SWEDISH CLUB FOOTBALL –
WILL IT EVER CHALLENGE AT TOP LEVEL IN EUROPE AGAIN?

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Acknowledgements

This journey through the world of football in general, and in Sweden in particular, has been tough but interesting and enjoyable. And I would now like to seize the opportunity to thank people who have participated, been involved, affected my work and supported me.

First and foremost I would like to thank my teacher Eva Perez and supervisor Enda Murphy for support, knowledge and guidance to achieve a well-structured piece of work.

I would also like to thank all of the respondents to my interviews, i.e. sports journalists, federation staff and club members.

Last but not least I would like to thank my family, girlfriend, friends and classmates for support and cheering words, interesting thoughts and advices.

Abstract

This Bachelor dissertation’s purpose was to penetrate Swedish club football in its top level and try to identify why the clubs no longer can be challengers in the European cups. The dissertation’s main research question was formed ‘Can Swedish football clubs compete in the European Cups again as they once did?’

The approach of this dissertation has been an inductive approach where the primary data collection was carried out through a qualitative research with interviews by electronic mails. The empirical foundation was a compilation of information obtained from thirteen interviews with key people within the football industry in Sweden.

A lot have changed in the world of football since Swedish clubs were challengers in Europe and the big issues for Swedish clubs are their revenues. Increasing revenues, more efforts in talent development and better facilities are the key factors for success.
1 INTRODUCTION

As a big football enthusiast and former player and coach, the researcher thinks that the choice of the topic was aimed at something in football in an early stage. Football has always been a big part in his life, both in playing himself and he has been following the big leagues and clubs within Europe. Just the fact that when he injured his knee very bad with a torned ACL and meniscus, he had to engage in football in something else than to play. So the researcher started to coach a youth team and as a result of that he got more and more involved with the club and its activities. His club were on a semi-professional level, which in this case means the fourth highest division in Sweden. The clubs at this level in Sweden are really serious but they rarely have a good financial situation and a lot of clubs struggle in this question.

It was difficult to find out what in football to do the research about. For every day, week, month and year that passes by nowadays, Swedish football asks itself, ‘when will we see a Swedish club in the UEFA Champions League again?’ So the researcher thought it could be interesting to look at why the last time was such long time ago and why Swedish Football not even can be a challenger in UEFA Europa League.

For example, the last time a Swedish team competed in UCL’s main tournament was when Helsingborgs IF managed to qualify to it in year 2000. Furthermore, during the last ten years Sweden have had only one prominent placing in UEL with a 1/16-final, even then Helsingborgs IF.

This report will try to find the reasons and look if it can find possible changes for Swedish clubs to adapt to be successful in Europe again.
1.1 Research problem, question and objectives

Research problem

• Swedish football is struggling in the European cups and for example it has not had a team in the group stage of UEFA Champions League since the season of 2000/2001.

Research question

• Can Swedish football clubs compete in the European Cups again as they once did?

Research objectives

• To identify how clubs could improve their work to develop into competitors in Europe.
• To identify if certain regulation-changes in Sweden could have an impact on helping clubs to improve their competitiveness.
• To identify if certain regulation-changes from UEFA could have an impact on helping clubs to improve their competitiveness.
• To describe which impact money has on global football.

1.2 Delimitation

This dissertation’s purpose is to try to build up a theory why Swedish football is not competitive enough for the European cups. Meaning men’s football and not the women’s football. In fact, women’s football in Sweden has been quite successful over the last ten years with two wins and four other finals in UEFA Women’s Champions League.
### 1.3 Clarifications

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UEFA</strong></td>
<td>‘The Union des Associations Européennes de Football’, was founded 1954 and is working with and acting on behalf of Europe’s national football associations and other stakeholders in the game to promote football and strengthen its position as the most popular sport in the world (UEFA, 2011).</td>
</tr>
<tr>
<td><strong>SvFF</strong></td>
<td>‘Svenska Fotbollförbundet’, was founded in 1904 and is Sweden’s biggest sport federation. Its tasks are to promote and administrate the football in Sweden and to represent it abroad. Their overall aim is to retain Swedish football as the largest and leading sport within the country (Svenska Fotbollförbundet, no date).</td>
</tr>
<tr>
<td><strong>SEF</strong></td>
<td>’Svensk Elitfotboll’ is a professional organisation for all clubs in Allsvenskan and Superettan (i.e. the two top leagues). SEF’s mission is to be a leader in the development of Swedish elite football at club level in sporting, economically, commercially and administratively (Föreningen Svensk Elitfotboll, no date).</td>
</tr>
<tr>
<td><strong>RF</strong></td>
<td>‘Riksidrottsförbundet’, is the Swedish sports gathering organisation. Its primary mission is to support its members associations, representing the sporting community in contacts with authorities and politicians, and are responsible for which strategy sport federations should choose according to financing, organisation and communication (Riksidrottsförbundet 2010).</td>
</tr>
</tbody>
</table>
1.4 Disposition

Chapter 1 – Kick-off
Introduction, which gives the reader a background to the report, clarify some frequently used organisations, delimitations and show the disposition of the report.

Chapter 2 - Pass
Literature review, giving a critical perspective of the research problem, question and objectives, what has been done and said before, highlighting underlying factors.

Chapter 3 - Cross
Methodology, describing the methods used for the project. How is the research design and approach, how and where the data were collected.

Chapter 4 – Final pass..
Data findings, presenting, illustrate and summarize the collected data findings clearly and descriptive.

Chapter 5 – Score!
Conclusions and recommendations, closing the dissertation up and try an accurate finish.

Goal!!!
2 LITERATURE REVIEW

This chapter aims for give a critical perspective of the research problem, question and objectives, what has been done and said before and highlighting underlying factors.

2.1 Choice of subject

Football is one of the biggest and most popular sports in the world seen to practitioners, spectators and fans (Doley, 2009) and as stated in the introduction the researcher’s big interest is football and that’s why this research project main subject was easy to figure out. To find out what in football to do the research about wasn’t that easy.

For every day, week, month and year that passes by nowadays, Swedish football ask it self, ‘when will we see a Swedish club in the UEFA Champions League again?’. So the researcher thought it could be interesting to look at why the last time was such long time ago.

The report will try to find the reasons and look if it can find possible changes for Swedish clubs to adapt to be successful in Europe again.

