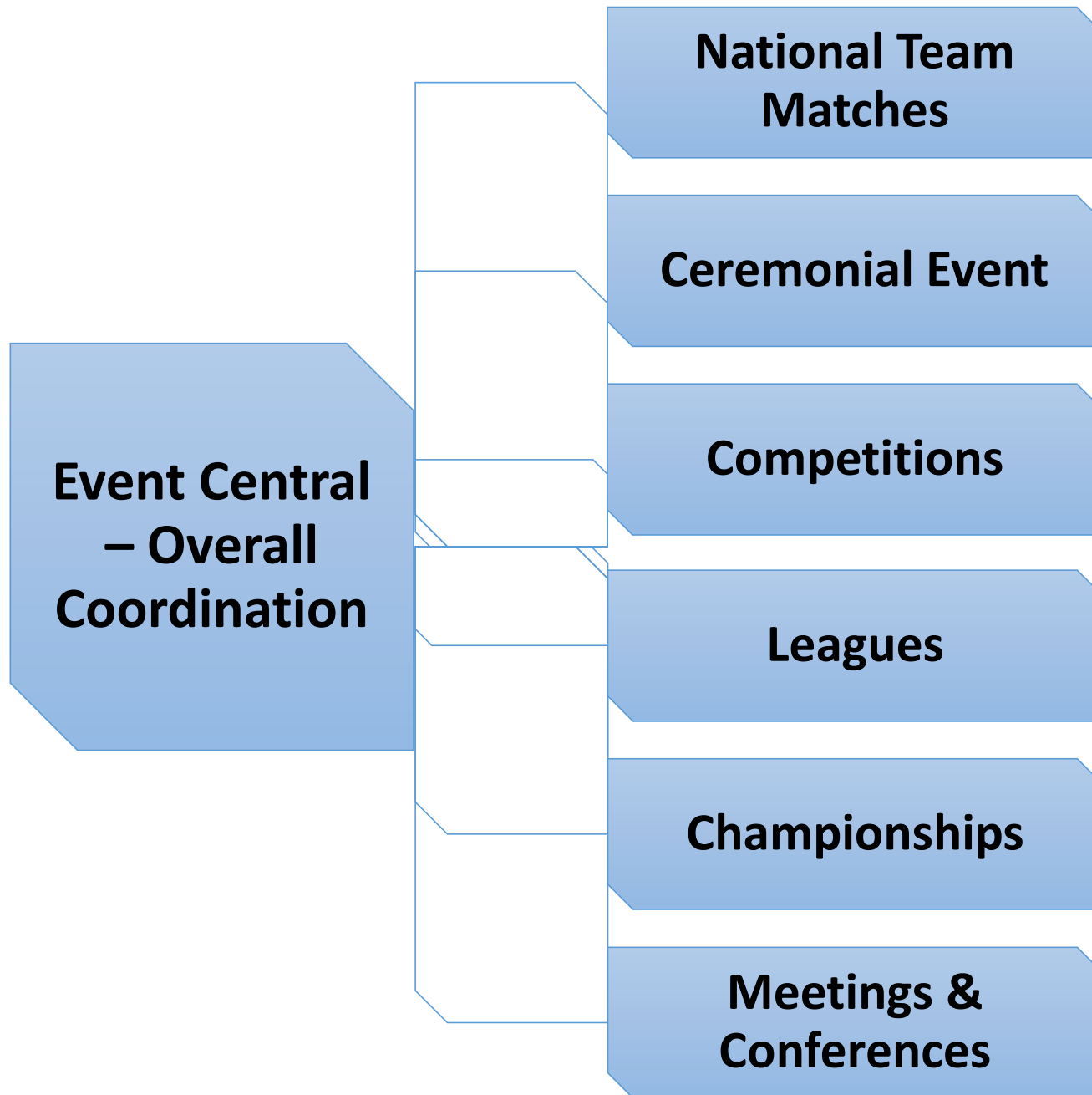# THE TRADITIONAL MIS STRUCTURE

The MIS in a football association is a complex system that is responsible for collecting, processing, and disseminating data and information that is used to inform decision-making and support the ongoing operations of the organisation.

Database

Data Dissemination

Traditional MIS

Data Collection Systems

Data Analysis

The MIS includes a database, data collection systems, data processing and analysis systems, and data dissemination systems, which work together to support the effective operation of the football association.

Types of Events Organised by a Football Association

Events Central
→ General Administration
→ Venue Bookings
→ Planning Coordination
→ Approvals

National Team Matches (p.a.)	Ceremonial Events	Competitions	Leagues	International Champion-ships	Meetings & Conferences
MSNT (6) CHAN (6) WSNT (6) U-23 NT (6) U-20 NT (6) U-17 NT (6) U-20 WNT (6) U-17 WNT (6) WU17NT (6) WU20NT (6)	→Annual Awards →Prize-givings at Matches →Meets and greets (airports, hotels, etc.) →Anniversary Celebrations	→Nedbank Cup →U-19 / 20 Championship →U-17 Championship →U-15 Championships →U13 Championship	→2nd Division →Sasol League →Women's Nat'l League → Regional League	*→2010 AWC →2011 FIFA Beach WC →2012 FIFA U20 Womens WC →COSAFA U20	→ AGMs → SGMs → NEC → Committees → Manco →Stakeholders → Sponsors Forum → Pre-Match

EVENT MANAGEMENT FUNCTIONAL STRUCTURE

Director of Event Management

| Event Coordinator | Operations Coordinator | Marketing and Comms Coordinator | Ticketing and Accreditation Coordinator | Financial Coordinator | Volunteer Coordinator | VIP and Hospitality Coordinator | Media Relations Coordinator | Security Coordinator |

Director of Event Management

- Event Coordinator
- Security Coordinator
- Operations Coordinator
- Marketing and Comms Coordinator
- Ticketing and Accreditation Coordinator
- Financial Coordinator
- Volunteer Coordinator
- VIP and Hospitality Coordinator
- Media Relations Coordinator

CONGRESS

52 Regional Members, 10 Associate Members, 1 Special Member (NSL)

National Executive Committee
- Standing and Ad Hoc Committees
- Management Board
- General Secretariat

Judicial Bodies
- Disciplinary Committee
- Appeals Committee
- Ethics Committee

Independent Bodies
- Remuneration Committee
- Governance Committee
- Audit & Compliance Committee
- Judicial Bodies

The Role of The Executive Committee

- The board job
- On behalf of some ownership
- Is to see to it that the organisation
- achieves what it should
- and avoids what is unacceptable

Setting Key Strategic Objectives

- Gather Data
- Establish Vision and Mission Statement
- Analyse Data
- Identify Priorities
- Develop Departmental Goals
- Develop Strategies
- Develop Objectives
- Assess Objectives
- Implement Objectives

Don't Let
Good Enough
Be Good
Enough
-Bill Parcells

Don't Let
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