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Developing Strategic Negotiation Frameworks with Emerging Football Talents – The Red Bull Group Case

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Master in International Management

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PhD,

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ISCTE - IUL

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BUSINESS
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Department of Marketing, Operations and General Management

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Resumo

O objetivo desta tese é analisar como clubes de futebol utilizam negociações estratégicas para descobrir e desenvolver novos jogadores. O foco principal será em como o Grupo Red Bull consegue administrar tantos clubes simultaneamente. Este estudo busca compreender de que forma clubes pertencentes a diferentes grupos estratégicos utilizam incentivos não monetários – como oportunidades de desenvolvimento esportivo e trajetórias de carreira diversificadas, para atrair jovens talentos.

A pesquisa se baseia em uma combinação de revisão de literatura e entrevistas semiestruturadas com profissionais atuantes no setor. Além disso, investiga profundamente cinco principais agrupamentos estratégicos de clubes: clubes financeiramente fortes, clubes com foco em formação de base, novos clubes com investimentos inteligentes, clubes com motivações geopolíticas e clubes com modelos de propriedade múltipla.

A análise revela abordagens essenciais de negociação que podem ser aplicadas em diversos contextos operacionais e financeiros. A estratégia abrangente do Grupo Red Bull recebe destaque, especialmente pelos benefícios sistemáticos que proporciona em áreas como prospecção de talentos, transferências de jogadores, gestão financeira e fortalecimento da marca por meio da sua execução coordenada.

Esse enfoque demonstra como clubes podem obter vantagens competitivas sustentáveis ao estruturar suas negociações de forma estratégica. Elementos como a atuação de olheiros, diretores esportivos e treinadores, assim como a estrutura organizacional e os recursos do clube, são fundamentais para moldar o curso das negociações.

Palavras-chave: Negociação Estratégica, Captação de Talentos, Propriedade Multiclubes, Incentivos Não Financeiros, Gestão no Futebol, Grupo Red Bull

Abstract

The purpose of this thesis is to examine at how football teams employ strategic negotiation to discover and train new players. The major focus will be on how the Red Bull Group owns so many clubs. The purpose of this study is to find out how football teams in different strategic groupings employ non-monetary incentives, such as opportunities for player development and varied career paths, to get younger players to join. The research looks at a range of various sorts of writing and talks to people who work in the industry in semi-structured interviews. There is also a lot of research on five main strategic club groupings. There are clubs that are financially powerful, clubs that are driven by the academy, new clubs that are making smart investments, clubs that are motivated by geopolitics, and clubs who run more than one club. It finds crucial approaches to negotiate that may be applied in a lot of various operational and financial scenarios at any time. The Red Bull Group's comprehensive strategy gets a lot of attention, especially for the systematic benefits it brings to scouting, player transfers, financial management, and brand leverage through its execution. This emphasis is mostly on the fact that it is put into action. This provides businesses vital information that might help them locate and maintain great workers in a way that is better than what their closest rivals do. For example, they highlight how essential scouts, sports directors, and managers are, and how a club's structure and resources may change the way talks go.

Keywords: Strategic Negotiation, Talent Acquisition, Multi-club Ownership, Non-financial Incentives, Football Management, Red Bull Group

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Introduction

Football is growing harder and harder to grasp as a sport and as a business because it has so many different financial, strategic, and operational parts. Football clubs in the modern era are more than just pairs of teams who compete against one another. Additionally, they are highly astute corporations that have objectives that extend to every corner of the globe. An excellent illustration of this shift is provided by the Red Bull Group, which is the owner of clubs in various parts of the world, such as RB Leipzig and Red Bull Salzburg. A new way of thinking about how having more than one club may help things run more smoothly, assist with scouting and player development, make it simpler to manage money, and generate a lot of money at the same time is available to us thanks to the Red Bull model. The purpose of this dissertation is to investigate the many ways in which football clubs use strategic negotiating frameworks to attract new players. The research focuses on the ways in which ownership of more than one club affects the process of acquiring players, developing them, and making deals. This study examines five different sets of clubs that are organized into five different strategic groups to identify techniques that are effective for clubs that have different financial situations, different ways of conducting business, and different strategic goals to negotiate. Through the utilization of the case study of the Red Bull Group, I will be able to enhance the efficiency of these techniques. The purpose of this investigation is to determine whether or whether other teams may potentially gain an advantage over their rivals by utilizing techniques that are analogous to these. The purpose of this thesis is to provide solutions to several significant issues, including the following:

1. How do football clubs utilize non-financial incentives, such as development opportunities and career progression, to attract young talent?
2. What roles do scouts, sports directors, and managers play in shaping effective negotiation strategies with emerging football talents?
3. How does a club's financial health influence its ability to attract and negotiate with young talents?
4. What negotiation strategies employed by the Red Bull Group can be adapted by financially weaker clubs to gain a competitive edge in talent acquisition?

These research questions aim to dissect the complexities of football club strategies and provide actionable insights into how clubs can effectively negotiate with and attract young talent, regardless of their financial standing.

1. Literature review

Governance, scouting and player development, financial health, and negotiation methods are some of the significant topics that are highlighted in the literature on managing football clubs. These are the areas that should be looked at in order to understand how to enhance their talent acquisition approaches. This part looks at the relevant literature on these subjects and lays the groundwork for the strategic negotiating frameworks that will be looked at in the next portions of this thesis.

1.1. *Negotiation strategies*

You need to have emotional intelligence, analytical thinking, a good understanding of psychological dynamics, the ability to adjust your conduct, and an awareness of the condition of affairs in order to be a great negotiator. These are the qualities that are necessary for success. "Getting to Yes" by Fisher, Ury, and Patton and "The Negotiation Book" by Steve Gates are two of the most prominent books on how to negotiate. Both of these books were written by those three authors. Both of these books are excellent resources. They have distinct points of view, yet they function well together and have a major effect on how people act today. Fisher and Ury (2011) came up with the principled negotiation model for the Harvard negotiation Project. This model does not allow for positional bargaining, which is what individuals often do. This way of thinking encourages people to work together for common goals, justice, and good connections. The four main ideas behind their framework are: separating people from the problem to better manage emotions and relationships; putting interests ahead of positions to find out what people really want and to encourage solutions that benefit everyone; coming up with new options that benefit everyone to avoid situations where one person wins and everyone else loses; and pushing for objective criteria, using fair standards like market values, legal precedents, or expert evaluations to make sure that everyone gets a fair resolution.

One of the most remarkable aspects of ethical negotiation is that it can be applied to any particular circumstance. The process of principled negotiation transforms talks into sessions in which participants collaborate to find solutions to challenges. Consequently, this reduces the amount of stress that negotiators experience and reduces the likelihood that they will get overly attached to particular points of view, which can result in unsatisfying bargains or deadlocks.

Whether you want to get a promotion, negotiate a transaction with another country, or make amends with a friend, this is something that you should keep in mind. In an article that Fisher and Ury (2011) wrote, they discuss how important it is for negotiators to understand that the acronym BATNA, which stands for "Best Alternative to a Negotiated Agreement," does not entail being obstinate or issuing threats. On the contrary, it refers to the state of being well-prepared and having options that truly enable individuals to bargain.

Steve Gates (2022) discusses how important it is for professionals to be able to adjust to changing circumstances and have an understanding of the psychological elements that come into play when persons discuss bargaining. In comparison to the approach that Fisher and Ury devised some time ago, this one is far more effective. Gates says that a "Complete Skilled Negotiator" should be able to adapt to different situations, know themselves, be empathetic, bounce back fast, and see the bigger picture. You need to have all of these traits if you want to be able to negotiate well. To be ready for the hard and unexpected chats that are going on right now, you need to think of each one as very important. They are happening right now. He talks about the "Negotiation Clock Face" paradigm from his own point of view throughout the whole time he is giving his presentation. Using this model makes it possible to look at the negotiating process from a number of various angles. One way to do this is to work together or compete with each other. Because of this, we need to have an open mind about the connections, power dynamics, and possible assets. This proves that it is very important to have an open mind. Gates (2022) also says that it is very important to plan ahead in great detail. To conduct a successful negotiation, you need to know what the other side is using to make decisions, what the deal levers are, and what the important issues are.

Gates (2022) talks on how hard it may be for people's brains and feelings to handle tough conversations these days in the sentences that follow. He thinks that this may be true because of the time we live in now. He thinks that people who are talking should be able to retain their cool and not let their emotions get the best of them. He also thinks that negotiators often make matters worse for themselves by reacting too fast to things they think are wrong or unpleasant. He thinks that this kind of thing happens a lot. He thinks it's important to be okay with not knowing what's going to happen, to feel tense, and to be still on purpose. The notion of emotional neutrality that Fisher and Ury (2011) presented fits with his point of view. This is a big change in conduct that you need to make if you want to negotiate in high-stakes circumstances, with people from other cultures, or online.

This is something that Boothby, Cooney, and Schweitzer (2022) contribute to by discussing the most recent developments that have taken place in the field of negotiation research. The difficulty of the task, the complex ways in which individuals interact with one another, and the manner in which concepts might be applied in the actual world are all topics that are addressed by these adjustments. On the other hand, they assert that negotiating is a one-of-a-kind combination of working together and competing, which has a significant impact on both your personal and professional lives. This new style of thinking suggests that to be a good negotiator, you need to think about the issue at hand, how other people will react to it, and how society operates. This means that you need to be able to change what you do based on the situation.

Their study focuses on emotional misalignment in negotiations, which is when negotiators misunderstand or mis predict the emotional states and intentions of the other party. As a consequence of this, it is challenging for individuals to trust one another and work together the majority of the time without any problems. It is difficult to foresee how other people will respond, which raises the possibility that even the most well-prepared meetings will not be as helpful as they could have been. This is because it is difficult to forecast how other people will react. According to Boothby et al. (2022), emotional calibration, which may be described as the ability to read and react to emotional cues in real time, is a very significant skill that can be utilized to avoid misunderstandings and ensure that better outcomes are achieved. Their findings also reveal that negotiators are more likely to make mistakes if they do not take into consideration the influence that their actions may have on the emotions of other persons. This is something that they did not take into consideration when they were doing their research. This new piece of study has demonstrated that the emotional aspect of a negotiation is just as important as the intellectual or strategic aspects of the argument. The results of this study lead to this conclusion. People have spoken different things regarding the scenario. The previous editions had more information than the one that is presently being used. This is what happened, and that's why. Brett and Thompson's (2016) research also shows how important it is to have a full understanding of the psychological and social-environmental factors that affect both the people who are negotiating and the people they are negotiating with. There are a few things that can have a big effect on how discussions turn out. These factors include, but are not limited to, culture, gender, power, motivation, emotions, trust, reputation, and cognitive biases. One further aspect that has the potential to have a substantial influence is the existence of biases in cognitive processes. The presence of cognitive biases is another aspect that might be potentially accountable for the phenomenon. They devised a novel model that depicts how the objectives

and interests of the negotiators, which are impacted by social and psychological factors, influence the decisions that they make and the manner in which they portray themselves during the process of bargaining. They made this model. Many experts say that in order for your lectures to be effective, you need to know exactly what you want to say, be confident of what you think, and not stress about the whole thing. You should also always be aware of cognitive biases that might affect you, such as the anchoring cognitive bias.

There has been a lot of research done in the field of artificial intelligence that shows these sorts of negotiating patterns are highly common. In addition, Kramár et al. (2022) demonstrated that even artificial intelligence agents that are negotiating in difficult situations, such as the board game Diplomacy, are needed to deal with challenges that are analogous to those that happen in human relationships. This was demonstrated by the fact that the agents were able to successfully negotiate in hard settings. Everyone is coming together to talk about the challenges they are facing in terms of trusting one another, cooperating with one another, and fulfilling the commitments that they have made. Their research shows that the most important thing to do to get people to negotiate honestly and effectively is to put in place things like making agreements that can't be broken and punishing agents who don't do what they're supposed to do. These are only two examples of the kind of policies that need to be put in place. According to Kramar et al. (2022), this is true in the same manner as trust and the power to enforce anything are vitally crucial in the real world. In other words, this is true.

When all of these interconnected frameworks are taken into consideration, it becomes clearly clear that in order to effectively negotiate for football talent, you will need to employ psychological skills, principles-based negotiating concepts, and a large amount of strategy. This is not an easy task. All of these things work together to give them the skills they need to deal with the tough, emotional, and high-stakes circumstances that come up when they are in command of a football team. Negotiators can work out these problems since they know a lot about the subject. This makes the things that come out of the negotiating process better, more valuable, and used in a more efficient way.

1.2. *Governance and Regulation in Football*

National and international laws set rules that football clubs are supposed to follow. Most of these limitations are put on football clubs. These regulations prohibit players from traveling, restrict how clubs may conduct business, and restrict the movement of money. In the year 2020, Łukomski established a basic set of regulations known as the FIFA Transfer Matching System

(TMS). The purpose of this system is to ensure that all transactions involving international players are conducted in a manner that is both fair and transparent. The Transfer Management System (TMS) is also responsible for monitoring transfers and ensuring that the regulations are adhered to accordingly. Through the use of digital methods, clubs have the ability to avoid complications and ensure that their commercial operations are carried out appropriately by monitoring and verifying all international player transactions. The system is not intended to make things more difficult for small businesses who do not have the resources, personnel, or expertise necessary to adhere to the numerous regulations and stringent requirements that are established by the TMS. In order to maintain the integrity of the system, fairness and openness are two of the most important concepts. Smaller clubs have a harder difficulty negotiating since they don't have as many resources. This might make it harder for them to compete with bigger, more stable teams in the global player market.

Hassan and Hamil (2010) claim that persons in charge of football have always put the players' performance on the field, the club's reputation, and the sports team's success ahead of money. There has been a big change in the scene, though. There is now more focus on market-driven procedures, strict adherence to standards, and financial stability. They are forced to comply with tight governance requirements while yet competing in a market where there are substantial variations in the amount of money. This shift has made things more difficult for teams who do not have a lot of money since they are required to accomplish both things. According to Hassan and Hamil (2010), these developments, in conjunction with the limits imposed by regulatory authorities, have prompted clubs to establish complex management and governance practices in order to guarantee that they will continue to function and be profitable over the long term. This is done to ensure that financial stability is maintained. When it comes to dealing with this circumstance, it may be especially difficult for smaller teams who do not have a very large amount of money or personnel.

Since football is becoming more commercialized and popular all over the world, individuals are becoming more interested in alternatives to money, such as opportunities to improve their professions, develop as players, and advance in their careers. When it comes to teams who have limited financial resources, these incentives are extremely essential because they enable them to attract and retain excellent young players even when they do not have a lot of money. Sarmiento et al. (2018) stress how important these non-monetary factors are becoming in methods for finding and developing talent. They show that these factors may be used to compete with pay or financial packages alone. Sarmiento et al. (2018) say that these non-monetary

aspects are becoming more and more significant in ways to locate and nurture talent. They illustrate that these things may be utilized to compete with income or benefits packages by themselves.

According to Geeraert, Scheerder, and Bruyninckx (2013), the significance of regulatory openness and non-monetary incentives is in accordance with broader governance trends that have been discussed extensively in the past since they are of such great significance. It is their desire for the European Union to have a method of doing things that is both open and difficult, and that involves everyone who has an interest in it taking part. It is their contention that this is necessary in order to guarantee that the football industry is subject to equitable competition and generates profits over the course of time. Their analysis shows that better government control and increased communication with stakeholders are two things that can help lessen the bad impacts of having too much or too little money. This will make the competition more fair, and the people who are in charge of football governance networks will be more responsible.

In order to maintain their competitive edge in the global football market, which is becoming increasingly complex and driven by corporate demands, football clubs, particularly those that are smaller and less financially stable, need to employ a variety of negotiation strategies, according to the findings of this study. This is especially true for clubs that are less financially stable. Some of the things that come within this category are following the rules, being careful with your money, and giving people big rewards that aren't money.

1.3. *Scouting and Talent Development*

Player development programs and scouting networks are given a significant level of importance in the professional football game that is now being played. This is as a result of the enormous influence that they bring about. It has been established, on the basis of research that was carried out not too long ago, that an increasing number of individuals are employing data analytics and machine learning algorithms in order to locate and analyze potential football players. To be more specific, Parment et al. (2021) emphasize the fact that these new technologies assist clubs, particularly those with lower financial resources, in identifying growing potential before competitors with larger financial resources do so. In particular, this is the case for groups who have fewer financial resources at their disposal. To be more specific, the method that clubs adopt in order to seek for and hire exceptional individuals has experienced a significant transformation as a direct consequence of the revolution in technology. firms who are working hard to stay ahead of the competition may now take advantage of new chances owing to the

deployment of advanced analytical methods and dependable talent prediction models. This is a potential benefit for firms that are attempting to remain ahead of the competition. As a result of this, these teams have been in a position to capitalize on new opportunities that have become accessible.

On the other hand, despite the fact that technology is becoming an increasingly major component of the process, people continue to play a key part in the processes of recognizing and selecting brilliant individuals. According to Bergkamp et al. (2022), scouts are incredibly useful since they are the first people to identify potential talents. This makes them an extremely valuable resource. On account of this, they constitute a highly significant resource. This is the fundamental reason why people think they are so important. To accomplish this, they monitor and rate players who haven't signed up for the elite soccer academies yet. This is why they can reach their aim. Based on what they can see, such the person's technical talents, game sense, and physical or motor skills, scouts typically make reasonable judgments about how well someone will do in the future. However, Bergkamp et al. (2022) state that scouts typically discuss these characteristics in a generic sense rather than in specific words. They rely mostly on their gut impressions when deciding how to integrate a number of performance characteristics into a final pick. When things are done in this less ordered and more intuitive manner, there is a possibility that there may be inconsistencies. In light of this, it appears that we require more organized and rigorous approaches to talent evaluation in order to provide forecasts that are more trustworthy and useful.

Additionally, managers, sports directors, and scouts continue to play a significant role in the recruiting and negotiation processes. This is since they are the individuals who are responsible for ensuring that the requirements of the club and the objectives of the players are satisfied. According to Peris-Ortiz et al. (2017), in order to be an effective negotiator, one must have an understanding of what athletes and their representatives want and the reasons behind their desire for it. In situations when monetary compensation is not a possibility, it is even more important for managers and sports directors to devise more intelligent approaches to negotiate. Especially in situations when money is not an option, this is the case.

It is extremely obvious that non-monetary incentives, such chances to advance in one's career, programs that help players do their jobs better, and clear pathways to the first team in football, are highly important. Additionally, Bergkamp et al. (2022) are of the opinion that formal evaluation techniques need to be merged with the emotional responses of scouts. This is

something that they believe should change. An great illustration of how the ability of humans to make judgments and the development of new technologies may potentially work together to make the process of scouting more successful is shown by this example. According to their point of view, businesses should devote cash to the training of scouts in order to enable them to make use of organized scoring systems and to evaluate vital performance indicators in greater depth. This would help the companies. As a result, scouting evaluations would be more dependable and accurate, especially when it comes to forecasting how well someone would do in the future. It is advised that clubs who are interested in improving their talent acquisition and recruiting procedures employ this two-pronged method, which combines the most recent analytics with superior human judgment. This technique is recommended since it integrates the two processes. Utilizing new technology like as data analytics and machine learning is becoming an increasingly important aspect in the process of training players and scouting existing football players. This is because these technologies are becoming increasingly important. The conclusion is that this represents a substantial advance in the right direction. On the other hand, human factors, such as the instinctive feelings of scouts, the capacity of managers to negotiate, and the capacity of sports directors to understand the wider picture, continue to be of utmost importance. The employment of structured evaluation systems, non-monetary benefits, and cutting-edge technology may be utilized to provide clubs with a major advantage over their competitors in terms of attracting and maintaining the most talented persons inside their organization. This can be accomplished by providing clubs with a considerable advantage over their competitors. This advantage will provide the clubs with a significant competitive advantage over their rivals.

