

Club's Strategy Document

HAMRUN SPARTANS F.C. - THE THREE DIMENSIONS

"True evolution for a football club comes from meeting the needs of all stakeholders in the three dimensions at the same time. However, this is a far from simple task, because, as you can see now, a club is far from a simple organization. The game of football may be simple. But running a football club couldn't be more complicated"
(Johan Cruyff)



**SPORTS
DIMENSION**

**BUSINESS
DIMENSION**

**SOCIAL
DIMENSION**

There are three dimensions that a football club must take care of to be successful.

ON THE PITCH: Sports Dimension

OFF THE PITCH: Business Dimension
Social Dimension

ON THE PITCH - SPORTS DIMENSION

A football club is and will always be primarily a sport organization. As such, it exists to organize a team that will play and try to win competitions. Nothing should come before that. When you are running a club, your main concern is to be able to field the best possible team that has the highest probability of winning the trophy of whatever competition you are playing in.

You always aim to win, or, at least, hope to do so. If someone creates a club hoping to lose matches, it probably won't exist for long. This applies to all football, at all levels. That's the football club's **SPORTS DIMENSION**. In this dimension, the club focuses on maximizing performance through whatever means necessary.

To secure the highest probability of winning, a club needs to have the best team. To do that, it has two options: (1) develop a unique ground-breaking training formula that will create a fantastic team with the players at your disposal—which is very difficult and rare, to say the least; or (2) sign the best possible players you can, hoping that they will improve the quality of the team—which is the alternative the vast majority of clubs usually choose.

However, as in any other competitive market, the more cash you have, the better the quality of the players you can sign. Therefore, to be able to field the best possible team, a club needs to have more cash at its disposal than other clubs, which then turns football clubs into financially-driven organizations. In a way, clubs are just like any other business: generating high income at low cost will provide you more profits. But, in the case of football, the profits are victories and trophies.

OFF THE PITCH - BUSINESS DIMENSION

Suddenly, the initial idea of a club being a simple organization that only needs to organize a team to play and try to win matches starts to fade away. Yes, clubs are primarily football institutions, but because of the nature of the competitive market they are involved in, they also need to constantly act in order to maximize financial returns and reduce costs, which creates an entirely new interpretation of how a football club needs to be managed. This is the club's **BUSINESS DIMENSION** through the creation of our Business Community.

In this dimension, the club focuses on establishing and maximizing commercial relationships with the largest possible number of stakeholders – individual or institutional – in order to constantly increase revenues at the same time it tries to keep costs as low as possible to sustain the operation. The profit resulting from the maximized income minus the minimized costs can then be redirected toward improving the quality of the squad.

But, for a football club, there are limitations to how much it can pursue profit maximization. Clubs tend to be historical community-based organizations, formed by people that share social connections, and represent the place where they are located.

The location and the community are the essence of a football organization. Usually, the closer a fan is to the stadium, the stronger is the relationship with the club. Clubs from a given neighbourhood tend to be followed mainly by the people who live in that neighbourhood. Clubs from a given city are likely to be supported the most by the individuals who live in that same city.

SOCIAL DIMENSION

Clubs represent and are represented by members of these communities. The relationship with the community, then, cannot be managed solely through commercial transactions, but demands many types of other tangible and intangible interactions. That's the club's **SOCIAL DIMENSION**, which is based on non-commercial transactions with the members of the community.

In this dimension, clubs focus on maximizing benefits for fans, members and the overall community by generating positive impact and acting as a platform for social development. The club has a football team, but promotes different activities in favour of the local network of stakeholders.

MEDIA

The more involved the organization gets with the community, the more it will mirror the vision and principles of its people. Accordingly, as the club's relevance for the community grows, so the club's importance increases as a platform to promote this vision and principles.

Once the club starts progressing through the echelons of football, it starts generating interest from a diverse range of media outlets, other football fans and the public in general. Eventually, this new audience will recognize the club as one of the main symbols of a community and, at this point, it begins to play the role of a key representative of the values of the community for external audiences. In this dimension, the club's popularity is used as a platform to maximize the promotion of the community's vision. As a matter of fact, Media becomes the vehicle which transports and binds together these **THREE DIMENSIONS** together. It goes on to explain our investment and energy in creating and developing an innovative media unit to give all the above the deserved and unprecedented relevance in the Maltese Football Scheme