2.2 Marketing

"Brand and branding have become the cornerstone of the long- term viability of sports teams.” are stated by Richelieu et al (2010). This is of course not only important for sports teams, it is important for every business, celebrities etc. Furthermore, Richelieu et al (2010) defines a brand as a name, a word, a sign, a symbol, a drawing or a combination of these. A brands purpose is to differentiate you from others and make a promise to its customers.

Swedish teams have adopted the latest in marketing, the social media. Facebook is their biggest platform in use.
Helsingborgs IF works dedicated with this and updates it a couple of times per day, with both status updates and pictures. They try to integrate with the fans and for example they put a lot of information from a training camp in Croatia this winter on facebook, so that fans could follow what was going on at the training camp.

Adeyinka (2010) discusses the fact that there is a strong link between sport and patriotism through sponsorship and how that has made teams meet their objectives. Sponsorship is a key factor for sports teams and they have to do it well. It is a tough task, considering both that there are a lot of teams fighting over the money and that you have to choose your sponsors carefully. You should have sponsors with same values that builds your brand positively.

According to Desbordes (2006), for many organisations, sports are quickly becoming the most effective and efficient way to communicate with current and potential markets. So their should be possibilities to extend your sponsorship-work, both to build your brand and get more resources.

2.3 Athletic results

To highlight the fact that Swedish football clubs not are performing well in the European cups nowadays the report will look at results. The report will look at results from the 1980’s until now. Why it goes as far back in time is to highlight that Swedish clubs were big challengers in the cups before and now they aren’t.

The report will also look at the results in Allsvenskan to view if there is a connection between that and the results in Europe.

Finally the report will look at rankings and where in those you find the Swedish clubs.

2.3.1 Results in the European cups

The ability for the Swedish clubs to compete in the European cups has dropped enormous over the years. The cups the report are going to talk about and look for the result in are UEFA Champions League (UCL) (before the season 1991/1992 called
European Cup) and UEFA European League (UEL) (Before the season 2009/2010 called UEFA Cup).

They differ in the way of quality of the teams competing. UCL was before only for the different champions in the domestic leagues across Europe. But to increase the quality of the tournament, more teams from the best domestic leagues were given a place in the tournament, such as teams from England, Spain, Italy and Germany.

UEL consists of teams from domestic leagues who placed themselves high but not high enough for UCL and also the winner of the domestic cup.

To start looking at the UCL (Svenska Fotbollsförbundet, no date) we can see that the last time a Swedish club were able to qualify for the main tournament and its first group stage was back in the 2000/2001 season when Helsingborgs IF managed to beat FC Internazionale from Inter in the qualify round. Before that AIK Solna qualified for the season 1999/2000 but the team who was the most successful before was IFK Göteborg. They managed to qualify for the tournament four times in six years between 1992 and 1997 and with a quarterfinal in the 1994/1995 season as the highlight. In the 80’s they were in the quarterfinal two times and in the semi final ones. Best result in the UCL has Malmö FF with a final defeat in the 1978/1979 season.

IFK Gothenburg is also the most successful team in the UEL since they become champions two times in the 80’s. Even if UEL has become easier to compete in since UCL were extended to more of the best teams in the world Swedish clubs haven’t been able to do any good results except from Helsingborgs if who reached the 1/16-final in 2007/2008. And to call a 1/16-final as a good result show that Swedish football is not spoiled with good results nowadays.

2.3.2 Results in Allsvenskan

The highest league division in Sweden is called Allsvenskan and contains of 16 teams who play each other two times, home and away, from April to late October. Why the researcher chooses to look at the result in Allsvenskan in relation to the performance in the European cups is due to a podcast (Fotbollsarena Radiosporten,
sr.se/p4/radiosporten, Richard Henriksson, accessed 14 mars 2011) from Sveriges Radio P4 Radiosporten the researcher listened at. In that they discussed, as shown in the table below (Svenska fotbollsförbundet, 2010), that only one team the last 14 years has manage to win two consequent years. What you also can see from the table is that the last eleven years nine different teams have won the league. A reason for this is can be the fact when a team wins Allsvenskan they attract the other European teams to buy key players.

AIK Solna won Allsvenskan 2009 and struggled a lot during 2010 and was for a long time on relegation place but ended at 11th place just six points clear from relegation.

IFK Göteborg won Allsvenskan six times during the 90’s and qualified for the UCL four times during that time period.

Furthermore, Allsvenskan ends in late October and you qualify for UCL and UEL in July and August the year after. During the summers the European teams buy new players, even from the Swedish teams so the possibility that you have the same team with the same ability when it is time for the qualifying for the European cups is not big.

Would it be better to play like almost every other country, from autumn to spring instead of from spring to autumn?
<table>
<thead>
<tr>
<th>Year</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>1991</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>1992</td>
<td>AIK Solna</td>
</tr>
<tr>
<td>1993</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>1994</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>1995</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>1996</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>1997</td>
<td>Halmstads BK</td>
</tr>
<tr>
<td>1998</td>
<td>AIK Solna</td>
</tr>
<tr>
<td>1999</td>
<td>Helsingborgs IF</td>
</tr>
<tr>
<td>2000</td>
<td>Halmstads BK</td>
</tr>
<tr>
<td>2001</td>
<td>Hammarby IF</td>
</tr>
<tr>
<td>2002</td>
<td>Djurgårdens IF</td>
</tr>
<tr>
<td>2003</td>
<td>Djurgårdens IF</td>
</tr>
<tr>
<td>2004</td>
<td>Malmö FF</td>
</tr>
<tr>
<td>2005</td>
<td>Djurgårdens IF</td>
</tr>
<tr>
<td>2006</td>
<td>IF Elfsborg</td>
</tr>
<tr>
<td>2007</td>
<td>IFK Göteborg</td>
</tr>
<tr>
<td>2008</td>
<td>Kalmar FF</td>
</tr>
<tr>
<td>2009</td>
<td>AIK Solna</td>
</tr>
<tr>
<td>2010</td>
<td>Malmö FF</td>
</tr>
</tbody>
</table>

Figure 1 Winners of Allsvenskan 1990-2010
2.3.3 Rankings

UEFA have a ranking for clubs participating in UCL and UEL, it’s called “Club Coefficient Ranking” which is based on results made in the cups over the previous five seasons. The reason to be placed as high as possible in this ranking is because it determines the seeding of your club when the draw is being done (UEFA, 2011).