1.4. *Financial Health and Its Impact on Negotiations*

How successfully the club can handle young football players depends a lot on how much money the team has. Rosner and Shropshire (2011) suggest that clubs with a lot of money have a considerable advantage when it comes to attracting talented players because they can pay them more, give them signing bonuses, and offer other financial incentives. Because of this financial strength, there is generally a lot of rivalry for talent, which makes player wages and costs go higher. Swanepoel and Swanepoel (2016) say that the way teams in the English Premier League (EPL) negotiate affects how much each player is worth. A lot of this depends on how well the clubs do financially, where they are in the league, and how important they are. Their research shows that there is a direct link between the costs that buying clubs pay to get players and the overall financial health of the teams that are buying them. This includes things like total

revenues, broadcast income, and total payroll. This means that clubs with more money are better able to get players that are worth a lot.

On the other hand, smaller teams might not be able to compete just purely on money. The non-monetary rewards that these groups give are very important and strategic. These kinds of clubs should put professional growth, frequent first-team action, involvement in international tournaments, and the chance to learn from a great management and coaching staff at the top of their list of things to do. Smaller clubs don't have as much power to negotiate when it comes to their short-term finances, but they do have more power when it comes to giving players great long-term growth opportunities, according to Swanepoel & Swanepoel (2016). These teams' capacity to negotiate is also greatly affected by things other than money, such as how stable their management is, where they are in the league, and how well-known their club is. Ajax and Benfica are two clubs that show how planned and coordinated youth academies and player development programs can help players get better. These teams show that you can stay competitive without having the huge amounts of money that top clubs like Real Madrid and Manchester City have. These clubs are known for being great places for players to grow because they prioritize youth development and non-monetary incentives ahead of money. Because of this, younger players are much more interested in them.

In conclusion, a football club's financial strength has a big effect on how well it can negotiate when it comes to getting new players. This is primarily because the club's money affects how much players are worth. On the other hand, smaller clubs might be able to compensate for their financial difficulties by placing a greater emphasis on non-monetary benefits, youth development programs that are well-planned, and robust procedures for the development of players. It is possible for businesses to compete successfully in the employment process with this method, even if they do not have a lot of money.

1.5. *Negotiation Strategies in Multi-Club Ownership Models*

One of the most exciting aspects about discovering new players in modern sports is the idea of multi-club ownership. The Red Bull Group is a perfect illustration of this. This is one of the most fun elements of looking for new talent. According to Tychsen and Bay (2017), the multi-club concept ensures that clubs who share the same ownership structure are able to share resources such as scouting networks and strategies for managing money. As a result of the connection between these two factors, teams have the potential to boost player development and transfer chances while simultaneously reducing expenditures. The Red Bull Group has set up a framework that lets players improve their talents at lower-level clubs before moving up to

higher-level teams in the network. This atmosphere was built by the Red Bull Group. This Socratic method helps the club and gives young players a way to reach the top level of football competition.

This multi-club approach, on the other hand, raises ethical concerns around fairness and competitiveness, particularly in situations where smaller clubs are required to serve as feeder teams for the larger clubs who are participants in the group. As a consequence of this, player movements across the entirety of the network are becoming increasingly significant. For the purpose of maximizing the potential of the players, these acts involve sending them to other teams inside the network. According to the KPMG Football Benchmark Team (2016), this strategy has the potential to generate a significant amount of revenue; but, it also has the potential to disrupt the equilibrium of the competition due to the fact that smaller clubs have less of a vote in the decisions that they make.

Despite the fact that they do not have access to a multi-club network, clubs are nevertheless able to compete in the market for talent acquisition by employing the same negotiation strategies. Among these strategies include the establishment of effective scouting networks, the emphasis on the development of younger players, and the provision of players with incentives that do not involve monetary compensation. Smaller teams have the potential to compete with larger clubs, even if they do not have as much financial resources as Manchester City. This is because they can provide players who are on the verge of being successful with a clear route to success.

2. Red Bull's Global Football Model

2.1. Strategy and Negotiation

The entry into football by Red Bull is the product of a long-term brand idea that began with a beverage and developed into a phenomenon that has been ingrained in popular culture. There are more elements involved than just the brand's growth or a marketing plan. An Austrian entrepreneur by the name of Dietrich Mateschitz traveled to Thailand in the 1980s and made the discovery of Krating Daeng, a convenient variety of energy drink. At this point, the brand was established. Through collaboration with the Thai entrepreneur Chaleo Yoovidhya, Mateschitz was able to modify the product and bring it to Europe under the brand name Red Bull, which is today well-known. It was clear to him that the Western markets were ripe with unrealized promise. From the time it was first introduced in 1987, Red Bull has been a lifestyle brand that places an emphasis on performance, taking chances, and the culture of young people.

The rapid success of this branding strategy was demonstrated by the fact that it was later acquired by the entire team, as well as by sponsoring racing and extreme sports. Red Bull entered the sports ownership market by concentrating on the development of powerful and immersive platforms that reflected the company's core principles and provided it with complete control over the messaging of the brand. Since football was a sport that was popular all over the world, it was the next natural step to take. Since it purchased the Austrian club SV Austria Salzburg in 2005, the corporation has expanded into a multi-club empire that spans many clubs. It is presently the owner of teams in the United States of America (New York Red Bulls), Brazil (Red Bull Bragantino), Germany (RB Leipzig), and Austria (Red Bull Salzburg). It is also a partial shareholder in Leeds United Football Club. Additionally, Red Bull is able to manage, transfer, and develop players within the organization through the implementation of this approach, which is a vertically integrated ecosystem. This strategy allows Red Bull to capitalize on the worldwide popularity of football in order to construct its brand around energy, innovation, youth, and performance.

2.2. Purpose Behind Multi-Team Ownership

Red Bull's brand strategy and the reasons why the corporation invests in sports are directly related to one another. According to a number of sources, Red Bull had the purpose of doing so in order to establish connections with top competition, youthful culture, and extreme performance. This was mentioned in the context of the company's intention to construct linkages. The evolution of the brand into true platforms with high levels of engagement was

facilitated by the involvement of sports teams, which gave the brand with a means of operation and a direct means of marketing itself. On the other hand, football teams are more than just symbols of the Red Bull brand and the items it sells. They have been purposely incorporated into the system in order to deliver a return that is decided by success, whether it be through player development, matchday income, or triumph in European competition. This is one of the reasons why they have been included. Red Bull was able to effectively mix long-term sporting goals with commercial branding because to the broad popularity of football, this was made possible by the competition between the two. This hybrid method is one of a kind since it creates a balance between making a profit and having significance in one's life.

2.3. Anatomy of the Multi-Ownership Structure

As the basis for the multi-ownership system, the hub-and-spoke design acts as the foundation. The focus point is RB Leipzig, the top European endeavor that was initiated in 2009 when Red Bull bought the playing rights of SSV Markranstadt, a seventh-division side. RB Leipzig is the focal point of the initiative. In less than 10 years, Leipzig was able to ascend to both the Bundesliga and the UEFA Champions League. This was accomplished by placing a significant focus on tactical identity, financial discipline, and education of the youth. It is surrounded by the clubs that are linked with it:

- Red Bull Salzburg (Austria): This is the origin of talent. Early-stage development and scouting are Salzburg's primary areas of focus, particularly with regard to South American and African markets.
- Red Bull Bragantino (Brazil): A gateway to Latin America that emphasizes high-volume scouting and young talent from Brazil.
- New York Red Bulls (USA): Red Bull's commercial presence in North America, which feeds the European pipeline with talent like Tyler Adams.
- Leeds United (UK): a more recent minority investment with the goal of increasing Premier League visibility and opening up new avenues for player development and brand expansion.

Despite the fact that each squad has some degree of autonomy, they all have the same DNA, which includes high-pressure football, tough tactics, outstanding analytics, and an emphasis on

both mental and physical development. As a result of the regular movement of players and people between teams, Red Bull is able to keep control over internal transfer negotiations and make sure that its talent remains valuable. The network functions as a closed developmental loop due to the fact that all developmental activities, including scouting, training, exposure, and commercialization, are carried out under the same ownership umbrella.

2.4. Historical Evolution and Contraction of the Network

Although it may appear that the atmosphere at Red Bull football games has been methodically handled throughout the course of the years, it is important to note that this state of affairs has not always been successfully maintained. When Red Bull first began, the company attempted to take a more all-encompassing and exploratory approach by starting or acquiring football teams in countries that were still in the process of developing their footballing infrastructure. In the aftermath of that, these teams have either been removed from the major network, reformed, or included into the primary network. To illustrate this point, consider the founding of Red Bull Ghana in 2008 as a youth academy in Sogakope. The primary objective of this endeavour was to cultivate West African talent for the goal of selling it on the worldwide market. Not only did the academy produce a few exceptional players, but it also took part in events held on a global scale. The group began to merge with the West African Football Academy (WAFA) in 2014, which ultimately led to its end.

Red Bull Bragantino, a club that is separate and situated in the São Paulo region, took the choice in 2019 to join forces with Clube Atlético Bragantino, which ultimately led to the birth of Red Bull Bragantino. Instead of building new teams from scratch, Red Bull started using historical clubs that already had an established infrastructure and league status. This was done in order to conserve resources. This was done in order to make it easier for the corporation to enter competitive leagues while yet ensuring that it maintained adequate control over its brand. As it has progressed from attempting new things and going too far to a core that is streamlined and focused on performance, the football empire that is owned by Red Bull has showed that it is capable of purposefully lowering its scope at the same time as it has improved its performance. In the case that a project did not have adequate infrastructure, exposure to competition, or evident talent sources, it was either accepted or barred from being considered. It is easy to see why there are only four clubs at the moment; this is because there have been fewer clubs in the past. It also shows that Red Bull is still working to make its goods more efficient and more integrated into the global market.

This precise trimming may help you appear more trustworthy to the opposite side when you negotiate. They are made aware of the fact that Red Bull clubs are not only marketing gimmicks; rather, they are locations where athletes may perform to the best of their ability and have support for a lengthy period of time. Players, agents, and partners are all made aware of this reality.

2.5. RB Leipzig: The Crown Jewel of the System

Not only does it serve as a finishing school for talents that have been developed in other parts of the Red Bull system, but it also serves as the last destination for the most promising athletes in the Red Bull organization. The utmost objective is to reach Leipzig. By employing voting members who are affiliated with Red Bull, Leipzig's governance model is able to sidestep Germany's 50+1 ownership threshold, so ensuring that decision-making authority is consolidated. Because of this, there is the possibility of having complete control over contracts, talent channels, and sports philosophy, and there is no requirement for any outside investors to exercise any of their influence.

It is essential to take into consideration the fact that this top-down ownership model has a considerable influence on the atmosphere in which negotiating takes place. Real-world examples, such as Benjamin Šeško and Tyler Adams, demonstrate that Red Bull have the capability to provide athletes a one-of-a-kind route to internal development within the company. In the world of sports, it is common practice for sporting directors and agents to praise the products and services provided by Red Bull as being trustworthy, well-structured, and professionally organized.

2.6. Red Bull's Negotiation Advantages

Because of the highly interwoven nature of its network, Red Bull may be able to take advantage of some advantages during negotiations. Regular negotiation tools are transformed into highly strategic ones via the use of this network, which is designed to be compatible with the overall business practices of the organization.

- Red Bull does not only offer a contract; in addition, they provide a distinct and easily recognizable professional path within their worldwide football family. In the process of planning a career, this is a tool that may be utilized as a means of negotiating with potential employers. The players are provided with a long-term plan that includes specific performance targets as well as planned transfers for the club (for instance, migrating from Salzburg to Leipzig). This view is visible to the players. This approach

instills a greater sense of confidence in both the players and the agents, hence reducing the amount of ambiguity that exists.

- The many hazards that might happen It's unlikely that everyone will be able to reach their first objective because it's hard for everyone to do so. Red Bull may move players between clubs to help them improve, recuperate from injuries, or fit into a new strategy. This makes bad results less likely. For example, players who aren't doing well in Leipzig may be loaned to Bragantino or Salzburg to help them feel better about themselves and show how valuable they are. This would make sure that the item stays valuable in the future, based on how the conversation is going.
- It is common knowledge that the brand name Red Bull is synonymous with exceptional performance, a commitment to innovation, and a significant amount of exposure all over the world. The usage of the brand and psychological signaling are the means by which this is done. When young players and their agents join with a Red Bull side, they are frequently given the assurance that they will have the chance to train with the best, compete in Europe, and have the prospect of rising up in the top divisions they are currently competing in. The power of this brand is of an incredibly important relevance when it comes to signalling, and it is of paramount significance.
- Red Bull is able to ensure that the most competent persons are placed in the proper roles by adopting internal transfers. This allows the company to avoid paying the expenditures that are involved with external transfers, agency renegotiations, or extended bidding contests. With regard to the organization of transactions, this is a considerable benefit due to the fact that it saves both time and money. An internal market that operates in a manner that is both effective and efficient, while at the same time preserving the worth of the persons who are participating in the system, makes the process of negotiating much easier.
- Red Bull has a comprehensive analytics infrastructure in place, which guarantees that all teams use the same player assessments. This allows for more effective negotiations. Because of this, the process of forming contracts becomes more objective and oriented on performance, and it also minimizes the number of value disputes that take place. This is a consequence of the fact that this occurs. Through the application of statistical data,

it is possible to assist the building of trust and transparency throughout the negotiating process.

Because of this internal consistency, Red Bull is more trustworthy when it comes to negotiating with agents or granting awards based on performance. This is because Red Bull operates in a consistent manner. To guarantee that players are able to join without any obstacles, it is necessary for the various clubs to have training techniques, tactical philosophies, and performance criteria that are identical to one another. As a result of this, there has been a rise in the amount of sports that are produced, and the athletes are pleased with the contracts that they have now signed. Red Bull has not only developed a football empire, but also a way of negotiation that is founded on long-term alignment, operational management, and the maximizing of value in each and every transaction. In conclusion, Red Bull has constructed a football empire.

2.7. Criticism and Challenges of the Model

In spite of the fact that it has proven effective, the model has still been exposed to criticism. Conventionalists are of the opinion that Red Bull's clubs are not genuine and are more comparable to franchises than they are to community-based organizations. Red Bull Salzburg and RB Leipzig have not only been subjected to regulatory scrutiny, but they have also been the target of demonstrations. Furthermore, the European Union Football Association (UEFA) has been keeping a close check on the group's participation in European tournaments because of worries surrounding the possibility of a conflict of interest.

When considered from a theoretical perspective, the centralized model that Red Bull uses gives rise to issues of power imbalance between the company's many stakeholders. Despite the fact that it supports integrative bargaining inside the organization, its outer dominance may result in negotiation asymmetries, particularly for smaller clubs or agents with less options. This is especially true for smaller clubs.

2.8. Implications for Strategic Talent Negotiation

A substantial paradigm change has occurred in the manner in which football negotiations are carried out as a result of the notion that was introduced by Red Bull. For the first time, clubs will now work together as part of an ecosystem rather than negotiate on their own. This will be the first time that this has ever happened. The fact that Red Bull has a multi-club structure, which enables a large number of diverse organizations to work together under the same strategic

umbrella, gives the corporation a huge edge when it comes to negotiations. Having the capacity to move workers around within its network gives the company more leeway in terms of how it crafts contracts and plans for players throughout the course of time. This gives the business additional flexibility. There is more to the process of negotiating than simply salary and incentives; it may also entail making arrangements for personalized transportation for athletes who are going between countries. Not only do Red Bull clubs provide you cash benefits, but they also give you with chances, opportunities to grow, and clarity. Red Bull clubs not only offer you financial benefits.

Additionally, statistical analysis serves as the foundation for the process that the organization employs in order to analyze and scout various prospects. Because of this quantitative basis, all of the clubs are brought together around the same assessment standards. This helps to reduce the amount of prejudice and subjectivity that is present in the organization. This guarantees that communications with agents and stakeholders, both within and outside, are consistent and believable. This is true for the corporation as well as for the organization's stakeholders.

Because it runs so many leagues and marketplaces, Red Bull can also quickly adjust to changes in the law, competitive cycles, and the availability of talent. Players who aren't doing well in Europe may still rediscover their form and time in the US or Brazil, which would help them preserve their worth and confidence as players. This would let them keep playing. Because there are so many options for location and competitiveness, what would ordinarily be perceived as problems for single-club operations can be transformed into positives during negotiations. This is because these things are there.

The history of Red Bull highlights how the corporation has developed over the course of time by learning from its mistakes in the past and adjusting its strategy accordingly. For example, it started with competitions like as Red Bull Ghana and Red Bull Brazil, and then it went on to build a core of top teams that were highly powerful despite their relatively modest size. During the course of bargaining, the company strengthens its position by leaving areas that generate less profit by leaving such sites. Clubs are more than just symbols; they are also high-performance outposts with clear goals and duties.

By using this united strategy, Red Bull can have more power when it comes to bargaining with players, agents, sponsors, and partner clubs. The ultimate result is a negotiation approach that works and can be used more than once. It might also be used as a model for how to run sports clubs in other countries in the future.

2.9. Benchmarking Red Bull's Model Against Competitors

Red Bull's multi-club network was the best organized and integrated of the five strategic groupings that were looked at. This was true of all the football firms that were looked at. When it comes to growing their brands, winning titles, and getting new players, Real Madrid, Bayern Munich, and Benfica are all great instances of this. On the other hand, the majority of the time, their operations are restricted to the borders of certain nations or to regulatory bodies that are based on a single club.

On the other side, Red Bull has established a football ecosystem that extends beyond national lines and encompasses the entirety of Europe, North America, and South America. This ecosystem includes business synergy, managing the talent pipeline, and other relevant themes that are important for corporate success. The City Football Group (CFG), 777 Partners, Eagle Football Holdings, and Pacific Media Group (PMG) are some of the other groups that have more than one team. They don't agree on everything, like Red Bull. It could be challenging to focus on operations and tactics because CFG is so vast. Manchester City, Girona, New York City FC, and Melbourne City are some of the teams in this group. The Chief Financial Group's key aims are to safeguard the brand's reputation and help it build its company throughout the world at the same time. Red Bull, on the other hand, wants to vertically integrate its operations and develop dependent on how well those activities go. It also wants to cut down on the number of teams and improve the level of synergy.

777 Partners has owned several clubs in the past, including Everton, Genoa, Standard Liège, and Hertha BSC. Some people have said bad things about them, saying that their leadership is unstable, they don't have a clear sporting philosophy, and they go too far. John Textor runs Eagle Football Holdings, which owns the teams Lyon and Botafogo. They have not yet reached the same degree of strategic consistency as Red Bull, and they are still in the beginning phases of expanding from their current location. Barnsley, KV Oostende, and Nancy are just a few of the European clubs that Pacific Media Group has worked with using a data-driven and value-investing approach. These teams are regarded to be in the second tier of the European tournament. In spite of this, they have not succeeded in making the league more competitive or in making it simpler for exceptional players to get to the top.

Red Bull, on the other hand, places an emphasis on performance, has a decision-making process that is centralized, and unites its brands. Due to the limited number of clubs, players are able to easily join, tactical principles are consistent at all times, and negotiations may be prepared,

among other benefits. It is not the quantity of items that Red Bull offers that gives it an advantage over its rivals; rather, it is the quality of those specific products. Also, it might create value that can be enhanced, there are more opportunities for growth, and things move faster inside the organization. In the twenty-first century, Red Bull has become a model for the long-term ownership of football teams all over the world that is based on the brand they represent. Because it consistently competes in UEFA competitions and because the academies of its teams produce outstanding players, it brings in a greater amount of revenue.

3. Methodology

The methodology for this thesis employs a comparative case study approach to analyse how football clubs across various ownership models manage their talent acquisition and development strategies. By grouping the clubs into five distinct strategic categories, this research aims to develop tailored strategic-negotiation frameworks that can be employed across clubs of differing financial health, ownership structures, and strategic goals. These frameworks will focus on key success factors such as the negotiation of player transfers, the use of non-financial incentives, and the overall effectiveness of scouting and talent development systems.

