

# J.LEAGUE CLUB MANAGEMENT GUIDE 2022

JAPAN PROFESSIONAL FOOTBALL LEAGUE

November 15, 2022

Thank you for your great support of the operations of J.LEAGUE.

As society continues to face significant challenges due to the ongoing impact of the COVID-19 pandemic, I would like to once again express my genuine gratitude to everyone involved in club management, staff members, and our various stakeholders, including shareholders, local governments, partner companies, and fans & supporters, for their hard work and dedication in bringing the ‘artwork’ of football to the society at large.

In an increasingly uncertain environment, it is imperative that J.LEAGUE and J.Clubs undertake further challenges to continue providing captivating content as ‘artwork’. Enhancing the management capabilities of the clubs is essential to achieve both our goals of “elevating our top-level clubs to shine globally” and “endearing all clubs to their hometowns.”

J.LEAGUE will further strengthen support for the J.Clubs, which play the leading role in the league, using this “J.LEAGUE Club Management Guide” as a foundation. I hope each club will reference this guide, which can be deemed as the bible for club management, and utilise it to practice the core principles, comprehensively structured management areas, and best practices from various clubs. I also earnestly hope and believe that each club will enhance its foundational management capabilities and achieve unique growth and development in accordance with its regional characteristics, history, and other factors.

Furthermore, J.LEAGUE aspires to be an open entity for all, including not just club affiliates but also those who endorse the J.LEAGUE’s philosophy and wish to enrich the regional and national sports culture through the development of the league and clubs. Although the “J.LEAGUE Club Management Guide” is primarily geared towards club managers, it will be made publicly available on the J.LEAGUE official website upon the issuance of the 2022 revised edition. I hope that by giving more people access to it, the guide will be further refined and become even more useful through everyone’s collective efforts.

By having such clubs active nationwide, I am confident that our polished ‘artwork’ will reach many, invigorating Japan. Let’s use this guide as a springboard to move forward together, towards a more prosperous nation through sports.

**Yoshikazu NONOMURA**  
**Chairman**  
**Japan Professional Football League**

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- ◆ The main revisions since the first edition include:
  - Update of core principles and guidelines by management area
  - Addition of case studies and data
  - Reflection of the most recent data
  - Updates to the management checklist and terminology, etc.

## Fundamental Knowledge of Club Management

- ◆ Reflection of the latest data on club management information, etc.
- ◆ Revisions in line with the latest developments in J.LEAGUE's systems and structure, etc.

## Core Principles in Club Management

- ◆ Streamlining from nine to five items
- ◆ Addition of supplementary materials

## Guidelines by Management Area

- ◆ Changes and abolishment of management areas – addition of promotion, etc., increase in the number of areas from 30 to 32
- ◆ Addition and update of guidelines by management area
- ◆ Addition and update of supplementary materials – addition of numerous club case studies, etc.

## APPENDIX

- ◆ Data set (World and Japan) – addition of comparative data with overseas clubs and leagues
- ◆ Management checklist and terminology – update in accordance with the updates in the main text



## Purpose

- ◆ To support the enhancement of each club's management by sharing principles and critical initiatives in club management, serving as a guide to strengthen the base of club management.

## Target Audience

- ◆ In principle, club managers of all clubs

## Ways to Utilise

- ◆ Clubs
  - Guide for management, current status assessment, and self-evaluation
  - Reference material for shareholders, etc., on the occasion of the selection of club officers
  - Material for explanations and presentations to stakeholders by the club
- ◆ J.LEAGUE
  - Tool for club management workshops and club support
  - Material to support the onboarding of new executive officers
  - Training text for new member clubs and Hundred YEAR VISION clubs
- ◆ Other
  - Educational material and supplementary reading for Sports Human Capital (SHC), a public interest incorporated foundation
  - Educational material for educational institutions
  - Reference material for designing external surveys

## Introduction

- ◆ Matters that you should know for utilising this guide, including its purpose, target audience, and key points

## Fundamental Knowledge of Club Management

- ◆ An overview of J.LEAGUE and basic matters regarding club management that should be deeply understood in club management

## Core Principles in Club Management

- ◆ Basic and common principles that club managers should be aware of when managing a J.Club

## Guidelines by Management Area

- ◆ Guidelines for the 32 individual areas in line with the framework of management areas in J.LEAGUE's Mid-Term Plan, as well as the rationale, important initiatives, and like behind them

## Appendix

- ◆ A data set and terminology for reference, as well as a management checklist which is designed to help clubs assess whether they are implementing the content of this guide and to link this to improvements

## Point ①

### ◆ Focus on Core Principles

- In club management, where there are no one-size-fits-all answers, core principles serve as a basis for club managers to think and make decisions.
- This is not a detailed operation manual, but a guide to strengthen the base of club management.

## Point ②

### ◆ Comprehensive systematisation of management areas club managers should be aware of

- Content is based not only on ideals but also on the actual conditions of the club.
- The guide reflects the latest changes in the environment surrounding J.LEAGUE as well.

## Point ③

### ◆ Can be utilised without perusing the entire guide in sequence

- The guide is structured so that it is possible to check the parts that are of particular interest to you.
- By using the management checklist, the guide can be put into practice immediately.

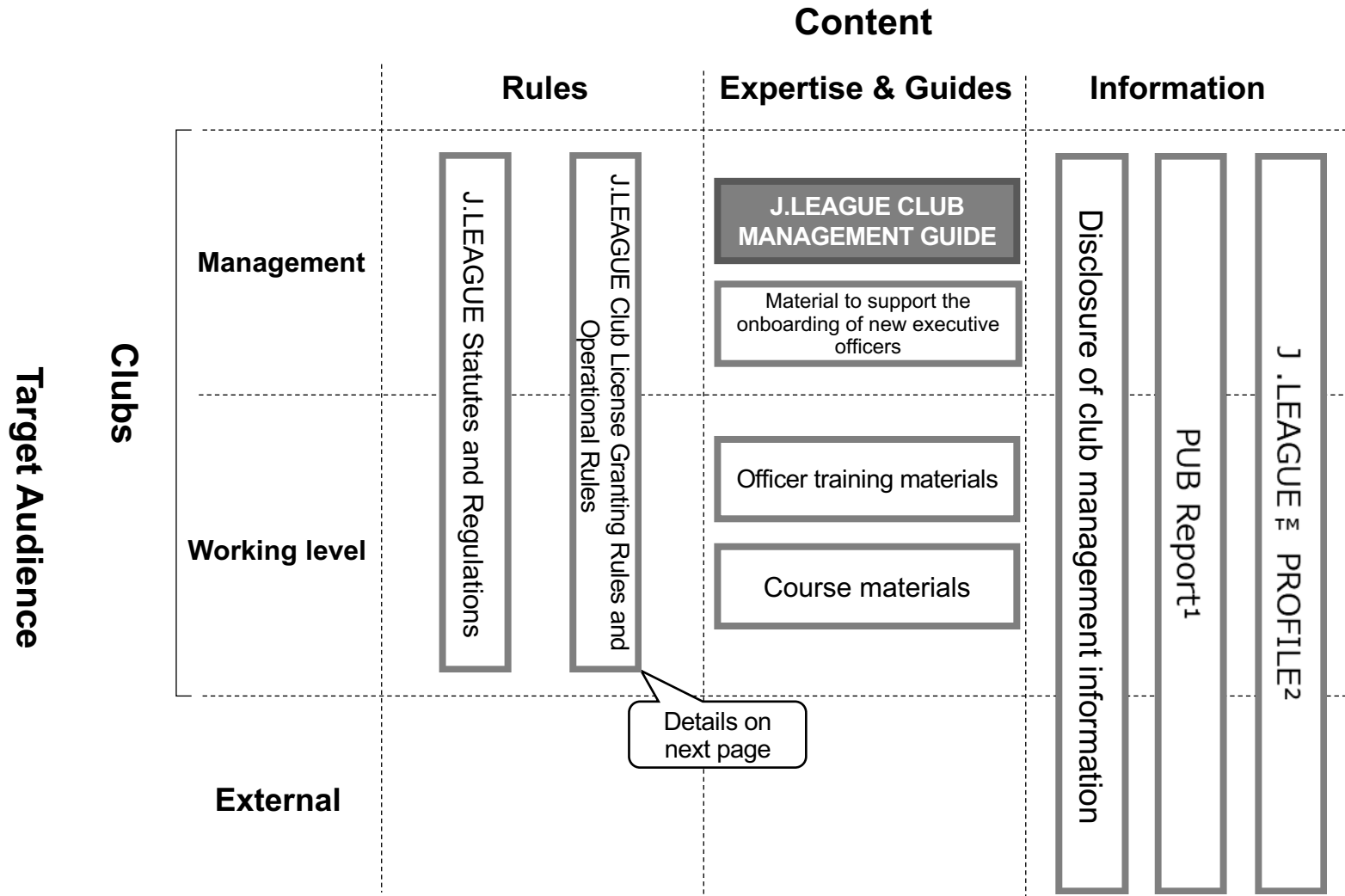
## Point ④

### ◆ Continuous update after publication according to the situation

- The guide is updated when there are changes in the large framework, policies, or basic rules.
- The guide is basically issued once a year, aiming for November.
- We will consider improvements to enable continuous use of the guide and checklist.

# Positioning of This Guide

- ◆ The positioning of this guide in relation to the rules, expertise, guides, and information formulated by J.LEAGUE is as follows:



Note 1: PUB Report is a J.LEAGUE report published for the purpose of information disclosure with the aim of creating an open league in which “everyone can easily participate, learn, and create together.”

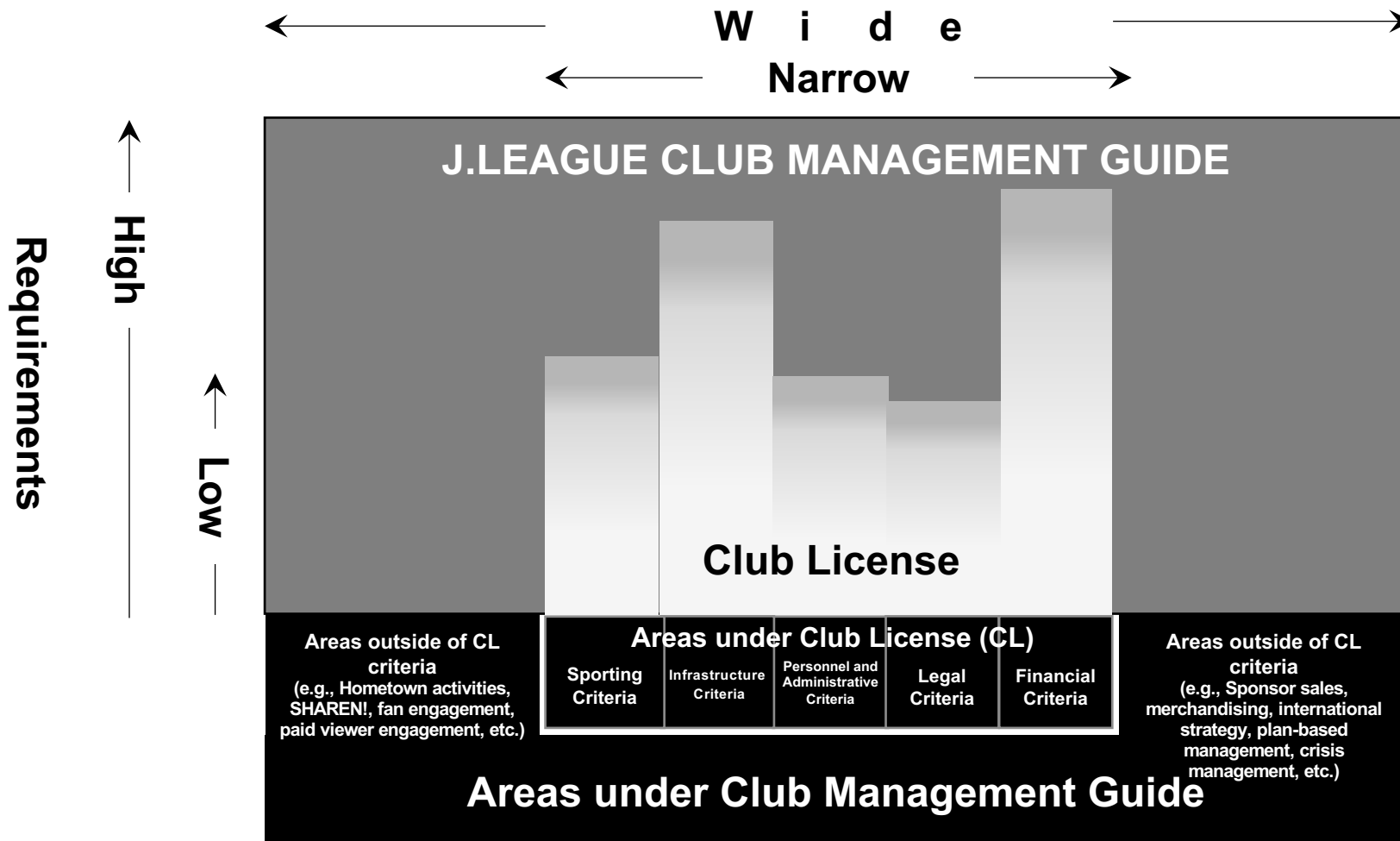
Note 2: J.LEAGUE PROFILE is a booklet (currently in PDF format) intended for external stakeholders, introducing information such as an organisational overview and the history of J.LEAGUE.

# Complementary Relationship with Club License

- ◆ The Club License (CL) is a qualification to participate in the league (competition), granted by evaluating management based on five criteria. Although the J.LEAGUE Club Management Guide and Club License have different roles – the guide being a basic set of guidelines that club managers should understand – they are complementary in terms of content (areas covered and requirements).

## [Conceptual Diagram of Relationship]

## Areas Covered



- ◆ The copyright of this material, including the Terminology and Management Checklist in the attachments, belongs to J.LEAGUE. If you wish to reprint, replicate, modify, or extensively quote this material and are not affiliated with a J.Club, please contact us through the Contact Us form (Japanese only) on the J.LEAGUE official website. Additionally, please ensure you comply with copyright law by clearly stating the source when quoting from this material.

## Rules for utilising the J.LEAGUE Club Management Guide within clubs and the league

### ◆ J.LEAGUE CLUB MANAGEMENT GUIDE

- Within clubs and the league, the guide can be freely distributed and shared.
- When club or league officials utilise the guide for meetings, training, lectures, or other purposes aimed at external parties, prior consultation and reporting to the responsible J.LEAGUE department is required.

### ◆ Terminology and Management Checklist (attachment)

- Everyone is free to utilise these.

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# Structure of Fundamental Knowledge on Club Management



<p><b>Existence of J.LEAGUE</b></p>	<ul style="list-style-type: none"> <li>◆ Our Mission &amp; J.LEAGUE 100 YEAR VISION</li> <li>◆ J.LEAGUE Triple Missions</li> <li>◆ Business Model of J.LEAGUE Management (Management Areas)</li> </ul>
<p><b>Development of J.LEAGUE</b></p>	<ul style="list-style-type: none"> <li>◆ History of J.LEAGUE</li> <li>◆ Transition of the Number of J.Clubs</li> <li>◆ Transition of J.LEAGUE Business Scale</li> <li>◆ Transition of J.LEAGUE Attendance</li> <li>◆ Growth in Competitiveness</li> </ul>
<p><b>Positioning of J.LEAGUE</b></p>	<ul style="list-style-type: none"> <li>◆ Football Organisations in the World and J.LEAGUE</li> <li>◆ Global Football Calendar</li> <li>◆ J.LEAGUE and the Local Communities</li> <li>◆ Presence of J.Clubs in the Community</li> </ul>
<p><b>Governance Structure of J.LEAGUE</b></p>	<ul style="list-style-type: none"> <li>◆ J.LEAGUE Governance Organisation</li> <li>◆ Key Statues, Regulations, and Rules</li> <li>◆ J.LEAGUE Club Licensing System Overview</li> <li>◆ Contract Rules for Players in the Football Community</li> <li>◆ Systems and Rules regarding Youth Development</li> </ul>
<p><b>J.Club Activities</b></p>	<ul style="list-style-type: none"> <li>◆ J.Club Annual Activities (Main Schedule)</li> <li>◆ J.Club Competitive Results &amp; Team Personnel Expenses</li> </ul>
<p><b>J.Club Economic Structure</b></p>	<ul style="list-style-type: none"> <li>◆ J.Club and J.LEAGUE Finance Structure</li> <li>◆ J.Club Operating Revenue</li> <li>◆ J.Club Operating Revenue Composition</li> <li>◆ J.Club Operating Revenue Details</li> <li>◆ J.Club Operating Expense</li> <li>◆ J.Club Operating Expense Composition</li> <li>◆ J.Club Operating Expense Details</li> </ul>



- ◆ These are the most important and fundamental principles for all J.LEAGUE stakeholders, and they must always be kept in mind in club management.

## Our Mission

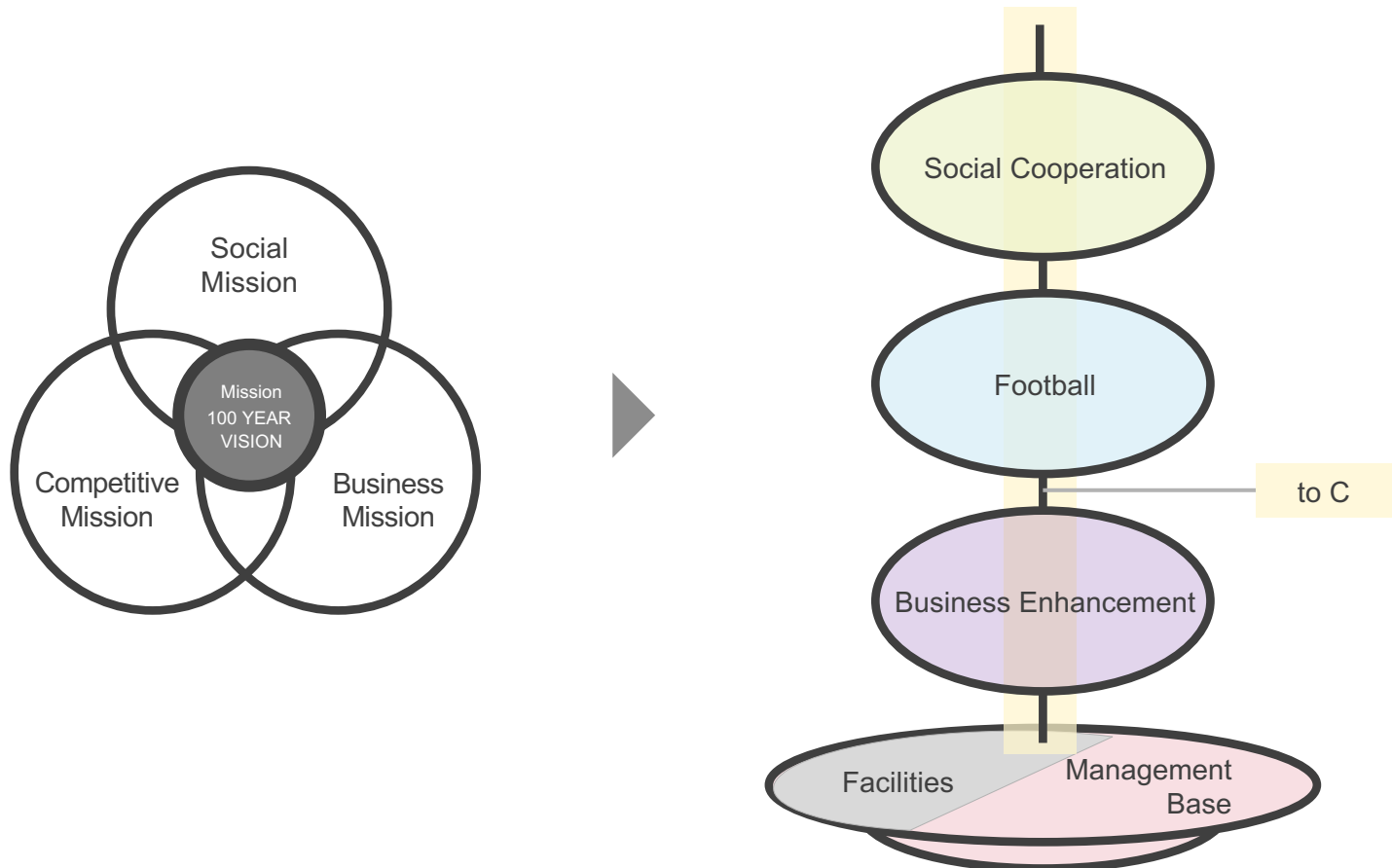
- 、 To raise the level of Japanese football and promote the diffusion of the game through the medium of professional football.
- 、 To foster the development of Japan's sporting culture, to assist in the healthy mental and physical growth of Japanese people.
- 、 To contribute to international friendship and exchange.