So where do we find the first Swedish club? In the 149th you find Helsingborgs IF that had a quite good adventure in the UEL in 2007/2008. 2009 years winner of Allsvenskan, AIK Solna, and the latest team to try to qualify for UCL you find in place 205th as the fourth highest ranked Swedish club. 2010 years winner of Allsvenskan, Malmö FF, isn’t even on the list because they haven’t competed in any of the two cups last five years.

Furthermore you find IF Elfsborg in 171st, Kalmar FF in 187th and IFK Göteborg in 219th.

2.4 Economic results (and other financials aspects)

“We live by the Golden Rule. Those who have the gold make the rules.”

Buzzie Bavasi

2.4.1 Economic charts

In the research the researcher searched for analysis over clubs revenue, both in Sweden and Europe to see the difference. And according to a report (Deloitte Football Money League, 2010) Real Madrid was ranked in top with a total revenue of €401.4 million. On 20th place you find Newcastle United with total revenue of €101.0 million.
<table>
<thead>
<tr>
<th>Pos</th>
<th>Club</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Real Madrid</td>
<td>€401.4 M</td>
</tr>
<tr>
<td>2</td>
<td>FC Barcelona</td>
<td>€365.9 M</td>
</tr>
<tr>
<td>3</td>
<td>Manchester United</td>
<td>€327.0 M</td>
</tr>
<tr>
<td>4</td>
<td>Bayern Munich</td>
<td>€289.5 M</td>
</tr>
<tr>
<td>5</td>
<td>Arsenal</td>
<td>€263.0 M</td>
</tr>
<tr>
<td>6</td>
<td>Chelsea</td>
<td>€243.2 M</td>
</tr>
<tr>
<td>7</td>
<td>Liverpool</td>
<td>€217.0 M</td>
</tr>
<tr>
<td>8</td>
<td>Juventus</td>
<td>€203.2 M</td>
</tr>
<tr>
<td>9</td>
<td>Internazionale</td>
<td>€196.5 M</td>
</tr>
<tr>
<td>10</td>
<td>AC Milan</td>
<td>€196.5 M</td>
</tr>
<tr>
<td>11</td>
<td>Hamburger SV</td>
<td>€147.6 M</td>
</tr>
<tr>
<td>12</td>
<td>AS Roma</td>
<td>€146.4 M</td>
</tr>
<tr>
<td>13</td>
<td>Olympique Lyon</td>
<td>€139.6 M</td>
</tr>
<tr>
<td>14</td>
<td>Olympique Marseille</td>
<td>€133.2 M</td>
</tr>
<tr>
<td>15</td>
<td>Tottenham</td>
<td>€132.7 M</td>
</tr>
<tr>
<td>16</td>
<td>Schalke 04</td>
<td>€124.5 M</td>
</tr>
<tr>
<td>17</td>
<td>Werder Bremen</td>
<td>€114.7 M</td>
</tr>
<tr>
<td>18</td>
<td>Borussia Dortmund</td>
<td>€103.5 M</td>
</tr>
<tr>
<td>19</td>
<td>Manchester City</td>
<td>€102.2 M</td>
</tr>
<tr>
<td>20</td>
<td>Newcastle United</td>
<td>€101.0 M</td>
</tr>
</tbody>
</table>

*Figure 2 Revenue Europe (adapted from Deloitte Football Money League)*
So it differs a lot in Europe but it is a giant step down to the levels of Swedish clubs.

In a report (Sahlström, 2010) the researcher found that of the Swedish clubs Malmö FF were in the top with total revenue of €15.1 million.

Furthermore can you see that the revenue for all 16 clubs in Allsvenskan together was approximately €133 million (including player transfers), as mush as Olympique Marseille, and then is not the French league on of the four biggest in the world.

<table>
<thead>
<tr>
<th>Pos</th>
<th>Club</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Malmö FF</td>
<td>€15.1 M</td>
</tr>
<tr>
<td>2</td>
<td>AIK Solna</td>
<td>€12.1 M</td>
</tr>
<tr>
<td>3</td>
<td>BK Häcken (Gothia Cup host)</td>
<td>€10.4 M</td>
</tr>
<tr>
<td>4</td>
<td>IFK Göteborg</td>
<td>€10.1 M</td>
</tr>
<tr>
<td>5</td>
<td>IF Elfsborg</td>
<td>€9.6 M</td>
</tr>
<tr>
<td>6</td>
<td>Hammarby IF</td>
<td>€7.6 M</td>
</tr>
<tr>
<td>7</td>
<td>Djurgårdens IF</td>
<td>€7.5 M</td>
</tr>
<tr>
<td>8</td>
<td>Helsingborgs IF</td>
<td>€7.3 M</td>
</tr>
<tr>
<td>9</td>
<td>Örebro SK</td>
<td>€5.3 M</td>
</tr>
<tr>
<td>10</td>
<td>Kalmar FF</td>
<td>€5.2 M</td>
</tr>
<tr>
<td>11</td>
<td>IF Brommapojkarna</td>
<td>€4.3 M</td>
</tr>
<tr>
<td>12</td>
<td>Halmstads BK</td>
<td>€4.1 M</td>
</tr>
<tr>
<td>13</td>
<td>GAIS</td>
<td>€3.8 M</td>
</tr>
<tr>
<td>14</td>
<td>Örgryte IS</td>
<td>€3.6 M</td>
</tr>
<tr>
<td>15</td>
<td>Gefle IF FF</td>
<td>€2.8 M</td>
</tr>
<tr>
<td>16</td>
<td>Trelleborgs FF</td>
<td>€2.3 M</td>
</tr>
</tbody>
</table>

*Figure 3 Revenue Allsvenskan (adapted from svenskfotboll.se)*
The advantage of Allsvenskan’s position as the first division in a country with a low allocation of revenues between the top clubs and other clubs is that the conditions are so good that the league can be an even and exciting league. But perhaps will it then also have a realistic expectation of the Swedish clubs participating in UCL and UEL.

2.4.2 The 51 %-rule

What has been a real big issue in Sweden the last couple of years in media and in debates, is the form Swedish associations has to be in, whatever sport you are in. Riksidrottsförbundet (RF) (eng. ≈ National Sport Federation) has decided to allow a sports company within the sports club. But a condition for the club to be able to transfer its sporting rights to a sports company is that the club has majority of votes at the Annual General Meeting (Riksidrottsförbundet, 2007).

Why the research are bringing this up is because a change can make financiers invest more money into Swedish football and its clubs, like in some of the biggest leagues in Europe.