The methodology is structured as follows:

3.1. Grouping of Clubs Based on Ownership and Strategic Models

In order to provide a rigorous analytical framework, football clubs have been methodically separated into five unique strategic sectors. This was done in order to improve the quality of the framework. We investigated the ownership structures of the teams, as well as their particular financial resources, strategic aims, and general market position, in order to arrive at a categorization that was complete and definitive. Because every category reflects a distinct strategy framework that clubs operate within, it is possible to build a comparison that is both helpful and instructive on the methods that are employed for talent acquisition and negotiation efforts. This comparison may be made possible because of the fact that each category reflects a different strategic framework.

In order to accomplish the goals of this investigation, a method of categorization that was based on distinctive criteria was applied. A number of factors were taken into consideration, including the kind of ownership model (private investment, multi-club ownership, or fan-owned), the financial condition (budget size, income sources, investment capacity), and the strategic aims (competitive ambition, youth development focus, or commercial expansion). These criteria were able to be established. This was made possible by close collaboration with those who are engaged in the football business, such as coaches, scouts, executives, and sports directors. To get the material I needed for this dissertation, I talked to all of these people. They helped create the primary evaluation criteria that are needed for accurate and useful classification by sharing their professional opinions and real-world expertise.

We spoke about it and decided that each strategy needs its own set of assessment criteria. This is a difficult method for determining how well clubs are addressing issues that are specific to their circumstances and how well they are making the most of the resources that are unique to them. A few examples of qualitative evaluations that are included in this category include the club's capacity to effectively manage itself, its reputation for fostering the development of younger players, and the general coherence of its goals and objectives. Evaluations that are based on numerical data are also included in this category. The financial stability of the organization as well as the amount of money it generates from player transfers are both taken into consideration during these evaluations. Through the utilization of this all-encompassing categorization system, you will have the opportunity to get an understanding of how various ownership and strategy models influence the manner in which clubs negotiate, particularly with regard to the acquisition and management of young football players.

3.2. Interviews Structure

In the next part, we will study the technique that was utilized in order to conduct interviews with subject matter experts for the purpose of generating this thesis. This will be completed as we go on to the following section. As a result of the manner in which the interview was carried out, the intention was to bring attention to the complex strategies that football clubs use in order to negotiate, particularly when they are looking to recruit young players who have the potential to be very effective. We came to the conclusion that it would be beneficial to conduct interviews with experts who are actively involved in the sector. Our goal was to get precise and nuanced perspectives that are not often documented or that are only known to those who have worked in the area. When conducting interviews with subject matter experts, you have the chance to acquire a more in-depth understanding of the viewpoints, opinions, and experiences of those individuals who have a direct impact on the manner in which negotiations are carried out. This is because you will have the opportunity to interview these individuals. If you are able to obtain this information, there is a possibility that you will be able to do so. As a result of the numerous factors that go into football negotiations, including the presence of various parties, altering power dynamics, and motives that extend beyond monetary considerations, we are looking for a scientific process that allows for flexibility while yet guaranteeing methodical comparability. As a result of the numerous and varied factors that are engaged in football discussions, this state of affairs is seen. As a result of this, the research process utilized the semi-structured interview method in order to foster open dialogue and conduct an in-depth investigation into topics that

were connected to the study questions. It was necessary to take this action in order to guarantee that the research questions were answered.

3.2.1. Rationale for Semi-Structured Interviews

For the purpose of this study, semi-structured interviews are utilized since they provide a satisfactory compromise between the necessary flexibility and the structured comparability. According to Kvale and Brinkmann (2015), semi-structured interviews are beneficial for the investigation of complicated subjects because they allow for consistent theme exploration and a responsiveness to unexpected disclosures. According to the objectives of the current research, which require flexibility as well as comparability, this technique is in accordance with those objectives.

3.2.2. Participant Sampling and Selection

We used a technique known as purposive selection to pick persons to interview, with a special emphasis on those who play a prominent role in football negotiations. This was done in order to gain a better understanding of the participants. As a result of the application of this method, a significant number of well-informed perspectives were taken into consideration. These perspectives covered a broad variety of subjects, such as the evaluation of operations, the creation of new technologies, and the formulation of choices at the highest level.

One of the persons that were questioned was Filippo Galli, who has been active in football for more than 40 years. Galli is 62 years old. He was born on May 19, 1963. He used to be the Head of Methodological Area at Parma Calcio, but currently he works for himself as a consultant. He has played for famous teams like AC Milan, Parma Calcio, and the FIGC (Italian Football Federation) during the course of his long career. He began his career as a footballer for famous clubs like AC Milan, Reggiana, Brescia, and Watford. Later, he got roles in management and technology. He was the Youth Sector Director for AC Milan for nine years. After that, he was the Methodological Area Manager for Parma Calcio and the Technical Area Manager for the FIGC.

Simone Contran has been working in the sector for more than 10 years. He is 37 years old and was born on March 23, 1988. He is presently the Head of Match Analysis and Tactical Assistant for the Saudi Arabia National Football Team to the Saudi Arabia National Football Team. Contran is quite good at analysing matches and giving tactical guidance. He helped Italy's national team win the Euro 2020 competition, for instance. He has worked in crucial roles with

Sassuolo's first squad and youth teams, as well as with SPAL. Since last year, he has been in charge of looking at games for the Saudi Arabian national team.

Mirwan Suwarso is 39 years old and was born on December 29, 1985. He has worked in several different sectors for more than 25 years. He is the current chairman of Como 1907. His career has several aspects. From 2001 to 2003, he controlled a football team. Since the late 1990s, he has worked in sports management, advertising, marketing, and as a player agent. Suwarso's job is to assist Como 1907 become a football business that makes money and has a lot of different things to offer.

These occupations were quite different from all the others. They included executive leadership, tactical and operational analysis, and helping young people learn technological skills. They offered me a whole range of points of view that were necessary for understanding how difficult it is to negotiate and manage talent in modern sport.

Also, while I was writing my dissertation, I worked with a number of people who had worked in professional football and other related disciplines. Talking to them not only helped me understand better, but it also added depth and breadth to the research by giving it different points of view. This manner of working together made sure that the dissertation had a truly broad view and that no important material was left out. The following people had a big impact by sharing their thoughts and experiences:

Lorenzo Rossi, he played professional football in Italy until he was 20. He played much of his career with the youth team of Serie A team Cremonese. Lorenzo is 24 years old and going to Bayes Business School in London to get a master's degree in data Analytics. Based on his own experiences, he informed me about frequent ways to negotiate in Italian professional football. This taught me more about the cultural and practical issues that athletes face in their jobs.

Martino Montrasio was a football player who competed at the professional level as a member of the Italian football team. When he was still very young, he enrolled in the Inter Milan academy, which was the beginning of his successful career. There, he learned how to find and nurture hidden talents. Martino, who is now 24 and works as a consultant at Efficio in London, looked at the many ways that sports directors and scouts spoke to young players. Martino works as a consultant at Efficio. During the course of my inquiry, I was able to find a number of key discoveries because to his intimate understanding of the situation.

Before reaching the age of 20, Vasco Carvalho was a professional basketball player for Benfica, in Portugal. When I asked Vasco about his experience in a young basketball program, he said that it was very different than playing football. In terms of my academics, this was helpful. I was able to gain a fresh perspective on my career as a result of his comparisons to other sports and his elucidation of fundamental distinctions and similarities in the arrangement of these sports.

A member of the Como 1907 youth academy, Paolo Volontè is currently working as a coach. In his conversation with me, he shared a lot of information on the daily lives of young football players in Italy. As my coach and mentor, he imparted onto me a wealth of knowledge regarding the little aspects that contribute to the development of skills, as well as the significance of providing young players with direction and assistance.

Petar Rankovic is a football player from Italy and Serbia. He played for AC Milan's junior system before moving up to the U19 team of AC Renate. He then played for a number of fourth-division teams, where he was generally the best player. He finally played his first professional game with Giana Erminio. Petar's story shows that in Italy, being exceptionally brilliant at something isn't necessarily enough to get forward. Based on what he said, it seems like things that happen outside of athletics might affect how scouts choose athletes. When thinking about the problems that Italian football is having, this is a very important point of view to take into account.

Tommaso Brambilla, who used to be a goaltender for the Folgore Caratese academy, was helpful since he had played the game himself. From the player's point of view, his point of view helped me understand how scouts, directors, and managers do their jobs.

Francesco and Rolando Moschioni are trustees for a business in Milan. They know a lot about football rules and money. Because they knew a lot about their employment, they were able to comprehend complicated financial and regulatory issues that were very important to our study.

Carlos Renzetti, an environmental, social, and governance consultant at PwC who is 25 years old, assisted me with my research by providing an explanation of how environmental, social, and governance concerns impact football clubs. Because of his participation, it is now feasible to take a more in-depth look at the challenges that clubs in this region are now experiencing.

Tommaso Ottelli, consultant at KPMG, helped me with my study by using his knowledge of the football industry and his talents as a consultant, as well as his experience as a football player.

He gave critical feedback on a few dissertation issues, which helped develop and improve numerous major arguments.

3.2.3. Design and Construction of the Interview Guide

Through conceptual mapping, question formulation, sequencing strategy, and pilot testing, the interview guide was created. The questions were organized from broad to specific themes and were in exact alignment with the study goals.

3.2.4. Detailed Interview Structure

In order to build the interview guide, conceptual mapping, question formulation, sequencing technique, and pilot testing were all utilized. The questions were arranged in a manner that progressed from general to specific topics, and they were perfectly in line with the objectives of the study.

3.2.5. Interview Procedure and Ethical Considerations

The interviews were done in a way that was fair. Some of the persons who took part in the interviews had to consent to them, and some of them had to do them in an organized way. Each interview lasted around one hour. Simone Contran was questioned online on October 31, 2024. Filippo Galli was questioned online on November 1, 2024. Mirwan Suwarso was questioned in person on June 17, 2024, in the Como 1907 office inside Stadio Giuseppe Sinigaglia. The interviews lasted from 45 minutes to an hour. Everyone who was asked stated they would be pleased to answer further questions while the research was still going on.

3.2.6. Data Management and Analysis Preparation

Interviews were recorded and archived in a safe location to ensure that following rounds of analysis would be conducted with methodological transparency and complete dependability.

3.3. Database Structure

This thesis has already created a number of distinct strategic categories or classifications, which is a significant accomplishment. During the course of the empirical investigation, a structured database was established in order to assist the systematic analysis of a number of football teams and their subsequent classification into the categories that were indicated before. Each and every piece of information was compiled from reliable sources and databases that are associated with football. Every single one of the most well-known football performance databases,

websites that concentrate on sports analytics, and official league statistics portals are all featured in this category.

We looked at how effectively the clubs worked and how they handled negotiations by using quantitative data that was organized into four main groups..

- *Financial Metrics:* Transfermarkt.com has player market assessments, teams have financial records, and transfer records are some instances of this. The records of transactions are another example. These metrics also contain records of transfers, which is another plus. They look at a lot of things, such as how well the organization is doing financially, how quickly player trades are made, and how much money the corporation produces.
- *Sporting Performance Indicators:* Using league standings, trophy totals, and UEFA rankings to assess a club's competitive performance.
- *The effectiveness of clubs' youth development programs:* To see how well scouting operations work, you may compare the money made from player sales to the money made from investments. This review looks at the money made from transfers of young players, the rates at which players move from the academy to the first team, and the rates at which players move between the two teams.
- *Brand and Geopolitical Impact Metrics:* Clubs can look at global brand valuation studies, social media analytics (such as the number of followers they have and how engaged they are), the amount of media coverage they receive, and how people in other countries perceive them based on public diplomacy and soft-power indices in order to determine how powerful their global brand is and how it influences politics around the world.

I devised a scoring system that was always the same so that we could make sense of this hard data and put it in order. This approach places all kinds of facts that aren't fully categorized on a scale from one to 10. The grading system included four separate phases, and each phase had attributes that were right for that level:

- *Strategic Dimensions Definition:* We carefully defined and put each dimension into action by using indications that we got from industry reports, talking to industry experts,

and looking into the right literature. Using the study that was done helped to do this work successfully.

- *Rubric Development:* We established grading rubrics for each dimension that gave a full explanation of the criteria that go along with each score level. The purpose of this was to make sure that the evaluations done by the different clubs were accurate and agreed with each other.
- *Evidence-Based Scoring:* During the evaluation process, we used interviews, information from sources that anyone can access, and the opinions of experts in the field to fairly assign points based on the criteria set out in the rubric.
- *Triangulation and Calibration:* In order to make sure that the dataset would still be reliable and that internal consistency would be maintained, cross-verification and calibration were added to the scoring process. This was especially important when the data were missing or conflicting.

This technique made it possible to facilitate a full and comparative visual evaluation, which in turn made it possible to identify the strategic strengths and weaknesses of clubs in a clear and unambiguous manner, as well as their relative situation in terms of negotiation power and preparedness.

4. Result & Discussion

4.1. Group 1: Multi-Club Ownership Model

4.1.1. Definition

This group is made up of teams that are run by a multi-club ownership structure, and the major objective of these clubs is to produce financial returns through the movement of players that are lucrative. These teams are able to take use of an integrated scouting network as well as superior youth academies, and the overarching objective of the ownership group is to establish synergies between the clubs. Because of this, there is a better capacity for resource sharing, as well as a more effective mechanism for development and transfer.

4.1.2. Clubs Included

Red Bull (RB Leipzig, Red Bull Salzburg, NY Red Bulls, RB Bragantino) – City Football Group (Manchester City, New York City FC, Girona, Melbourne City) – 777 Partners (Genoa, Standard Liege, Hertha BSC, Vasco da Gama) – Eagle Football Holding (Lyon, Crystal Palace, Botafogo, RWD Molenbeek)

4.1.3. Variables analysed

Revenue Generation from Player Sales

- Evaluated annually using the total financial revenue generated exclusively from player transfers out of the club network, as documented by Transfermarkt and verified by official club financial statements.
- • Analysis of the patterns in revenue growth over a predetermined period of time (ten years) in order to evaluate the consistency and durability of the growth.

Effective Academy Player Development and Professional Integration

- This may be quantified by keeping track of the annual number of academy graduates who are able to make a successful transition to professional leagues (either competitions played at the highest level of domestic leagues or competitions hosted in other nations and countries).
- This is an additional rating that has been based on the cumulative market value gained by academy-produced players who are now playing in professional football. This evaluation demonstrates the effectiveness of the club in terms of player development and promotion.

Positive Net Transfer Balance

- Calculated by utilizing yearly net transfer balance statistics, which are approximated by deducting the money from player sales from the expenditures made on player acquisitions over the same time period. This allows for the determination of the net transfer balance. Following that, the net transfer balance is calculated using the information that was provided.

The purpose of conducting a longitudinal analysis of net transfer balances is to ascertain whether or not the transfer market is managed in a reasonable manner and whether or not it consistently creates a profit.

Market Value Growth Facilitated by Network-Wide Player Movements

- Tracking the evolution of the total market value of players who transfer from one connected club to another within the multi-club network (for example, from feeder clubs to flagship clubs) is a quantitative method of measuring the success of the transfer process.
- Assessment includes analysis of incremental market value appreciation attributed to internal player movements, providing clear evidence of strategic value creation within the club network.

4.1.4. Data Visualization and Group Analysis

Group 1 is comprised of a number of different organizations, some of which include City Football Group (CFG), 777 Partners, Eagle Football Holdings, and Red Bull GmbH. The companies that make up Group 1 come from a wide variety of different industries. It was revealed, on the basis of the findings of a study project that was carried out on Group 1, that these companies exhibit a broad variety of strategic orientations and levels of success with regard to major performance metrics. This discovery was made evident as a consequence of the study inquiry that was conducted for Group 1. These discrepancies have a considerable influence on the manner in which they participate in negotiations, particularly with regard to the acquisition, retention, and transfer of young football players. Specifically that is the case. More precisely, these differences have a lot of effects on the situation we are dealing with. You can see that these distinctions have a direct effect on how they talk to each other.

Comparative Analysis of Strategic Profiles and Negotiation Power

The radar graph shows that the four groups did not perform at the same level, which means that their models were at various stages of maturity and had distinct operational priorities.

Within the context of the increase of the internal market value and the appreciation of additional value, Red Bull GmbH has performed fairly admirably. The presence of these attributes demonstrates that the organization possesses a player development pipeline that is highly interconnected, which enables them to increase player value through trades within the group. Because of this, Red Bull has a lot of power in talks, whether they want to buy fresh players or sell players who have already realized their full potential to other markets. The fact that the organization has so few graduates from its school, on the other hand, shows that it relies too much on outside scouting or chosen growth. This might make the firm less strong when it comes to negotiating with athletes or agents that want to grow professionally quickly and consistently.

With the greatest market value, the largest transfer revenue, and the fastest revenue growth, City Football Group is the model that is the most financially stable. Because it has a global presence and a wide range of clubs, CFG is able to provide a variety of career paths, making it an excellent negotiating partner for elite players. This is because it has the potential to provide a variety of career paths.

Nevertheless, the fact that it has a low net transfer balance indicates that it spends a significant amount of money, which may cause it to be less flexible in talks or attract the notice of financial regulators. CFG has the ability to give visibility and funding, but it may have difficulty persuading stakeholders who are concerned with the return on investment over the long term that it is both financially efficient and effective.

The profile of 777 Partners is one that is more cautious and consistent. The criteria for the group's transfer balance are satisfactory, which demonstrates that they are doing a decent job of managing their finances. However, it does not perform effectively in significant areas such as the increase of revenue and the appreciation of market value, which implies that it is unable to provide itself as a stepping stone for persons with an exceptional potential.

When the business is in the process of bargaining, this makes it more difficult for them to give considerable financial or reputational incentives. In order to acquire and retain players, 777 might need to rely on a means other than monetary compensation, like as providing players with playing time, mentoring, or employment stability.

This demonstrates that Eagle Football Holdings places a significant amount of importance on the development of players at the grassroots level, as seen by the high academy production and academy market value. With this, Eagle is in a strong position to engage in early-stage discussions, particularly with young prospects and the families of those prospects. The fact that the organization has not been able to create transfer money and establish its own value, on the other hand, demonstrates that it has not been able to transform its talent output into a commercial or competitive advantage. The capacity to bargain is typically limited to the early phases of a player's career, when it is less able to make negotiations about resale or professional progress. This is because of the fact that it is more difficult to negotiate during this time.

Strategic and Negotiation Implications

The results show that each group needs to make sure that its negotiation style fits with its structural strengths and aggressively works to close any performance gaps:

- Red Bull GmbH is in a position to bargain since it has a track record of financial success and a position of credibility in the athletic world. On the other hand, it ought to make efforts to improve its academy system in order to present a more comprehensive picture of development and to make it easier for persons who are just starting out in their professions to negotiate the conditions of their contracts. The possibility exists that it is feasible to make these pathways more appealing to younger players and the agencies who represent them if the awareness of academy pathways is increased and if it is made easier for young players to migrate directly from junior teams to professional contracts.
- City Football Group is able to assist individuals in furthering their careers and receiving better exposure in many areas of the world by utilizing its worldwide network and extensive financial resources. This enables the company to provide assistance to individuals. It is necessary for CFG to implement more disciplined bargaining techniques that relate remuneration to performance and the production of long-term value in order for them to be able to preserve their credibility over a longer period of time. In addition, the dissemination of full information concerning the ambitions to develop within the global club structure will help assuage worries surrounding the potential of lower-tier businesses getting trapped.

- 777 Partners should start to use relational negotiating strategies so that they may build trust with each other, provide each other personalized help, and give each other significant chances to play. This not only makes up for the company's lack of money, but it also gives it an emotional value proposition that will attract smart people who aren't getting enough help or attention. The group's negotiation position might be significantly improved by the inclusion of success stories involving player growth, enhanced openness, and robust support networks for players.
- It is important for Eagle Football Holdings to capitalize on the success of its academy by making it simple for players to advance their careers and for excellent players to garner financial compensation. The formation of strategic alliances and the exchange of anecdotes concerning the advantages of development have the potential to strengthen it in the context of both purchasing and selling talks. Eagle might help fill the gap between young people's growth and professional exposure. This could make them think that the career path it offers is much better than it is.