## J.LEAGUE 100 YEAR VISION

～To more happiness country with sports.～

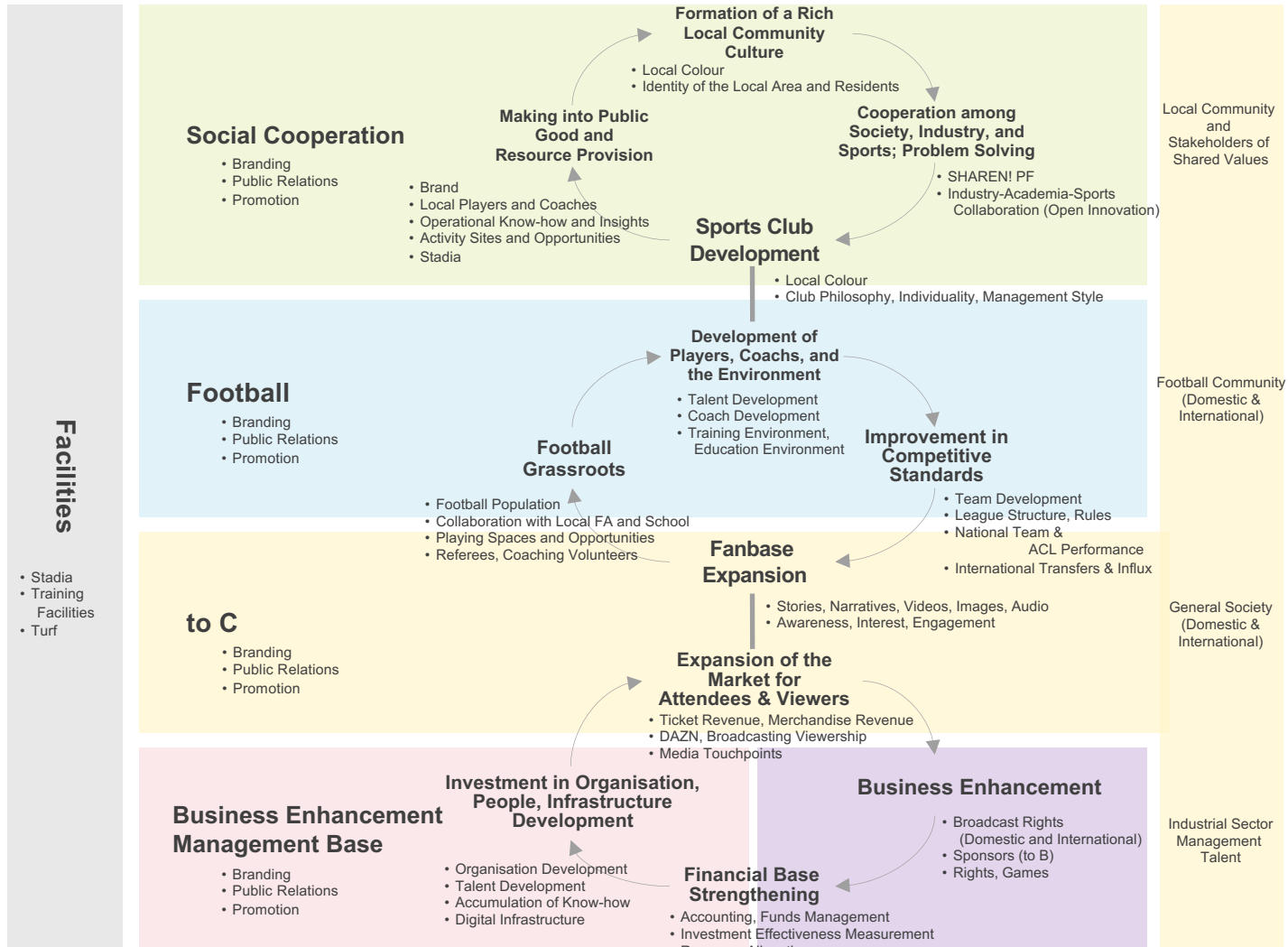
- Creating a square covered with green grass and sports facilities in your town.
- Establish a sports club where you can enjoy any sport you want to play.
- “Watch”, “Do” and “Participate”. To expand the circle of communication between people of all generations through sports.

- ◆ J.LEAGUE is pursuing triple missions – competitive, business and social – to achieve Our Mission and J.LEAGUE 100 YEAR VISION.
- ◆ In designing our 2030 Football Vision and mid-term plan for 2022, we have restated our universal triple missions to clarify the goals and formulate more effective measures.



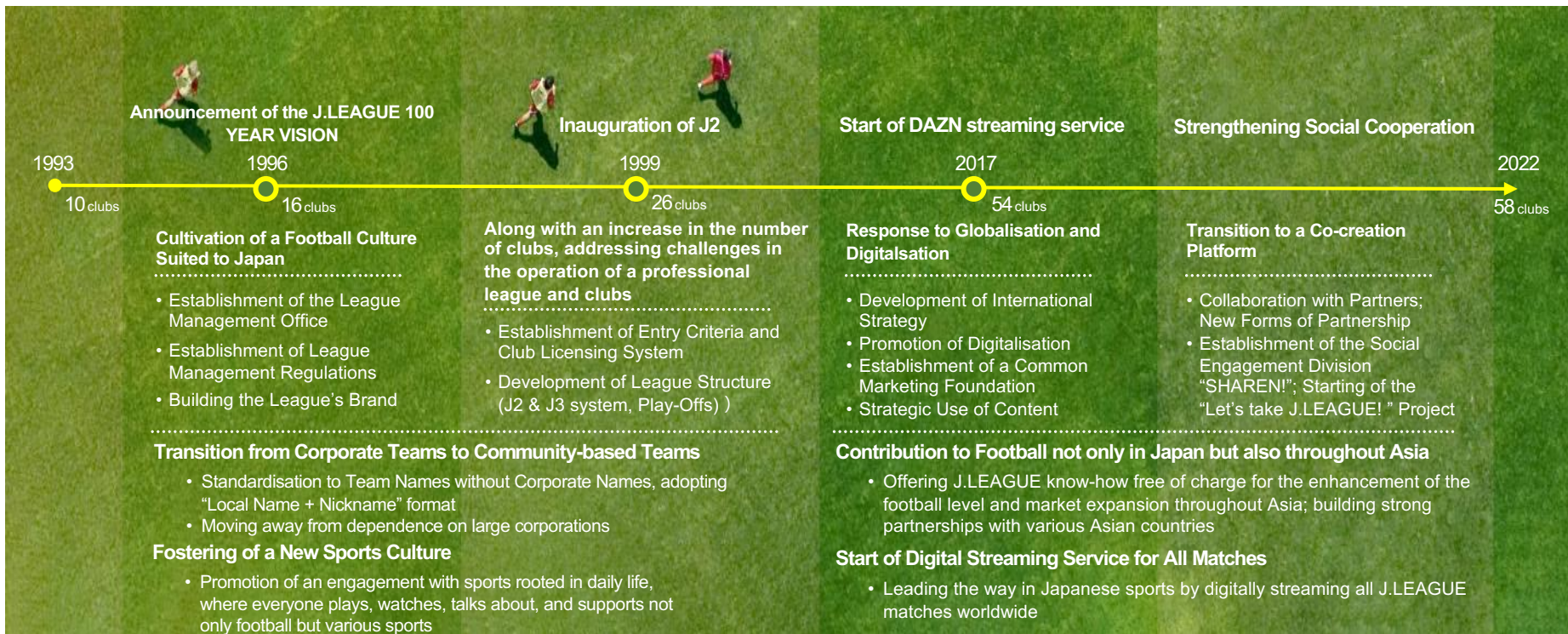


- ◆ In J.LEAGUE, five management areas have been established: Football, Social Cooperation, to C, Business Enhancement, and Management Base. The aim is to maximise the value of each area and to connect them to achieve further growth of J.LEAGUE as a whole.



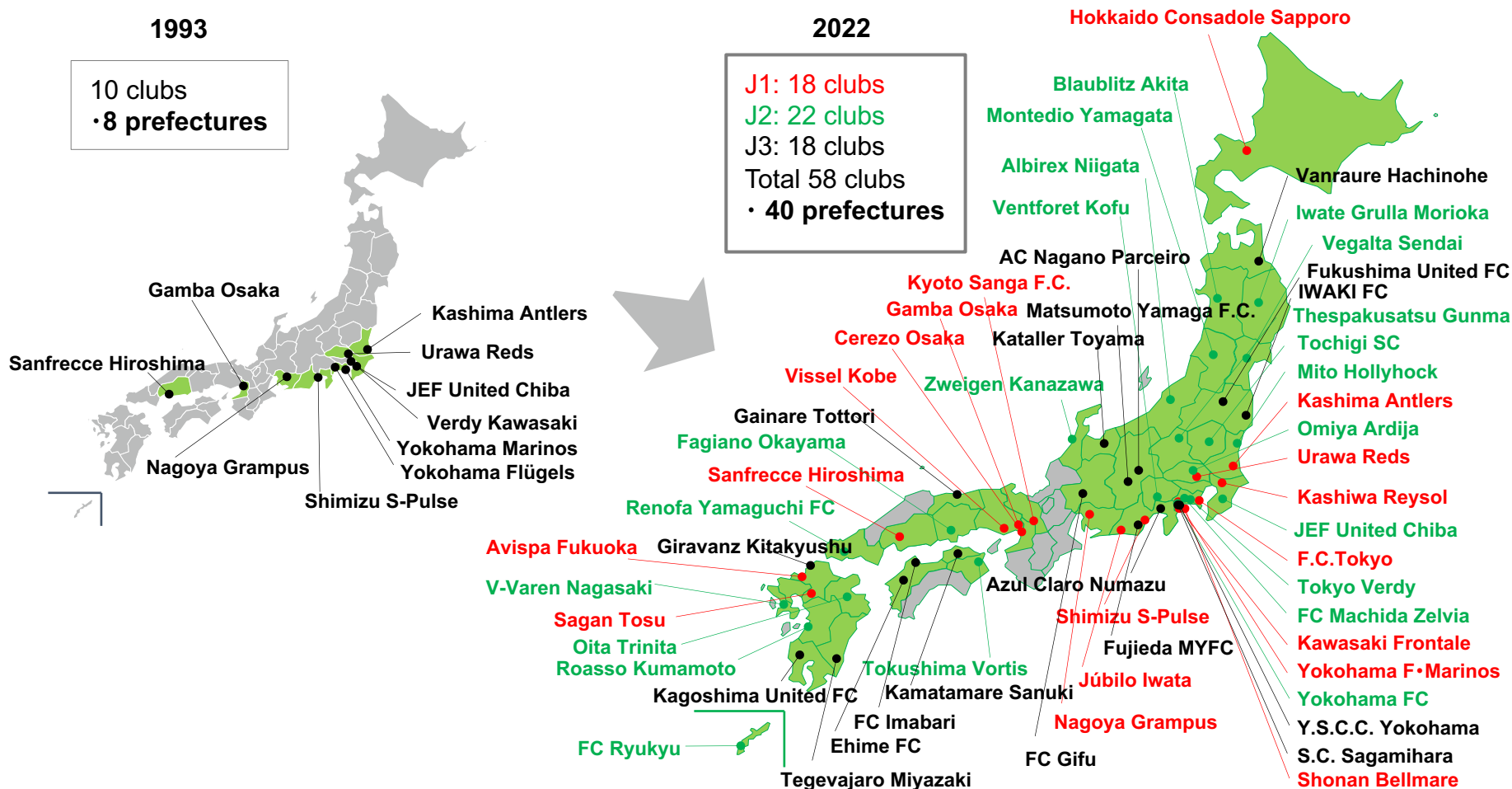
\*In addition to the five management areas, “Facilities” is established as a cross-cutting area.

- ◆ Since its inauguration in 1993, J.LEAGUE has overcome various challenges and changes in the environment, achieving steady growth.



# Transition of the Number of J.Clubs

- ◆ J.LEAGUE, which started with 10 clubs, has expanded its activities throughout Japan. As of 2022, a total of 58 clubs from J1 to J3, are active, with 40 prefectures as their hometowns.



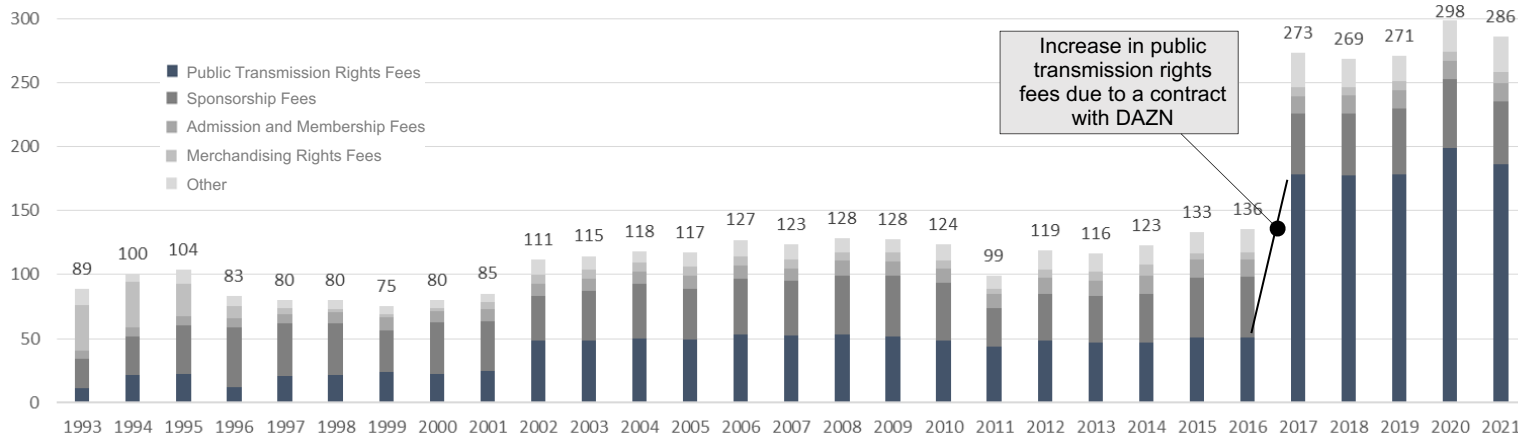




- ◆ Despite the impact of the recent COVID-19 pandemic, the league's revenue, which is also the source of distribution, has been growing significantly since 2017 due to an increase in public transmission rights fees. Club revenue has also been increasing since 2013, backed by growth in sponsor revenue.

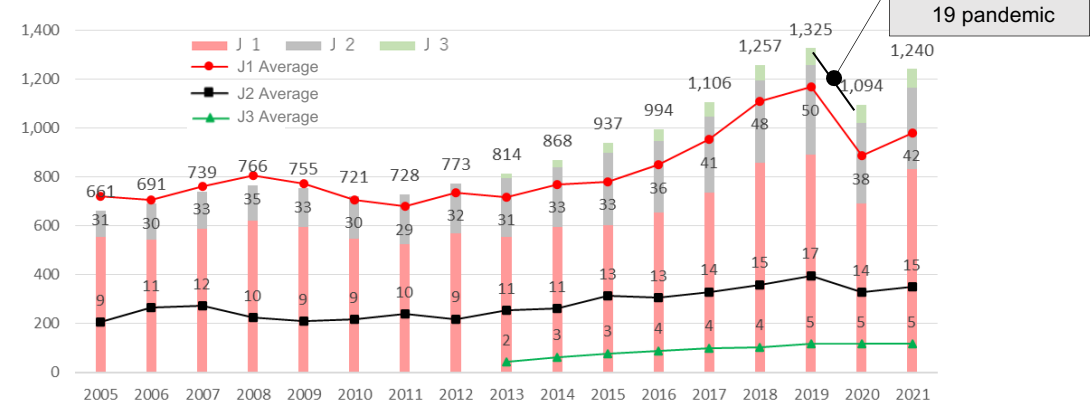
## Transition of J.LEAGUE Revenue \*For 2011, data displayed is for nine months due to a change in the fiscal year end.

(Unit: 100 million yen)



## Transition of J.Clubs Revenue (From 2005, when individual financial information of each club started to be disclosed)

(Unit: 100 million yen)

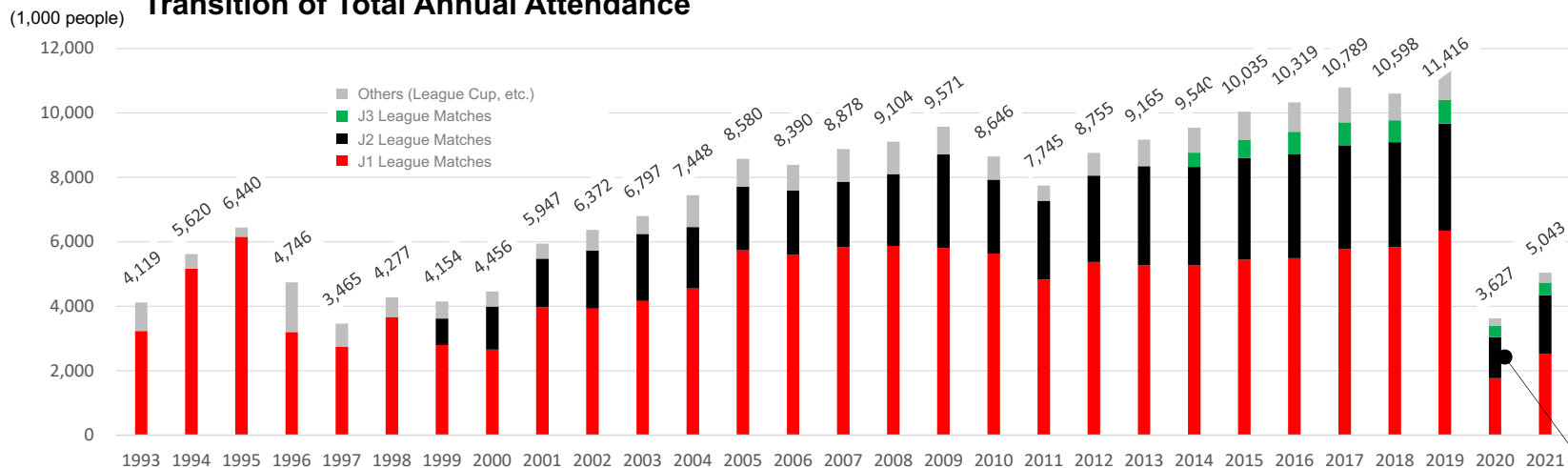


# Transition of J.LEAGUE Attendance

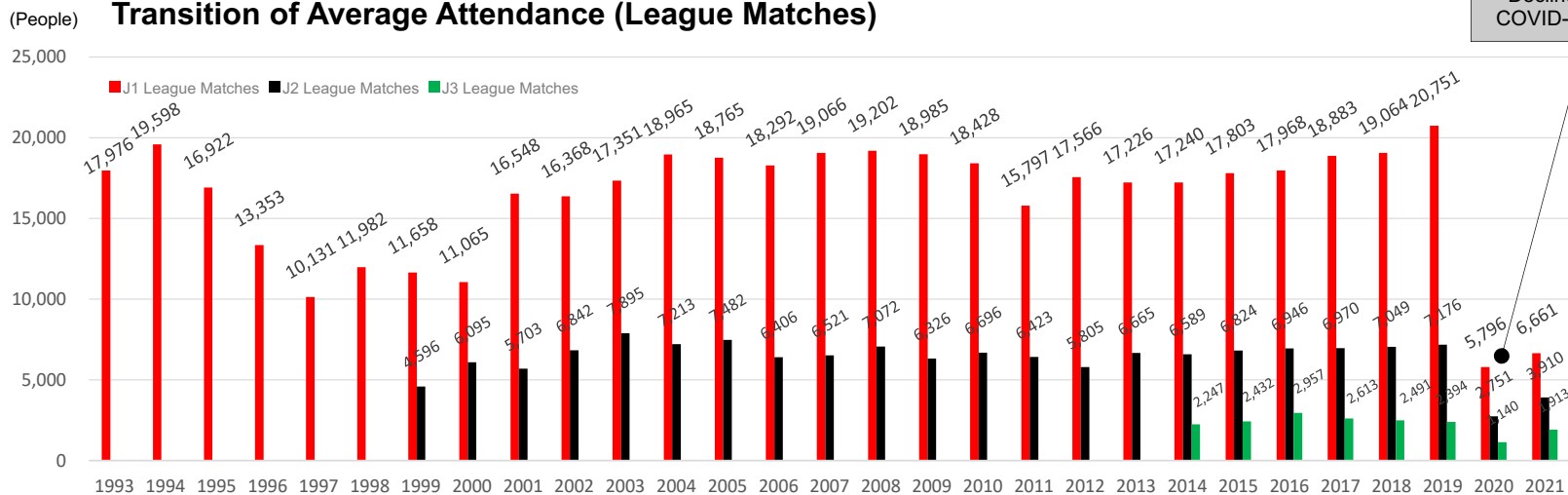


- ◆ Despite being significantly affected by the COVID-19 pandemic since 2020, total annual attendance has exceeded 10 million since 2015. In 2019, for the first time, the J1 average reached 20,000 and the long-standing goal of “Eleven Million” was achieved in total of the league.