According to SvFF will they not take away the 51 %-rule right away, first they want RF to agree to that it is up to each sport association how clubs should be ruled. According a statement from SvFF’s chairman Lars-Åke Lagrell have they been taken an initiative together with the Swedish Ice Hockey Association to have RF to change this (Lagrell, LÅ, 2011).

Furthermore, Lars-Åke Lagrell discusses that they expect RF to come up with a counter suggestion that says that the club have to have 34 % ownership since you have to own 2/3 to change the articles of association.

One of Swedish biggest journalists, Olof Lundh, from TV4 and fotbollskanalen.se also wants to see a change that the decisions should be on the table of the different sports associations (e.g. SvFF) and not RF’s members (Lundh, O., 2011). Furthermore, he says that today it is really hard to combine sports on the highest levels and popular movement, where the researcher agree, Swedish sports are not competition-orientated enough. And it should start in younger years than it does.
If the decision-power change into the members of Swedish football it is not sure that they will vote for a change, but, if they do, then it is possible for rich investors to put more money into Swedish clubs. Sweden has several big global companies who might be interested. How about FC IKEA Stockholm or H&M United Gothenburg?

2.4.3 TV-rights – Distribution key

Money from television rights is a key issue for clubs on a high level in every country. The clubs can get a lot of money from that. And how much the leagues are paid from television rights differ from country to country. After that the site futebolfinance.com made a list of how it differ a Swedish blogger (den osynliga handen (eng. = the invisible hand), 2010) made his own list with how much money a league gets and added a distribution key, which showed how the percentage where divided for how much money each club gets.

Based on the latest agreements for TV-rights a table is put together for some interesting countries and their distributions keys (where xx is divided equally between the clubs and yy and zz is performance based).

<table>
<thead>
<tr>
<th>Country</th>
<th>Annually income</th>
<th>Distribution key</th>
</tr>
</thead>
<tbody>
<tr>
<td>England (Premier League)</td>
<td>€1 200 M</td>
<td>50-25-25</td>
</tr>
<tr>
<td>Italy (Serie A)</td>
<td>€911 M</td>
<td>40-30-30</td>
</tr>
<tr>
<td>France (Ligue 1)</td>
<td>€668 M</td>
<td>50-30-20</td>
</tr>
<tr>
<td>Germany (Bundesliga)</td>
<td>€412 M</td>
<td>50-25-25</td>
</tr>
<tr>
<td>Denmark (SAS-ligan)</td>
<td>€34 M</td>
<td>33-yy</td>
</tr>
<tr>
<td>Sweden (Allsvenskan)</td>
<td>€13.9 M</td>
<td>74-13-13</td>
</tr>
</tbody>
</table>

Figure 4 Distribution of TV-rights

As you can see, Sweden is the only country who divide over 50 % (as mush as 73 %) of the Tv-right equal between the clubs. According to the blogger (den osynliga handen (eng. = the invisible hand), 2010), did the French Ligue 1 change their...
system 2005 from 83 % down to 50 % equally divided, just for strengthen their competitiveness in Europe.

2.4.4 UEFA Financial Fair Play

UEFA has decided over the last year to introduce something they have chosen to call *UEFA Financial Fair Play*, which broadly means that clubs will not be allowed to run with loss (UEFA, 2010).

Over the last couple of years extremely rich people have invested in clubs, which then has bought players for unreasonable amounts of money. The clubs run with loss but the investors just put more money into the clubs. Arsenal FC’s (a club who competes at the highest level by buying quite young players and develop them into star players) manager Arsene Wenger have one time called this “Financial Doping”.

The regulation will start from the next season but there will be an implementation time so sanctions can be taken from the season 2013/2014 due to the seasons 2011/2012 and 2012/2013.

UEFA president Michel Platini says “We have worked on the financial fair play concept hand-in-hand with the clubs, as our intention is not to punish them but to protect them” (UEFA, 2010). Platini continues “.we begin to put stability and economic common sense back into football” (UEFA, 2010).

Furthermore, UEFA states that this is a way to end the spiralling transfer fees and player salaries. They think that the results of the regulation should encourage clubs to spend in relation to their income and also long-term investments favouring youth developing and improve their facilities.

European Club Association, who represents the clubs in Europe, (European Club Association, 2010), and its chairman Karl-Heinz Rummenigge confirms the present problems by saying “From the first moment onwards, I supported this idea, because it was already clear at that time that European club football was going in the wrong direction from a financial point of view” (UEFA, 2011).
3 METHODOLOGY

This chapter aims for describing the methods used for the project. What research design and approaches have been used and how and where the data were collected.

3.1 Research problem, question and objectives

3.1.1 Research problem

- *Swedish football is struggling in the European cups and for example it has not had a team in the group stage of Uefa Champions League since the season of 2000/2001.*

3.1.2 Research question

- *Can Swedish football clubs compete in the European Cups again as they once did?*

3.1.3 Research objectives

- *To identify how clubs could improve their work to develop into competitors in Europe.***
- *To identify if certain regulation-changes in Sweden could have an impact on helping clubs to improve their competiveness.***
- *To identify if certain regulation-changes from UEFA could have an impact on helping clubs to improve their competiveness.***
- *To describe which impact money has on global football.*

3.2 The purpose of the research

This dissertation aims for answers about why Swedish football clubs no more compete in a wider range in the European cups. In the 70s, 80s and 90s, Sweden had clubs playing finals, semi-finals (UEL) and quarterfinals.

It will also try to identify what can be done different, if it is possible, to once again be at a top level competing with the best teams in Europe.
3.3 Research Design

When building up this research’s design, the model below, the “Research Onion” (Saunders, M., Lewis, P. and Thornhill, A., 2009, p. 138) was used.

![Research Onion Diagram]

3.3.1 Research Philosophy

First step of research design if to figure out the philosophy to use, what suits this report best of the four choices is:

*Interpretivism* – Since this report will interpret, indicate, render and explain.

The philosophies not used are:

*Positivism* – Observations on theory.

*Realism* – Related to what you see is what you get.

*Pragmatism* – Result orientated.
3.3.2 Research Approach

Deciding which approach to take for your research you can choose between two options, inductive or deductive.

*Inductive* – building up a theory based on research made.

*Deductive* – testing a theory based on the research made.