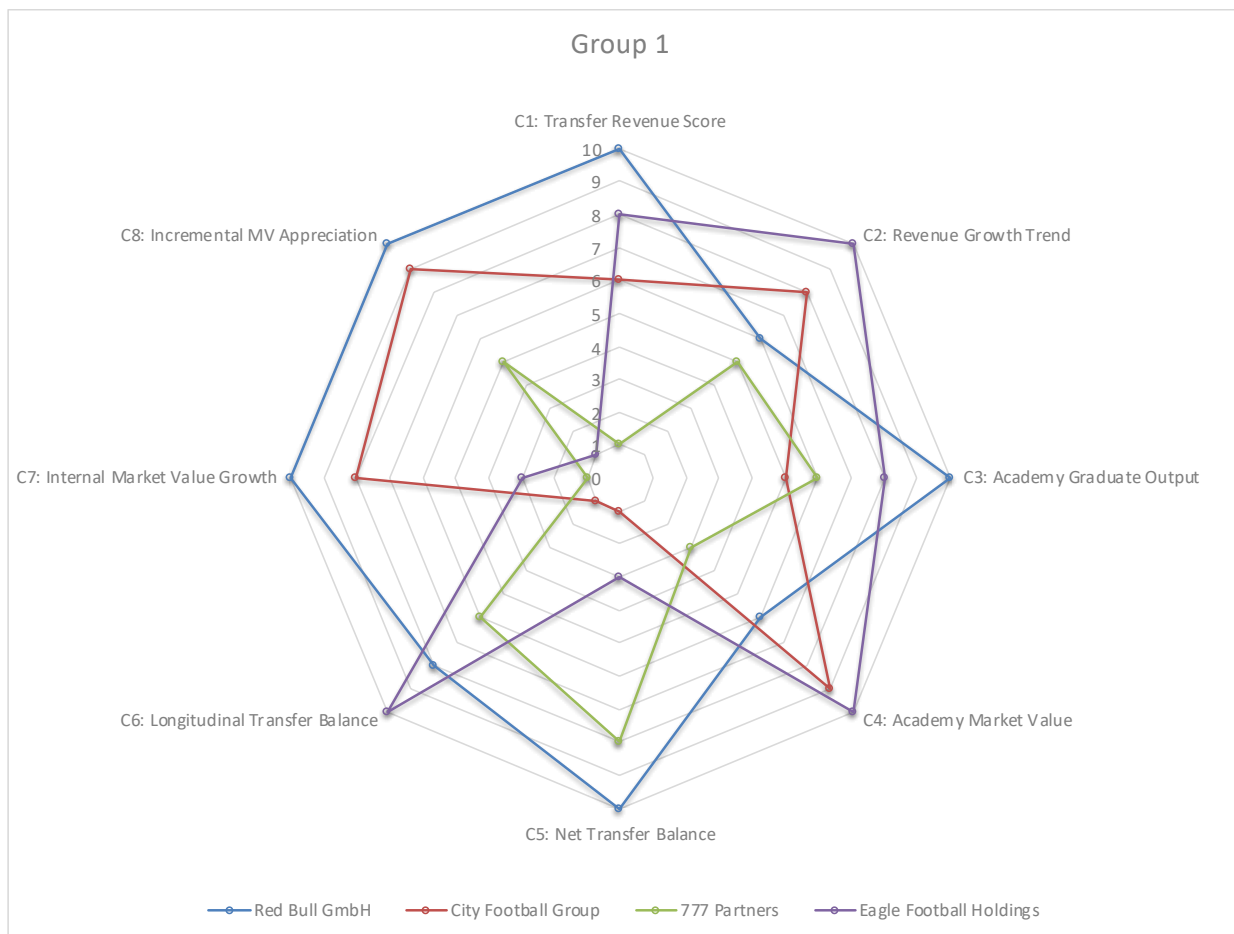


Figure 1. Group 1

4.2. **Group 2: Academy and Scouting Driven Top-Tier Clubs**

4.2.1. *Definition*

The capacity of these clubs to compete at the top levels, both locally and globally, is primarily based on the comprehensive academy programs and sophisticated scouting networks that are housed inside each organization. This remains true for sports tournaments that take occur both within the United States and with competitors from other countries. The fact that their financial strength is somewhat restricted in contrast to that of the most strong teams does not hinder them from retaining their competitiveness. This is something that they are able to accomplish by fostering the growth of fresh talents and making strategic investments in the process of player development. This not only helps them retain their competitiveness but also makes it easier for them to do so.

4.2.2. *Clubs Included*

Benfica, Sporting CP, Sevilla, Ajax, Borussia Dortmund, Villarreal CF, FC Porto, PSV Eindhoven, Olympique Lyonnais, Feyenoord

4.2.3. *Variables analysed*

Consistent International Competition Qualification

- Evaluated by counting the number of qualifications for UEFA competitions (UEFA Champions League, UEFA Europa League, UEFA Europa Conference League) achieved over the past 10 years.
- The evaluation of sustained competitive performance at an international level is based on a series of credentials that are acquired in succession.

Domestic Title Contention and Trophy Success

- The number of national cup triumphs, the number of domestic league championships, and the annual places in the domestic league are all quantified by tracking them over a period of ten years.
- For the purpose of determining the level of sustained domestic competitiveness, the analysis takes into account the frequency and consistency of finishing within championship contention (top three league places).

Player Development Efficiency and Transfer Profitability

- Calculated by determining the annual number of players who were either produced by the academy or scouted from within the organization and were then promoted to the senior squad.
- An yearly evaluation of the profitability of the organization based on the net money earned from player sales in comparison to the investment costs in scouting and youth academy activities.

Squad Competitiveness Despite Frequent Player Turnover

- Even if important players leave the team often, its worth is measured by looking at whether it has stayed the same or grown over time. In order to achieve this, the annual total squad market value is calculated through the application of reliable industry tools such as Transfermarkt.

4.2.4. Data Visualization and Group Analysis

The study of Group 2, which includes teams like Benfica, Sporting CP, Sevilla, Ajax, Borussia Dortmund, Villarreal CF, FC Porto, PSV Eindhoven, Olympique Lyonnais, and Feyenoord, indicates that they are independent football organizations that also fight intensely with them other. These clubs don't belong to major networks that control a lot of teams, but they have done a wonderful job of getting players and participating in championships in both their own nation and Europe. These disparities affect how they negotiate in many ways, but the most important one is when it comes to hiring, keeping, and relocating young football players.

Comparative Analysis of Strategic Profiles and Negotiation Power

If you look more closely at the chart, you'll observe that some parts have strong performance clustering, especially when it comes to European qualification consistency and academy promotion rates. On the other side, some clubs have disparities in their net transfer income or their domestic title domination. Most of the time, Benfica, Ajax, and Sporting CP do well on most of the criteria. They are at the top in UEFA qualifications, academy promotions, and the average market price for a team. This indicates how good their programs are for developing talent. Because they can always qualify for international competitions, they are far more visible and strong in transfer talks. Borussia Dortmund also has a good strategic profile because it often qualifies for European tournaments, has one of the highest squad market values, and a solid balance in net transfer revenue. This is mostly due to the fact that the club has a track record of

cultivating and selling players with high-profile careers. Football clubs FC Porto, Sevilla, and PSV Eindhoven all have profiles that are consistent yet slightly more balanced than one another. Although it is possible that these teams are not the greatest in every area, the fact that they have a strong performance in terms of top league finishes, academy production, and transfer income demonstrates that they have a well-rounded business model.

Olympique Lyonnais and Feyenoord, on the other hand, are not as successful as each other when it comes to winning their respective leagues and qualifying for the UEFA Champions League. Both of these teams have not been able to qualify for the tournament. As a result of this, it is possible that they may have a more difficult time competing with the most successful teams and attracting the best players. Because players do not always perform well and are not always noticed, it may be more difficult to maintain players for a lengthy amount of time and produce money, even if it is effective in developing talent. This is because players do not always perform well.

Strategic and Negotiation Implications

The teams that are a part of Group 2 are frequently considered to be excellent talent incubators. In order to maintain their financial stability, these teams require a consistent revenue from transfers, academy output, and popularity in sports. On the other hand, their negotiating strategies shift based on how well they do on the dimensions that are being evaluated:

- As far as the cultivation of talent and exposure in Europe is concerned, Sporting CP, Benfica, and Ajax are all in a position to negotiate from a position of power. These clubs are able to confidently take part in early-career conversations with players and their agents because of the solid academy systems that they have in place. João Félix, Frenkie de Jong, and Bruno Fernandes are just a few examples of the players that these clubs consistently produce. Furthermore, as a consequence of their continual exposure to UEFA, they are able to charge higher transfer fees and preserve their influence in bidding fights with elite teams. It is necessary for them to continue to promote career progression case studies and to include more player-support infrastructure (education, psychological development) into their package in order to improve their position.
- The idea that Borussia Dortmund gives is one of the most comprehensive of those that are presented by the other competitors in the group. It is well acknowledged that the club is able to offer young players with a speedy exposure to top-tier football while also

guaranteeing that they are prominent in Europe. People all throughout the world have praised this ability. Dortmund may negotiate from a developmental promise as well as from a financial position if they want to. This is where Dortmund's biggest strength lies. They are looking for improvements in value without an undue level of pressure, and the model of the club is appealing to both the player and the agent who are looking for such rises. In order to maintain this competitive advantage, Dortmund must ensure that the young players that are recruited are not considered assets in and of themselves, but rather components of a route that is planned and driven by performance.

- There is a great deal of competition amongst FC Porto, Sevilla, and PSV Eindhoven, but they are also constrained by business concerns. Due to the fact that they are able to maintain excellent places within their respective domestic leagues and perform well in Europe, these clubs are able to sustain credible conversations. On the other hand, they usually have to deal with lower valuations because their contests don't get as much attention from other countries and their television income isn't as high. As a response, these clubs need to place a greater emphasis on timing, which means selling at peak performance, as well as on creating long-term trust relationships with certain agents and clubs in order to create repeat business and maximize revenue.
- Both Olympique Lyonnais and Feyenoord are experiencing a greater degree of uncertainty in their ability to negotiate. The inconsistency of their involvement in UEFA and the number of domestic titles they have won make it difficult for them to keep their talented players or position themselves as ideal launchpads.

To overcome this obstacle, both clubs need to reinforce their messaging about player trust, club culture, and life beyond football. This is especially important when competing for talent in secondary markets. Two more things they can do to improve their negotiation position are to learn more about successful moves (like Memphis Depay and Malacia) and to expand their pipeline from the academy to the first team.

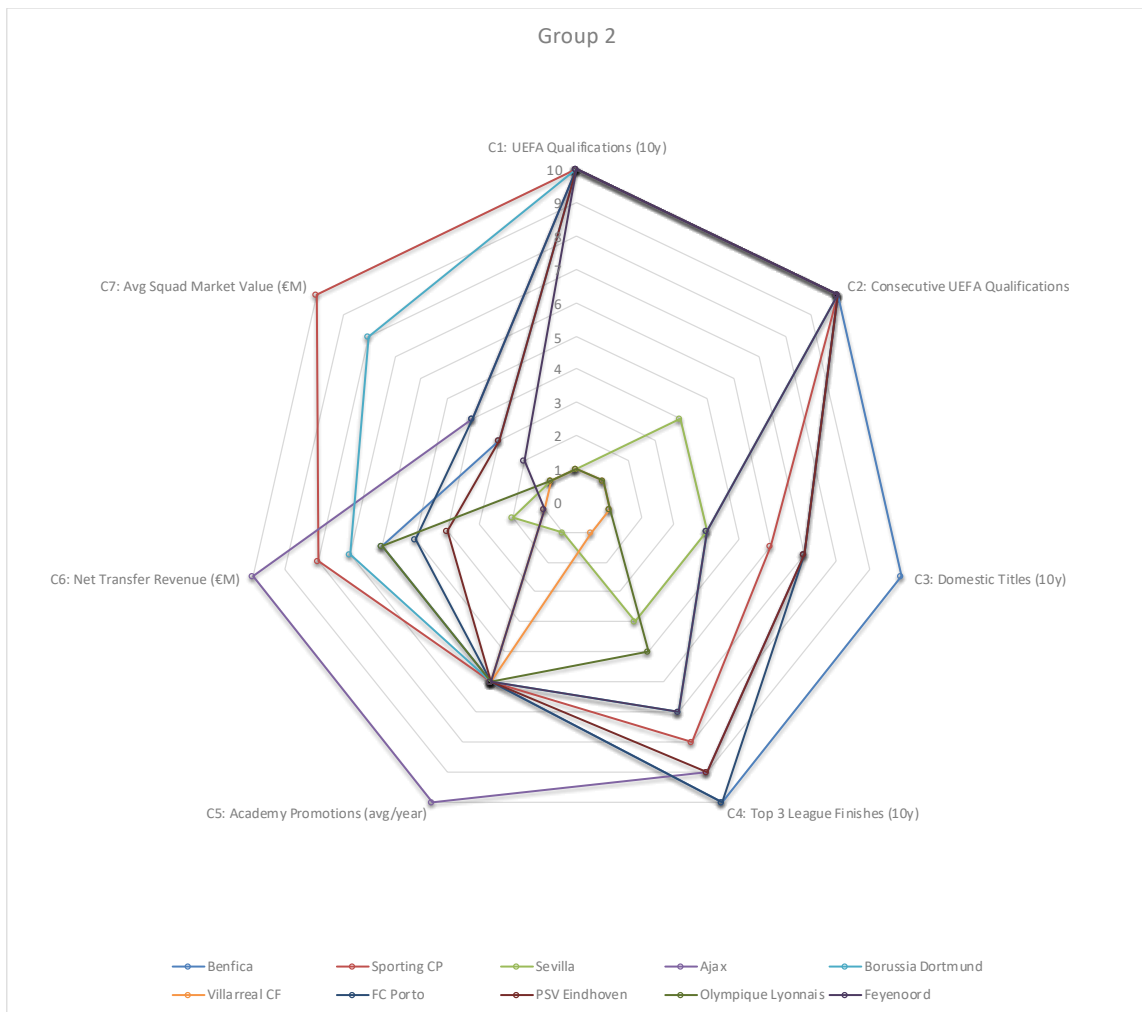


Figure 2. Group 2

4.3. Group 3: Elite Financially Dominant Clubs

4.3.1. Definition

The clubs that fall into this category are considered to be of the highest caliber, since they possess substantial financial resources and a strong brand recognition on a global basis. Despite the fact that these clubs are able to give high remuneration and recruit the best players from all over the world thanks to their financial strength, they are usually under to pressure to achieve rapid success in the competitive arena. One of the most crucial challenges that these teams face is finding a way to strike a balance between the pursuit of short-term prizes and the preservation of their long-term survival.

4.3.2. Clubs Included

Real Madrid, FC Barcelona, Bayern Munich, Arsenal, Liverpool, AC Milan, Paris Saint-Germain (PSG), Chelsea, Juventus, Manchester United.

4.3.3. *Variables analysed*

Sporting Achievement: Domestic and International Trophies

- The total amount of important trophies won in a year, which might include national league titles, domestic cups, or big international tournaments like the UEFA Champions League, the UEFA Europa League, and the FIFA Club World Cup.
- One method for determining the degree to which an individual is constantly competitive is to examine the average annual trophy success rate over a period of ten years.

Global Brand Expansion and Revenue Growth

- When looking at this study, we only look at the percentage rise of commercial income streams from one year to the next. This includes money from sponsorships, sales of products, and match day income. All of this information is available in annual financial reports and industry publications like the Deloitte Football Money League.
- You may get a better idea of how much the brand is worth overall by looking at common industry standards and rankings, such those that Forbes or Brand Finance give every year for clubs.

Global Fan Engagement and Market Penetration

- Quantified using engagement metrics including annual growth rates in global social media followers, digital interaction volumes (likes, shares, mentions, and video views), and official website traffic.
- Along with analysing the globalization of the fandom by looking at the ratio of foreign to domestic followers.

Sustainable Financial and Competitive Management

- Assessed by creating a composite sustainability index that combines clubs' financial health (net company balance, debt-to-equity ratios, revenue-to-cost ratios) with sporting success metrics (number and prestige of trophies won annually).

4.3.4. *Data Visualization and Group Analysis*

An analysis of Group 3, which includes Real Madrid, FC Barcelona, Bayern Munich, Arsenal, Liverpool, AC Milan, Paris Saint-Germain (PSG), Chelsea, Juventus, and Manchester United, reveals that these clubs are among the most successful and well-liked in the world of football.

The study also reveals that Manchester United is the most popular club in the world of football. They are well-known companies all over the world, have been in existence for a considerable amount of time, have a good number of followers, and generate a great deal of revenue. The manner in which they bargain is directly impacted by these distinctions, particularly when it comes to acquiring, retaining, and making money off of world-class football players in a worldwide market that is extremely competitive.

Comparative Analysis of Strategic Profiles and Negotiation Power

The radar map shows that the company did very well in a number of areas, including the number of trophies won, the success rate of trophies, revenue growth, brand value, growth on social media, the ratio of foreign followers to local followers, and the sustainability index. On the other hand, there are a number of differences that impact how each team plans its strategy. Real Madrid and Bayern Munich are two incredibly well-rounded teams who do very well in almost every area. Real Madrid has the best brand value, the most titles, the highest success rate, the most followers from other countries, and the most international fans. On the other side, Bayern Munich is a strong contender in terms of revenue growth, trophy stats, and sustainability. As a result of the fact that these clubs have established themselves as very successful and reliable organizations, they are highly persuasive when it comes to negotiations.

Despite the fact that they have a huge brand value and a global reach, Manchester United and FC Barcelona both have a number of strategic faults that need to be addressed. It is clear that they have significant deficiencies, as seen by their recent poor performance in trophy-related categories and their lower score in sustainability. Because of this, it is more challenging for athletes to justify top-tier contract terms based on how well they are performing in sports at the specific moment in any given moment.

PSG, Liverpool, and Chelsea are all teams that have a few positive qualities about them. PSG is doing well in terms of revenue growth, possibly because they generate money off of big-name players and sponsorship agreements. Liverpool is doing well in terms of sustainability and winning trophies, Chelsea is doing well in terms of social media growth and having a lot of fans, and PSG is doing well in terms of revenue growth. These three teams, on the other hand, have brand values that are either low or bad in comparison to the traditional heavyweights, which makes it difficult for them to evaluate themselves in relation to other clubs over the long term.

Arsenal and AC Milan are two teams who are now going through a period of change. Despite the fact that they continue to have a high degree of historical respect, current challenges in trophy performance, income growth, and visibility on social media show that their influence in commercial and sports conversations is getting less and less. Despite the fact that their legacy is still significant, it is becoming increasingly dependant on perception rather than the material that is now being generated more and more. On the other side, Juventus has a profile that is consistent and overall well-rounded. The club is not superior to any other organization in any particular domain; rather, it excels in all three domains: sustainability, follower ratio, and income growth. This demonstrates that the club is disciplined in its operations and in addition, it has a strategy for the long term. At the same time as it is a very professional corporation, Juventus possesses a powerful brand. On and off the field, they are also known for their fierce competitiveness. It is a reliable and well-organized partner in negotiations due to the fact that it has been able to maintain its relevance in spite of the recent volatility in the sports world.

Strategic and Negotiation Implications

When clubs in Group 3 negotiate, they have a lot of leverage since they are well-known across the globe, have a long history, and can get the best players. But not everyone has the same level of power to bargain. The following tips indicate how each club may utilize what it already must come up with the Fishers' best negotiation strategy:

Real Madrid and Bayern Munich can talk to one other with more confidence than anybody else. They can give athletes a whole package of winning culture, commercial exposure, and career legacy because they have a history of winning in sports, a great brand, and a business model that works. These clubs don't have to brag too much about how great they are because they can simply refer to their history of winning the Ballon d'Or, the Champions League, and getting a lot of media attention across the globe. Both clubs need to maintain investing on long-term infrastructure, such youth academies and technology that lets supporters engage with the teams, if they want to remain in this position. This will help them preserve their advantages in terms of structure.