## Transition of Total Annual Attendance



## Transition of Average Attendance (League Matches)



Decline due to the COVID-19 pandemic

- ◆ J.LEAGUE has significantly contributed to the improvement of Japanese football. However, in aiming for an even higher level, initiatives to top team management and youth development at each club is crucial.

## FIFA World Cup Results

Ed.	Year	Host(s)	Final Standing	Group Stage Result
14	1990	Italy	Did not qualify	—
15	1994	USA	Did not qualify	—
16	1998	France	Qualified → Group Stage	Finished 4th (0 points)
17	2002	Korea/Japan	Qualified → Round of 16	Qualified at 1st (7 points)
18	2006	Germany	Qualified → Group Stage	Finished 4th (1 point)
19	2010	South Africa	Qualified → Round of 16	Qualified at 2nd (6 points)
20	2014	Brazil	Qualified → Group Stage	Finished 4th (1 point)
21	2018	Russia	Qualified → Round of 16	Qualified at 2nd (4 points)

Six consecutive appearances  
in the FIFA World Cup

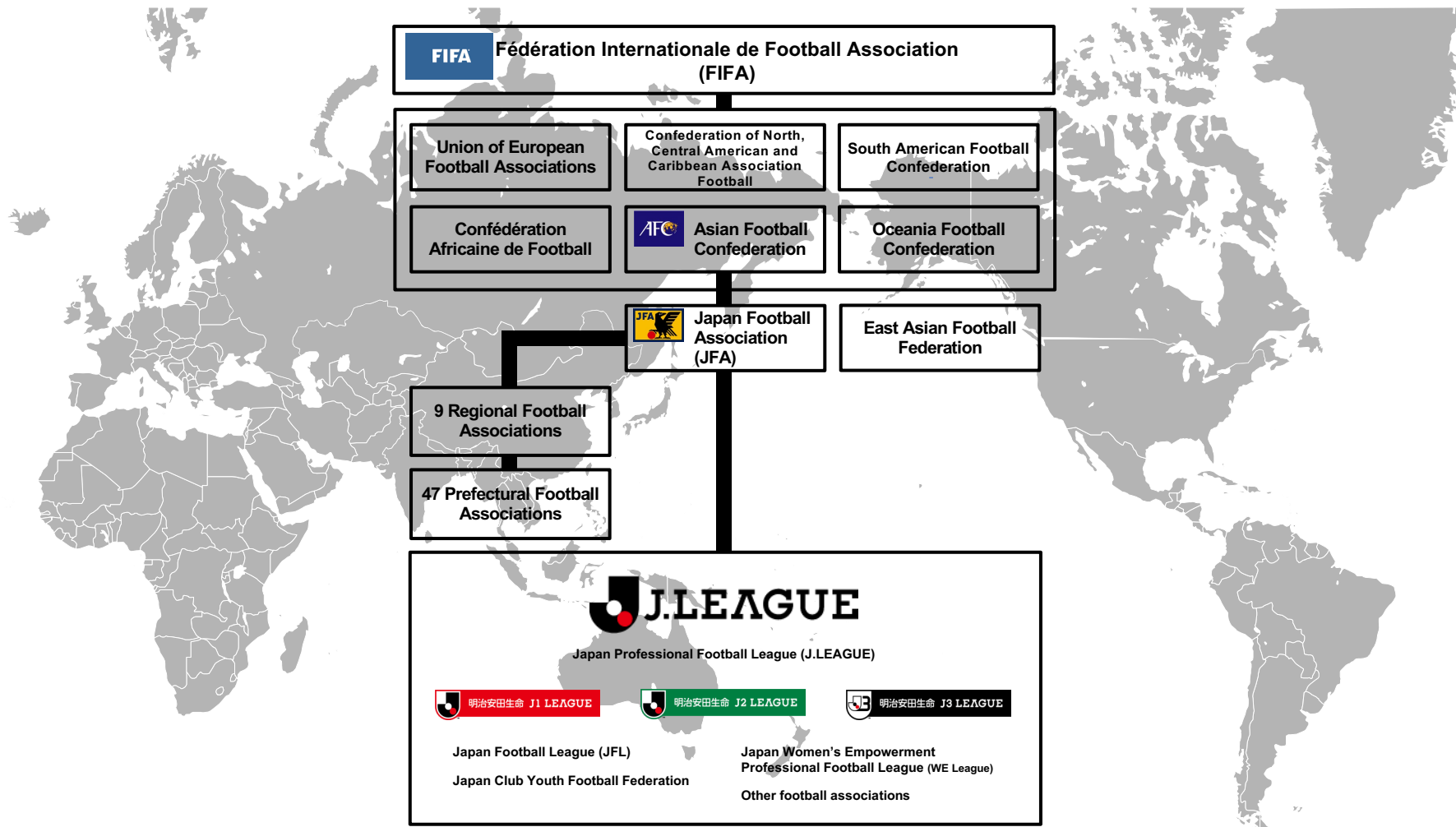
## AFC Champions League(ACL)/ FIFA Club World Cup (FCWC) Results

Year	2002-03	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Tournament	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th	19th	
Maximum No. of entrants	2	2	2	2	2	2+1	4	4	4	4	4	4	3+1	3+1	3+1	3+1	2+2	2+2	3+1	
<b>FCWC Results</b>	Not held	Not held	Did not participate	Did not participate	Urawa ● 3rd	G-Osaka ● 3rd	Did not participate	Did not participate	Kashiwa ● 4th	Hiroshima ● 5th	Did not participate	Did not participate	Hiroshima ● 3rd	Kashima ● Runner-up	Urawa ● 5th	Kashima ● 4th	Did not participate	Did not participate	Did not participate	
<b>ACL Results</b>																				
<b>Champions</b>					Urawa ●	G-Osaka ●									Urawa ●	Kashima ●				
<b>Runner-up</b>																	Urawa ●			
<b>Best 4</b>							Nagoya ●				Kashiwa ●		G-Osaka ●						Kobe ●	
<b>Best 8</b>					Kawasaki F ●	Kashima ●	Kawasaki F ●		C-Osaka ●				Kashiwa ●		Kawasaki F ●		Kashima ●		Nagoya ●	
<b>Best 16</b>							Kashima ●	Kashima ●	Kashima ●	G-Osaka ●	FC Tokyo ●	Kashiwa ●	Kashiwa ●	Urawa ●	FC Tokyo ●	Kashima ●	Hiroshima ●	FC Tokyo ●	C-Osaka ●	Kawasaki F ●
<b>Group Stage</b>	Kashima ●	Shimizu ●	Yokohama FM ●	Iwata ●	Yokohama FM ●	Iwata ●	Tokyo V ●	G-Osaka ●												
<b>Play-off</b>																				


















Champions in two  
consecutive tournaments



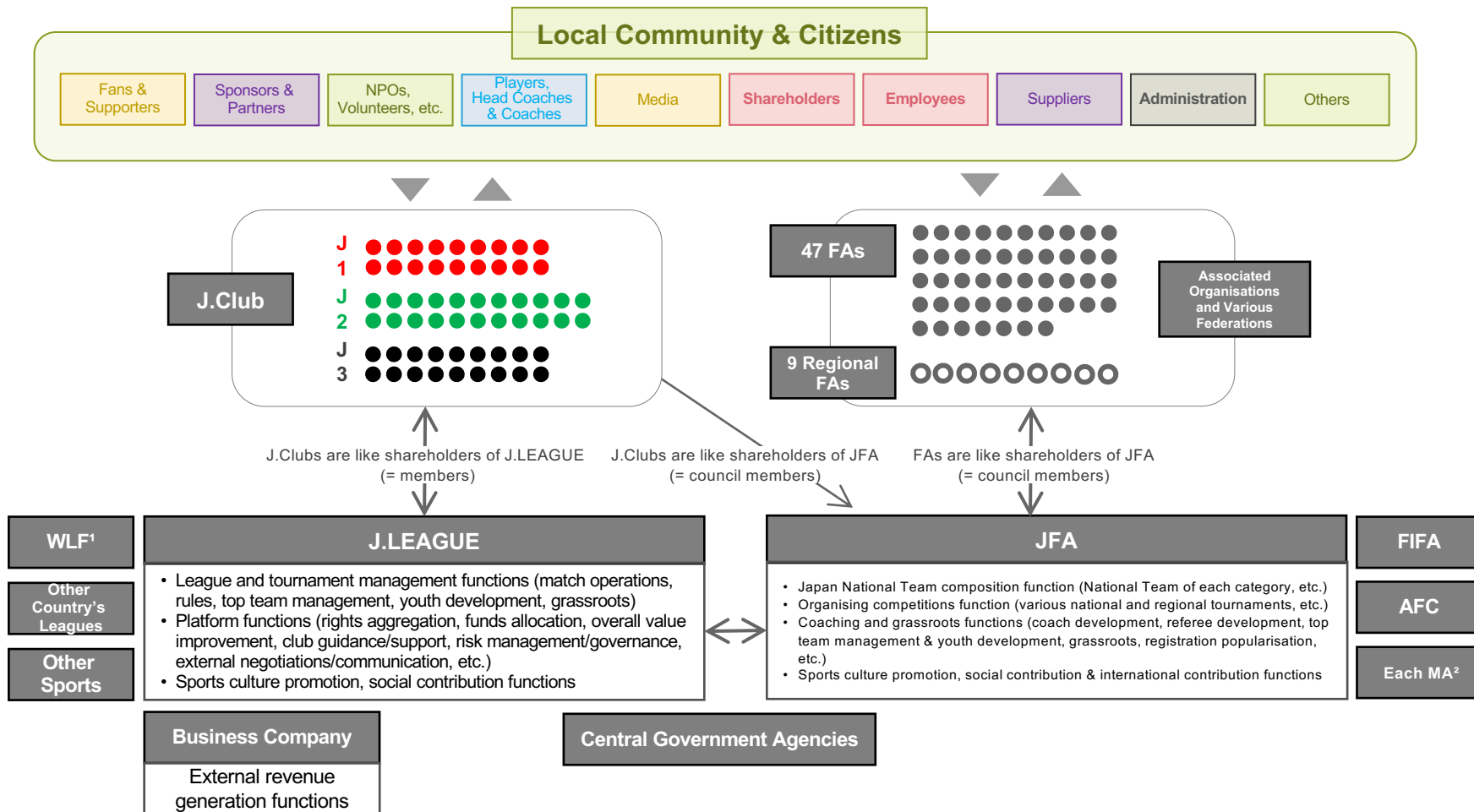
- ◆ The J.LEAGUE and J.Clubs are not only closely integrated with their local communities, but also have strong ties with global football organisations.



- ◆ The football calendar up to 2030 is as follows. The AFC Champions League (ACL) has switched to an autumn-spring schedule starting from the 2023 season, resulting in a mismatch with the spring-autumn J.LEAGUE season.

	2022	2023	2024	2025	2026	2027	2028	2029	2030
FIFA World Cup	 Qatar				 Co-hosted by Canada/Mexico/USA				 Host country not yet decided (to be determined in 2024)
FIFA Women's World Cup		 Co-hosted by Australia/New Zealand				 Host country not yet decided (to be determined in 2024)			
Olympic Games			 Paris				 Los Angeles		
AFC Asian Cup			 Qatar			 Host country not yet decided (to be determined in February 2023: India or Saudi Arabia)			
EAFF E-1 Football Championship	 Japan								
FIFA Club World Cup		 Host country not yet decided							
AFC Champions League									
J.LEAGUE									

- ◆ The J.LEAGUE is composed of clubs, and forms the Japanese football world together with the JFA and FAs of various regions. These clubs and FAs are supported by and exist because of local communities and citizens, including fans & supporters.



Note1: WLF stands for World Leagues Forum, an organisation created with the mission to represent professional football leagues at the global level, and build cooperative relationships with political and sports entities

Note2: MA stands for Member Association, each country's football association that is a member of upper organisations (FIFA, AFC, etc.)

Source: Produced by Club Management Div. based on the J.LEAGUE Medium-Term Plan 2022

# Presence of J.Clubs in the Community

- ◆ J.Clubs are entities that engage with the community not only on match days but also beyond, contributing to the vitality of the area.



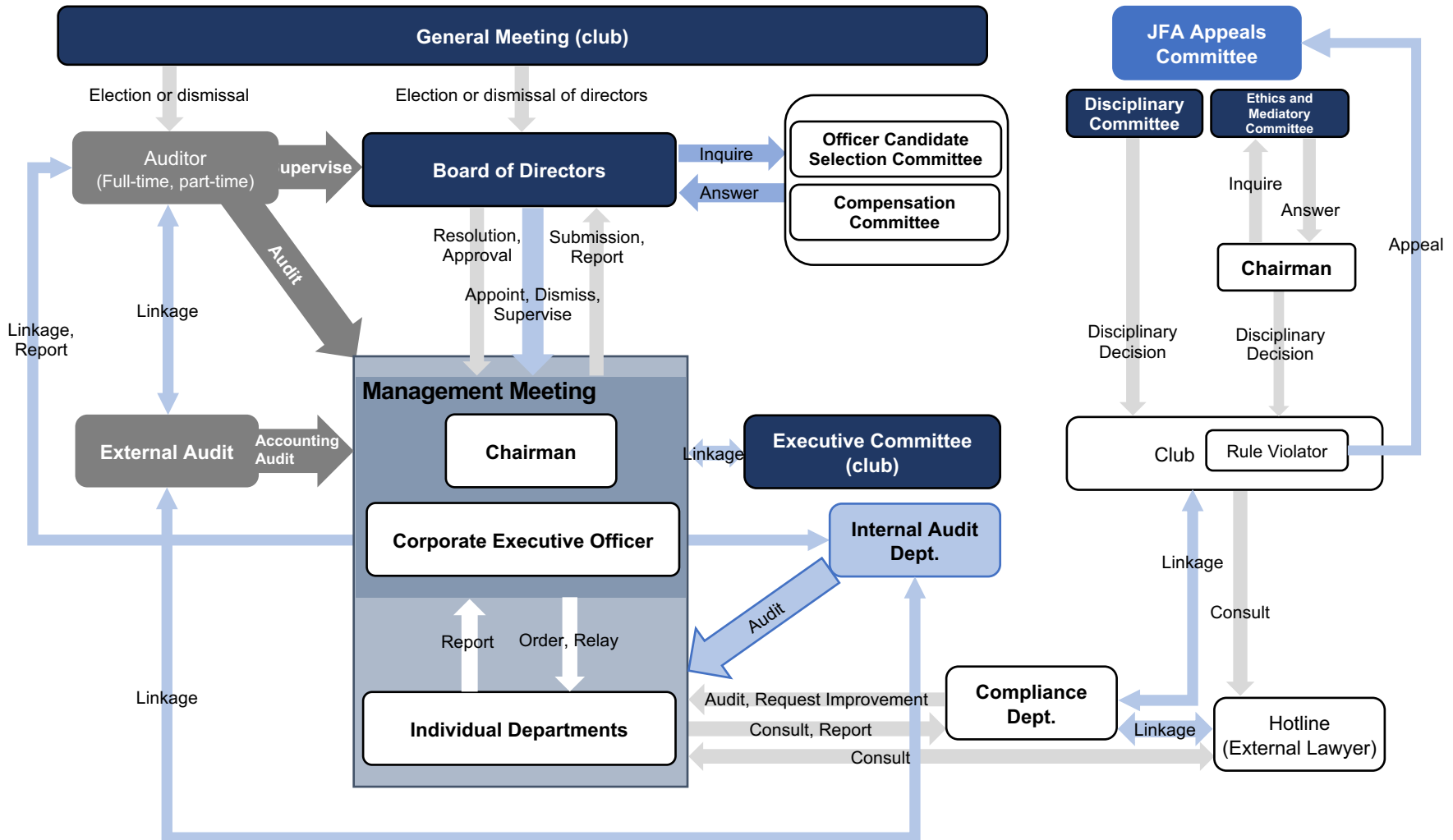
- ① School business
- ② Academy (youth development) business / school collaboration
- ③ Top team operation (management)
- ④ Running matches

- ⑤ Attracting customers, promotion, public relations, marketing, etc.
- ⑥ Video production and distribution
- ⑦ Events
- ⑧ Merchandise

- ⑨ Sponsorship & partner sales rights / activity management
- ⑩ Overseas business
- ⑪ Hometown activities, SHAREN!

- ⑫ Support organisation management, volunteer management
- ⑬ Facilities management

- ◆ The J.LEAGUE governance organisation consists of the general meeting, board of directors and management meeting. Control function is maintained through clubs, external directors and external auditors.



- ◆ J.LEAGUE has key statutes, regulations, and rules that must be adhered to, and clubs need to be fully aware of these, including matters to be careful of in management.

Key Statutes, Regulations, and Rules	Matters to be Careful of in Management	
<ul style="list-style-type: none"> <li>◆ Articles of Incorporation                             <ul style="list-style-type: none"> <li>– Equivalent to a “constitution” that was required to be prepared at the time of J.LEAGUE’s establishment</li> <li>– Items included: Name, location, objectives, members, general meetings, officers and specially appointed directors, board of directors, executive committee, fiscal year, methods of public notice, etc.</li> </ul> </li> <li>◆ J.LEAGUE Statutes                             <ul style="list-style-type: none"> <li>– Establishes the basic principles regarding the organisation and operation of J.LEAGUE in accordance with the Articles of Incorporation</li> <li>– Items included: Organisation, J.Clubs, competitions, players, registration and transfers, Head Coaches / coaches and academy directors, referees, ancillary businesses, dispute resolution, penalties</li> </ul> </li> <li>◆ Various Regulations, Guidelines, and Rules                             <ul style="list-style-type: none"> <li>– Establishes rules related to various matters in accordance the J.LEAGUE Statutes</li> <li>– Major regulations: Board of Directors Regulations, Executive Committee Regulations, J.LEAGUE Distribution Regulations, League Match Stabilisation Financing Regulations, Large-scale Disaster Compensation Regulations, J1, J2, and J3 League Match Operation Guidelines, Travel Expenses Regulations, Uniform Guidelines, J.LEAGUE Stadium Standards, J3 Club License Granting Rules, Disciplinary Regulations</li> </ul> </li> <li>◆ J.LEAGUE Club License Granting Rules &amp; Operational Details</li> </ul>	<ul style="list-style-type: none"> <li>◆ Organisational Matters                             <ul style="list-style-type: none"> <li>– Appearance of new major shareholders</li> <li>– Changes in “affiliated companies, etc.”</li> <li>– Changes in executive officers</li> <li>– Changes in qualified personnel</li> <li>– Changes in officers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Operational Matters                             <ul style="list-style-type: none"> <li>– Match operation guidelines</li> <li>– Attendance counts</li> <li>– Trademark/name changes</li> <li>– Hometown changes</li> <li>– Entry restrictions</li> <li>– COVID-19 measures</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>◆ Crises                             <ul style="list-style-type: none"> <li>– Player incidents</li> <li>– Staff incidents</li> <li>– Labour issues</li> <li>– Compliance incidents</li> <li>– Supporter-related incidents</li> <li>– Shareholder incidents</li> <li>– Scandals</li> <li>– Disasters/accidents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Financial Matters                             <ul style="list-style-type: none"> <li>– Insolvency or deficits (financial standards)</li> <li>– Unpaid wages</li> <li>– Financing systems</li> <li>– Information disclosure</li> <li>– Industry taxation (compensation, foreign players)</li> </ul> </li> </ul>



- ◆ The licensing system has the goals detailed below. There are three types of club licenses and a third-party organisation determines eligibility for a J1 Club Licensing. Club license applicants are judged according to five criteria, and there are three grades for a J1 Club Licensing.

System Goals
<ul style="list-style-type: none"> <li>◆ Increase the level of Japan football</li> <li>◆ Stabilise club management and enhance the managerial organisation</li> <li>◆ Strict adherence to JFA and J.LEAGUE regulations and other applicable laws and regulations</li> <li>◆ Provide safe, world-class facilities, and well serviced spectator and training environment</li> <li>◆ Improve the sustainability of full-season domestic and international competitions</li> <li>◆ Monitor competitions from a financial perspective for fair play</li> </ul>

Club License Type	Contents	Selection Authority
J1 Club Licensing	Participate in J1 - J3 League	FIB (Club Licensing First Instance Body) and AB (Appeals Body) * Independent third-party organisations to J.LEAGUE
J2 Club Licensing	Participate in J2, J3 League	J.LEAGUE Board of Directors
J3 Club Licensing	Participate in J3 League	

Criteria	Rank (J1 Club License)
Sporting Criteria	Grade A: Achievement compulsory for license Grade B: Achievement compulsory for license (Sanctions may be imposed if not achieved.) Grade C: Achievement recommended (No sanctions if not achieved.)
Infrastructure Criteria	
Personnel and Administrative Criteria	
Legal Criteria	
Financial Criteria	

Note: Regarding the AFC license, a review will be conducted separately for clubs that meet the ACL qualifications in terms of competition.

