

## ***Routledge Handbook of Football Business and Management***

Edited by Simon Chadwick, Daniel Parnell, Paul Widdop, and Christos Anagnostopoulos. Published 2019 by Routledge, New York, NY. 634 pp. ISBN 9781138579071

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The world of football (soccer) is quite complex when one considers how large the business portion of the sport is. Organizations and countries work together to bring the world its most popular sport, which is played and consumed without acknowledging the vast collection of cogs turning the wheel in the football industry. Simon Chadwick, Daniel Parnell, Paul Widdop, and Christos Anagnostopoulos provide an organized guide in which readers can digest different parts of the football world. The editors, with the help of 90 contributors, cover every corner of this sport, ranging from management and marketing to laws, policies, and governance. Totalling 624 pages and 47 chapters, this handbook breaks down the business of football to every minuscule detail.

Football is a global game, and the editors and contributors of this handbook put great emphasis on the framework of diversification, globalization, and marketing to expand the sport and individual clubs. Chapter 1 discusses the importance of related versus unrelated diversification in correlation to business activities and geographical reach of the club but also provides evidence that there is a trend between financial and sport performance in football. Contributors look into how digitalization affects the football business with new technologies and changing consumer behavior, both of which work to expedite internationalization of football clubs. New technologies affect the consumer experience by providing things like virtual reality, real-time statistics, interactive content, and other additives that facilitate increased fan engagement with the game. The diversification of the football business leads right into globalization of football. The four stages of globalization that are explained are geographical, commercial, digital, and social. The handbook shows readers from the very start how football has grown to be the most popular sport in the world and the importance of growth in respect to diversifying and globalizing brands to maximize consumer participation, whether that be playing, watching, or purchasing a product or service related to football.

The core of this handbook focuses on topics related to types of management in different areas of football, starting with issues in the management of grassroots football in Chapter 6. The authors of this chapter (Mathew Hindmarsh, Zora Saskova, and Dan Parnell) explore the decrease of both participation numbers and the governing bodies' ability to manage this part of the developmental stage. Hindmarsh and co-authors bring up several options for what is contributing to this decrease and who is responsible in the attempt to turn the trend around. Corporate

social responsibility is covered in another chapter (i.e., Chapter 10) by other contributors (i.e., Geraldine Zeimers, Christos Anagnostopoulos, Thierry Zintz, and Annick Willem) but is linked to Chapter 6 as a potential area where grassroots can exist. A key component of this handbook is how the chapters work with each other and are discussed multiple times from the concentration being discussed in the specific chapter. There are several chapters that dive into the management of everything from venues and strategic management to value and match-official management. The contributors have done a great job of including every day-to-day logistical process and incorporating knowledge on how to maintain efficiency in those areas. As the book primarily focuses on strategic management in football organizations, readers are walked through every component of an organization, including the team, the game-day experience, sponsorships, websites, volunteering, and merchandising. Chapter 14 lists these as the most “typical” areas of value creation that are managed in an organization. Furthermore, Chapter 14 uses the innumerable areas of production and administration to compare the complexity of the business by explaining how manufacturing companies with the same number of employees will infrequently be responsible for as many revenue streams, which highlights how important effective management is in the business of football.

Governance plays a critical role in the management of all sports, and football is definitely not an exception. The Fédération Internationale de Football Association (FIFA) is the international governing body of football. FIFA earns most of its revenue from events, including a global megaevent, the men’s World Cup. Chapter 34 in this book shows the significance of this megaevent by explaining how FIFA has seven high-level sponsorships. While FIFA does not disclose the amount of money involved in these sponsorships, the handbook points out that one of the high-level sponsors is believed to have paid \$80 million to be a partner for the 2018 World Cup in Russia. A portion of Chapter 34 covers the FIFA scandal in 2015 and then includes sections on reform, transparency, and good governance. Also covered in this handbook are the lesser-known six confederations of FIFA. These sport-governing bodies are the Asian Football Confederation; Confederation of African Football; Confederation of North, Central American and Caribbean Association Football; South American Confederation of Football; Oceania Football Confederation; and Union of European Football Association (UEFA). The most popular of these is UEFA, and specifically the UEFA Champions League. This tournament features the top clubs in Europe competing against each other regardless of league, showing matchups between players like Ronaldo, Neymar, Messi, and others. The authors of Chapter 35, however, point out that the most intriguing part of the UEFA Champions League is the tournament format and the exceptional organization of UEFA. UEFA also serves as Europe’s football-governing body. Each confederation serves as the governing body for a national association. The contributors do well illustrating the synergy of the different confederations and governing bodies while sticking to the overarching themes of management and growth.

The handbook devotes attention to increasing opportunities for women in sport. The author of Chapter 28, Sue Bridgewater, explains the different ways that the game and business of football are growing through combinations of participation and spectatorship from women. Data are presented that show the top areas in which women are working: governing bodies, football coaching and management,