- Even while Manchester United and FC Barcelona continue to be among the most strong brands in football, their ability to negotiate is becoming increasingly dependent on their reputation rather than on their previous achievements. This is because their reputation is more important than their previous accomplishment. On the other hand, clubs and agencies are becoming increasingly cautious when it comes to the stability of projects

and their potential for long-term success. This is because there is still a large amount of weight put on the past when it comes to player recruiting. It is necessary for both clubs to improve their strategic message in order to accomplish their objectives, particularly with regard to the revitalization of initiatives, the vision of management, and the involvement of young people. Additionally, the adoption of open compensation systems and clear performance incentives may be of benefit in developing confidence during high-stakes discussions. This is because both of these factors facilitate transparency.

- Liverpool, Chelsea, and PSG are strong short- to medium-term possibilities for players and sponsors, especially when they have been performing well recently, are well-known in the media, or have a lot of money. But every squad has its own issue to contend with. Liverpool has to be careful about how competitive it is over time. After the change in ownership, Chelsea has to show that they can be consistent in sports over the long term. PSG has to find a balance between being a strong business and being a real sports team. All three clubs should work on stability, consistency, and clear leadership to give themselves more influence in negotiations. These are things that agents are asking for more and more.
- Arsenal and AC Milan have reached a pivotal point in their relationship when they have reached this point. It is necessary for them to improve their offer beyond what has been effective in the past, despite the fact that they continue to hire the most qualified personnel on the basis of their reputation with the company. Because sports results are hard to forecast and company growth is gradual, especially for very young prospects, leverage may go down. This is especially true for young people who are looking for work. In order to communicate stories about projects, narratives about the development of teenagers, and branding that is centered on identity, these organizations need to increase the amount of work that they put out. The approach that they employ during talks needs to revolve on the significance of the post, the responsibility for development, and the cultural compatibility, rather than just focusing on legacy. They can still get excellent players, but the way they do it should focus on these things.
- Juventus is a club that needs special attention since it runs its business in a way that is always the same and dependable. Juventus may not have the most trophies or the most followers on social media, but it is successful in other ways, like making money,

reaching people all over the world, and being good for the environment. The fact that the team is able to adapt and be prepared for the future is demonstrated by this. The organization has the ability to successfully portray itself as a professional and disciplined place to work, which will attract players who are looking for a stable employment and promotion opportunities that are governed by rules. It is important for Juventus to continue to emphasize how trustworthy they are off the field, how committed they are to long-term success, and how clear their performance routes are in order to maintain and increase their bargaining power.

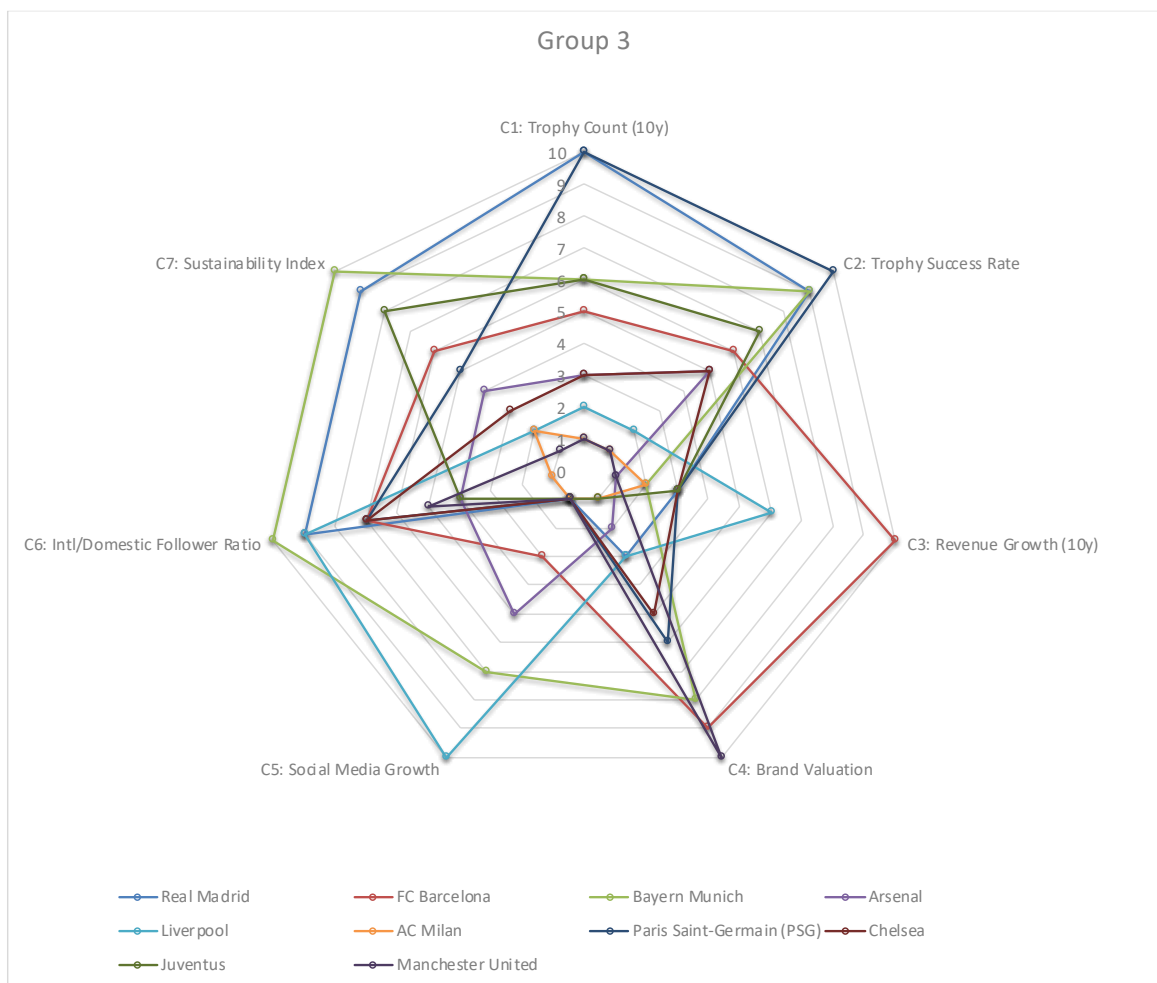


Figure 3. Group 3

4.4. Group 4: Emerging Clubs with Strategic Investment

4.4.1. Definition

Clubs that are not often considered to be the greatest in their respective domestic leagues are included in this group. However, these clubs are currently expanding as a result of the strategic investments they are making in order to strengthen their competitive sides both domestically and internationally. These teams have a strong desire to expand over the course of time, and in order to help them achieve their objectives, they make strategic investments in both infrastructure and player development.

4.4.2. Clubs Included

Toulouse, Como 1907, Atalanta, Bologna, SC Freiburg, Real Betis, West Ham United, Leicester City, Fiorentina, Aston Villa,

4.4.3. Variables analysed

Progressive Competitive Improvement

- To meet the goals of our study, we looked at how the ranks of domestic leagues have progressively improved over the previous 10 years. They paid special attention to how often clubs made it to European competitions like the UEFA Champions League, UEFA Europa League, and UEFA Europa Conference League, as well as how often they finished in the top half of the standings.
- A research that uses numbers to look at the average league rankings and how they change from year to year to see how competitive the league is becoming over time.

Sustained Financial Growth and Infrastructure Development

- Looked at and thought about using yearly financial measurements including the net firm balance, total revenue, operational profit margins, and financial liquidity ratios like debt-to-equity ratios and current ratios.
- A quantitative look at how much money the club spends each year on things like youth programs, training facilities, and improvements to the stadium.

Enhanced Brand Reputation and Visibility

- Measured by annual growth rates of domestic and international fan engagement across digital platforms, such as social media followers, website traffic, and interaction metrics.
- During the evaluation period, we used the industry standard for brand value to measure brand recognition.

Effective Player Development and Profitable Transfers

- This may be measured by maintaining a record of the number of players who were trained at the academy and then went on to successfully join the senior squad each year.
- This may be measured by maintaining a record of the number of players who were trained at the academy and then went on to successfully join the senior squad each year.

4.4.4. Data Visualization and Group Analysis

The study of Group 4, which comprises the teams Como 1907, Atalanta, Toulouse, Bologna, SC Freiburg, Real Betis, West Ham United, Leicester City, Fiorentina, and Aston Villa, showed that these clubs are in a transitional phase in European football. This is the conclusion that the researchers arrived at. They use data to drive their choices, making intelligent investments, and actively transforming their organization in order to get a better presence in the market. The fact is that this is the case regardless of whether or not they are regarded as being among the most successful organizations in the industry. These contrasts have a considerable influence on how they conduct talks, particularly with regard to the acquisition of new talent, the sale of players who have already established a name for themselves, and the arrangement of agreements that will assist them in expanding their operations over the course of time. When trying to hire players that are already well-known in their sports, it's especially vital to remember this.

Comparative Analysis of Strategic Profiles and Negotiation Power

The radar image shows that clubs have a wide range of traits, with big differences in things like how the league is growing, how much money transfers make, how much money is spent on infrastructure, and how many fans are becoming involved.

In terms of climbing up the league table (C5), improving their financial ratios (C2), and earning money on transfers (C8), Atalanta, Freiburg, and Aston Villa are among the teams who are

performing exceptionally well. The fact that Atalanta is able to routinely qualify for European tournaments while also doing a good job of hiring is a terrific example of how to get most out of your money. Due to the fact that these teams have continuously been superior, they have established trust, which provides them more influence in negotiations.

Since Toulouse, Bologna, and Fiorentina do an excellent job at integrating young players (C7) and investing in infrastructure (C6), they are committed to the long-term growth and sustainability of their players. This is evidenced by the fact that they are all committed to supporting their players. On the other hand, their profiles suggest that they will expand at a slower rate, which may make them less desirable in settings where there is a great deal of competition.

Leicester City and West Ham United stand out for their brand value (C8) and their historical success in both local and European competitions. Their recent success has been erratic, but their profile and fan following provide them negotiating power, particularly with younger players who want to be noticed in the Premier League.

Real Betis is balanced on most measures, but it doesn't lead in any one category. This offers it a decent but not very strong position in negotiations. It's believable, but not often in charge. Como 1907 is a peculiar case since it is a club that is going through a lot of changes. The club's brand value, infrastructure, and fan participation are all still rising, but its financial ratios and strategic position are already excellent enough to compete.

This makes it seem like the club is becoming better, which can attract early-stage investors and high-potential players looking for key roles.

Strategic and Negotiation Implications

The clubs in Group 4 do not yet have the same global reach or history as the teams in Groups 2 and 3, but they are more adaptable, have management that is more up to date, and are focused on growth, which enables them to negotiate in a more strategic and selective manner. In order to summarize the strategic implications for each cluster, the following is provided:

- Atalanta, SC Freiburg, and Aston Villa may all negotiate from a place where they have already moved up. They can attract players who want to rise quickly and get exposure throughout the world because they create their teams well, have clear tactics, and keep their books balanced. These teams should talk about playing time, bonuses depending on performance, and prior overachievement as their key selling points. They should also

maintain working with bigger clubs and agents to help their players receive better deals when they depart.

- As development ecosystems, Toulouse, Bologna, and Fiorentina should focus on how players transition from the academy to the first team. These three clubs should regard themselves as development ecosystems. Due to the fact that they are able to give stability, particular positions, and long-term contracts, they are able to recruit players who are not receiving attention from larger clubs. Relying on educational, psychological, and cultural support programs throughout the negotiation process is something that they should do. These programs are often highly significant for younger players or players from other countries who are going up to the top five leagues.
- Because they are Premier League teams that have recently won trophies or had great seasons, Leicester City and West Ham United have the advantage when it comes to branding. The exposure, broadcasting reach, and surroundings that they have are the sources of their strength. This is very important for players from Africa and South America who want to move up in their careers. On the other side, they need to be clear and consistent in their leadership during negotiations to safeguard their reputation because their performances on the field aren't always the same.
- Even though Real Betis works in a smaller market than others, it is a well-known firm. The squad might have an advantage by going for technical players who might not be able to handle the high-pressing strategies used by top teams. This is because the team can get an edge. If Betis can become known as a location for creative football in La Liga, it could be able to acquire technical midfielders from South America or Portugal who are also adept at tactics. There are a variety of factors that affect its capacity to negotiate, including how clear the idea is and how much it appeals to people's lives.
- The narrative of Como 1907 is compelling over the long haul. Young players, agents, and investors who are willing to buy into a multi-year strategy are likely to be interested in the club because of its reputation as a forward-thinking club with strong support and lofty aspirations. The club doesn't have any short-term sports achievements, yet it is nonetheless interesting overall. When Como is trying to attract new workers, they

should tell stories about important jobs, a long-term goal, and the chance to be the face of a growing company.

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Figure 4. Group 4

4.5. Group 5: Geopolitically Motivated Clubs (Saudi League & MLS)

4.5.1. Definition

The clubs that fall under this category are those that are strategically utilized by national governments or investors in order to further geopolitical interests. In order to improve the nation's status in the international community, these clubs are making significant investments in high-profile players and football facilities as part of a soft-power strategy.

4.5.2. Clubs Included

Al Hilal, Al Nassr, Club Internacional de Fútbol Miami

4.5.3. *Variables analysed*

Global Fan Awareness and International Visibility

- Quantified through social media analytics, specifically the annual growth rate of followers across major social media platforms (Instagram, Twitter, Facebook, TikTok).

Domestic and Regional Sporting Success

- Measured by the total number of titles secured annually in the Saudi Pro League and AFC Champions League and MLS.
- Using the average league placing and progress in regional tournaments over a set period of time (such the last five years), an assessment of how consistently the team has performed is made.

Media Impact and Commercial Value

- We look at the value and growth of media rights contracts (for broadcasting and streaming) that are negotiated every year.
- A look at how much more media attention clubs get each year throughout the world, as measured by specialist analytics systems like Meltwater and Nielsen.

International Image and Soft-Power Influence

- Evaluated by doing organized worldwide polls to find out what others think about the club and the place it came from.

4.5.4. *Data Visualization and Group Analysis*

Al Hilal, Al Nassr FC, and Inter Miami CF are all in Group 5, and each of them has a different plan on how to play against the others. These clubs are not getting stronger because they are better at traditional sports. Instead, they are getting stronger by getting more media attention, recruiting celebrities, and aggressively growing their businesses. They are becoming more and more important all around the world, not just because of how well they play on the field, but also because of the techniques they use off the field. These techniques include how they talk to their fans, how they deal with their media rights, and how they build their brand. Some of these traits have a huge effect on how they interact with players, sponsors, and partners. This is especially true when they want to get fans from other countries or poach players from the best teams in Europe.

Comparative Analysis of Strategic Profiles and Negotiation Power

The radar graphic shows that each club has its own strengths and shows the unusual ways they are growing.

Within virtually every domain, Al Hilal possesses a profile that is both solid and balanced. The club does very well in terms of international media coverage (C5), as well as having the most titles (C2) and the most media rights contracts (C4) possible. This demonstrates that the company's strong position in its home market is now becoming relevant on a worldwide basis, particularly because of the approach it employs for acquiring companies and investing in visibility. Their better league success gives them an edge in discussions with experienced players who want to play professional football outside of Europe.

Al Nassr FC has the most fans (C1) and gets the most media attention (C5) across the world. One of the main reasons for this is that they got Cristiano Ronaldo to sign. Al Nassr's league performances and competitive consistency (C3) aren't as good as Al Hilal's, but the corporation has made itself more accessible to businesses by using the strength of its brand and the popularity of its media coverage. A big part of their plan is to employ celebrity endorsements and get the word out quickly over the world.

The brand image (C6) of Inter Miami CF as well as the expansion of their media rights (C4) have both significantly improved, particularly after they announced the signing of Lionel Messi. Even though they have a reputation for being wetter than their sporting reputation, Inter Miami CF has done pretty well in both areas. Both the club's average league position and the low number of titles it has won are indicators that the club's sports business is still in its first stages. In spite of the fact that it does not have a great deal of championships, the club has swiftly become the dominant force in worldwide media, which provides it a great deal of leverage in commercial and personnel negotiations.

Strategic and Negotiation Implications

Not only are the clubs in Group 5 competing in their own local leagues, but they are also attempting to establish themselves in the international football market for the purposes of earning money and providing entertainment. Even if they are still becoming better at tactical sports, they have a big advantage in negotiations because they can change the story, get others to pay attention, and make deals happen.

- When it comes to sports, Al Hilal can talk to both power and money. People who are still interested in winning but are willing to playing in places other than Europe want to join the club because it seems like a lot of fun. In addition to being a significant player in Europe, it is also expanding its presence in other regions of the world right now. The competitive integrity of Al Hilal, the financial packages it offers, and the role it will play in shaping the future of football in the Middle East should be the primary focuses of the club's activities during the negotiation process. In addition to this, it can utilize large-scale infrastructure projects and the pride of the region in order to acquire sponsors and institutional partners.
- Al Nassr FC's strategy is based on events that have a big effect on the situation and puts the media first. Because they are famous all around the world, they can negotiate good conditions because they know how many people like them and how much money they make. The football club can now get players and sponsors by giving them a lot of exposure throughout the world and the chance to be part of a football business that is growing quickly. Even if the club has to hold more events to keep its good name, this is what happened. It is important to find a balance between the draw of celebrities, the money spent on performance systems, and the growth of sports throughout time. Also, this balance needs to be struck slowly so that people may gain their confidence over time.
- Inter Miami CF is the North American gateway to become a global football star. The addition of Messi, together with Major League Soccer's plans for media, provides the team a huge advantage in branding, narrative, and negotiating across markets. Inter Miami isn't very competitive on a European level, but it does offer players and partners lifestyle, business, and legacy prospects. The club could focus its talks on long-term career planning, such how to break into U.S. media, own a share of the team, or work with the brand when they retire.