For this dissertation an inductive approach has been used for the research collection. There is not a theory to test, like for a deductive approach, the approach has more being building up a theory in this case. Or, it has been an approach for finding out if something went wrong in Swedish football or that Sweden just could not follow the development in rest of Europe. So, to try understanding what has happened.

The inductive approach is also more applicable and then the deductive because it moves more from the specific to the general then the other way around. The inductive approach comes from reality and argues that a general theory can be created from the connections that have been observed in the data collected. The research has tried to gather evidence and information around the question and objectives for hopefully find the theory (=what should be improved/changed).

3.3.3 Research Strategy and option

Collecting data for your research can broadly said be done in two different ways, Qualitative and Quantitative. To explain the difference in those two can easily be done with:

*Qualitative* – Use opinions from a few amounts of sources but in depth.

*Quantitative* – Use opinions from a lot of sources and rely on the statistics.

To in the best way answer the question of this report and achieve the purpose of the study is the choice of research strategy very important. Based on this reports objectives and the chosen approach the qualitative method is the most suitable. The reason for this is to create an in depth understanding for the problems behind the objectives.
It is possible to combine the two, and then you do the qualitative first.

As Domegan and Fleming (2003) defines it, “Qualitative research can be defined as the collection of data which is open to interpretation, for instance on attitudes and opinions, and which might not be validated statistically”.

When choosing strategy for your research you have several choices, for example there are:

Surveys – Quantitative option where people fill in a questionnaire for statistic results.

Interviews – In depth interview for having people express themselves.

Focus groups – Discussions led by a moderator in a group of 8-12 participants.

Case studies – May include interviews, observations and questionnaires.

The research has been done only with primary data collecting through interviews. The interviews has been done in written style due to the fact that the researcher is not situated in the same country as the relevant interview objects. And there were neither time nor funds to go to Sweden for the interviews. It has been done by a questionnaire e-mailed to the chosen people with open questions so they could freely express themselves and their thoughts.

Another reason for qualitative data research is that it will leave few limitations for the respondent’s answer. The method focuses on details and the specific of every individual respondent. It focuses on words and not in statistics as for a quantitative research.

The questionnaire has been done in Swedish since all relevant respondents live in Sweden and are Swedish. It could be done in English because of the level of English spoken in Sweden. However, probably it has been easier for the respondent to express themselves in their native language and furthermore would the researcher most likely get more answers if it were in Swedish. (The questionnaire, in Swedish, sees in Appendix 1. Translated questionnaire into English, see Appendix 2.)
3.3.4 Research Time Horizon

In relation to time horizon for this dissertation the limit was short. The research was done over a short time of period, during a couple of weeks in May 2011. Though, the question asked in this report is a current discussion in Sweden and the respondents’ answers had been possible do be evaluated at this time. Furthermore, if you collect this kind of primary data it should be appropriate if the asked objectives answers during the same time-period so their answers are not affected by changes in their surroundings.

3.3.5 Criteria for relevant profile

As said above, this dissertation’s research strategy has been to make interviews by an e-mail questionnaire with open questions to get the respondent to express him- or her self freely. Since the subject is football the researcher wanted to get a deeper insight in this industry by interviewing both key persons and other football related persons. As long as it was relevant people that all are stakeholders of the industry called Swedish football.

The researcher has tried to aim at stakeholders of Swedish football who have different relations to the industry. Furthermore, the researcher think this is relevant because then you get answers with different values and they all have different ways of seeing the report’s objectives. The researcher hopes that this will reflect in the answers that they see Swedish football from different angles and perspectives.

Firstly, the clubs are an important factor in relation to the objectives of this report. It is interesting to see how they have worked and how their thoughts of the future are. It has been clubs from the top level in Sweden, Allsvenskan, which has been interviewed.

Secondly it is important to get the perspective from people working for the federations of Swedish football (SvFF and SEF). They have a big interest in how the Swedish clubs are doing with their strategic work. They are also the link between the clubs and both federations abroad (UEFA, FIFA etc.) and how Swedish laws and regulations affects the clubs.
Finally, the researcher was interested of getting the critical views from sports journalists. It is important to get views from those who actually review the industry.

The selection of people has been based on different criteria. For the clubs someone within it was contacted and it was supposed to be someone within the club with a good insight of the club, for example a head of marketing, sporting director or club director. For the people of the federations marketers and people in development were contacted. It is for the sports journalists where they were picked most selective because the researcher wanted sports journalist that he thinks have good values and are using reasonable thinking.

The aim was to get at least two respondents from the three different categories of people, so six persons as a minimum. There are 16 clubs in Allsvenskan and the researcher has a list of sports journalist that he respects for the moment. The difficult part could have been the federations. As it turned out, the research got twelve responses and the goal of at least two from each category were reach.

3.3.6 Credibility of research findings

Of course you have to consider the credibility of your collected data even if it is primary. How much you can rely to it and how dependability it can be. It is important that the questions are formed so they are easy to understand and no misunderstandings can occur. Due to knowledge in this specific area it will not be a problem since the researcher has chosen people he knows are well oriented in the issue.

In regular face-to-face interviews something called interviewer effect (Patel & Davidsson 1994) can occur, that the respondent will answer in relation to the interviewer’s reactions and facial expressions. Since this was being done over e-mailed based interviews, this was almost entirely eliminated.

The advantage of the face-to-face interviews is that then you have the possibility to ask follow-up questions and also get clarification on answers that can be a little blurred. Moreover, the respondents can ask for clarification of the questions being asked.
A trap can also be that people answer subjective to you, answer what they think you would like to hear. Although in this case, the researcher assumed that this would not occur since people in this industry have strong opinions in this topic.

3.3.7 Failure possibilities and back-up plan

What has to be taken into consideration is what you do if your strategy might fail in any aspect. In this case is the answering rate that should be considered. As said before the researcher was aiming to get at least six respondents for further work with analyzing the collected data that will end up in recommendations and conclusions. There were a lot of people to ask for answers but it is also people that have a lot to do. You have to make them interested in contributing to this report. The time required for this report and to have the answers back was the big issue. They had only approximately two weeks to respond to it so that there would be time for the researcher to analyze it.

In the case of few answers the researcher would have a back-up plan and the first action he would have taken was to call them if possible. Otherwise he had to consider making a quantitative survey instead, where people no longer had the option to express themselves freely. That solution would have been less time consuming for the respondent. In that case the researcher had to try re-formulating the questions to get the best statistical answers. Then he also had to consider asking more people, for example, also ask individuals.
4 DATA FINDINGS

This chapter aims at presenting, illustrate and summarize the collected data findings clearly and descriptive. First the people interviewed will be presented (Note: three people asked to be anonymous and are referred as Person 1, 2, 3.), then the questions will be discussed and finally will the collected data be analyzed, question-by-question.