# Contract Rules for Players in the Football Community



- ◆ Contract Signing Period (Transfer Window) : Based on FIFA and JFA rules, registration (transfer) of players to J.Clubs is possible only during the registration period (window), except for certain exceptions, and normally, it occurs twice a year which are 12 weeks from the first Friday after January 2, and 4 weeks from the third Friday in July.

## ◆ Contracts

- Target: Players aged 16 and above
- Duration: One year from February 1 to January 31 of the following year. The maximum is 5 years (3 years for those 18 and younger)

### - Types:

Category	Player Type		Number Limit	Contract Terms	Remuneration	Training Compensation	
Professional	Unified contract players	Pro A players	Up to 25	Either having played in the stipulated matches or having completed 3 years of a Pro C contract	<b>Basic remuneration</b> At least ¥4.6 million/year However, for a first-time A contract, no more than ¥6.7 million/year <b>Variable remuneration</b> No limit	Upon offer of Pro A contract: As per calculation standards  Upon offer of Pro B contract or Pro A contract with less than 50% of current compensation: ¥300,000 × years of with the club	
		Pro B players	No limit	Ditto	<b>Basic remuneration</b> Up to ¥4.6 million/year <b>Variable remuneration</b> No limit However, if a match appearance bonus is set, it should be no more than ¥47,620/match.	If the club does not intend to renew the contract: None	
		Pro C players	No limit	None	<b>Basic remuneration</b> Up to ¥4.6 million/year <b>Variable remuneration</b> Only match appearance bonus (up to ¥47,620/match) and victory bonus are allowed.	Upon offer of Pro C contract that doesn't decrease current basic compensation or upon offer of Pro A contract: As per calculation standards  Upon offer of Pro C contract that decreases current basic compensation or upon offer of Pro B contract: ¥300,000 × years with the club  If the club does not intend to renew the contract: None	
	Others	Foreign players who have signed contracts other than the Unified Contract	Treated as Pro A players	None	None	-	-
		Players who have only signed employment contracts with corporations (employee players)	No limit	-	-	-	¥300,000 × years of with the club
	Amateur	Amateur player	Players who play without the purpose of compensation or profit	No limit	-	-	*Training costs



- ◆ The compensation system for youth development, as well as rules regarding domestic and international transfers, are as follows:
- ◆ Purpose
  - To return and distribute profits to clubs that have developed exceptional players
  - To motivate and encourage clubs to invest in the development of young players

## Domestic Transfer (JFA Regulations)

**JFA Training Costs:** Incurred when an amateur player first signs a professional contract, and is paid to the clubs the player was affiliated with between the ages of 12 and 22 (Maximum age at which costs are incurred is 25 years old.)  
The amount is relatively low and is graduated depending on the division of the acquiring club

**JFA Training Compensation:** Incurred when a professional player transfers as a professional, and is paid to the clubs the player was affiliated with up to the age of 21 (Maximum age at which costs are incurred is 25 years old.)  
The amount is relatively high and is set based on the division of the club to which the player is transferring

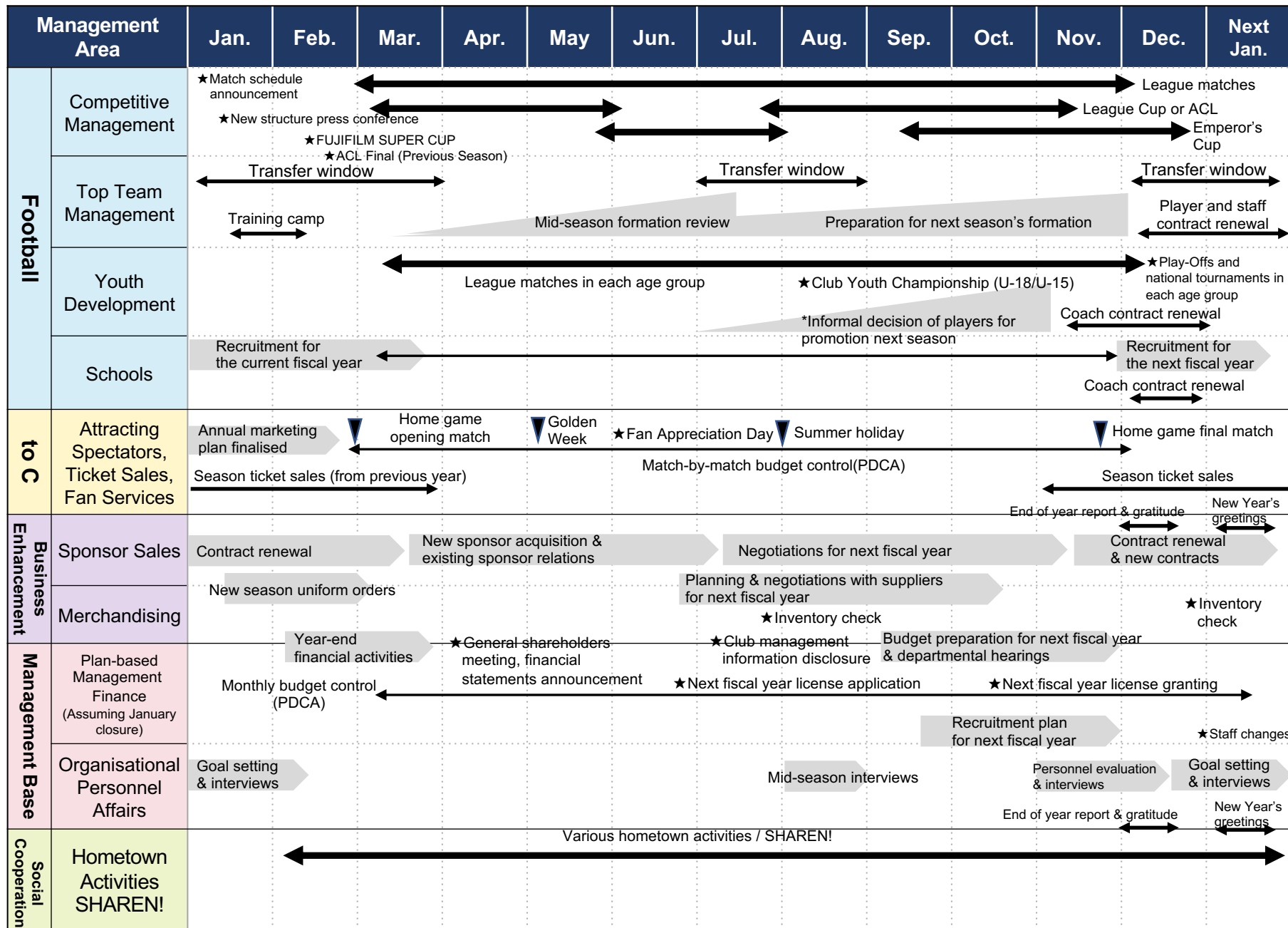
## International Transfer (FIFA Regulations)

**Training Compensation:**

1. Upon a player's first international transfer as a professional, paid to the clubs the player was affiliated with between the ages of 12 and 21
2. For international transfers from the second time as a professional (under 23 years old), paid only to the player's last club

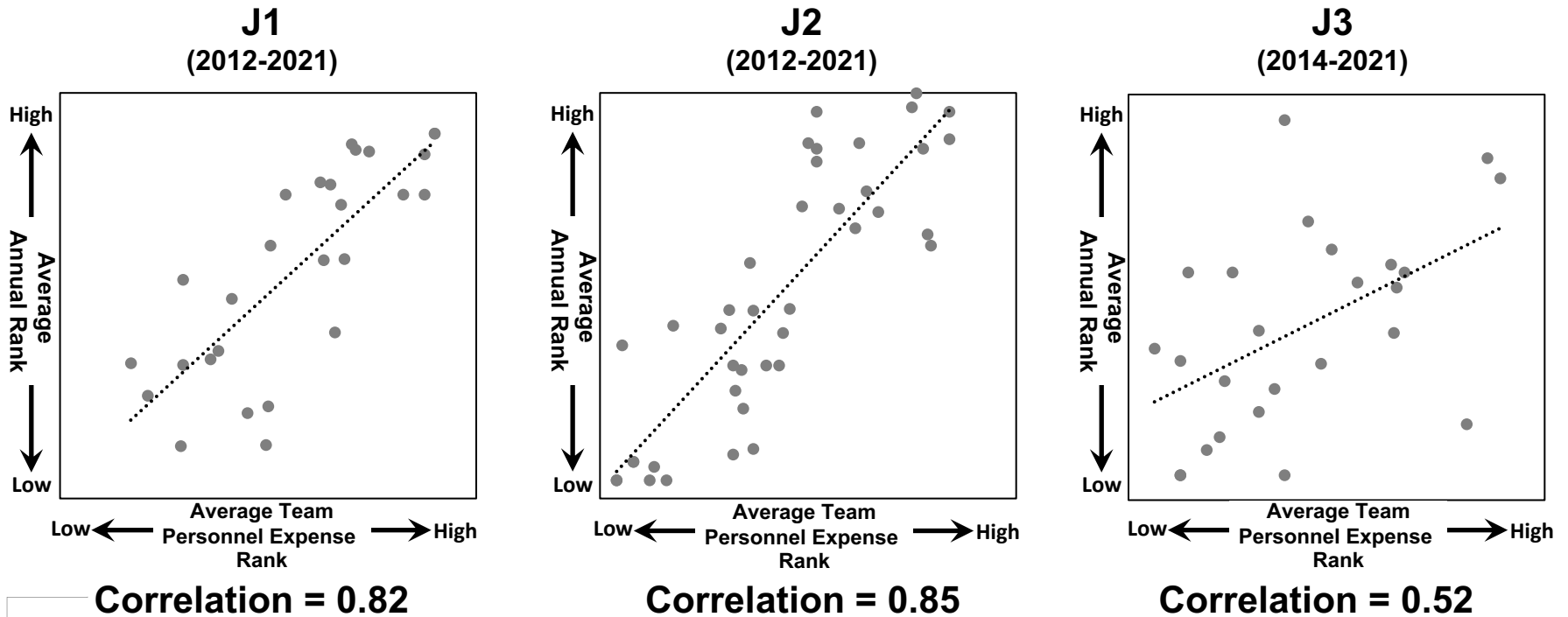
**Solidarity Contribution:** Applicable to international transfers, and domestic transfers of players developed by clubs affiliated with different associations. A sum equal to 5% of the transfer fee (agreed amount) is deducted and distributed among the clubs with which the player was affiliated between the ages of 12 and 23, according to a prescribed proportion. The player's age at the time of transfer is irrelevant.

# J.Club Annual Activities (Main Schedule)



- ◆ Viewing data over the past ten years, there is a clear relationship between competitive results and team personnel expenses. This trend is most clear in the J1 and J2 leagues.

## Correlation Analysis of Competitive Results and Team Personnel Expenses (Average annual rank vs Average personnel expense rank<sup>1</sup>)



**Correlation = 0.82**

**Correlation = 0.85**

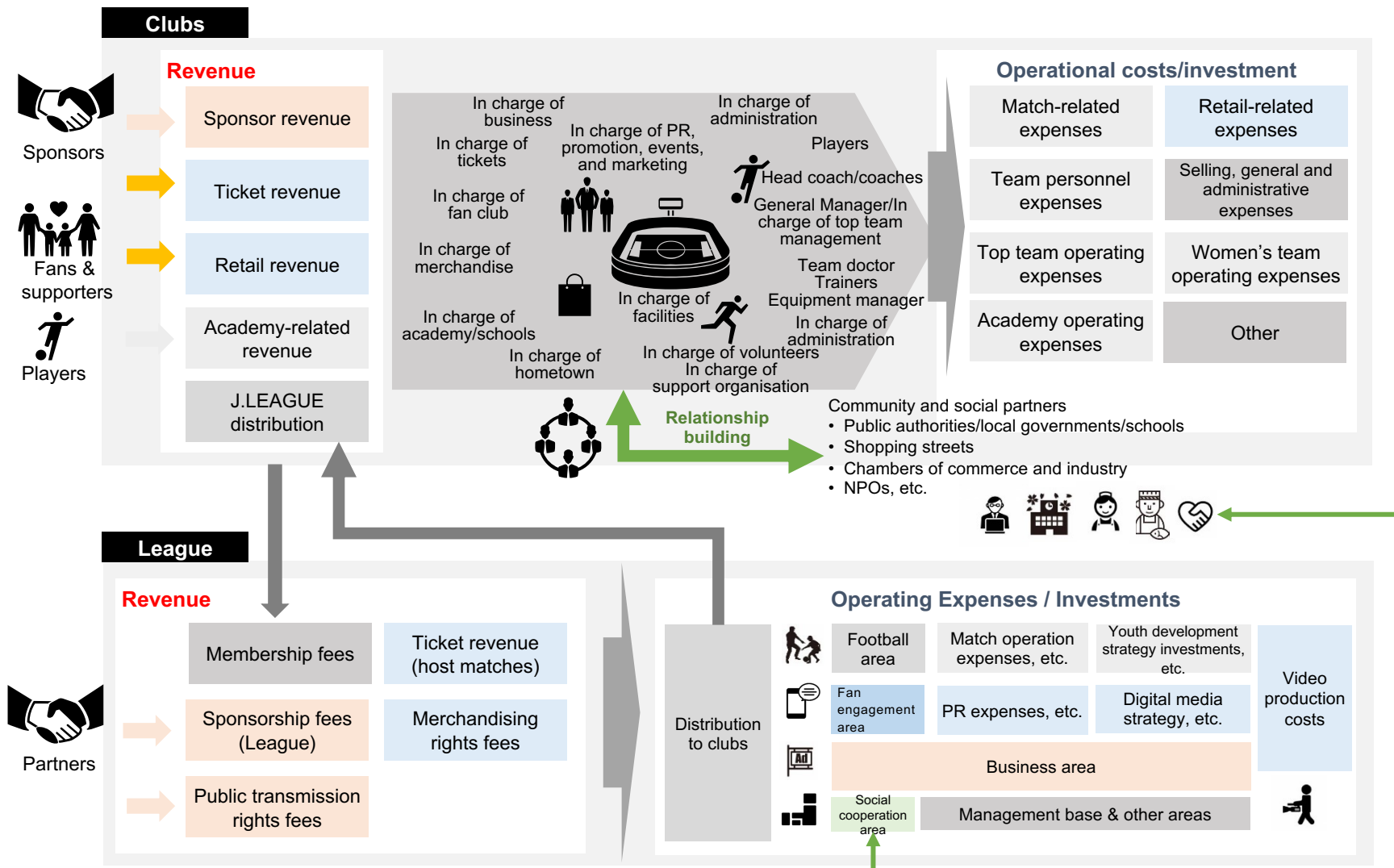
**Correlation = 0.52**

The correlation number represents the strength of the relationship between the two sets of data, and a number closer to 1 indicates a higher relationship.

Note 1: The average for the analysis period regarding the ranking of team personnel expenses in the same category and the same fiscal year  
Source: Produced by Club Management Div. based on internal J.LEAGUE data

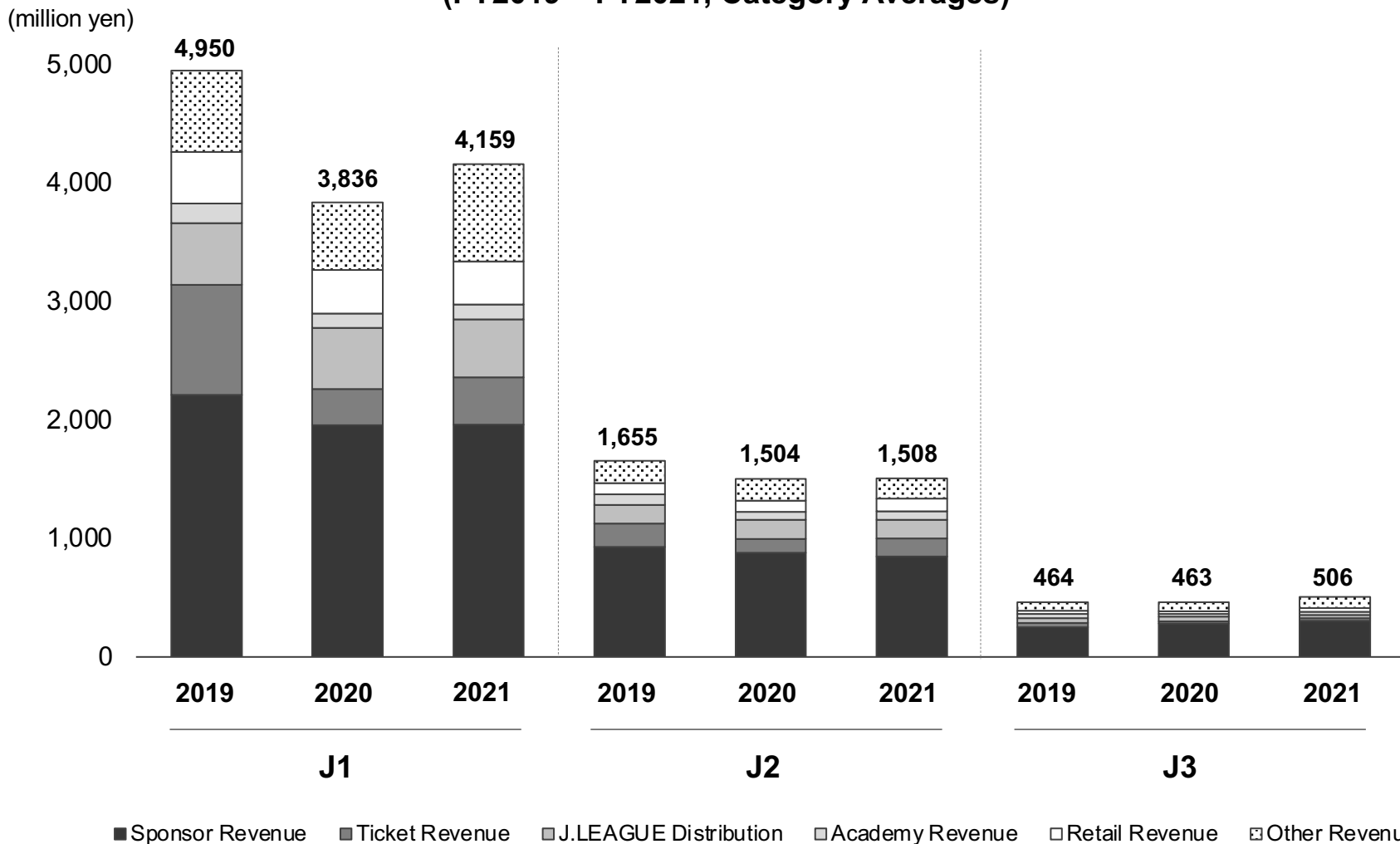
# J.Clubs and J.LEAGUE Finance Structure

- ◆ J.Clubs obtain revenue from league distribution, sponsor revenue, ticket revenue, retail revenue, and revenues from schools and academies, etc., and use these funds for match operation, top team management, academy operation, administration, and other activities.
- ◆ J.LEAGUE collects admission and annual membership fees from each club, and also earns public transmission rights fees and sponsorship fees, among others.



◆ Business revenue is on a recovery trend in FY2021 thanks to increased ticket revenue, but revenue is still below pre-COVID-19 levels except J3.