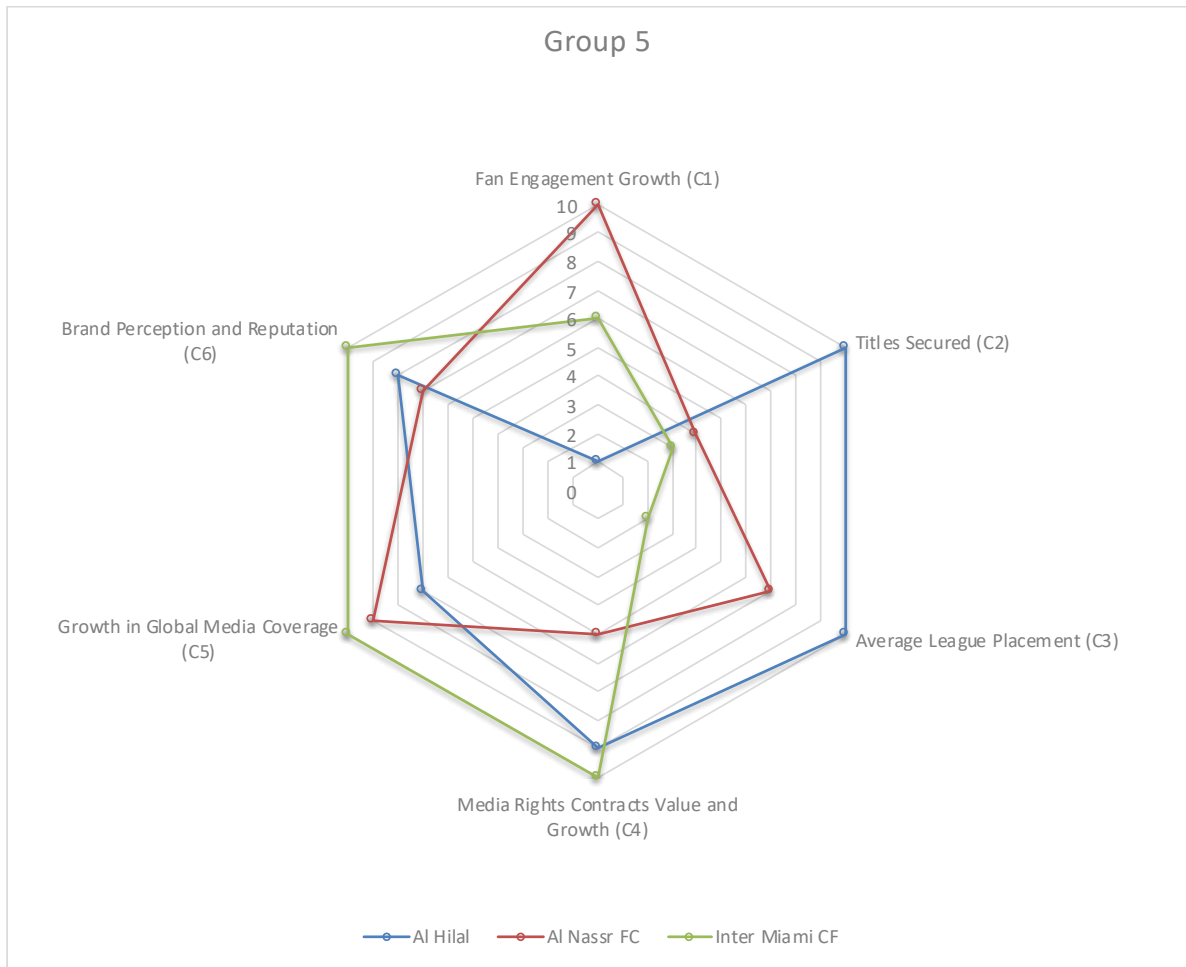


Figure 5. Group 5

4.6. Interviews

You will get knowledge from this area that was gathered from interviews with industry professionals that have a great deal of expertise regarding the management of football teams, the scouting of players, and the assistance of players in their development as players. In this section, you will be provided with a great deal of content. After the following phase, you will get this knowledge. Every single participant discusses their own personal perspectives and experiences with the most important factors that influence the hiring process for young football players and the manner in which they negotiate contract terms. Each one has a different way of looking at things. It's really crucial to remember this since it makes it look like everyone has their own opinion. This chapter examines a number of significant subjects that are connected to the concerns that were discovered throughout the investigation. In this conversation, some of the topics that are discussed include the utilization of non-financial incentives, the responsibilities of scouts, sports directors, and managers, the influence of a club's financial

health on negotiations, and the utilization of adaptable negotiating methods that are based on successful models such as the Red Bull Group. All of these topics are discussed in detail. There is a comprehensive discussion on each of these subjects. These angles of view provide us with a great lot of information that is crucial for grasping the complicated processes of finding and growing potential from a range of different viewpoints. This knowledge is offered to us in the context of professional football. These perspectives have given us with the knowledge that we are looking for.

Utilization of Non-Financial Incentives

The findings from the interviews shed light on the relevance of non-financial incentives when it comes to the process of attracting and keeping young football talent. The interviews were done to get specific information. It's important to remember that these incentives cover a lot of ground, including player development, chances for professional growth, and the company's entire culture.

- According to the testimony of one individual who was questioned about the topic, a club apparently provided psycho-pedagogical treatment to athletes, which assisted them in improving in every conceivable manner. This was mentioned by the individual who was questioned about the matter. In order to do this, it was necessary to not only provide physical training but also to give assistance on a mental and emotional level alongside it. Because of this, a setting was created that prioritized the development and well-being of each individual member of the group as well as the group as a whole. This was done in order to prevent any negative consequences from occurring. It was effective in discovering and keeping excellent players, which is especially important for top teams that are subjected to a tremendous deal of pressure from individuals such as parents and social media. Using this strategy, we were able to successfully recruit and keep exceptional athletes.
- Another person who was interviewed said that it is very vital for a player to know what their role is in the team's tactical plan. This person stressed the opportunities for both personal and professional growth that the process would provide. This individual also said that making young players feel like they are part of the squad makes them feel important and like they belong, which makes the club a lot more enticing to those who might want to join.

- The third individual who was asked about a long-term plan that would help local talent grow and provide them unique chances to go up to the first team. Giving young players chances and enhancing their training facilities are two ways that teams may make themselves more valued and marketable without making more money right away.

Roles of Scouts, Sports Directors, and Managers

The interviews showed that scouts, sports directors, and managers all have different duties. This shows how important it is for them to work together to come up with good ways to negotiate with talent.

- One of the experts talked about how closely scouts, match analysts, and sports directors worked together to locate and sign players that matched the organization's financial and tactical plans. Directors give guidance on long-term plans, while analysts give advice on short-term plans. When you put these two forms of help together, you get a negotiation strategy. It was also made clear that the findings of in-depth study on how well players fit in and how well they fit into the club's present structure have a direct effect on how judgments are made.
- Another individual who replied said that it was important for club executives, scouts, and sports directors to talk to each other across different fields of study. The person who answered came to this conclusion. He thinks that talent assessments are easier to use when they include tactical, psychological, and technical evaluations. This helps locate players who may do well in their jobs. He underlined how important it is for everyone to be honest and communicate to each other when it comes to putting talent acquisition plans into the club's larger goal and growth process. He said this to assist him decide what to do.
- Instead of going into depth about the negotiations, he talked about his role as Chairman, which involves delegating certain negotiating chores and focusing on developing connections and being efficient. He was the third person to be interviewed, and he talked about his job. He wants to set clear limits on the budget and then let those who are good at negotiating work within those limits. This makes choices easier to make and helps build trust and long-term partnerships in the industry.

Financial Health and Its Influence

The financial situation of a club has a significant influence on the amount of players it is able to bargain with and recruit. During the course of the interview, participants presented a variety of perspectives about the ways in which financial constraints or advantages impact negotiation strategies.

- The first responder talked a lot about the efforts that were taken to make the tourism, retail, licensing, and media sectors more stable financially. They also talked about Como 1907's comprehensive economic strategy, which they subsequently put into action. He says that the club doesn't need to win games as much to get new players because it has a lot of players on its roster, which makes it simpler for the club to talk to potential new players.
- An further interviewer noted that teams who are experiencing financial difficulties have the potential to recruit individuals by leveraging on their unique selling propositions (USPs), which include a stress-free workplace and lifestyle perks. This is something that may be accomplished by making use of the services that they provide. In addition to this, he came to the conclusion that Sassuolo was appealing, despite the fact that he carried a lower amount of financial resources. This was because the environment was less heated and the audience population was smaller, which let players improve their talents without being watched too closely. This is why this happened.
- Another smart individual advised the audience that a growing atmosphere that is not only pleasant for them but also well-organized may assist lessen the severity of financial troubles. He also argues that giving players organized developmental programs together with full support greatly increases their interest, showing that money isn't necessarily the most important element. This doesn't mean that money is the only thing that may get players interested.

Adaptable Negotiation Strategies from the Red Bull Group

Individuals who were interviewed discussed the ways in which clubs with limited financial resources may successfully imitate Red Bull's successful bargaining strategies and shared their ideas for these strategies:

- An individual who conducted the initial interview stated that the multi-club ownership structure of Red Bull was beneficial since it simplified the process of planning and ensured that all of the teams maintained the same football ethos. This arrangement was favored by the initial interviewer. It was explained to him that teams that do not have a lot of money or resources may adopt this method to make the most of the resources they do have in order to maximize their potential. Utilizing this model enables you to take advantage of economies of scale, simplifies the process of player development, and provides you with the ability to make strategic movements within the organization. The method that Red Bull uses to maintain a strict continuity in training and growth is highly adaptable, which makes it an excellent choice for smaller teams who are looking to maintain a competitive advantage over their rivals.
- Another person who answered said that Red Bull's unified methodological approach should be used since it helps with strategic market operations and player development. He said that smaller clubs could be able to make themselves far more appealing and powerful in negotiations by using a similar integrated strategy at both the junior and senior levels. This might be done by making it obvious what professional paths are available.
- Another expert cautioned that the strategies employed by Red Bull need a great deal of collaboration and expertise, despite the fact that they are successful. Before attempting to replicate Red Bull's method, he recommended that other teams thoroughly assess the capabilities of their operational personnel. Additionally, he advocated for a well-planned and steady rollout that was calculated according to their requirements and the resources that they had at their disposal.

5. Conclusions

5.1. Non-Financial Incentives as Recruitment Tools for Young Talent

The study's results show that football clubs who don't have a lot of money should find methods to reward young players with non-monetary prizes to keep them interested and bring in new players. Young athletes want to improve in every area of their sport, know they will have the chance to participate, and have clear routes to becoming pros, according to interviews and research. One of the ways that smaller clubs compensate for the fact that they do not have as much money is by providing players with individualized career plans, opportunities to play on the first team, and assistance in building their personal development. In keeping with the findings of earlier research, which shows that opportunities to learn and grow in a work may be just as tempting as monetary incentives and other advantages, this finding appears to be consistent with those findings. It is made clear to players by clubs that joining the club would help them improve their skills more quickly than if they were to sit on the bench for a side that produces more money. Making the club a place where players may learn, grow, and maintain their health is one of the ways that they accomplish this goal. There are times when it is more necessary to explain to a young player how they fit into the aims of the squad than it is to provide them money. This is something that is shown by the interviews. To put it another way, companies use free assets as negotiating chips to entice the best players to join their teams. The training facilities are better, they provide players more chances to compete at a higher level, they are good for players' mental health, and they create an atmosphere that encourages younger players to reach their full potential. These awards give teams that are currently in the middle of the pack or on the sidelines an edge over their competition when it comes to getting new players. These results show that young athletes who are motivated would rather have the chance to grow better at their sport and go forward in their careers than get paid.

5.2. Collaborative Roles of Scouts, Sporting Directors, and Managers

According to the findings of the study, scouts, athletic directors, managers, and even club executives collaborate extensively in order to discover new players. Each one of them is responsible for a distinct but interconnected task inside the scope of the negotiation. Initially, scouts are the individuals who initiate contact with prospective athletes and their families, and they also assist in the formation of relationships with these individuals. They not only evaluate a player's abilities, but they also serve as talent advocates, attempting to persuade prospective players that the club's sports strategy is suitable for their development inside the organization.

In the following step, sports directors make use of the information they have gathered from scouting in order to formulate contract offers that take into consideration the financial and strategic circumstances of the club. They have the responsibility of negotiating, ensuring that the player's career ambitions are aligned with the club's prospects (for instance, demonstrating to the player how to transition from the academy to the first team), and coming up with creative arrangements (bonuses, loan-back terms, and so on). During talks, managers and coaches can be of assistance by discussing the player's potential future importance as well as the team's overall objective for the sport. Their promise to give young players chances, like a manager giving first-team players minutes in cup games, may make a big impact. The most important thing the study found is that different positions need to work together to come up with good ways to negotiate. The individuals who were questioned discussed the strong collaboration that exists between scouts and analysts and directors in order to identify players who are a good fit for a certain tactical profile and club philosophy. Managers contribute by ensuring that the hiring takes into account the requirements of the organization and by ensuring that they are prepared to assist the player in developing after they have been signed. This technique, which is derived from a variety of sectors, results in more comprehensive talent appraisals and a consistent message throughout the negotiating process. When it comes to communicating with a player's representation, it is essential for scouts, directors, and managers to have mutual trust in one another and the ability to communicate effectively with one another. This will allow them to all adopt the same stance. Managers are responsible for ensuring that the player will progress under their leadership, while scouts are responsible for identifying talent and selling the club's vision. Directors are responsible for ensuring that both financial and sporting considerations are taken into account when making investments. They give a clear bargaining technique that appeals to the ambitions of young talents, which increases the likelihood that you will be able to sign them. When these perspectives operate together, they provide this approach.

5.3. Financial Health and Its Influence on Talent Negotiations

When it comes to negotiations, the amount of money that a team has may have an effect on how much influence and strategy it has. To begin, wealthy clubs have a number of advantages that are readily obvious. These advantages include the ability to provide higher wages, signing bonuses, and incentives, which enables them to frequently outbid rival teams for the top players. The fact that they have access to substantial finances enables them to make investments in prestigious academies, training facilities, and global scouting networks, which elevates their attractiveness even more. This study lends credence to the findings of other studies, which

indicated that there is a direct correlation between the amount of money a buying club has and its capacity to acquire talented players on the market. The presence of a great deal of money, however, may also result in competitiveness. As an illustration, top clubs have the ability to occasionally drive up the market and have to compete with other wealthy teams, which can result in increased pricing for players and increased expectations associated with pay. On the other hand, clubs that do not have as much money are unable to compete only on the basis of money; nevertheless, the study reveals that they may employ other attributes to remain competitive against other clubs. A number of these clubs market themselves by highlighting their friendly and low-pressure environments, as well as their rapid expansion. One example of this would be a smaller club claiming that it provides a young player with a stable environment in which to play on a consistent basis, without the enormous amount of media attention that comes with playing for a larger team. It is also possible for them to discuss the stability of the club, the manner in which they cultivate new players, or the potential for them to become an important member of the team. Because of this, it is possible that a team that has a lot of money will not be able to guarantee these things. The interviews demonstrated that even teams with minimal resources may strengthen their negotiation position by diversifying their revenue streams with the intention of demonstrating that they are financially solid. This can be accomplished, for instance, by improving their marketing or by obtaining sponsorships. Potential members are less likely to be concerned about the club's need to sell them quickly as a result of this. Additionally, when it comes to negotiations, teams who do not have a lot of money usually exercise their creative side. They may, for instance, include release clauses that make the player feel better about going to a larger club in the future, or they could give shorter contracts with performance-based rises. Both of these options are potentially beneficial. At the end of the day, the financial health of a club has an effect not only on the amount of money it is able to offer, but also on the way it negotiates. Rich clubs are dependent on money and status (the possibility of winning trophies and having supporters all over the world), whereas less wealthy clubs are more concerned with career growth, regular playing time, competent coaching, and a clear path to higher levels. At the end of the day, money is important; but, a club that is astute may be able to compensate for financial difficulties by becoming successful in player development and strategic incentives. In this manner, the club will continue to be an excellent destination for emerging talent, even if it does not have as much money as it would otherwise.

5.4. Adaptable Strategies from the Red Bull Model for Weaker Clubs

The Red Bull football group's multi-club strategy is a fresh way to uncover talent, and this study shows that lesser teams might be able to use some of its concepts on a smaller scale. One of Red Bull's main aims is to assist sportsmen have extended careers. A young player who signs with Red Bull Salzburg understands that if he plays well, he could be able to go up to RB Leipzig and play at a high level in Europe. This obvious path to a better job is a strong motivator to work hard that doesn't cost money. Most clubs don't own teams at other levels, although smaller clubs could do something similar by making deals with or sending players to higher-level clubs. At the very least, they should be able to inform the player how to go up in their job. For example, a club may inform a player that they can join an elite club after a few successful seasons. This is a way for the club to get what they want by promising the player that they will get better at their job. Red Bull also employs numbers to locate and develop players. This keeps the same standards for training and testing for all of its teams. Some of this money might be used by clubs that don't have a lot of it to make their scouting reports more consistent and to find players who aren't getting enough attention early on. You might be able to find good players before bigger teams do, even if you don't have a lot of money. To achieve this, you need to build a strong scouting network and use analysis tools. The way Red Bull does things also shows how important it is for all the coaches to have the same ideas. All of its teams play in the same way, which makes it easier for players to switch clubs. Smaller teams can fare better if they have a clear, solid plan for how to play and assist young players improve. This gives the club a clear identity that young players can relate to and a culture that is recognized for helping young players get better. Experts agreed that a smaller club may be far better off if it had a single plan for expansion. Clubs show that they care about a player's whole development by making sure that the junior teams and the senior squad work together. Red Bull's network also highlights how being flexible with your tactics may help, such moving players around on the team to find the best competitive environment (for example, loaning a player who is having a hard time to a league that is less demanding to help them get back on track). A club can't lend money to its own players, but it may lend money to other clubs to protect and nurture talent when it has to. Red Bull can hire talented people since their brand is renowned for being creative and doing well. On the other hand, a smaller club may still build a reputation as a talent developer by, for example, moving young players up to higher levels or being known for creating national team players. In the past, teams with less money have done well by focusing on developing young players and providing them awards that aren't money, just like Red Bull does. The study shows

that teams who aren't part of the top multi-club system can still compete by teaching young players how to succeed with the help of strong coaching and scouting. On the other hand, experts argue that really executing the Red Bull proposal would require a lot of time and work. People who desire to apply these strategies should be careful and only do so when they have the time and money to do so. They should pay attention to the aspects that function best with what they have and how their business works. The Red Bull Group shows that new ways of negotiating, such as career mapping and hiring based on data, may help you identify the best young people. Some smaller teams may utilize a number of these techniques on purpose to get more money than they should.

5.5. Summary of Key Findings from the Study

We learned a lot about how to talk to outstanding football players via both theory and practice. This was the first step in creating our approach. Integrative bargaining and the significance of connections and objective standards, such as Fisher and Ury's principled negotiation model, were two of the fundamental principles that contributed to the development of conventional negotiation theory. These principles were intended to be applicable in every situation. Because of this, it became very clear that businesses should not consider negotiations about staff to be some kind of transaction in which one side wins and the other side loses. It is important for them to see these collaborations as potential opportunities that might be beneficial to both the athlete and the company. According to the findings of the research on governance and regulation, the rules and laws that regulate football, such as the principles of financial fair play and transfer limitations, frequently require teams to make a choice between striving to win and being prudent with their financial resources. For example, clubs must follow strict rules on how to run their companies and come up with new methods to make money in order to stay ahead of the competition. Due to the fact that they are frequently under careful observation and do not possess as many resources as other teams, this is the case. After reading about talent development and scouting, it became clear that technology and data analysis are becoming increasingly important for identifying potential. This realization came about as a result of the subject matter. When it comes to finding great players early on, this might be helpful for organizations with less money. The results, however, also shown that human judgment, which includes the instincts of scouts and the guidance of coaches, is still extremely important and need to be utilized in conjunction with data-driven strategies. If you want to evaluate talent in the best possible way, you should combine both organized statistics and scout intuition. This is because the way data and human understanding work together is the optimal strategy. Also,

previous study has demonstrated how important non-monetary aspects are in the process of recruiting, particularly in light of the fact that football is becoming more globalized and young players want to focus on long-term progress rather than short-term financial gain. The culture of the club, the opportunity for advancement in your career, and the quality of the training are some of the factors that are considered. Our understanding of strategic bargaining frameworks was significantly improved as a result of the crucial insights brought to us by the literature. There were a few of these concepts that concerned how to negotiate, what the government ought to do, how to come up with new ideas, and how these ideas would impact the economy.

After doing an in-depth study on the Red Bull Group, which includes teams like as RB Leipzig and Red Bull Salzburg, it was shown that having more than one club may be an excellent strategy for locating and negotiating talent. One of the most important things to take away from this chapter is the fact that Red Bull is organized in a "hub-and-spoke" fashion. In addition to RB Leipzig, there are teams on other continents who employ the same strategy. RB Leipzig is now in first place. Its design provides you a variety of distinct perks when you talk to others, including these: Red Bull can help those who wish to work with them find a career path that will take them to other parts of the world without them having to leave the company. Many other companies can't accomplish this. According to the case study, Red Bull employs a variety of different strategies when it comes to negotiating. As an illustration, providing sportsmen with a distinct path to follow in their careers, such as beginning in Salzburg and concluding in Leipzig, gives them a sense of stability and assists them in accomplishing their objectives. Red Bull can keep its value and negotiate from a position of power when other teams come to call on the company by moving individuals around inside it. This indicates that you won't have to sell things as rapidly as you normally would. In no way does Red Bull have to sell. Additionally, Red Bull wants all of its teams to use the same approach to analysing statistics in order to determine how well they are performing under the circumstances. A player's potential is evaluated in a manner that is both fair and consistent, and this indicates that contract offers and performance bonuses are based on that evaluation. It is easier to deal with agents since the measurements are obvious and the player's growth strategy is based on genuine facts. This makes the company less trustworthy and less competitive, which makes it easier to deal with agents. The research by Red Bull also revealed problems and errors: The strategy's effectiveness raises moral problems about fair competition since multi-club networks can keep talented players on their own clubs or make it tougher for lesser teams to cooperate with them. Vertical integration, branding, and long-term planning are techniques that a club may employ to obtain

a long-term advantage over its competitors in the process of talent identification. This advantage can be achieved by merging the club's organizational structure with its negotiation strategy. The example of Red Bull is a good illustration of this. Through the application of what we had learnt, we were able to determine which components may be beneficial for organizations who are not a part of these networks.