4.1 Response rate

According to statistics you don’t get a lot of answers when sending out questionnaires (approximately 10 %) by e-mail so there were a possibility to failure since the researcher only had a certain amount of people to contact. Still the researcher got thirteen responses out of approximately 50-60 sent e-mails.

4.2 Response Error

For errors in the answers were a possibility since it was kind of specialized questions. But it was not many failures, and probably because this were people with great knowledge in the industry. No questions were totally answered wrong.

4.3 Research limitations

Since the questionnaire aimed at people that are busy in their profession the possibility to find key people who had the time to answer were crucial. And also the response time allowed according to get the dissertation done was low. But in one week the researcher got the amount of answer required and the answers were on the whole satisfactory.
4.4 People Profiles

As described in the methodology this dissertation are aimed at the industry of Swedish Football and that the researcher wanted an insight from it. By collecting data from different stakeholders within the industry the answers to the questions will come from different perspectives. Except from those criteria the aim was to get answers from the clubs in Allsvenskan, from sport journalists and from federations within the industry. All people interviewed are Swedish. There were no criteria for age or gender.

Thirteen people were interviewed and are presented below.

4.4.1 Sports journalists

Olof Lundh, fotbollskanalen.se and TV4-gruppen

TV4-gruppen is one of the biggest in Swedish broadcasting, for example is its parent channel TV4 the biggest one in Sweden (TV4-gruppen, 2010). It has about 30 different channels and 25 local channels. Fotbollskanalen.se are owned by TV4-gruppen and are a web page fully concentrated on football, Swedish and International.

Olof Lundh have a genuine background of journalism and have worked for the nationwide known newspapers Göteborgs Posten and Expressen. Since 2006 he has been the manager of fotbollskanalen.se and also works there as a columnist and blogger (Lundh, 2011).

Robert Laul, Aftonbladet

Aftonbladet are one of the biggest newspaper/news site in Sweden and reach approximately 2.5 million people everyday (Aftonbladet, 2011).

Robert Laul is a sports reporter at Aftonbladet where he follows Swedish and International football (Aftonbladet, 2011). He also blogs and has his own web-talkshow “Laul Talking”.

28
Marjan Svab, Helsingborgs Dagblad

Helsingborgs Dagblad is a morning paper and also have web based news who reaches approximately 100 000 people a day (Helsingborgs Dagblad, 2011).

Marjan Svab works at Helsingborg Dagblad’s sport section as a columnist and reporter.

Emelie Ölander, freelance journalist

Emelie Ölander are a freelance journalist who you have seen in e.g. Canal+’s studio as an expert during broadcasting of football matches. You can also hear her in Swedish Radio’s football show “Fotbollsarena Radiosporten”. She has a blog at the newspaper Nerikes Allehanda’s web site.

Furthermore, are Emelie a professional football player Sweden’s highest women’s league Damallsvenskan at KIF Örebro.

4.4.2 Club members

Jörgen Martinsson, Club Manager, Mjällby AIF

Mjällby AIF was established in 1939 and is since 2009 a member of Allsvenskan. Since 1979 have they been playing on the level directly under Allsvenskan except for four years (Mjällby AIF 2011).

Håkan Hallberg, Youth Manager, Halmstads BK

Halmstads BK was established in 1914 and has playes in Allsvenskan since 1934 (Halmstads BK, 2011).
Per Ågren, Sporting Director, Malmö FF

Malmö FF was established in 1910 and is one of the most successful teams in Sweden with 16 league titles and 14 cup titles. Also, Malmö FF played in a Europa Cup-final (Now UCL) in the ’70s.

Person 1 & Person 2, Sporting Directors at clubs in Allsvenskan

Asked for anonymity.

4.4.3 Federations

Lars-Åke Lagrell, Chairman, Svenska Fotbollförbundet

Svenska Fotbollförbundet (Swedish Football Association) was established in 1904 and is Sweden’s biggest sports federation. Lars-Åke lagrell have been the chairman since 1991 (SvFF, 2011).

Patrik Gustafson, Education and Youth Committee, Göteborgs Fotbollförbund

Göteborgs Fotbollförbund (Gothenburg’s Football Association) is a local association to Swedish Football Association. Patrik works with education and are a member of the Youth Committee.

Ulf Carlsson, Office Manager, Göteborgs Fotbollförbund

Göteborgs Fotbollförbund (Gothenburg’s Football Association) is a local association to Swedish Football Association. Ulf works as an Office Manager and are a member of the Youth Committee.

Person 3, Works at Svenska Fotbollförbundet

Asked for anonymity.
4.5 The Questions

1. The last eleven years nine different teams has won Allsvenskan, is it good or bad? Motivate.

Almost everyone agrees that it makes Allsvenskan interesting and exciting. One respondent argues that without this big competition the increasing attendance and media coverage would not exist.

On the other hand, almost everyone argues about that this creates low capability to compete in the European Cups. Maybe a pyramid with 1-3 teams could dominate and play in the European cups every year to get experience.

Several respondents relates to the fact that the winning club have had a lot of players that have prosper into really good players that made it possible to win the championship. Good performance then attracts foreign clubs and the Swedish players are often a cheap option.

2. Would a change to play Autumn/Spring make any difference for the teams when they reach the qualifications to UEL and UCL? If, can/should it be changed?

As you can see in the diagram seven out of thirteen respondents will keep it as now, playing spring/autumn. Most of them argue that how the season is played doesn’t concern the capability to qualify for the European Cups. And some also highlight the fact that the grounds will not be playable during the winter as long as all the arenas are rebuilt or get artificial grass.

The arguments for changing is to harmonize Allsvenskan to the other leagues in Europe, due to the transfer market, time to buy players before the qualifications and that there will only be 2-3 months instead of 8 months before you qualify for Europe after winning the title.

Both pros and cons for a change highlight the importance of newer and better arenas.

![Figure 6 Structure of Allsvenskan’s season](image)
3. How many teams should Allsvenskan consist of and why?