### J.Club Operating Revenue (FY2019 – FY2021, Category Averages)

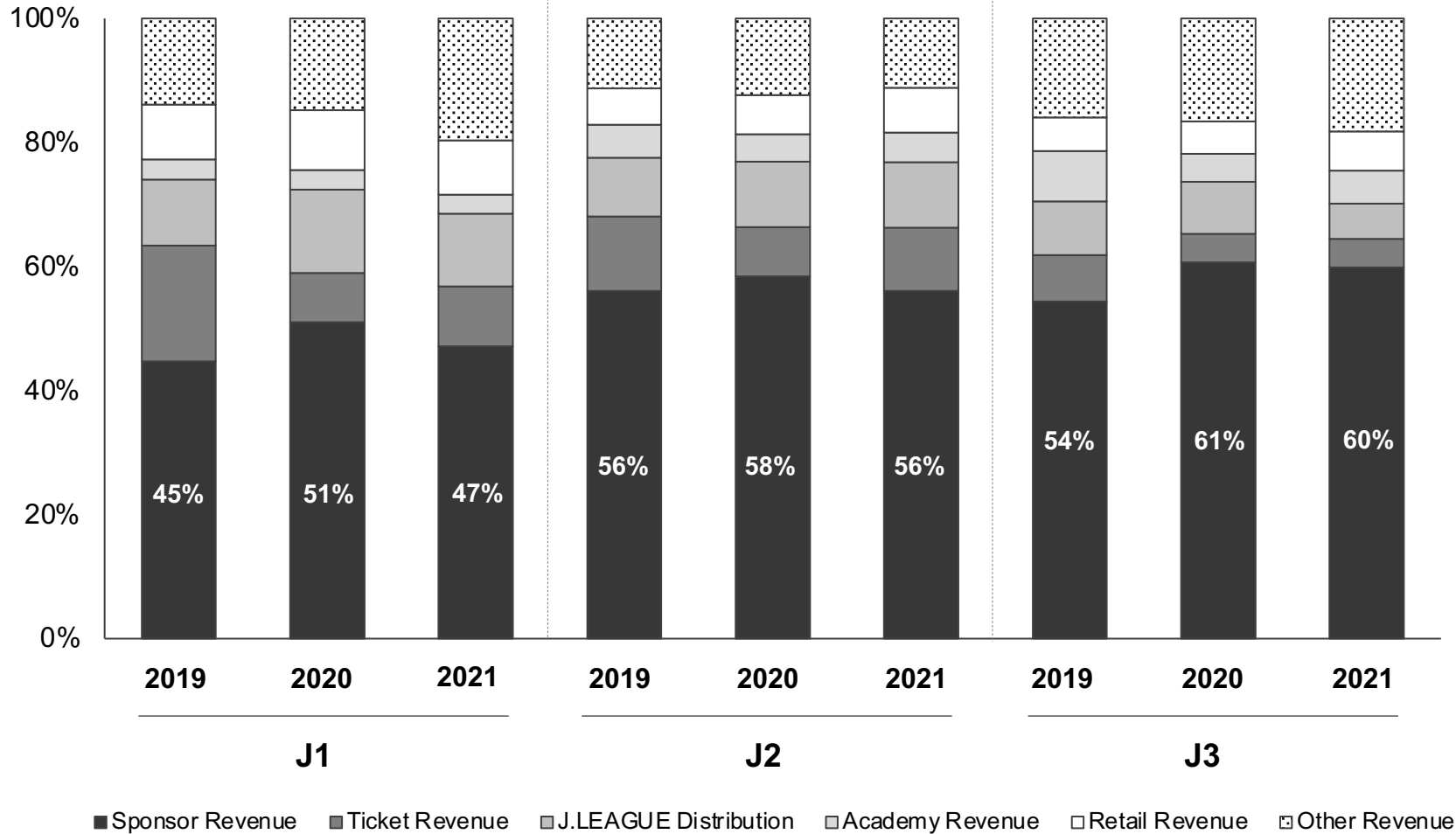


# J.Club Operating Revenue Composition



◆ Dependency on Sponsor Revenue is high both before and after COVID-19.

**J.Club Revenue Composition  
(FY2019 – FY2021, Per-category average composition)**



# J.Club Operating Revenue Details

- ◆ In understanding the economic structure of a club, it is necessary to have a good understanding of the contents of each item.

(million yen)

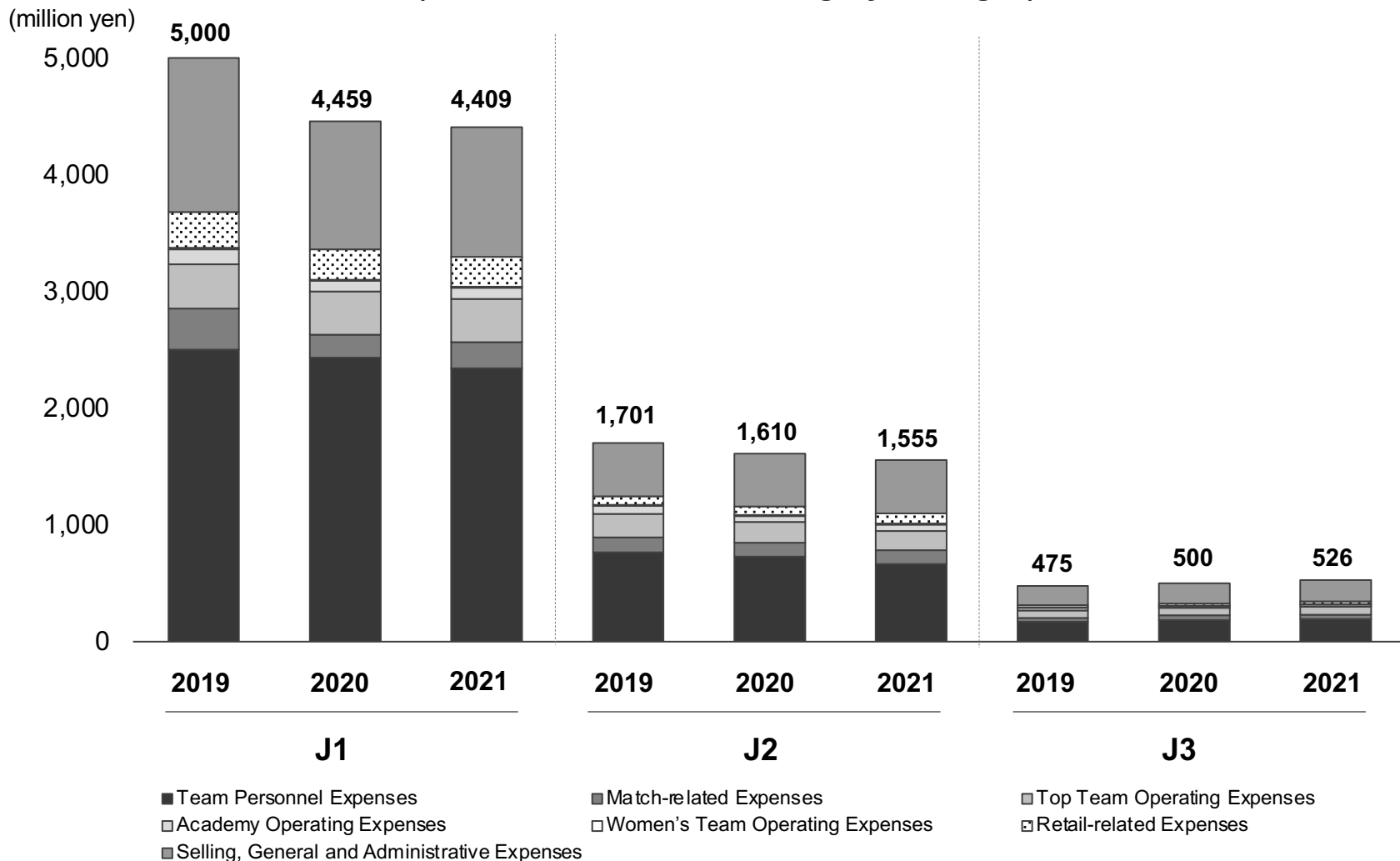
Major Item	Content	J1 Average			J2 Average			J3 Average		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Sponsor Revenue	(1) Sponsorship fee for advertisements on top team uniforms (2) Other sponsorship fees (training wear, billboards, other promotional materials, mission statement)	2,213	1,956	1,962	928	879	846	252	281	303
Ticket Revenue	(1) Season tickets (2) Others (single tickets, complimentary tickets, etc.)	926	305	399	199	119	153	35	21	23
J.LEAGUE Distribution	(1) Club support funds (academy support, business cooperation, ACL participation subsidy, relegation relief, etc.) (2) Public transmission rights fees (3) Merchandising rights fees	524	515	489	157	159	160	40	39	29
Academy Revenue	(1) School revenue (2) Other academy-related revenue (one-off clinics, tournament-related, etc.)	163	123	126	87	66	72	38	21	27
Retail Revenue	(1) Revenue from merchandise sales, consignment fees, royalties, etc.	436	368	364	97	95	108	25	24	32
Other Revenue	(1) Prize money (2) Transfer fee revenue (3) Supplier contract revenue (4) Fan club/support organisation revenue (5) Event appearance fees (6) Other	688	569	819	187	186	169	74	77	92
<b>Total revenue</b>		<b>4,951</b>	<b>3,836</b>	<b>4,159</b>	<b>1,655</b>	<b>1,500</b>	<b>1,509</b>	<b>464</b>	<b>463</b>	<b>528</b>

# J.Club Operating Expense



◆ In FY2021, J1 and J2 reduced annual administrative expenses despite a recovery in revenue, and J3 expenses increased less than the increase in revenue, so it demonstrates financial controls are functioning.

**J.Club Operating Expense  
(FY2019 – FY2021, Per-category averages)**



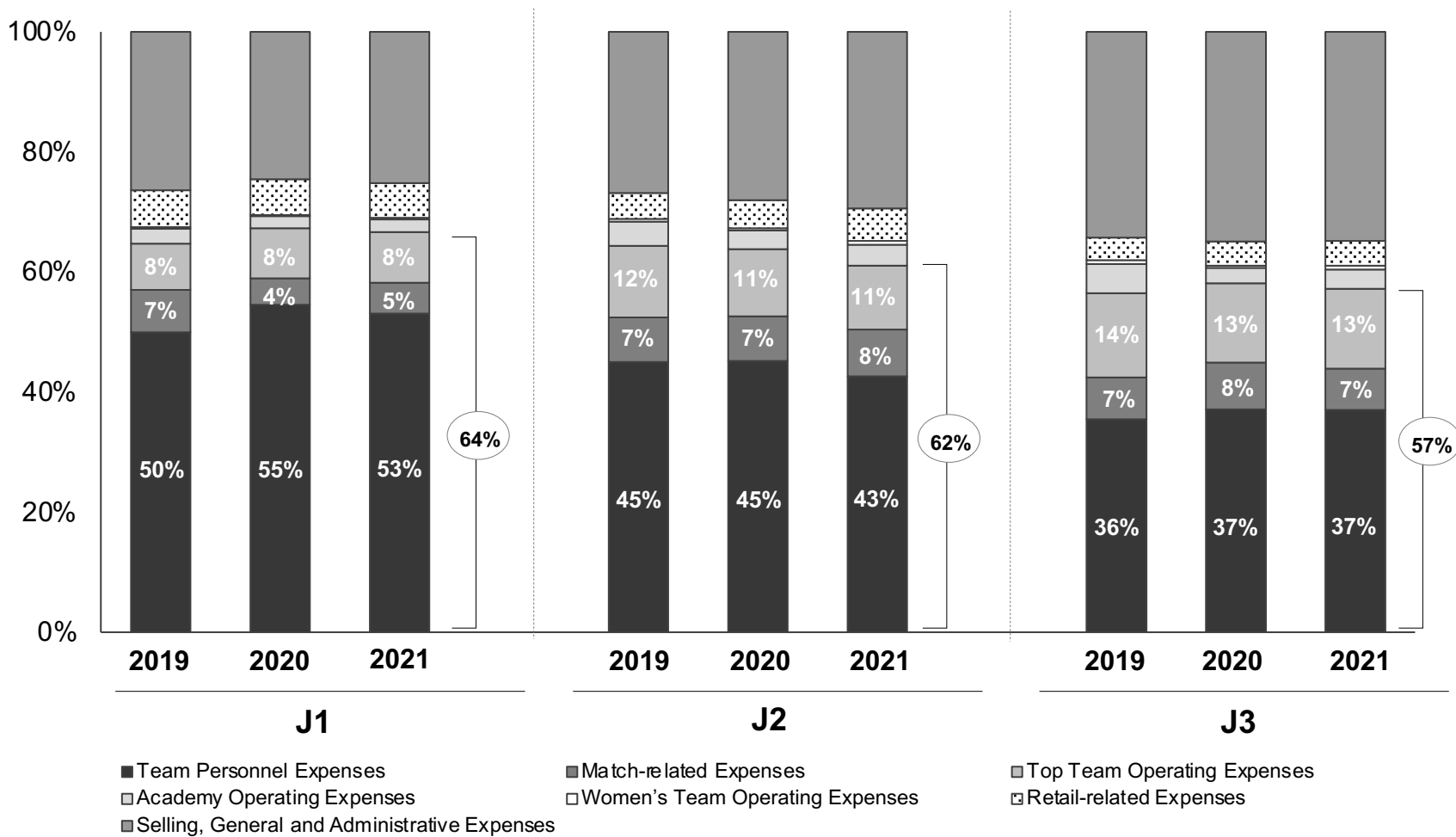


# J.Club Operating Expense Composition



- ◆ While the breakdown varies slightly by category, top team expenses make up the greatest portion of overall expenses, and COVID-19 has not affected this pattern.

**J.Club Expense Composition  
(FY2019 – FY2021, Per-category average composition)**



# J.Club Operating Expense Details

- ◆ In understanding the economic structure of a club, it is necessary to have a good understanding of the contents of each item.

(million yen)

Major Item	Content	J1 Average			J2 Average			J3 Average		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Team Personnel Expenses	(1) Player remuneration (basic salary) (2) Player remuneration (performance-based pay) (3) Remuneration for head coach and staff (4) Amortisation of transfer fees (5) Preparation money (6) Others	2,500	2,431	2,340	765	728	663	169	186	195
Match-related Expenses	(1) Stadium usage fees (2) Security and operation consignment fees for home games (3) Other home game operation costs	353	198	224	127	119	121	33	39	36
Top Team Operating Expenses	(1) Travel expenses (2) Training camp expenses (3) Rent and related expenses for training centre and clubhouse (4) Other top team operation expenses	381	370	372	203	180	166	67	66	70
Academy Operating Expenses	(1) Match-related expenses (2) Rent and related expenses for training centre and clubhouse (3) Other expenses	126	90	94	69	50	54	23	13	17
Women's Team Operating Expenses	(1) Match-related expenses (2) Rent and related expenses for training centre and clubhouse (3) Other expenses	12	10	11	7	7	10	3	2	3
Retail-related Expenses	(1) Cost of merchandise, sales commissions, and consignment fees	309	263	257	73	74	84	18	20	22
Selling, General and Administrative Expenses	(1) Selling expenses (advertising and promotion expenses, fan club & support organisation-related expenses, ticket sales-related expenses, etc.) (2) General and administrative expenses (personnel expenses, office & facility rental fees, J.LEAGUE annual membership fees, JFA payment, etc.) (3) Depreciation expenses	1,319	1,096	1,109	457	452	458	163	175	183
<b>Total expenses</b>		<b>5,000</b>	<b>4,459</b>	<b>4,409</b>	<b>1,701</b>	<b>1,610</b>	<b>1,555</b>	<b>475</b>	<b>500</b>	<b>526</b>

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- ◆ **Ensure awareness and behaviour as a “public good.”**
  - ◆ **Be aware of the relationship between competitiveness and financial scale, and promote football and business in tandem.**
  - ◆ **Establish a financial base that guarantees long-term survival.**
- 
- ◆ **Formulate medium-term and short-term plans that are consistent with the club philosophy and thoroughly implement the PDCA cycle.**
  - ◆ **See the organisation as the basis of management and work on organisational design, strengthening of human resources, and establishing a system of management supervision.**
- 

## **Core principles and adaptation to change**

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## ◆ Ensure awareness and behaviour as a “public good.”

- J.Clubs are essentially “public goods” that cannot grow without the broad understanding and cooperation of fans & supporters, and other stakeholders in the local community.
- Therefore, community-based activities and contributions to solving social issues are fundamental to a club’s existence.
- Additionally, high integrity and accountability are required, and compliance issues and scandals are extremely damaging, so the utmost commitment is required from club managers.

## ◆ Be aware of the relationship between competitiveness and financial scale, and promote football and business in tandem.

- There is a correlation between competitive performance and team personnel expenses, and expansion of the financial scale is essential to become stronger.
- Competitive strength is an important factor for financial expansion, but an expansion path that relies on highly uncertain team investment is risky in terms of management.
- Therefore, it is essential to work on top team management and youth development with a medium- to long-term perspective, and to focus on business activities such as sponsor sales and fan development.

## ◆ Establish a financial base that guarantees long-term survival.

- Long-term survival is a fundamental premise for J.Clubs.
- When funds are not circulating, corporations, not only football clubs, fail. J.Clubs generally have a profit and loss structure that is vulnerable to risks, and in many cases it is difficult to raise funds flexibly.
- Therefore, establishing a financial base that can withstand a certain level of risk is a necessary condition for management, and it is also important to enable continuous investment in top team management and to C and avoid being solely bound to the pursuit of profits.

# Response as a “Public Good” (Stakeholders and J.Clubs)

- ◆ J.Clubs’ stakeholders have varying expectations, but consistent response policies based on club philosophy are required.

## Local Community & Citizen

Stakeholders	Fans & Supporters	Sponsors & Partners	NPOs, Volunteers, etc.	Players, Head Coaches & Coaches	Media	Shareholders	Employees	Suppliers	Administration	Others
Expectations of the club	Emotional excitement Dreams Emotional involvement	Advertising power Shared philosophy	Brand strength Platform for contribution Work fulfilment	Contracts Place for activities Self-realisation	News value	Club value Embodiment of philosophy	Employment opportunities Work fulfilment	Business	Community revitalisation Social issue resolution	Other
Provision to clubs	Cheering on the match Ticket revenue Merchandise purchases	Sponsorship Cooperation	Club support Social activities collaboration	Competitions and results Transfer payments	Reporting & advertising	Capital Corporate philosophy	Professional contribution Labour	Products Services	Administrative support	Other
Provision from clubs	Match entertainment Services Merchandise/supplier's meetings	Results Sponsor benefits Activation Club value appeal	Social contribution activities Opportunities for engagement	Philosophy Organisation Remuneration	Club information	Results Fame Brand Management information	Business execution Salaries HR policies	Orders Compensation	Hometown activities SHAREN!	Other
Club response policy	Customer-oriented Ensuring fairness and equity	Offering marketing value	Fostering a sense of belonging	Embodying the football philosophy	Communicating correctly	Ensuring commitment	Management philosophy Plan realisation	Functionality Cost-focused priority	Cooperation as a citizen	Shared mission & values



The expectations of each group and individual are unlimited. It is important to undertake efforts to nurture long-term supporters by facilitating a proper understanding of club operations and services through consistent actions and attitudes with the right sense of distance and timing, without opposition or pandering. Building relationships with opinion leaders is also effective.

### Club Philosophy

By becoming an organisation that is loved, needed, and trusted by the administration, through active cooperation in solving administrative issues, it is possible to benefit from support that exceeds monetary value on a priority and continuous basis, to this end, it is necessary to build close relationships not only with specialised contacts but also with leaders and chairpersons (contacts of ruling and opposition parties), politicians, etc., on a regular basis. Also, daily collaboration with the police and fire departments is important for ensuring the safety of the club and players and solving issues.