There were five different kinds of clubs that were investigated in the real-world phase of the study. These included multi-club conglomerates, academy-driven clubs, affluent elite clubs, and new teams like those in the Saudi Soccer League. It also features interviews with experts on the subject. The study's results show that different club models use different ways to negotiate, but they all have the same goal: to get the best young players in the best way possible. The owners of some teams, such as Red Bull and City Football Group, are in Group 1. They also said that synergies are fantastic because they can move people about in their network, give them a lot of exposure, and usually have a lot of money to spend. They have a difficult time being honest and maintaining a level playing field in the competition; nevertheless, when they negotiate, they offer a highly alluring combination of growth and stability. Group 2, which consists of well-known teams who place a strong emphasis on their academies, such as Ajax, Benfica, or Dortmund, shown that a strong scouting system and a solid reputation for the academy may be equally important, even when there are not a lot of clubs. They will be able to get good players because they claim that these clubs would let young players play at a high level, such in European competitions, and they have a history of helping players improve. To put it another way, companies generate money by helping people go along in their jobs. The third group is comprised of wealthy and prestigious clubs such as Real Madrid and Manchester City, which are dependent on their wealth and reputation in the international community. According to the findings, they often obtain strong players by offering them a higher salary and allowing them to play alongside stars. But it can be hard for them to agree on something because there are a lot of notable players on the squad and not everyone can play all the time. Some folks might choose to join a smaller club since it's easier to get to. The teams in Group 3 are starting to get this. Clubs that are part of Group 4, which are either new teams with aggressive investors or mid-tier European clubs with new owners, usually use a combination of different strategies. on example, they may provide some financial assistance in addition to a strategy on how to participate in the Champions League or establish a new training facility. Whenever they contact with one another, they frequently discuss "selling a project story," which refers to the process of luring younger folks to become members of a group that is advancing in its capabilities. If

the idea is not a hoax, then this would be an intriguing prospect. According to Group 5, which is comprised of Saudi teams and Major League Soccer teams that are interested in geopolitics, there may be more variables that impact debates that people don't often talk about. Teams in Saudi Arabia, who get financial support from the government, have begun to pay a significant amount of money in order to acquire the best players. There is less rivalry in the market now. The regulations of Major League Soccer say that teams can't spend as much money as they want. But they do provide long-term work chances and lifestyle perks like schools, brand recognition in the US, and other things like that. The research interviews served to demonstrate the validity of these claims by illustrating them in real-world situations. During the process of negotiating a contract, for instance, they discovered that the culture and atmosphere of a club, such as whether it is a family-oriented organization or focused on young people, may be more important than the amount of money involved. They also showed that players are more inclined to pay attention to club announcements when they work together as a team. The information and the conversation both show that there is no one way to bargain that works for everyone. Instead, each club should make a strategy that fits its budget, the way it is set up, and how it works. Both the main point of the dissertation and the main point of the dissertation are that any club can create a strategic negotiation framework by determining what its strengths are (such as having a large number of clubs, a fantastic academy, a lot of money, or simply being a nice place to live) and then utilizing those strengths to their advantage. Another option would be for them to observe the way other teams, like as Red Bull's, perform. It is a nice piece of advice for clubs all over the world to take into consideration all of these findings since they help us figure out how to modify strategic negotiation frameworks so that they are suitable for a variety of football circumstances.

5.6. Actionable Recommendations

Based on the facts given above, this study makes a number of specific suggestions for different people who are engaged in the process of finding new football players. These rules are meant to be useful for a wide range of ownership arrangements, financial situations, and duties in the football industry.

5.6.1. Recommendations for Football Clubs

The importance of development pathways should be emphasized, and clubs should make it clear what options for professional advancement they may provide to promising young players. When it comes to companies that have many clubs, this involves making use of the network

(for example, telling a player that they would be able to graduate to a sister club in a high league). This might require setting a schedule for the player's assimilation into the first team for standalone teams, as well as possibly reaching an agreement on appropriate release terms with larger clubs. It is possible to make the club's offer more enticing by clearly laying out the possible route that a player may take (for example, "join our academy, debut within two years, key player by year three, and a potential move to a top club or national team thereafter"). Taking this method, which is similar to the Red Bull model of using career planning as a weapon for negotiation, is beneficial even for smaller teams provided it is done in a credible manner. Incentives that are not monetary should be leveraged. All clubs, but notably those with restricted funds, should invest in and promote non-monetary rewards that are important to players. Included in this are high-quality training facilities, educational programs, guidance from seasoned coaches, assistance from sports science and medical professionals, and a club culture that fosters growth and development. As an illustration, a club may cultivate a reputation for providing young players with genuine opportunities (as assessed by the average age of debut or the number of minutes provided to U21 players) and then exploit that reputation in negotiations: "Instead of potentially remaining in the reserves of a more wealthy club, you will have the opportunity to play and develop here at our club." These criteria have been demonstrated to be able to compete with pay offers alone in terms of recruiting people, according to research.

Investors should continue to develop their scouting networks and data analytics skills. Clubs of all types should continue to invest in scouting and analytics. As a result of having a broad scouting reach (both geographically and into lesser levels), the odds of spotting potential early on are increased. Additionally, analytics can reveal players who are undervalued and give evidence to support negotiations. As an illustration, a scouting report that is driven by statistics may be of assistance in convincing a prospect by demonstrating precisely how they are compatible with the team's style and how the club intends to employ them (thereby providing evidence to support the manager's claims). By embracing modern scouting tools and tactics, smaller teams, in particular, have the potential to acquire a competitive advantage. This may be accomplished by efficiently spotting diamonds in the rough before more wealthy clubs come in. Furthermore, the utilization of analytics in the provision of contract offers (such as performance-based bonuses that are linked to particular indicators) has the potential to align expectations and establish trust with players and agents.

The Club Model is used to differentiate: Multi-club owners, such as Red Bull and City Football Group, should make certain that they maintain fairness and transparency in intra-network

transfers in order to keep their model appealing and ethical. Also, encouraging people to roam freely inside the network (when it helps development) will make the network stronger as a selling point. It is important for clubs that are focused on the academy to maintain their identity by consistently generating and promoting local talent. This requires investing appropriate resources to young coaching, education, and transition programs to the senior squad. When it comes to negotiations, highlighting success stories (players who went on to do great things after coming through the club) might help to strengthen this appeal. Teams with a lot of money shouldn't just rely on their check books. Instead, they should explain a plan for each young acquisition to help with worries about not getting enough playing time. This could be a strategic loan to a partner club or mentoring by a great player. It's important for new teams that have investors to set goals that they can reach and then follow through on them. As part of its strategy, the club must demonstrate development both on and off the pitch in order to preserve the confidence of a young signee if it wishes to fulfil its pledge to qualify for European competition within three years. By utilizing data and expert management to successfully complete these projects, the club will be able to acquire a solid track record, which will make future project talks much simpler. New entrants to the market, like as teams in the Saudi League or Major League Soccer, should strike a balance between financial incentives and lifestyle and development considerations. The ability to demonstrate that the league or club can develop players' skills and visibility will be essential to the long-term success of the league or club. For instance, Major League Soccer clubs can highlight their ties to college education or pathways to European leagues. Saudi clubs, on the other hand, may highlight the fact that they are a part of a historic project and have access to world-class facilities that are currently being constructed. Reputation travels quickly in the world of football, and a club that is recognized for upholding promises will have an easier time recruiting the next generation of players. In every circumstance, clubs are required to match their negotiating strategy with their distinctive value offer and honour the pledges they make.

5.6.2. Recommendations for Scouts and Sporting Directors

A collaborative scouting model should be used, in which scouts and athletic directors should work together from the very beginning of the talent discovery process. The use of a more systematic approach to scouting evaluations will decrease subjectivity. For instance, the implementation of scoring templates for important traits (technical, mental, and physical) would ensure that all scouts judge on the same criteria. This is not meant to take the place of intuition; rather, it is meant to supplement it, resulting in more reliable assessments of talent. It is possible

for sporting directors to make this process easier by supplying scouts with clear profiles of the kind of players the club need (position, style, and character) in order to target them efficiently. When it comes to approaching a player, it is important to ensure that everyone is on the same page by holding regular meetings with scouts, analysts, and directors to review the results.

Transparency and communication skills should be improved. Those who are in charge of negotiations, who are typically sporting directors, should communicate with young players and their representatives in an open and humane manner. This requires the organization to communicate its strategy for the athlete in a clear and concise manner while also listening to the player's own aspirations. Scouts, who frequently make the initial contact, are in a position to provide the director with information on the player's personality and goals (for example, a desire for quick first-team football against patience for growth), which enables the bargaining offer to be adjusted in accordance with the player's preferences. In spite of the fact that it may mean telling harsh facts, being truthful about where the player is – for example, saying something like "we see you as a successor to our current left-back within two years" – may help create trust. When compared to this, it is important to avoid overpromising, which is a prevalent practice in aggressive recruiting, because it might result in disengagement in the future if the promises are not delivered.

Harness the Power of Analytics and Market Insight: Sporting directors should not only use data analytics for scouting purposes, but also for the purpose of preparing for negotiations. It will be possible for clubs to make offers that are both competitive and responsible if they have a thorough understanding of market valuations, contract standards, and performance indicators of comparable players. As an instance, presenting an agency with the information that "players with similar stats at age 18 in our league went on to play X minutes by 20 and were sold for €Y million, and we envision a similar trajectory for your client" might be an argument that is compelling. When participating in these debates, scouts and analysts must be ready to attempt to quantify the potential of a player. Additionally, in order to be able to alter their plan in a proactive manner, both scouts and directors should be updated about any regulatory changes that may effect talent acquisition. These changes may include loan restrictions, youth training pay requirements, and other similar regulations.

It is imperative that the abilities of football scouts and directors keep pace with the rapid changes occurring in the world of football talent. It is recommended that the people responsible for talent management at the club make an investment in continuing learning opportunities,

such as classes on sports analytics, the psychology of young players, or tactics for negotiating. When it comes to scouts, this may entail receiving training on how to use new scouting software or video analysis tools, as well as receiving instruction from more experienced scouts through mentoring programs. It may be good for athletic directors to participate in courses that include topics like as leadership, intercultural negotiation (which is useful when dealing with players from varied backgrounds), and contract law. You will not only be able to find superior talent with a recruiting team that is informed and well-rounded, but you will also be able to bargain more successfully and ethically. In the end, scouts and sports directors are the ones who are responsible for maintaining a club's recruiting strategy. Their dedication to working together, being innovative, and maintaining integrity throughout negotiations will immediately result in a more powerful team and the effective development of potential.

5.6.3. *Recommendations for Football Governance and Policymakers*

The European Union Football Association (UEFA), the Federation of International Football Associations (FIFA), and league federations have to keep a close check on the growing trend of multi-club ownership and make the legislation more stringent in order to guarantee that talent is distributed fairly. There may be a need for restrictions to prevent persons from utilizing multi-club models for their personal benefit, despite the fact that these models can assist players in improving their skills. As an instance, there may be a restriction on the number of players that may be loaned out from one team to another organisation that is owned and run by the same corporation. Additionally, there must to be a requirement that networks that consist of more than one team are required to be truthful about their actions. By strengthening the regulations that prohibit conflicts of interest, it may be possible to maintain people's faith in tournaments and ensure that smaller, independent clubs are not unfairly disadvantaged. In this way, it will be ensured that two teams controlled by the same group do not participate against each other in the same event without being watched by the competition officials. As the prevalence of this tendency increases, FIFA or UEFA may decide to modify the regulations by means of an ongoing discussion and maybe even the establishment of a working group on the subject of multi-club ownership.

Additionally, regulators should continue to work on Financial Fair Play (FFP) or other laws that are analogous in order to prevent teams from spending an excessive amount of money and to provide help to smaller teams at the same time. By way of illustration, strengthening solidarity mechanisms, such as providing all of the teams that trained a player with a portion of the money

generated from selling him, might potentially inspire larger clubs to participate in grassroots sports and ensure that smaller clubs are rewarded for recognizing new talent. According to the findings of the study, it is very necessary to have more robust supervision and governance that involves everyone in order to reduce the disparity in the amount of resources that are available. Policymakers have to consider imposing a limit on the fees charged by agencies or establishing standards for the maximum length of time that young athletes can be bound by contracts. Keeping good players on lengthy contracts that do not offer them with a significant amount of playing time would be discouraged as a result of this measure, which would also prevent wealthy organizations from taking advantage of younger players. The ability of clubs to bargain with one another in a manner that increases the likelihood that more teams will be able to attract good players is granted by the regulatory bodies. In order to do this, they ensure that clubs are well-managed and work to level the playing field in terms of financial resources.

The governing authorities need to consider ways to make the world a better environment for young people to grow up in, in addition to the activities that clubs are now in the process of carrying out. It is possible that this may involve investing money in academies in regions where football is still emerging (via FIFA's Talent Development Programs) and sharing best practices all around the world in order to prevent the loss of talent that occurs when some countries do not have sufficient opportunities. At the same time, it could be a good idea to take a second look at the rules that govern children, particularly those that pertain to age restrictions and international transfers. The restrictions that are now in place ensure the safety of young players, but they may also make it more challenging to find the most talented players from countries that are not as developed as others. In addition to educational obligations, a program may be deemed balanced if it includes the building of more regional training facilities or limits on the mobility of minors. FIFA has also begun to establish new rules for agents and intermediaries. These norms will make talks more fair and open. This will make sure that the conversations are not just about the player's money but also about their health and growth. Policymakers should also support initiatives that let teams share information with each other. A shared scouting database that teams that aren't as well recognized may use is one example of this kind of endeavor. This would make information that is only available to the best clubs more available to the broader public. The government should be in charge of helping people who are at a disadvantage by giving them resources and making sure they are secure. This will not only make the sport more competitive, but it will also help it last longer in general. A fair set of rules will assist keep the level of competition high. This will help confirm and strengthen the strategic

negotiation frameworks that were offered in this study. This is because even clubs with little money would be able to negotiate for players based on quality and a long-term plan, instead of always being outbid by other clubs.

5.7. **Limitations of the Study**

There are significant difficulties with this study, though. It does provide useful tips on how to use strategic negotiation techniques to sign football players. We need to bring out these problems with the research so that the conclusions may be put in context and not be applied to all situations.

The Sample and the Interview are not fair the qualitative element of the study was all about getting information from a small group of professionals, such scouts, athletic directors, and club officials, through semi-structured interviews. People who replied could have made their club or methods sound too nice, or they might not have wanted to give important ideas for negotiating. This is an example of response bias, which may arise. Also, the sample couldn't illustrate both sides of the story since agents and players (the individuals who were negotiating with each other) weren't asked, which may have offered a more full picture. The insights that were acquired were shaped by the professionals' personal experiences and willingness to communicate their opinions, even if they were wealthy. In the future, this difficulty might be solved by keeping the names of the people who answer the survey private or by include a wider variety of stakeholders, such as player agents or league officials, to get a fuller perspective.

Commonality Across Different Levels and Leagues The clubs that were looked at and the interviews that were done were mostly about different leagues, with a focus on European leagues and one example combining Saudi and Asian football. Things that are true in a big European league, such the huge media pressure or the UEFA tournament draws as incentives, could not be true in lesser leagues or on other continents. This is because people play football in very diverse ways in different regions of the world. Because of this, the frameworks and recommendations that have been created may not work straight immediately for lower-division teams, women's football clubs, or leagues that have completely different regulations, like Major League Soccer, which has a wage cap and a draft system. It is possible that the main themes, such as focusing on development, will still be useful, even though discussions are different for each case. But the specifics of how things are done will have to adapt to comply with the changing conditions of the environment.

The market is continually shifting. The football transfer market is continually changing, thus there may be other things that weren't looked at in this study that might have an influence on it. For example, a new huge media agreement may make a league more money, which could influence how clubs bargain (as when Premier League TV income rocketed up). On the other hand, a worldwide event like the COVID-19 epidemic could make budgets tighter and change what teams want to do. These two elements can influence how teams negotiate with each other. The interviews and data we collected for this study provide us an idea of what things will be like until 2024. Some of the conclusions may not be useful for very long if things change fast, such when numerous Gulf nations made major expenditures in football or when FIFA rules were changed. Readers should be wary about making predictions too far into the future because the study was done during a fixed period of time and things are always changing.

Limits on the Information For the study to work, it has to use public data from sources like club financial records, the Deloitte Money League rankings, or databases of player transactions to conduct the comparisons. We looked at clubs' financial statistics, how much they spent on transfers, and how well their academies did. There is a potential that this data doesn't tell the complete story because some clubs don't release their financial information publicly, and unofficial statistics might be erroneous. It's also impossible to tell how well a negotiation went or how desirable a company is to talent. There were proxies used, such how many young players were signed or how many stayed with the team, but they probably don't illustrate the main idea well enough. Because of this, the empirical investigation might be wrong in some cases. Putting clubs into five strategic categories, which is what the cluster categorization was all about, also required some subjective judgment. It's not always simple to fit clubs into one group, and their techniques sometimes get mixed up. This category was created to make studying simpler, thus it's possible that some of the variances that happen within a group were ignored.

What the Case Study is About and Why The study utilized the Red Bull Group as an example of a successful multi-club bargaining strategy. It's important to remember that Red Bull is a successful and relevant example, but it's also important to remember that it's only one model. Other groups that hold more than one team, such City Football Group or private equity corporations, may use different strategies. The study didn't look closely at teams that are owned by fans or have just one rich owner, like the 50+1 model in Germany or Chelsea under Abramovich in the past. The only thing that was different was that these teams were part of the group comparisons. This is like the last point. It's likely that some important strategic information regarding those models wasn't put down because of this. There are a lot of

principles that can be employed in other situations, but the Red Bull example has certain unique traits (such as how energy drinks are marketed and how some leagues have vertical integration) that make it harder to apply its lessons to a wide range of situations. While putting the results into action, it's crucial to keep these scope options in mind. These choices are better as broad norms than as answers that work for everyone.

If we remember these constraints, we may be confident that the study's results will be comprehended appropriately. But you should be careful with the results and remember that each squad or football system has its own demands and limitations. They are still useful for learning how to deal with young talent and getting better at it, but you should be careful while using them.

5.8. Directions for Future Research

Taking into account the limits of the data presented above, there are a number of fascinating areas that might be the subject of further research that could assist us in gaining a deeper understanding of the strategic talks that are involved in the process of talent acquisition in football.

The Influence of Artificial Intelligence and Data Science on Things Researchers may investigate the ways in which artificial intelligence and machine learning may alter the process of scouting and negotiating in the future. For instance, researchers can investigate artificial intelligence-powered scouting systems that can predict the career path of a young player or how well they would fit in with a club. They may also see how these algorithms might change how teams negotiate, such as by giving contracts with bonuses depending on how well they think the player will grow. Artificial intelligence may potentially help people learn the best ways to negotiate, or it might show us our own biases by putting us in diverse negotiation situations (like how AI agents have been taught to handle complicated agreements in video games). Regarding the application of artificial intelligence in the analysis of contracts to determine the fair market value and risk of a transfer, this is yet another area that is worthy of investigation. As the use of data by clubs continues to increase, it will be essential to have a thorough understanding of the benefits and drawbacks associated with employing algorithms for the purpose of making employment choices.

Alterations to the regulations of FIFA and UEFA, as well as the impact those alterations have on the situation Research should maintain a close eye on and investigate how new regulations effect the movement of players and negotiations as football governance undergoes its ongoing

process of change. One of the most crucial concerns is how to deal with ownership of many clubs. What kinds of changes would clubs make to their negotiation strategies in the event that FIFA or other confederations impose additional limits, such as more stringent constraints on the percentage of a club's ownership stake that can be held by other clubs or quotas on the number of loan players? In a similar vein, the recent changes that have been made to the regulations that agents must follow, as well as the potential introduction of luxury taxes or new criteria for financial fair play, are all excellent topics for inquiry. Taking a look at case studies of clubs both before and after modifications were made to the laws (for example, how clubs altered the way in which they recruited young players in accordance with UEFA's homegrown player criterion, or how they would respond if a limit was placed on loaned-out players) would offer us with more information. In a nutshell, future research should consider the modifications to regulations as "natural experiments" in order to see whether or if clubs begin to employ additional non-financial incentives, longer-term contracts, or other inventive solutions when certain privileges (such as unrestricted spending or loans) are removed.