Allsvenskan consist of 16 teams today and the view of how it should be differs:

- 16 teams – 4 respondents
- 12 teams – 4 respondents
- No or secondary importance – 5 respondents

The interesting points come from the respondents who want a league with fewer teams. They argue that this will:

- Increase the quality of the teams – the best players divided to fewer teams.
- TV-rights and cooperation money would be divided on fewer teams so every club get higher incomes.
- More games will have top-quality (for Allsvenskan) that will develop both players and teams in a greater extent.

4. How should the talent developing be handled? Should we think “elite” in earlier age?

A quite huge and complex question that generated long and good answers from many respondents. Some of them think that today’s method is good where others think that the age where the youth players should be placed in elite group, should and will be lower in the future.

Patrik Gustafson talks about environments for developing and that they should be several, both in elite clubs and they who works with width activities. Patrik continues that the environments should include a well-prepared player education plan and with well-educated and talented coaches. Person 3 are on the same trail when he/she argues that no one can know how a player will develop during the age 10 to 18.

Emelie Ölander argues that issues regarding Swedish talent development lies at the coaches and that the education design used in Sweden for educating coaches has to improve. Emelie continues that the coaches have to improve when it comes to tactical, physical and mental knowledge and believe that clubs in other parts of Europe use more educated and talented coaches in younger years. Person 3 linked the
researcher to an article with Thomas Lyth, who worked ten years with player education for Svenska Fotbollförbundet, were he also talks about improving the education design for Swedish coaches (Bolin, 2009). Lyth argues that Sweden maybe not could compare itself to England, Spain and etc., but Sweden should compare and try to get on the same level as countries like Holland, Portugal and Croatia, and that the key factor is better-educated coaches.

5. Should the name Allsvenskan be sold to an investor?

Apparently are the name rights already in the hands of Allsvenskan’s main sponsor Svenska Spel. Svenska Spel is Swedens largest betting company and is state-owned (Svenska Spel 2010). They own the name rights until 2014 and will then also have first priority to buy it again (Svenska Spel, 2011).

This information was given in one of the answers and another one thought it could be this way. The other eleven respondents did not know this and they all agree that the name should be sold if the money were big enough and that the money was well used.

6. How do you see the 51%-rule, should it be changed? If yes, why and to what? If no, why not?

As stated in a previous chapter in this dissertation, SvFF and its member do not have the power to decide this for itself for the moment. However, this question are listed to give a clue about what could be decided if the power will be given to each sports federations.
The two who said no give different reasons, one of them thinks that it will not affect team’s capability when the other one argues that clubs should stay as democratic associations.

Four out of seven that responded for a change means that it should be done and for the simple reason of getting more external investments. The other three do not say that a club must do it, but that the rule should be changed and then each club make their own choice.

Olof Lundh points out that if it get changed it should be changed to 34 % so that the external investor cannot change the articles of association.

7. Are you familiar with how the money from tv-rights are divided between the clubs? If yes, what is your opinion? Should it be changed?

This was question that not all of the respondents were familiar with. The ones who did was the response overall that it should be changed. Marjan Svab argues that in most countries there are differences with the distribution of TV-rights and bonuses between a top-placed team and a lower-placed one, and why should not that work in Sweden.

Olof Lundh continues with that a change would satisfy clubs who are discussing a breakout from Allsvenskan because they are not happy with the distribution.

8. How big impact will the “Uefa Financial Fair Play” have on Swedish clubs to challenge in higher range in the European cups?

This regulation change from UEFA do not seem to make people in Swedish football believing that the chances do compete will increase. Only three respondents believe that it will have an impact and others responded that you have to wait a couple of years to see what the result will be. Some respondents also doubts on the new rule, that UEFA not will be determined or that the clubs will find a way around it.

Person 3 argues that the teams that are affected of this rule are not primarily the teams we in Sweden should measure with and compete against. He/She however,
thinks that it is good that UEFA deals with the problem and that they want to make it easier for smaller countries to compete.

9. How big impact has money got on Swedish clubs to compete in the European cups? 1-10 (1=low impact, 10=high impact)

Two people responded with a text and no number, but with summarizing the other eleven answers and calculate an average it showed 9.6 out of 10.

Several of the respondents related this question to the revenue of the clubs playing at top level. Person 3 argues that you do not find any club in the playoffs of the UCL that have a revenue under €100 million, that is ten times the revenues for the clubs in Allsvenskan.
10. Which three factors, according to you, are the most relevant in relation to this dissertation's title?

This question resulted in a lot of answers but after analyzing those and figuring out if different answers meant the same thing we can spot that four factors stands out from the rest:

![Important factors to compete in Europe](image)

**Figure 8 Important factors to compete in Europe**
5 CONCLUSIONS AND RECOMMENDATIONS

The purpose of this dissertation was to investigate and research the subject of how Swedish football clubs can compete in the European Cups again, if it is possible? This chapter aims to measure if the research question and objectives are achieved.

5.1 Conclusions

As described before, nine different teams have won Allsvenskan the last eleven years that creates an interesting and fun league but it will never create and form a club who can compete in a wider range in Europe. So there can be an issue on which path they should go in Swedish Football. One Solution can be to look at the amount of teams in Allsvenskan. But if it should be less, more or the same amount teams is hard to tell. Fewer teams would mean more revenues for each club, but also that the competition within Allsvenskan would tighten it up. The quality of the teams and the matches will also increase. A changed distribution of the TV-rights could create teams in Sweden that would be superior in relation to others with the amount of teams Allsvenskan has today. Today’s distribution are 74-13-13 were 74 % are equally divided between the teams, 13 % are allocated after league position and 13 % are allocated in response of exposure on TV. This is typically Swedish with the broad and welfare thinking and differs a lot from the rest of Europe where the better you perform the more money you get. As Olof Lundh says, the percentage distribution should be changed to get more competition. He suggests one third equally, one third after league position and one third after exposure on TV. In the response from the clubs in Allsvenskan it is notable that those who are supposed to be big challengers in Sweden historically, agree with Lundh, while clubs often referred as smaller clubs think the system today are good. Denmark has twelve teams in the league and a distribution of TV-rights divided in thirds.

In relation to how the season would be played it is all about climate. The weather in Sweden can be cold and to change to play autumn/spring would really affect teams in the northern regions. But in the southern parts of Sweden it would be possible with new and better facilities, especially when it works in Denmark.
In question 10 a lot of respondents highlighted the talent development as a key factor for improving Swedish Football. By creating even better players then it does today could both make the teams more competitive and higher valued player that will increase clubs revenues when selling those to European clubs. The more money Swedish football has got, the higher salaries can be offered to the players and they will stay longer in Allsvenskan. Today’s players leave Allsvenskan to early and often goes to leagues which not always are better or have a better image. That is another key issue, to get Allsvenskan more attractive to get the players to stay.