## ◆ Ensure awareness and behaviour as a “public good.”

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- Therefore, community-based activities and contributions to solving social issues are fundamental to a club’s existence.
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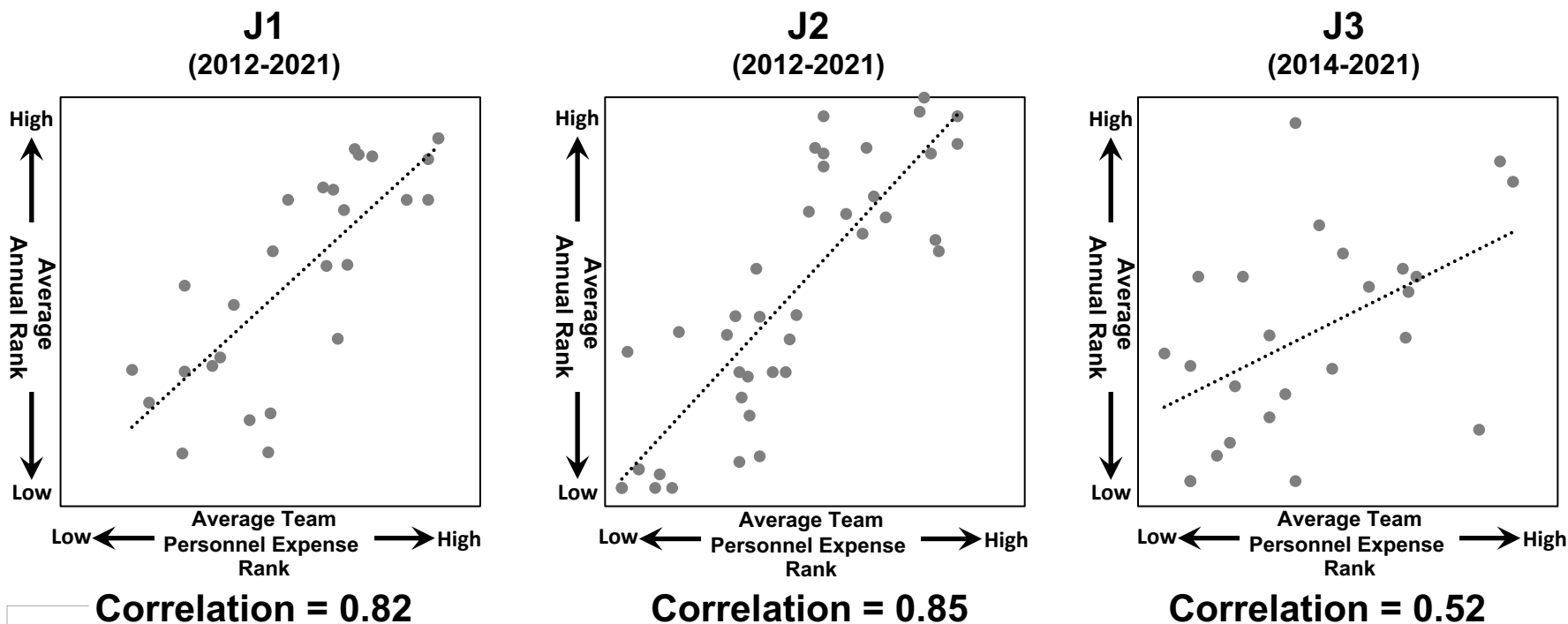
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# Relationship Between Competitiveness and Financial Scale (J.Club Competitive Results & Team Personnel Expenses)

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## Correlation Analysis of Competitive Results and Team Personnel Expenses (Average annual rank vs Average personnel expense rank<sup>1</sup>)



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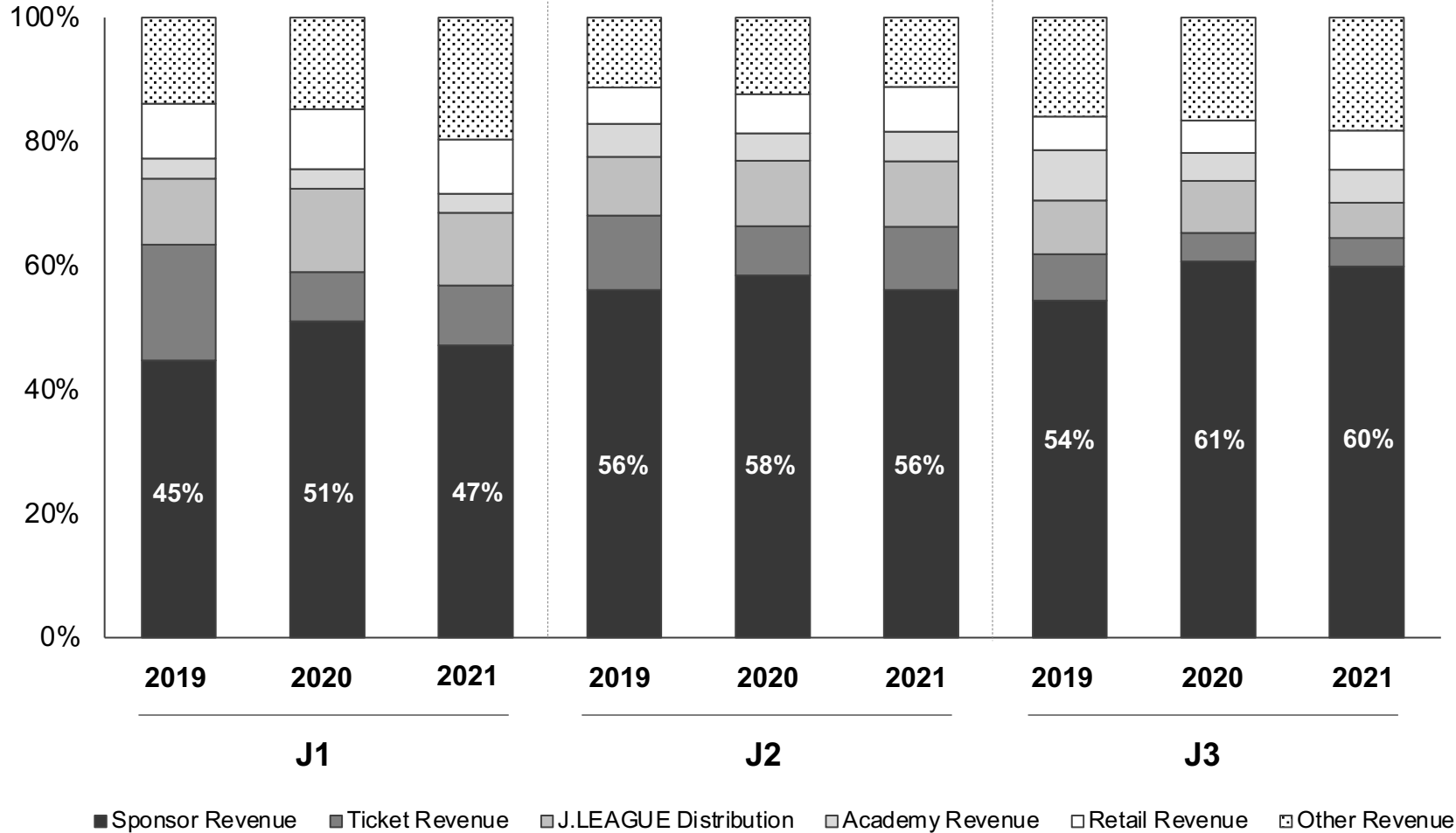
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# J.Club Profit and Loss Composition (Operating Revenue)



◆ Dependency on Sponsor Revenue is high both before and after COVID-19.

**J.Club Revenue Composition  
(FY2019 – FY2021, Per-category average composition)**

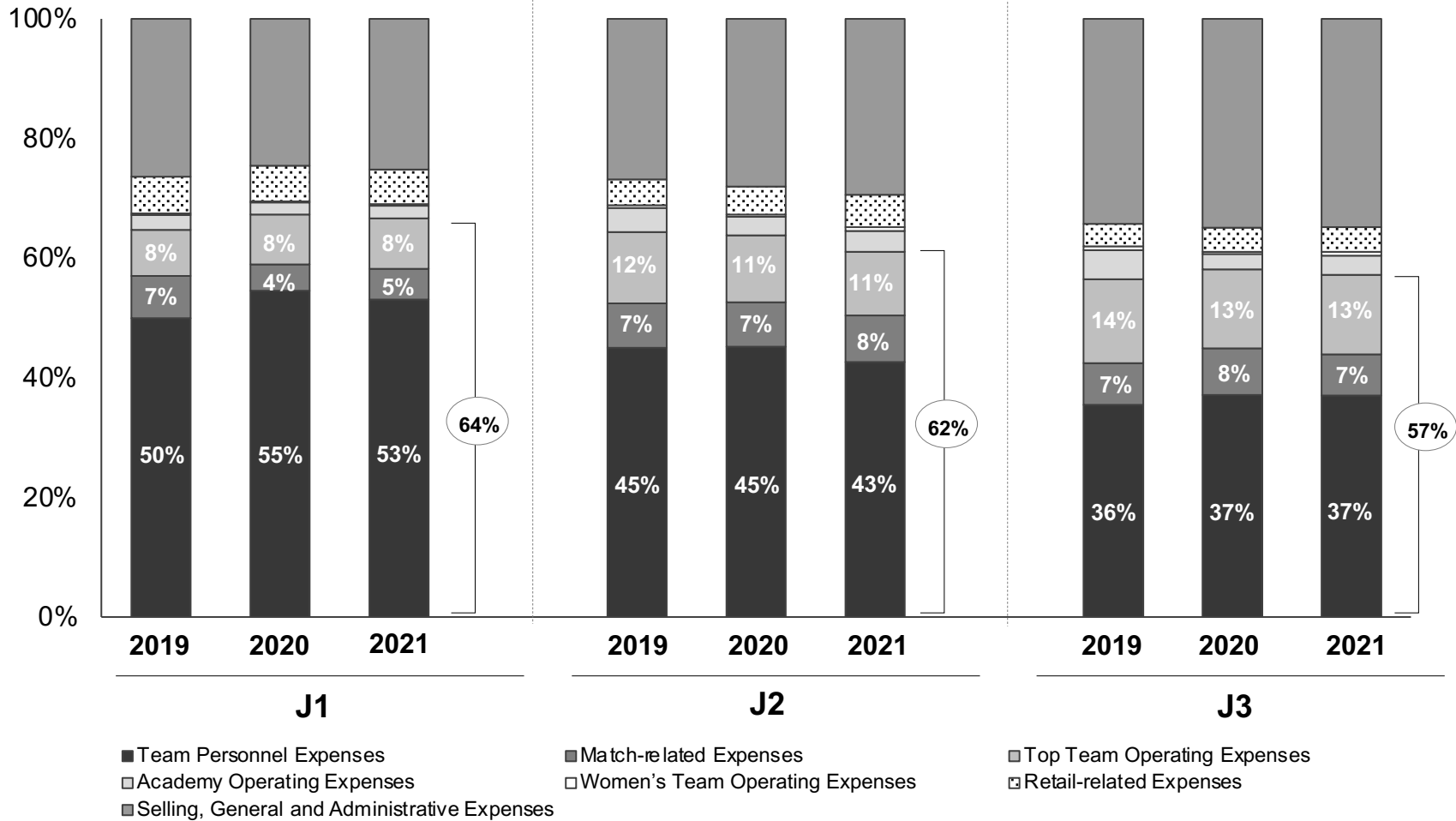


# J.Club Profit and Loss Composition (Operating Expense)



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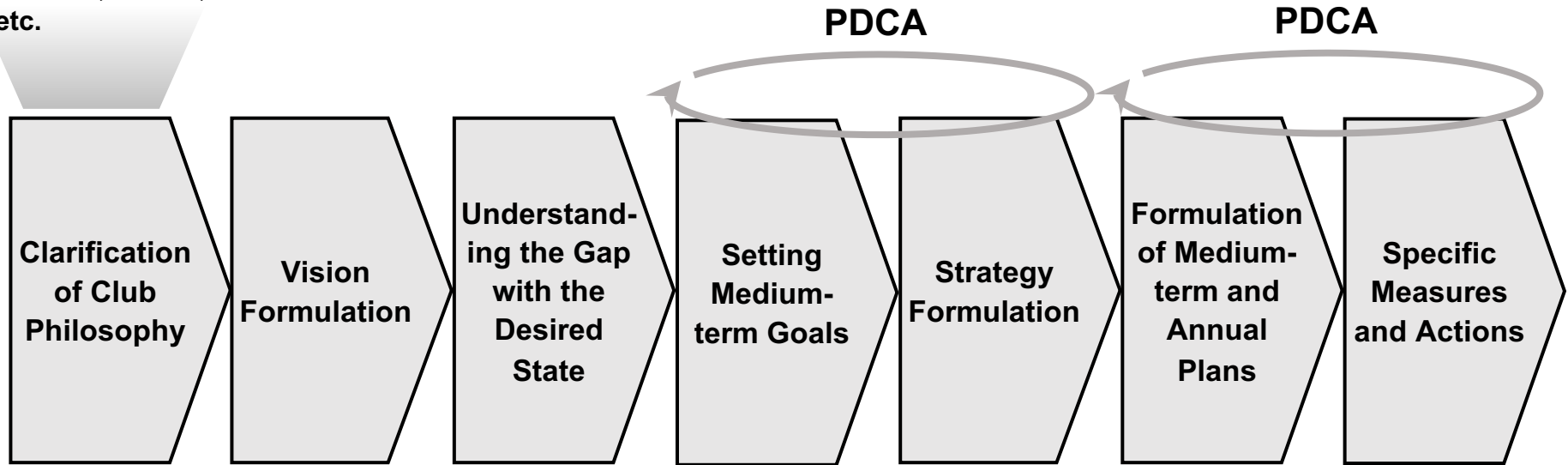


- ◆ **Formulate medium-term and short-term plans that are consistent with the club philosophy and thoroughly implement the PDCA cycle.**
  - It's essential to clarify a club philosophy, composed of philosophy, mission, values, etc. that as a general rule are unchanging, as the axis of management to prevent inconsistency in management, and to disseminate it inside and outside the club.
  - To manage the club from a medium- to long-term perspective without getting caught up in the immediate situation, it is key to formulate medium and annual plans that are consistent with the club philosophy.
  - Since it is meaningless to just formulate plans, it is necessary to check the implementation status thoroughly at all levels of the club and respond accordingly, i.e., rigorously execute the PDCA cycle.
  
- ◆ **See the organisation as the basis of management and work on organisational design, strengthening of human resources, and establishing a system of management supervision.**
  - Organisational design has a significant impact on management; therefore, shareholder composition, corporate/organisational design, and the placement of the right people in the right places, all consistent with goals and policies, are essential.
  - In J.Clubs, which are a service industry, human resources are the foundation of management. Club managers should focus on human resource enhancement as a top priority, especially in key positions such as general managers and business managers, which are directly linked to results.
  - In terms of the organisational scale of J.Clubs, ultimately, the capabilities of club managers are greatly reflected in the results, so it is important to appoint club managers with the right mindset and skills, and to be able to autonomously establish a system for appropriate supervision.

# Flow from Club Philosophy to Planning to PDCA

- ◆ Club philosophy and vision are the starting points for everything, and they must be applied to goals, strategies, plans, measures, and actions with an understanding of the gap between the current state of the club and the desired state. It is necessary to continue to work through the PDCA cycle in the medium and short term.

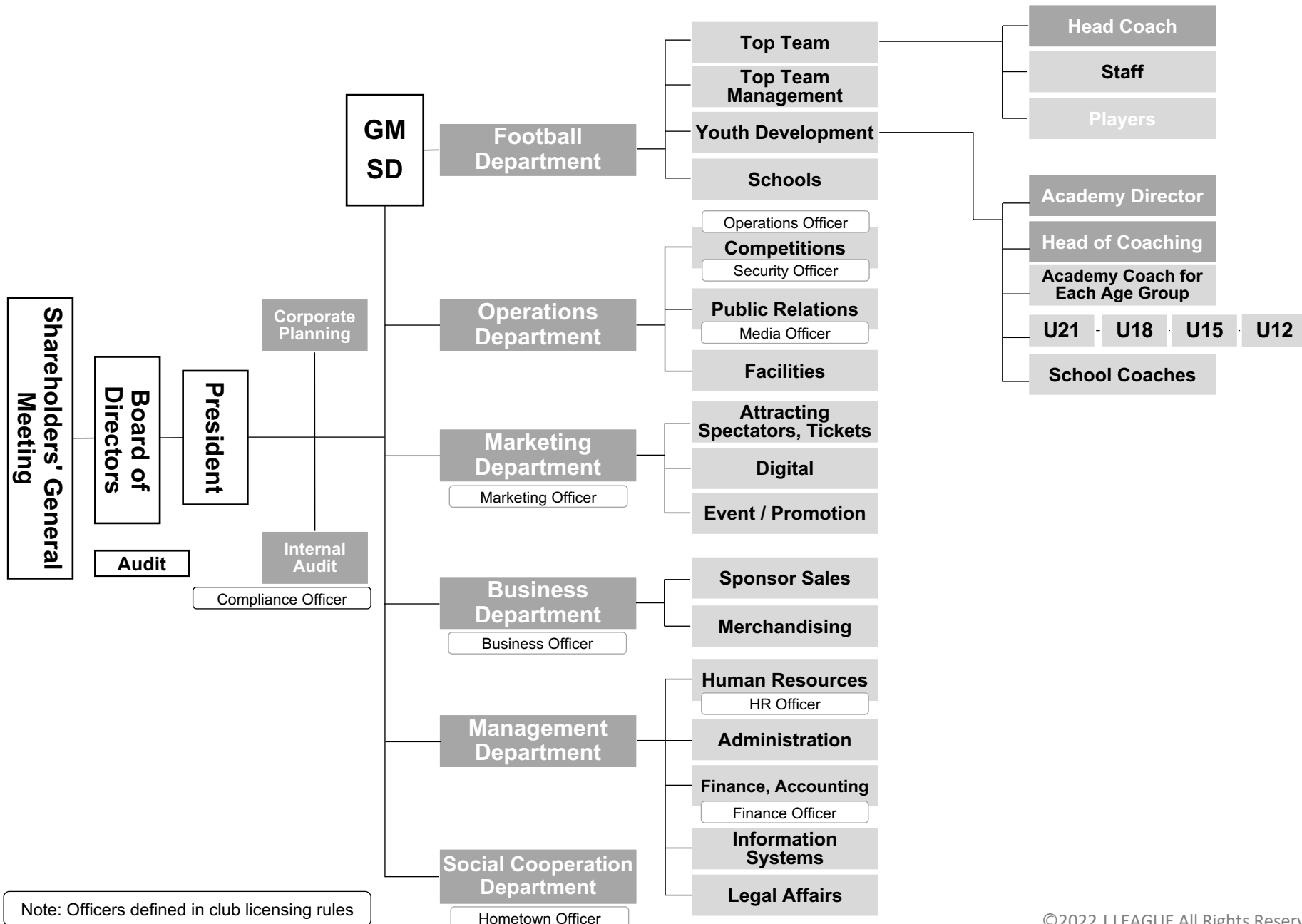
Mainly refers to philosophy, mission, values, etc.



- ◆ Clarification or reaffirmation of the club's unique philosophy and the guiding principles on which it bases its actions and thinking.
- ◆ Define specific long-term (e.g., about 10 years) goals and the desired state.
- ◆ Understand the gap between the desired state (vision) and the current state of the club.
- ◆ Based on the gap, set specific goals for about 3-5 years that are consistent with club philosophy and vision.
- ◆ Establish issues to fill the gap and formulate strategies as policies to solve these issues to achieve goals.
- ◆ Formulation of plans including measures, personnel, organisation, figures, etc., based on the strategy.
- ◆ Apply to specific measures and actions based on the formulated plans.

- ◆ **Formulate medium-term and short-term plans that are consistent with the club philosophy and thoroughly implement the PDCA cycle.**
  - It's essential to clarify a club philosophy, composed of philosophy, mission, values, etc. that as a general rule are unchanging, as the axis of management to prevent inconsistency in management, and to disseminate it inside and outside the club.
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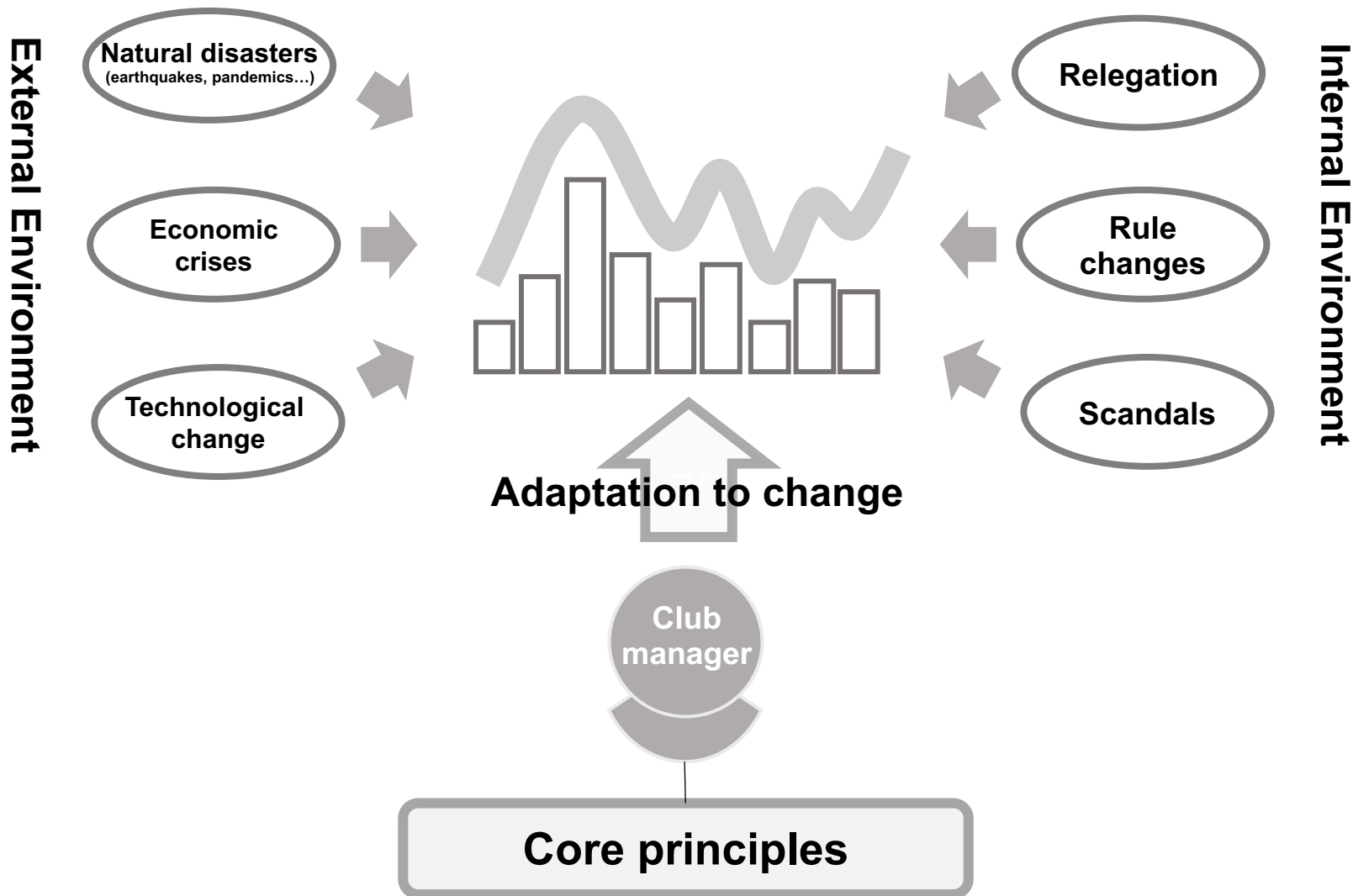
# Organisation Design, Human Resource Development (Example of J.Club Organisation)



Note: Officers defined in club licensing rules

# Core Principles and Adaptation to Change

- ◆ These principles are important, but it is also important for club managers to be able to adapt flexibly to changes in trends and the environment.