Innovative methods of possession and the ways in which they compete a larger variety of ownership options are now available, ranging from fans who hold tokens to venture capitalists and state-backed institutions that are able to purchase a club. Investigating the ways in which these new ownership forms influence people's ability to bargain would be a fascinating endeavour. To provide an example, when businesses that are sponsored by sovereign money (such as Newcastle United and clubs in the Saudi Pro League) modify the financial hierarchy, do they just outbid other businesses, or do they also provide significant non-financial benefits, such as expenditures in training infrastructure or national prestige? When it comes to talent acquisition, how can fan-owned teams, such as those found in Germany and community-owned clubs in other countries, compete with one another? There is a possibility that they employ stability, community support, and tradition as marketing considerations. Investigating these models side by side might lead to the discovery of novel approaches to completing tasks that could be utilized by other individuals. Further investigation is required for the multi-club idea in and of itself. To provide one example, are there smaller-scale variations of multi-club networks, such as partnerships between a few clubs located in different nations throughout the world? And does this make the process of negotiating simpler? Recent bibliometric study indicates that multi-club ownership is still a fairly new phenomenon, and there are a great deal of research questions that have not yet been answered. Some of these questions include how it influences governance and competitiveness.

Long-Term Study of the Traits of Talent In the future, researchers may look at what happens to young players who choose to play for a number of different teams throughout time. Did people who joined clubs that focused on non-financial incentives, including a clear growth strategy, have more successful careers than others who decided to work for bigger clubs that paid them more right away? It is possible that long-term statistics on player development, satisfaction, and career progression in connection to the promises made to them during negotiations might reveal which methods actually assist players (and, by extension, if such policies enhance clubs' reputations). This line of inquiry might also investigate the relationship between retention and turnover: can teams that negotiate with an emphasis on personal development maintain players for longer periods of time and convince them to sign second or third contracts, as opposed to clubs who sell the player as soon as they are able to? From the point of view of the people taking part, these kinds of studies would show how effectively the strategic frameworks presented here operate. They may also lead to more player-centered bargaining strategies being adopted by everyone.

Other settings, including the addition of women's football: As a result of the growing popularity of women's football, it would be beneficial to investigate whether the same negotiation frameworks are applicable to women's football or whether different factors are more important. For instance, players may place a greater emphasis on educational opportunities or planning for two careers in women's football due to the fact that pay has historically been lower, but this is changing. Also, if we look at how talent is negotiated in other sports or at the intersection of football and academics (for instance, what is the difference between college soccer recruitment in the United States and signings at European academies), we might be able to gain a better understanding of how young athletes decide on their future professions. When football is compared to other sports, it may reveal some new methods to play the game, such as the use of scholarships or certain draft-like systems. Finally, as talent markets grow more global, it may be possible to obtain a more comprehensive understanding by investigating less-explored markets like as Africa and Asia, as well as the ways in which clubs from such regions bargain to keep their talent (or how European teams negotiate to acquire that talent). For example, qualitative research might be conducted to investigate the ways in which cultural factors influence negotiations. This could include examining the ways in which negotiating with a South American teenage talent could be different from negotiating with a European one in terms of the involvement of the family, the pressure from the community, or the law.

To summarize, the purpose of my dissertation was to shed light on significant ways in which football teams may establish and deploy strategic bargaining frameworks to bring in fresh talent and reduce the gap between those who have money and those who do not have money. The answers to the primary research questions, as well as the compilation of lessons learned from literature, case studies, and the opinions of industry professionals, provide clubs with a foundation upon which they may build their own methods of talent acquisition. To cultivating the next generation of football players, the concrete proposals are intended to assist all parties involved, from club management to regulators, in building an atmosphere that is more equitable and competitive. A clear aim, being creative with incentives, and working together with others who are negotiating are all crucial for success, regardless of whether you are managing a large international multi-club empire or a small local academy. This is something that you should keep in mind: it is vital to remember that having a clear goal is important for success. With the advent of new technologies, ownership patterns, and laws, we anticipate that future research will expand upon current findings. This is because the world of football is always evolving. As a result, this will guarantee that the strategic negotiation methods continue to keep pace with the game as it evolves. When it comes down to it, the clubs who maintain their flexibility, prioritize the requirements of their players, and adhere to a concept of long-term development are the ones that have the most chance of winning the global competition for the finest young football players.

Annex

Annex A

Filippo Galli – Former Football legend and Ac Milan academy director

Interview – The perspective of a former football legend and academy director about football and negotiation

Matteo Briccola: To start, could you please describe your background and your role during your time as head of the youth sector at AC Milan? Additionally, how does that experience relate to your current involvement in talent management and negotiations?

Filippo Galli: Well, currently, I don't hold any specific role, as I'm not working for Parma or any club at the moment. However, I'd be happy to share my professional journey, including my time as a player.

As a player, I started relatively late in the professional context, around the age of 17 – so I was older than many of my peers, who had at least three years more experience. This made it challenging, especially since I had been involved in other sports before focusing on football, despite it always being my passion. I had plenty of opportunities to play in open spaces, as there were many green areas available for games, and I even played street football. Before joining Milan, I spent three years doing artistic gymnastics.

After two years in the youth sector with Milan, I went on loan to Pescara to gain experience. During that year, we were fortunate enough to get promoted to Serie B, which helped me regain my footing. From there, my career took off.

The most significant part of my career coincided with the arrival of Fininvest's ownership and President Berlusconi, during the 1994 season. I then spent two years with Reggiana, which included a relegation, before moving to Brescia, where my goal was to help the team return to Serie A. We succeeded in the second year, and I finally had the chance to compete in Serie A.

After three years at Brescia, I spent a year playing at Watford in England under Gianluca Vialli. Following my time there, I returned to Italy and played for two more years, until I retired in 2003 at the age of 34. After retiring, I began my coaching career. I started as an assistant to Franco Baresi with the Primavera team, then became the head coach until 2007. In 2008, I joined the first team staff under Ancelotti, and the following year, the club appointed me head of the youth sector. I held that role for nine years until the Chinese ownership took over.

During the transition, they offered me a position but eventually allowed me to leave after some internal conflicts. After that, I worked for two years with Demetrio Albertini in the federation, focusing on the technical sector. I was responsible for organizing the youth sector manager training courses, which I developed over two years.

Then, I received a call from Parma Calcio, where I had several interviews with President Krause. I spent a year and a half in charge of the methodological area, a unique position focused on innovation within the club. After a year and a half, I had some conflicts with the performance analysis team and ultimately chose to leave, feeling it was best for my colleagues and myself.

During my year and a half away from a club, I wrote a book titled *Il mio calcio eretico (My Heretical Football)*, and I also started a blog called *La complessità del calcio (The Complexity of Football)*, where I discuss the history of football, past players, and teams. One section I prioritize is methodology, focusing on football not just as an athletic performance but as a holistic sport that engages the entire individual.

Matteo Briccola: That sounds fascinating! Given your experience at AC Milan, what non-financial incentives do you believe are most attractive to young footballers when they consider joining a club?

Filippo Galli: When you join a club like Milan, you don't need much convincing, as it's a dream for many young players. However, the current trend among families, often encouraged by club behavior, views youth academies as a social elevator. The possibility of becoming a professional footballer can open different financial opportunities.

That said, we aimed to convey that there was a comprehensive project concerning the player as a whole person, not just as an athlete. We were the first to implement a welcoming structure with a psycho-pedagogical area within our youth sector to support players throughout their demanding journeys. Entering a club like Milan at a young age brings immense pressure from parents and social media, which can make the experience overwhelming.

Matteo Briccola: I see what you mean. Sometimes, joining a youth sector later can be beneficial. While it may be more challenging, there is less margin for error, right?

Filippo Galli: Absolutely! However, the problem lies in how we approach player development in Italy. I've been advocating for a more holistic methodology for years. Many still view learning in a reductive manner, teaching players technique separately from gameplay.

This approach wastes time, especially when comparing to youth training in countries like Spain or England. It's essential to develop players within the game context, where their actions make sense. An integrated approach recognizes that athletic performance isn't solely about physicality; it also involves mental, emotional, and tactical aspects, all interlinked.

Matteo Briccola: That makes sense! So, how do you ensure that all aspects of training, technical, mental, and athletic, are intertwined?

Filippo Galli: We adopted a constructive approach, acknowledging the importance of psychosocial development. Our focus was to ensure that learning occurred within the game, rather than outside of it. The goal is to equip players with the tools to navigate game situations effectively.

For instance, we began implementing the concept of building from the back with younger players in 2012 – not as a stylistic exercise, but because we believed that, despite the challenges, it was crucial for their growth. We prepared them for a proactive style of play, enabling them to make informed decisions during games. This approach helps players see the importance of teamwork and collaboration, which is vital for their development.

Matteo Briccola: You've shared some insightful ideas! Moving on to scouting, what characteristics do you prioritize when evaluating young talent?

Filippo Galli: In my role, I focused more on development and methodology rather than direct scouting. However, when discussing evaluations with colleagues, we all agree on the importance of technical ability, ball control, passing, and the ability to take on defenders.

Yet, it's crucial to recognize that younger players often operate in an egocentric phase. While individual brilliance can shine in youth competitions, the key is to foster a collaborative spirit. I recall a talented young player who was seen as a "savior" during matches. He would stand out, but as he matured and faced more competition, his individual success dwindled because he lacked an understanding of teamwork.

Matteo Briccola: That's a valuable perspective. Finally, considering the potential acquisition of Torino by Red Bull, what are your thoughts on this model? Could it work in Italy?

Filippo Galli: It's an interesting project, and I believe it can enhance player trading and development. The model offers players more opportunities to showcase their talents across different clubs within the system. However, it's essential that Red Bull maintains a shared vision and philosophy regarding gameplay, as that influences the developmental aspect.

I've worked with a data collection company focused on utilizing player statistics, and while I appreciate the benefits of data, it's crucial to remember that success depends on how it's applied. Collaboration and knowledge sharing among different entities are key.

Matteo Briccola: Thank you for your insights, Filippo. Your experiences and perspectives are incredibly valuable for my thesis. May I use this interview in my research?

Filippo Galli: Of course! Feel free to use it. And if you ever want to discuss further, just let me know. Thank you, and good luck with your work!

Annex B

Mirwan Suwarso – Como 1907 Charmain

Interview – The perspective of a Charmain on the football and negotiation

Matteo Briccola: To start, could you describe your role and responsibilities at Como 1907? How do you manage the club's interests and ensure its growth?

Mirwan Suwarso: I work for and report to the owners, acting on their behalf to protect and grow their investment. My primary objective is to transform Como into one of the most profitable football businesses that doesn't solely rely on football. To achieve this, we aim to expand quickly into various sectors around the football industry, ensuring the club operates with minimal risk.

For example, at Como, if we manage all our business activities properly, the club can thrive regardless of whether the football team achieves success on the pitch. We approach the company

like Disney – viewing the football team as the theme park during match days, complemented by other sectors like media, retail, licensing, fashion, and commercial activities.

Matteo Briccola: That’s a fascinating model. I noticed from your background that you have experience both in football and business. How did you adapt to this multifaceted role?

Mirwan Suwarso: It wasn’t difficult for me because I’ve been in both worlds for a long time. I played football and owned a football club between 2001 and 2003. My background also includes sports management, advertising, and marketing. I’ve worked for ESPN and as a player agent since the late 1990s.

I once managed an Indonesian club, but unfortunately, it was relegated after I left. That experience gave me insights into managing football operations and the broader business ecosystem surrounding a club.

Matteo Briccola: Interesting. What’s your approach to negotiations, whether it’s buying and selling players or managing other aspects of the business?

Mirwan Suwarso: I don’t particularly enjoy negotiations, I find them time-consuming. We set budgets upfront, and if something fits within that budget, I usually approve it. My approach focuses on long-term relationships rather than short-term profits.

For instance, if someone offers a price that’s too low, we often tell them to go higher because we value future collaborations. My philosophy is rooted in efficiency and building trust rather than haggling over every detail.

Matteo Briccola: That’s a unique perspective. Shifting gears a bit – what value proposition do you offer young players in your academy?

Mirwan Suwarso: Currently, we’re rebuilding the academy from scratch, which will take time. Our value proposition emphasizes local development. We aim to nurture talent from Como and integrate them into the first team as quickly as possible.

Right now, we’re still buying young players because our academy isn’t fully developed. However, in the next five years, we hope to consistently produce first-team-ready talent. For instance, our under-17 team recently won a championship, and a few players have already moved up to the under-19 squad.

The challenge lies in bridging the gap between the under-19 team and the first team. Physical conditioning often becomes a hurdle at this stage, so we’re also developing a second team to prepare players better for senior-level competition.

Matteo Briccola: That sounds like a solid long-term plan. What’s the biggest challenge you’ve faced since joining Como?

Mirwan Suwarso: Internally, the biggest challenge is adjusting the work culture. Many of our staff have been with the club for years and are accustomed to slower workflows. I’m working to instill a more corporate mindset and improve responsiveness.

Matteo Briccola: When selecting team members, especially on the non-football side, what qualities do you prioritize?

Mirwan Suwarso: I prefer hiring individuals without prior football experience. The most critical qualities are open-mindedness, the ability to learn quickly, and the capacity to work efficiently.

Matteo Briccola: Looking ahead, which revenue streams do you believe will drive Como's growth in the coming years?

Mirwan Suwarso: I think fashion will be a significant driver, especially once we renovate our stadium. Tourism will also play a big role, given Como's appeal as a destination. Additionally, we're developing a unique beer brand, Como Beer, which is currently available only at the stadium. Once we expand its distribution, it could become a profitable venture.

Matteo Briccola: What are your thoughts on multi-club ownership models?

Mirwan Suwarso: I don't have much experience with multi-club ownership, and it's not a priority for us. Our focus is on non-football ventures. Managing one football club is challenging enough, let alone several.

We haven't sold a player developed from our youth system yet, but once we do, we'll have a clearer understanding of whether a multi-club model could work for us. Models like Red Bull's are impressive, but they require a level of expertise and coordination that we're not ready for yet.

Matteo Briccola: How do you manage stakeholder expectations, especially from your bosses and peers?

Mirwan Suwarso: It's crucial to show consistent growth, whether in revenue, interest, or brand awareness. We've been fortunate to grow across all these metrics, but this is easier now because we started from zero. The challenge will come in maintaining that growth five years down the line when we're more established.

Matteo Briccola: Finally, where do you see global football heading, and how does Como fit into that future?

Mirwan Suwarso: I focus more on what we're doing at Como rather than global trends, but I believe Saudi Arabia will play a significant role in shaping football over the next five years.

As for Como, our goal is to solidify our position in Serie A and eventually compete for European spots.

Matteo Briccola: Thank you for your time, Mirwan. Your insights have been incredibly valuable.

Mirwan Suwarso: Thank you! Best of luck with your work, and feel free to reach out if you need anything else.

Annex C

Simone Contran – Match analyst Saudi Arabia National Team

Interview – The perspective of a match analyst on the negotiation of emerging football talent

Matteo Briccola: So, to start, my first question for you is – could you describe your role? What do you do? I saw on your LinkedIn profile that you did match analysis for the national team, and recently, you've been working in Saudi Arabia.

Simone Contran: Yes, I'm a tactical assistant for the head coach's team. In terms of my career path, I also have a master's in sports business management. From there, I went to Sassuolo's first team, then moved on to the youth teams, both male and female, and eventually joined the senior national team with Mancini. We spent about four to five years there, winning the European Championship. I also had a brief stint with SPAL, where Daniele De Rossi brought me along to Ferrara. Since August last year, I've been in Saudi Arabia. Recently, as you know, the coach was let go, and right now, I'm discussing the possibility of staying on. They've asked me to remain as the head of the match analysis area, handling training programs. So, this is a bit about my role, essentially, I provide tactical support, analyzing opponents and our own games. I also assist on the field to help the staff and head coach design the best drills to prepare for matches. You could say I'm a tactical collaborator at all levels.

Matteo Briccola: That sounds amazing! From a negotiation strategy perspective, what do you consider when it comes to engaging new talent that you might identify during your studies and research? For instance, do you sometimes spot promising players during match analysis?

Simone Contran: Yes, absolutely. When you're working with a national team, you're mainly scouting players who are eligible through nationality, so it's a bit different from an open market. For example, when I was at Sassuolo and SPAL, it was normal for us to consult with the sporting director, who would outline which players we could target. We'd then evaluate and recommend players we liked and felt were suitable, within the club's budget and profile.

Matteo Briccola: And with the national team, you've scouted some well-known players for Italy, right?

Simone Contran: Yes, a lot has been said about players like Retegui. The scouting reports on him were extensive, but it was actually the head coach who first suggested Retegui, based on a tip from a friend. I reviewed the video footage, and we confirmed that he was indeed a valuable player.

Matteo Briccola: Since you worked at SPAL, which is owned by foreign investors but isn't financially on par with the big Italian clubs, were there specific non-financial incentives that you found effective in attracting young players?

Simone Contran: Absolutely. One of the ways we convinced young players was by emphasizing how they fit into the team's tactics, making them feel integral to the project beyond just financial terms. We wanted them to feel like essential contributors. This approach

helped them see that the coach's plans suited their skills, which, in a way, could be even more important than the financial aspect.

Matteo Briccola: So, making them feel valued in the project and promising them more playing time and central roles, right?

Simone Contran: Yes, exactly. Creating a sense of importance within the project, especially when it aligned with the coach's ideas for their skill set.

Matteo Briccola: From a collaboration perspective, how does the team, staff, board, assistants, and coach, work together in terms of day-to-day responsibilities, particularly around transfers or analyzing opposing teams?

Simone Contran: Well, we start by reviewing the opponent's recent games, focusing on specific factors. For example, if we're facing Lecce, I'd watch both their home and away games to understand how their tactics shift. With tools like Wyscout, we can analyze individual players down to their positioning without the ball, dribbling, headers, and free kicks. We also prepare clips for our players to familiarize them with their opponents' strengths. Technical meetings with defenders, for example, help us outline the offensive characteristics of rival players.

Matteo Briccola: Great! Now, on the topic of sustainability and competitive advantages, how can clubs with fewer financial resources remain competitive by creating attractive projects, drawing from your experience at clubs like Sassuolo?

Simone Contran: I believe smaller clubs should lean into their unique qualities. At Sassuolo, for example, players could express themselves freely without the pressure of a massive fanbase. The environment was relaxed, ideal for developing young players. Even the lifestyle aspects, like the beauty and tranquility of a place like Como near Milan, can make a club attractive to players, even if it's not their first choice from a purely technical standpoint.

Matteo Briccola: One last question. Since I'm doing a study on Red Bull teams, do you have any opinions on their approach, what they do well, and areas for improvement?

Simone Contran: Well, we're talking about a multi-club ownership model, which I think is the future of football. It allows player movement between teams within the bounds of regulations and brings centralized planning across clubs. It's like economies of scale in football, which is fascinating. It may lack the romance of traditional football, but from a managerial perspective, it's practical. For instance, just like Inter might purchase a Serie C team to manage with their facilities and staff, Red Bull uses its network to create a continuity in philosophy and training from a young age, ensuring a unified approach.

Matteo Briccola: I could ask you so much more about Italian football, but I don't want to take up too much of your time. Thank you so much; you've been incredibly helpful for my thesis. If it's okay, I'd love to use this interview for my research.

Simone Contran: Absolutely, no problem. Please feel free to share it with me – I'd be happy to read it over. If you need anything else, don't hesitate to reach out.

Matteo Briccola: Thank you again, and best of luck for the future.

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