Furthermore, the arguing for better coaching educations is highlighted from several respondents who think that the recent one is old and obsolete while the Chairman of SvFF, Lars-Åke Lagrell says that he thinks that the recent one is good enough.

Svenska Spel owns the name right for Allsvenskan, which was news for the researcher, and it is not widely spread since only 2 out of 13 respondents knew this. Everyone else thinks that Swedish Football should put a sponsor name to Allsvenskan to get revenues from it.

The scepticism for UEFA Financial Fair Play came almost as a surprise for the researcher who thought more people would welcome that change. But maybe it is like Person 3 argues, that the teams who will be affected by this the most are not the teams Swedish Football should try to compete with anyway. But the fact that UEFA changes rules to level out the differences is good for Swedish Football.
5.1.1 Conclusion in relation to research objectives

- To identify how clubs could improve their work to develop into competitors in Europe.

Money is a key factor in football. This was really highlighted in question 9 and 10. The clubs have to raise their revenues. One solution for this could be to improve the facilities since it is proved that a new arena increases revenues.

Better talent development by better education for coaches and to have better coaches in younger years could both mean more revenues, by selling more expensively and to have more competitive squads when qualifying for Europe.

- To identify if certain regulation-changes in Sweden could have an impact on helping clubs to improve their competiveness.

The answers differ but some regulations should be changed seen to the answers. E.g. should SvFF and SEF get the power to change the 51%-rule instead of that it is a decision made by Riksidrottsförbundet (eng. ≈ National Sport Federation).

Playing the season autumn/spring cannot be done before the facilities improve significantly.

- To identify if certain regulation-changes from UEFA could have an impact on helping clubs to improve their competiveness.

Changes made by UEFA to help smaller clubs to compete do not awake a feeling within Swedish football that it can now be more challenging.

- To describe which impact money has on global football.

Just to look at question 9 and 10 you realize quite quick that this is the major factor for Swedish football and that clubs playing the playoffs of UCL have revenues from ten to thirty times the Swedish club’s.

5.1.2 Conclusion in relation to research question

- Can Swedish football clubs compete in the European Cups again as they once did?
For the moment it looks hard. But as Person 3 highlights in his/her answers, so much have happened in the Football Industry since IFK Göteborg was a competitor in the mid ‘90s. The first big TV-agreement were signed in England 1993, The Bosman Rule was implemented 1995 and in recent year have regulations within EU made it easier to sign foreign players.

Swedish teams should not try to compete with the very best for the moment. To begin with Swedish football has to chase leagues and teams just below the very best and try to compete in UEL that is a more realistic goal.

5.1.3 Weaknesses of the dissertation

In order to fully understand what Swedish Football should do and to get in a more depth of the research problem, question and objectives, more time would be allowed. Now this dissertation have been done during a time period of three months when the researcher beside the dissertation have had five other modules, each with a group assignment added.

Furthermore, this dissertation could have been made more in depth by interviewing more people and in real life to have the opportunity to ask follow-up questions.

In the literature review the researcher writes about marketing and sponsorship because it was one factor he wanted to research. Due to the complexity in this factor the question were deleted from the questionnaire, also since this part would require too much knowledge from the respondents.

5.1.4 Suggestions of further research

Further research can and should be done in this subject. Football is the biggest sport in Sweden and involves millions of people. And it gets more interesting and fun if ‘your’ team or a team from your country is represented in cups such as UCL and UEL.

Maybe more research can be done when implemented rules have been activated for a couple of years to look, which impact it had.
5.2 Recommendations

- SvFF should develop their educations for coaches. Get more influence from the educations made in the top leagues.
- Every income is necessary, make a deal with Svenska Spel which would still make them the main sponsor but that the name for Allsvenskan can be sold to another investor.
- Firstly make as much effort as possible to get the power over the 51%-rule decision. At a success change the rule to 34 % and let each individual club make that decision with its members and supporters.
- Copy the structure in Denmark who have a 12 teamed league and a different distribution in TV-rights.
6 APPENDICES
FRÅGEFORMULÄR

Skulle det vara tillåtet att citera dig i avhandlingen? (ja/nej)


2. Skulle en ändring till att spela höst/vår göra någon skillnad för lagen när de kommer till kvalomgångarna till de UEL och UCL? I så fall, bör/kan det ändras?

3. Hur många lag bör Allsvenskan bestå av och varför?

4. Hur ska det jobbas med talangutveckling? Bör “elittänket” börja i tidigare ålder?

5. Bör man sälja ut namnet Allsvenskan som man gör i de flesta andra länder?

6. Hur ser du på 51%-regeln, bör den ändras? Om ja, till vad och varför? Om nej, varför inte?


8. Hur stor inverkan kommer “Uefa Financial fair play” ha på Svenska klubbars chans att utmana till en högre grad i de europeiska cuperna?

9. Hur stor roll spelar pengar in för Sveriges chans att utmana i de europeiska cuperna? (1-10, 1 = låg inverkan, 10 = hög påverkan)

10. Vilka tre faktorer, enligt dig, är de viktigaste i relation till denna avhandlings titel?

   1.
   2.
   3.
QUESTIONNAIRE

Would you be okay by being quoted in the report? (Yes/No)

1. The last 11 years 9 different teams has won Allsvenskan, is it good or bad?
   Motivate.
2. Would a change to play Autumn/Spring make any difference for the teams when they reach the qualifications to UEL and UCL? If, can/should it be changed?
3. How many teams should Allsvenskan consist of and why?
4. How should the talent developing be handled? Should we think elite in earlier age?
5. Should the name Allsvenskan be sold to an investor?
6. How do you see the 51%-rule, should it be changed? If yes, why and to what?
   If no, why not?
7. Are you familiar with how the money from tv-rights is divided between the clubs? If yes, what are your opinions? Should it be changed?
8. How big impact will the “Uefa Financial Fair Play” have on Swedish clubs to challenge in higher range in the European cups?
9. How big impact has money for Sweden clubs to compete in the European cups? 1-10 (1=low impact, 10=high impact)
10. Which three factors, according to you, are the most relevant in relation to this dissertations title?
   1.
   2.
   3.
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