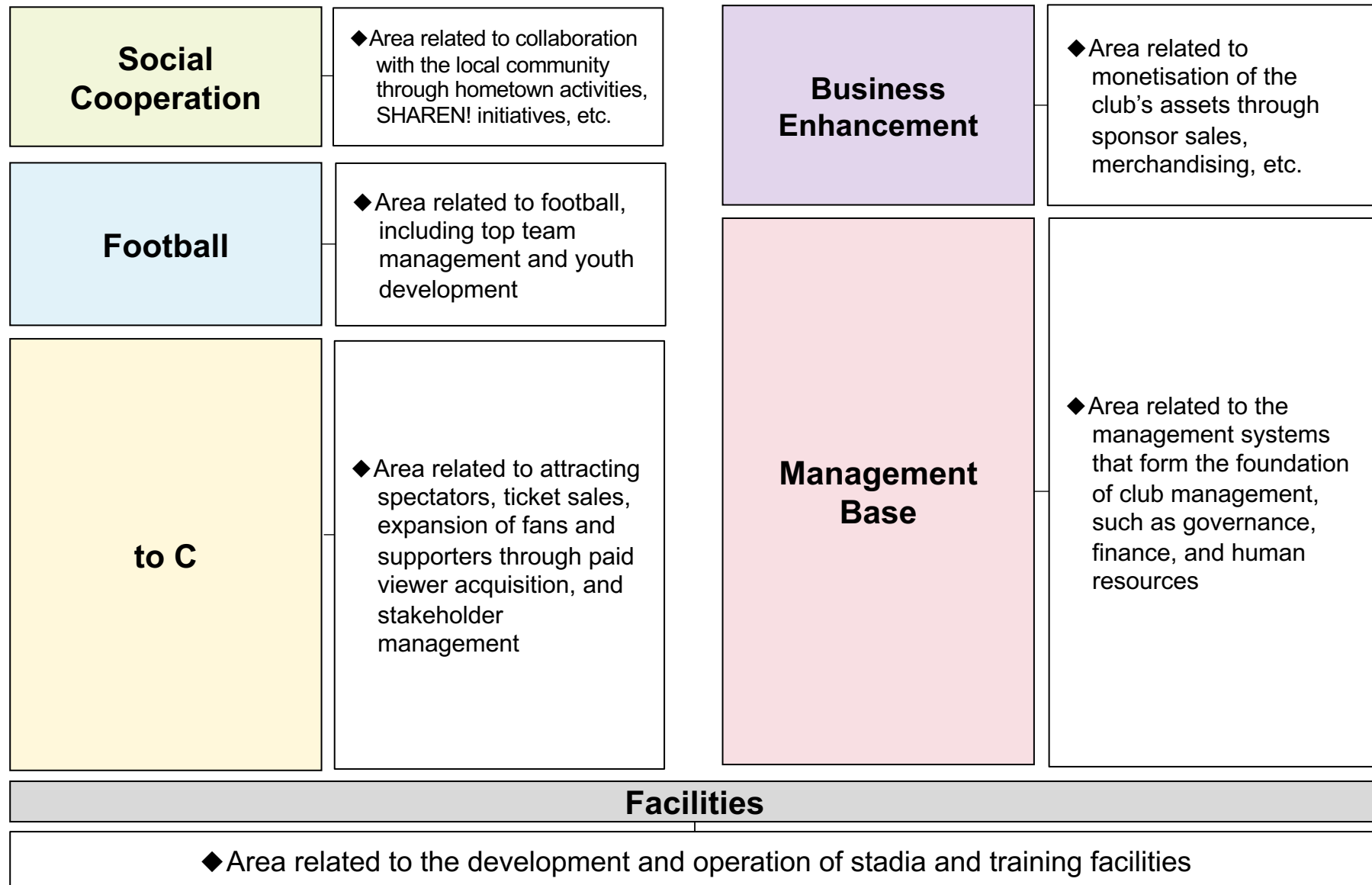


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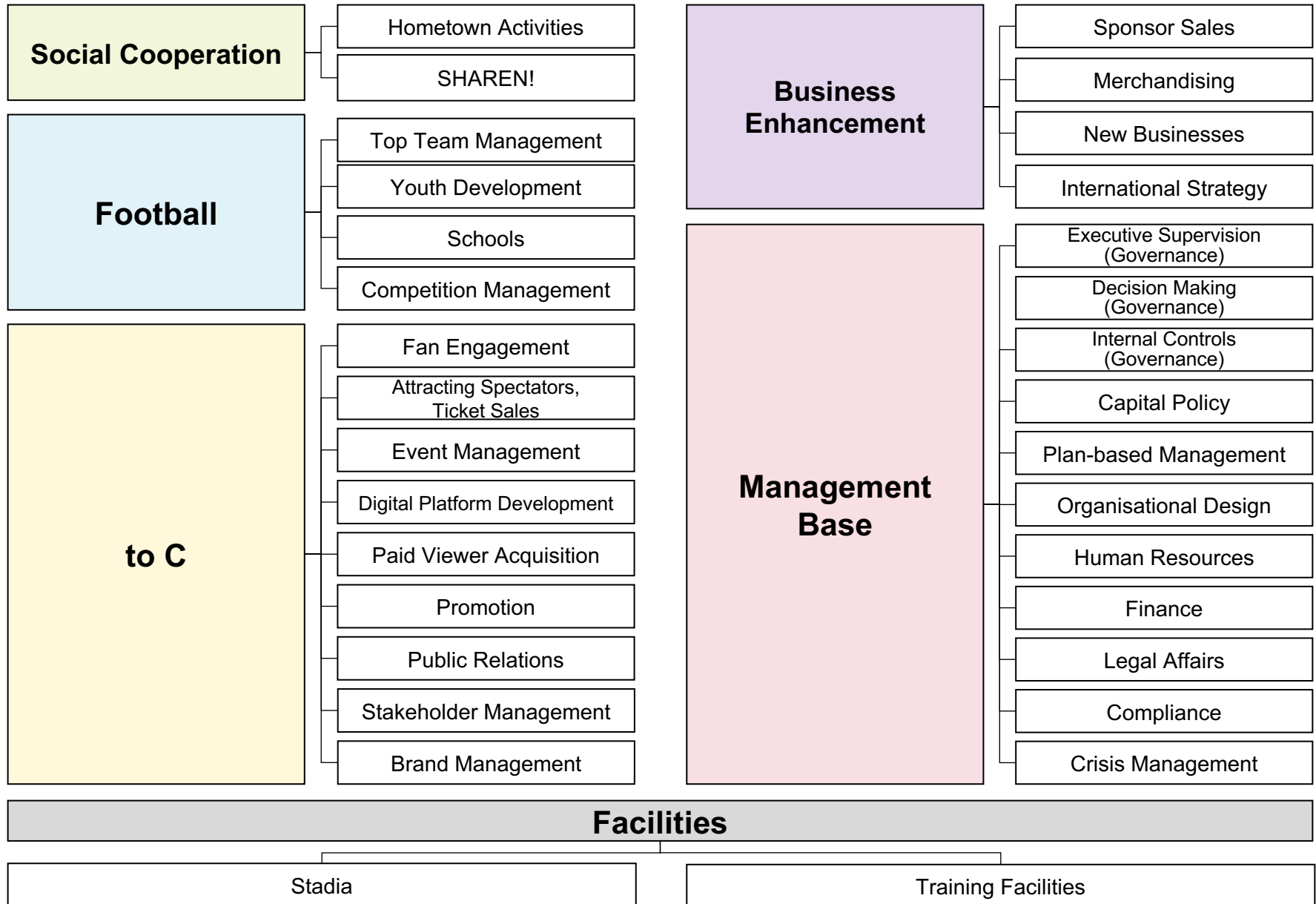
## ◆ Structure of Guidelines by Management Area

### ◆ Guidelines by Management Area

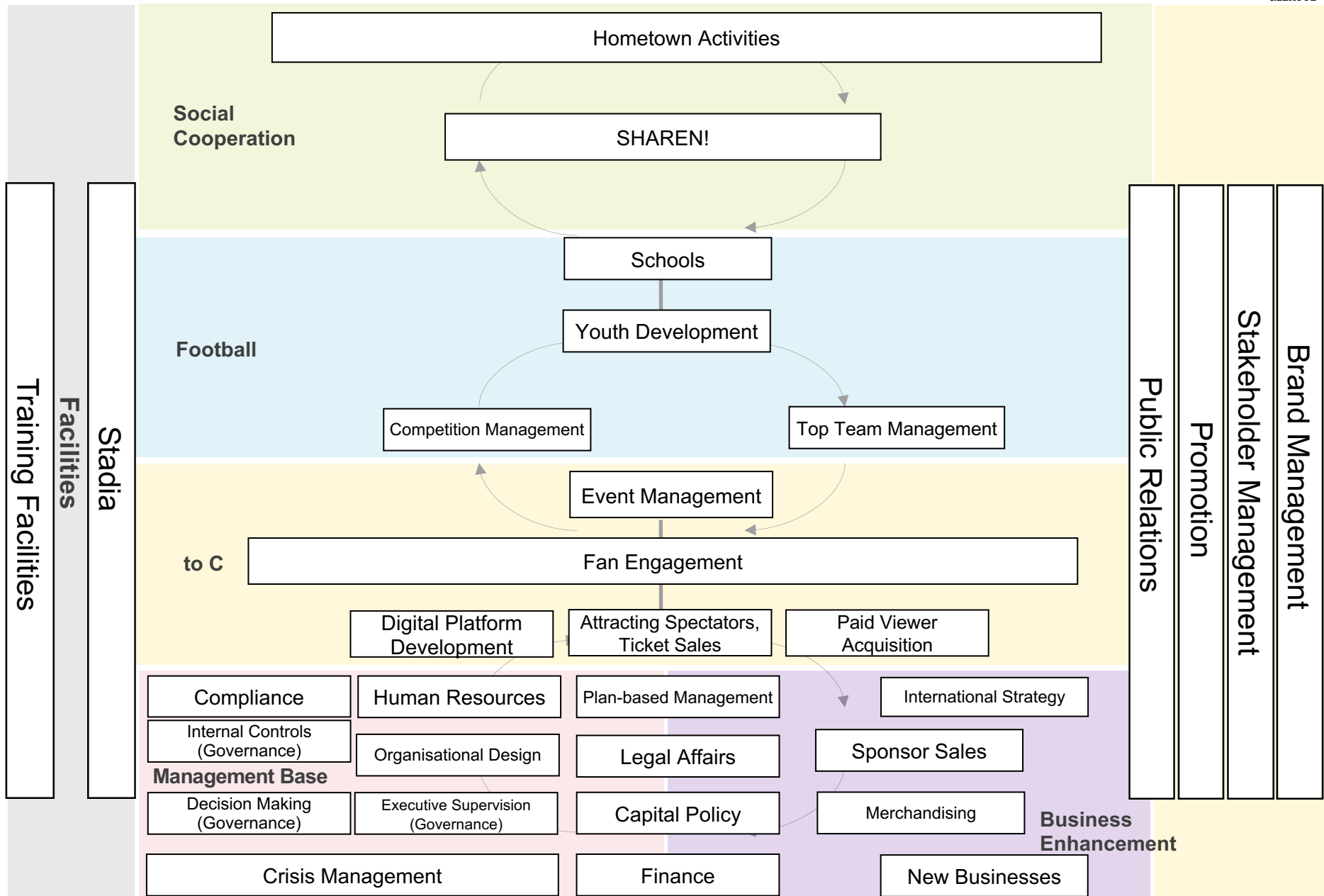
# Overview of Management Areas



# Details of Management Areas



# Management Area Composition



# Structure of Guidelines by Management Area

<b>Guidelines</b>	Guidelines (guiding principles) that club managers should be aware of for this management area
Target State	The state to be achieved through the implementation of the guidelines in this management area
Rationale	The basis for the guidelines and the target state
Key Initiatives	Specific initiatives that are important from the perspective of club managers in implementing the guidelines

◆ Structure of Guidelines by Management Area

◆ **Guidelines by Management Area**

# Details of Management Areas

Social Cooperation

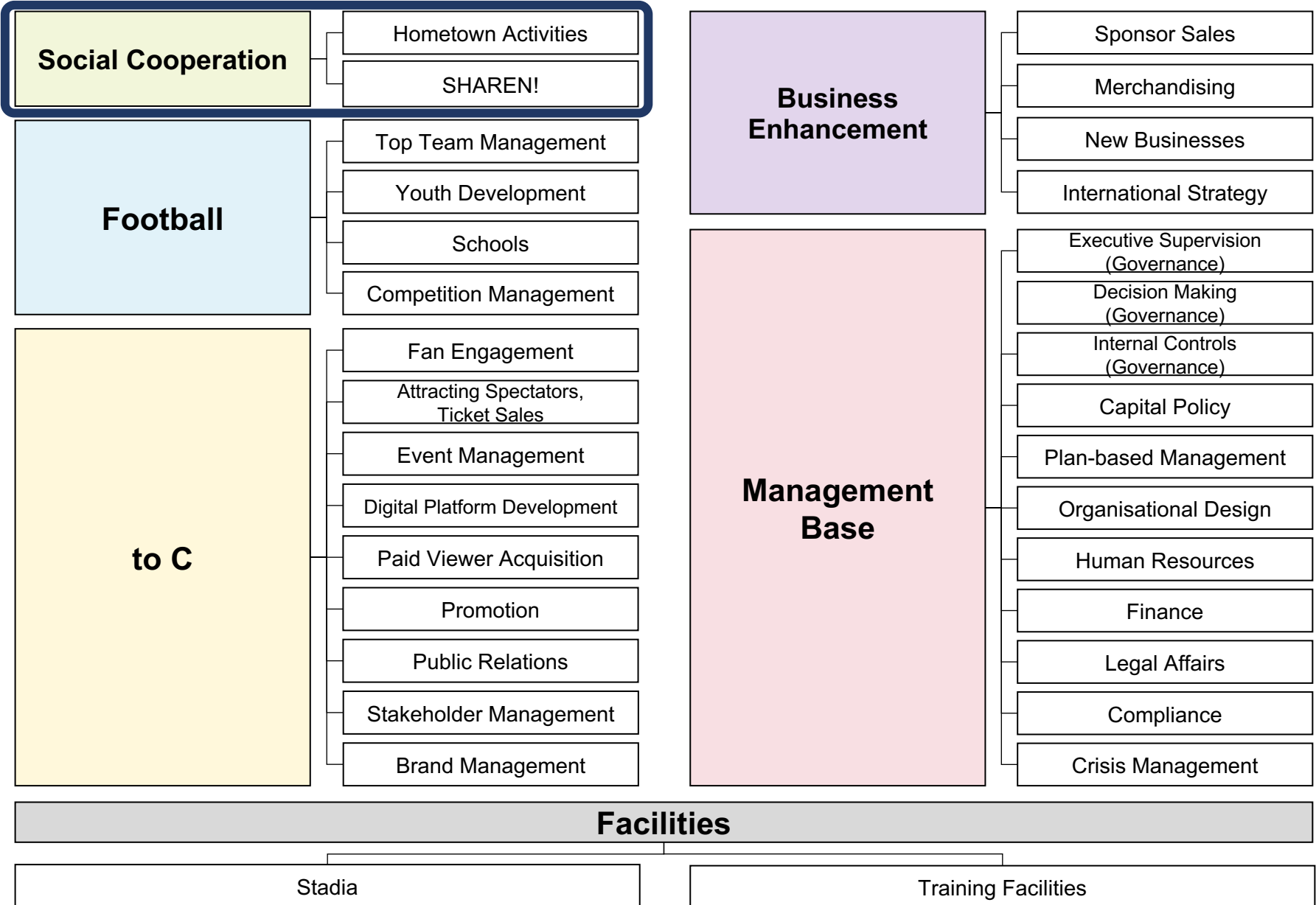
Football

to C

Business Enhancement

Management Base

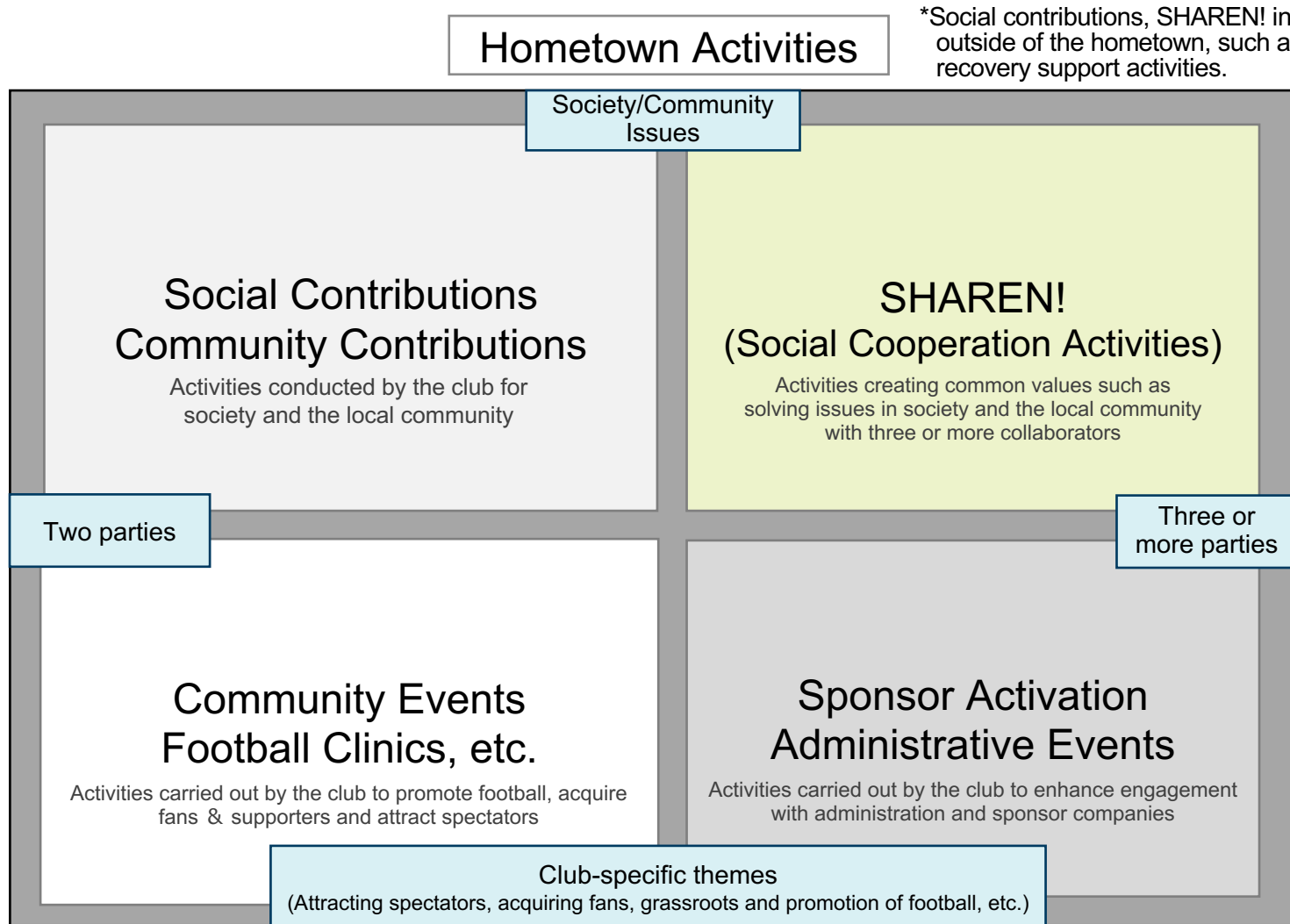
Facilities





<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Commit continually to hometown activities by the club as a whole, including the team, according to the scale, environment, and stage of the club, given the function and role that the club should play in its hometown in line with J.LEAGUE’s philosophy.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Through commitment to hometown activities that align with the ideals and goals outlined in the 100 YEAR VISION, the club is recognised as a “public good” in the community, loved by the local society, and has been able to build relationships with key stakeholders.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Hometown activities must be carried out locally in line with J.LEAGUE’s philosophy, and should be undertaken by the club as a whole, including the team, as they are important activities for building relationships with stakeholders and connecting with citizens.</li> <li>◆ On the other hand, as they do not produce immediate results and profitable effects, it is essential to continue working on them in line with the club’s philosophy, policies, and resource situation.</li> <li>◆ They can be linked with basic activities to build a fan base and with revenue-generating businesses by improving the club’s social value.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding the features and characteristics of the 100 YEAR VISION and hometown activities</li> <li>◆ Formulating an annual activity plan</li> <li>◆ Establishing policies and rules for all the club members to participate smoothly in the activities (standards for acceptance, rules for team involvement, etc.)</li> <li>◆ Development of activity management tools to visualise cost-effectiveness and activity results</li> <li>◆ Realising the balance between public interest (free of charge) and business in hometown activities</li> </ul>

- ◆ The hometown activities carried out by the club are classified into various activities depending on the issues, themes, and number of collaborators (two parties, three or more parties, etc.), and SHAREN! (social cooperation activities) is positioned as one of the hometown activities.



# Club Initiatives: Hometown Activities

◆ J.Clubs are engaged in many hometown activities each year.

## Aggregate of 57 Clubs' Hometown Activities in 2021

**Annual Activity Count:** **21,782** times

**SHAREN! Activity Count among Them:** **2,144** times

**Number of Top Team Players Involved:** **4,379**

Participants		Collaborators	
8,340	Club officials and ambassadors	6,811	Administration
8,043	Head coaches and coaching staff	4,153	Educational institutions
1,800	Top team players	4,064	Companies
732	Representatives (chairmen, presidents, etc.)	2,593	Non-profit organisations like NPOs
657	Academy players	2,106	Supporters/volunteers
393	Female players	1,498	Community organisations like neighbourhood associations and shopping streets
4,264	Others	4,658	Others

\*As "participants" and "collaborators" can be selected multiple times for a single activity, the total number of activities is displayed.

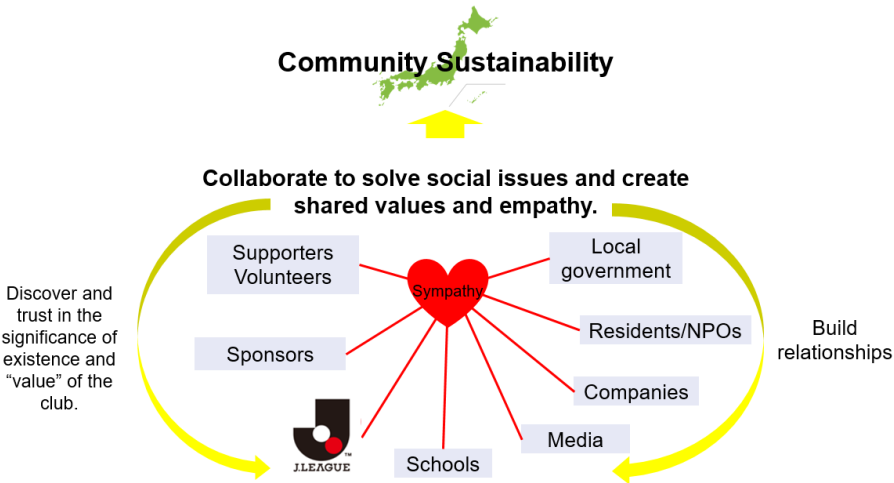
### Structure of Activity Objectives

\*The number of hometown activities carried out by each club is aggregated based on reports from the clubs.  
 \*As "activity objectives" can be selected multiple times for a single activity, the total number of activities is displayed.

Objective	Percentage	Count
Promotion of community sports	22.1%	10,206
Grassroots football	19.7%	9,101
Preventive health care and health promotion	12.6%	5,839
Education	11.7%	5,425
Fan building and fostering engagement	9.7%	4,490
Cooperation with the administration	9.0%	4,146
Community development	8.0%	3,713
Diversity and multicultural understanding	2.8%	1,283
Environmental conservation	1.3%	621
Earthquake disaster recovery and disaster prevention	1.0%	463
Others	2.1%	977

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Understand social issues in the community, taking into account the perspectives of SDGs, ESG investment, and the like, and engage in social cooperation activities (= SHAREN!) with stakeholders to solve these issues with a medium- to long-term perspective.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ As a member of the local community (hometown), the club become an indispensable presence for stakeholders such as local government, companies, and residents in solving social issues in the community.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ SHAREN! is an important initiative among hometown activities, and to grow, J.Clubs must strengthen relationships with local stakeholders more than ever before.</li> <li>◆ Traditional hometown activities alone are limited in their effectiveness due to various reasons including resource constraints, so it is essential to actively engage in SHAREN!, which emphasises resolving community issues through collaboration involving three or more parties, including the club.</li> <li>◆ Since these activities are extremely important but their effects are not immediately visible, it is crucial to develop and implement appropriate plans that include SDGs initiatives, centred on collaboration with companies and local governments from a medium- to long-term perspective.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding the importance of resolving local issues through collaboration among three or more parties</li> <li>◆ Application to medium- to long-term (sustainable) policies and plans (understanding the SDGs and ESG and grasping of local issues)</li> <li>◆ Ensuring alignment between the club's philosophy and goals, and SHAREN!</li> <li>◆ Development of activity management tools to visualise cost-effectiveness and activity results</li> <li>◆ Realising a balance between public interest (free of charge) and business in SHAREN!</li> </ul>

- ◆ In an environment where local stakeholders such as local governments and companies are increasingly being required to address the SDGs, clubs can improve the sustainability of the community by collaborating with stakeholders to solve social issues through SHAREN!, creating common values and empathy.



- ◆ Benefits for Local Government
  - Multiple social themes, making it possible to realise an inclusive society
  - Increase involved parties for mutual assistance
  - Limited financial and human resources at clubs, but good at community-building, dissemination of information, and creating excitement
  - Increased ability for reach and dissemination of information compared to local governments acting alone
  - Enhance pride and brand value of the city
- ◆ Benefits for Companies
  - Improve brand and reputation
  - Expand touchpoints and engagement with customers (or potential customers)
  - Discover and disseminate the company strengths
  - Enhance the growth, well-being, and loyalty of employees involved
  - Build and enhance relationships with local governments and collaborating companies/organisations

## ◆ Company initiative as a reference: Meiji Yasuda Life Insurance

### 13 Priority Issues

We organised social issues highly relevant to the 17 goals and 169 targets under the United Nations Sustainable Development Goals (SDGs) and specified 13 priority issues by considering the impact on stakeholders and relevance to business activities.

Prolong healthy life expectancy	
Vitalize regional communities	
Protect the environment and combat climate change	
Help raise the general public's health and financial literacy	
Provide a variety of insurance products and services	
Pursue innovation through surveys, research and development	
Create employment opportunities	
Promote diversity	
Advance work style reforms	
Advocate for human rights	
Strengthen governance and secure management transparency	
Maintain strict compliance	
Develop crime and disaster countermeasures	

### Focus Areas

Among the 13 "priority issues," we are promoting initiatives in two major projects as priority issues, with regards to "prolong healthy life expectancy" and "vitalize regional communities," which are highly aligned with our "vision for 10 years later." We have also positioned "protect the environment and combat climate change" as a "priority issue that requires further efforts" and will strengthen our efforts in this area.

### Vision toward 2030 "Wellness for People, Vitality for Communities" The most accessible, industry-leading life insurer

Issues where we place utmost priority

**Prolong healthy life expectancy**

Assist customers in their health maintenance and improvement efforts via the combination of specially designed products and services as well as face-to-face after-sales services offered by advisors, etc.

Wellness for All Project

**Vitalize regional communities**

Contributing to the enrichment of community life and solving local issues by providing "social connections" to local residents through employees' closeness to community members

Community Vitalization Project

An issue requiring further initiative

**Protect the environment and combat climate change**

Contributing to the creation of a sustainable society by ensuring that every aspect of our business operations harmonizes with the global environment and that each and every employee actively participates in environmental conservation

Click here for more details

Undertake ESG investment and offer financial assistance as an institutional investor to help develop technologies and products aimed at supporting business decarbonisation and a carbon-free society

Click here for more details

- ◆ The SHAREN! activities listed here are cases of clubs that won awards at the 2022 J.LEAGUE SHAREN! Awards.

### Social Challenger Award



#### Iwate Grulla Morioka

##### Pass to the Future Connected by Garbage: Grulla Zero Waste Project

The project started with the desire to reduce garbage from the stadium as much as possible. They turned garbage into compost, which is then used as fertilizer in the Grulla Rice Project. The rice produced is used in children's cafeterias. This is a cyclical project aiming to solve waste issues and foster social cooperation, triggered by cheering local sports.

### Social Challenger Award



#### FC Ryukyu

##### FC Ryukyu Local Products & Children Support Project

This was a project in which players and staff of FC Ryukyu promoted the distribution of local products (agricultural and fishery products) affected by the COVID-19 pandemic and supported food supply and self-reliance for children in Okinawa Prefecture who were also affected by the pandemic.

### Public Award



#### Matsumoto Yamaga F.C.

##### Equipping Stadium Toilets with Sanitary Products and Understanding Menstruation

This initiative focuses on addressing the issues of children's period poverty and lack of knowledge about menstruation. It involves holding Femcare (a term combining "Feminine" and "Care") workshops and equipping stadium toilets with sanitary products regardless of whether there is a match or not.

### Public Award



#### Vissel Kobe

##### Operational Cooperation of Kobe City's COVID-19 Vaccination Site

Vissel Kobe offered Noevir Stadium Kobe as a vaccination site, and through collaboration among industry-academia-government involving 19 entities, they successfully managed a safe and secure venue for about 7 months. A total of 367,135 vaccinations were given, with approximately 180,000 citizens visiting Noevir Stadium. They made the most out of the stadium in times of need, and applied the know-how cultivated in match operations to the vaccination site.

### Media Award



#### Kataller Toyama

##### Be Supporters!

This is a project where people, such as the elderly and those with dementia, who usually receive support become supporters. Through cheering and supporting others, excitement and joy fill the facilities, many unexpected connections and heart-warming stories emerge, and the changes observed in the elderly attract the attention of medical experts.

### Media Award

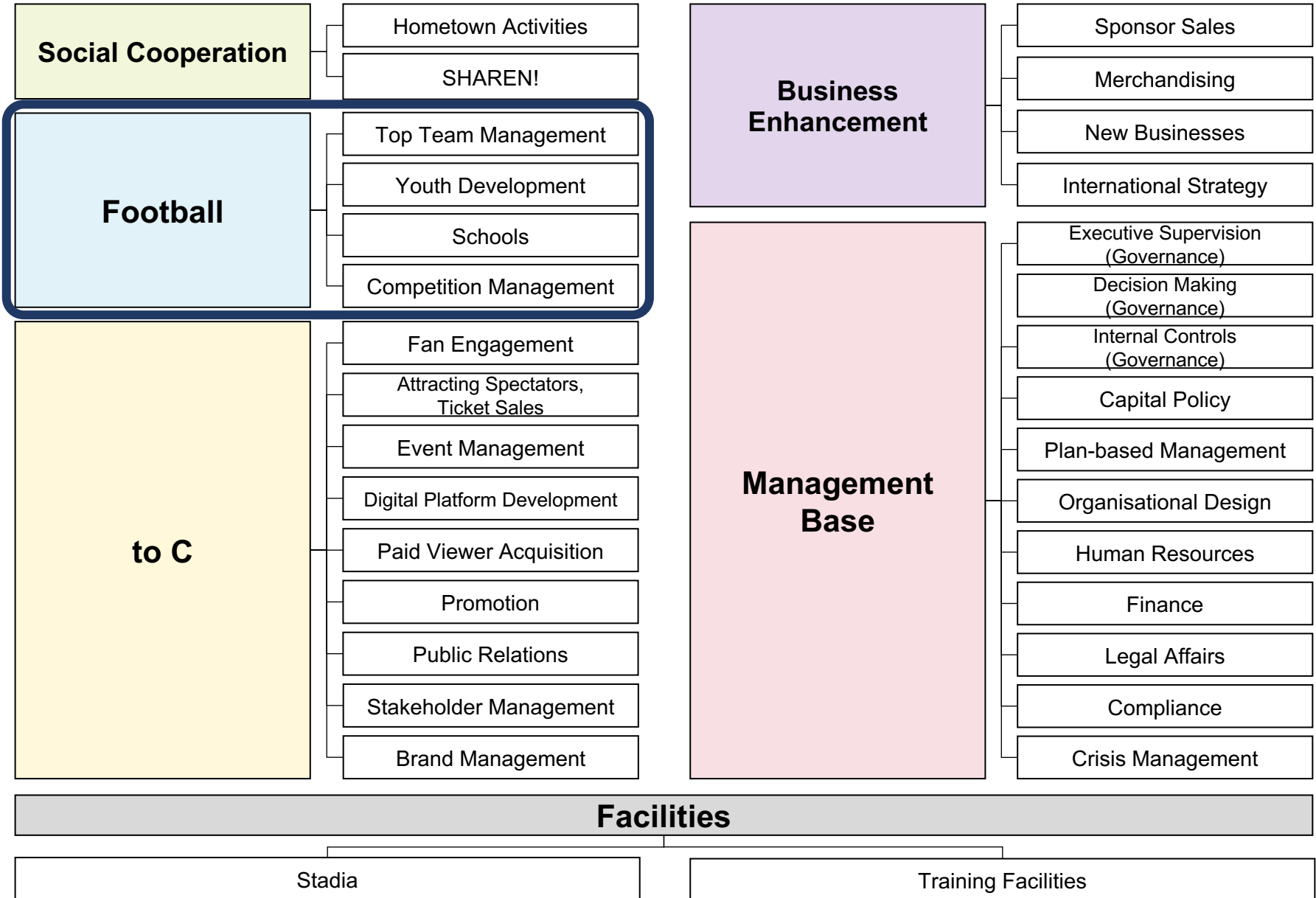


#### Gainare Tottori

##### Not Just Football: Co-Creation a Night-time Stadium in the Community

The idea is that there should be a stadium that can be used by the local community even on non-match days. This thought gave birth to a new way to utilise the stadium: the "Night-time Stadium", which is a new usage enabled by collaboration between the administration and vibrant local businesses.

# Details of Management Areas



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Clarify the club’s football philosophy, apply it to a medium-term top team management plan and various standards, and build the team around these, with the aim of ensuring top team management over the medium to long term.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Football that aligns with the club’s football philosophy has been realised, and there is sharing and understanding of activity policies in management and top team management, and the top team’s competitiveness and performance are in line with (or better than) the budget level.             <ul style="list-style-type: none"> <li>– Depending on the club’s policy, players from the academy might be registered and playing in the top team, or generating revenue through transfer fees.</li> </ul> </li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Top team management requires medium- to long-term efforts, and ad-hoc team management driven only by short-term results should be avoided.</li> <li>◆ For this, it is important that the top team’s philosophy be clear, and align with the club’s football philosophy which acts as a “basis.”</li> <li>◆ Activities such as team composition tend to rely on intuition and experience, but it is important to clarify the top team management plans and criteria for player recruitment and evaluation in order to ensure consistency with the club’s football philosophy and top team management policies.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Establishment of the “Golden Consistency” = Sharing and understanding of the activity policy among all those involved in the club (especially management, top team management, and youth development)</li> <li>◆ Establishing an optimal top team management department (especially SD/GM) and setting up a technical committee (where management, top team management, and youth development personnel regularly discuss)</li> <li>◆ Clarification of the club’s football philosophy and the top team’s philosophy, as well as the formulation, progress management, and review of medium- to long-term top team management plans based thereon</li> <li>◆ Concretisation of evaluation and recruitment criteria for players and staff based on medium- to long-term top team management plans and phases of team growth, as well as nurturing and recruitment of personnel who can do so</li> <li>◆ Elimination of reliance on intuition, experience, and randomness in team composition, setting of guidelines for dealing with intermediaries, transparency of processes, and sharing of risks with club managers</li> </ul>



- ◆ The key is to build “Golden Consistency”, i.e., a shared understanding of the activity policy among everyone involved in a J.Club (especially management, top team management, and youth development). It is important that the club’s football philosophy, priorities, and objectives are established and shared among leaders, which in turn unites the club’s players and staff and allows for aligning the direction of activities.

## 01 Leaders in the football community

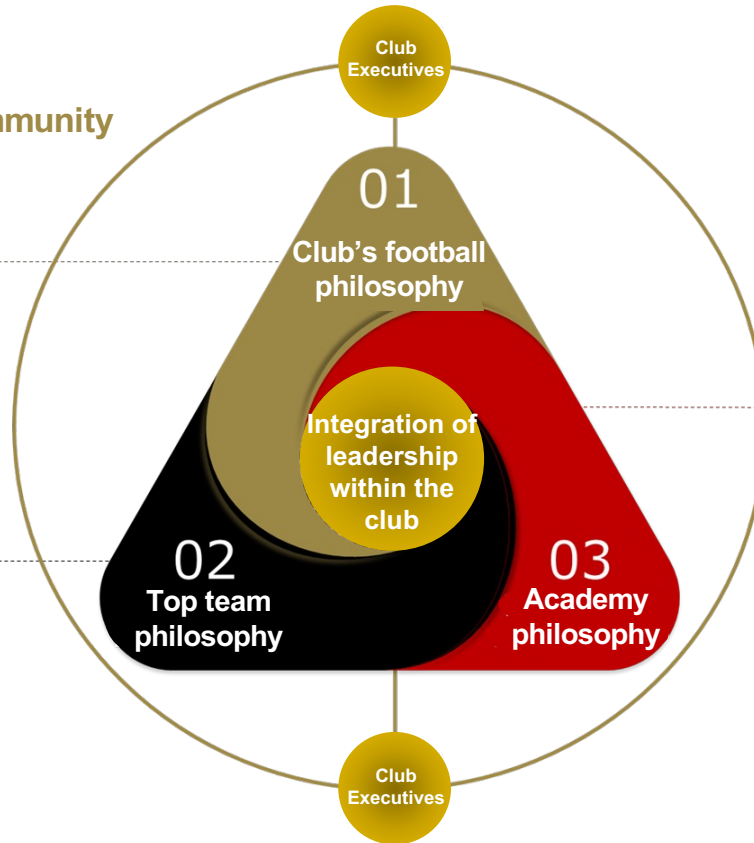
President  
Head of Top Team Management / Sporting Director  
General Manager

## 02 Leaders of the top team

Head Coach  
Coach  
Staff

## 03 Leaders in youth development age groups

Academy Director  
Head of Operations  
Head of Coaching



### [Each person’s mission]

Club Manager (President)
<ul style="list-style-type: none"> <li>◆ Establishment of the club’s raison d’être</li> <li>◆ Giving back to stakeholders</li> <li>◆ Management stability and growth</li> <li>◆ Review of football philosophy</li> <li>◆ Setting goals for the Sporting Director and appointment/dismissal</li> </ul>

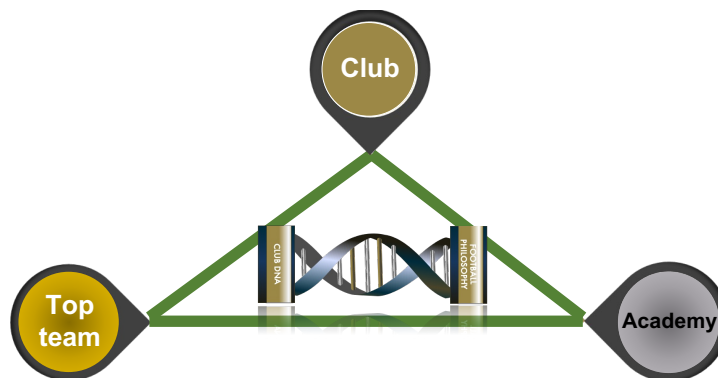


Sporting Director (SD)
<ul style="list-style-type: none"> <li>◆ Growth in overall club competitiveness</li> <li>◆ Improvement of ROI (Return on Investment)</li> <li>◆ Creation, upholding, and permeation of the football philosophy</li> <li>◆ Recruitment and development of top team management staff</li> </ul>

Top Team Head Coach
<ul style="list-style-type: none"> <li>◆ Team performance</li> <li>◆ Demonstration of competitiveness</li> <li>◆ Embodiment of the football philosophy</li> </ul>

Academy Director
<ul style="list-style-type: none"> <li>◆ Discovery, growth, and production</li> <li>◆ Education in football philosophy</li> </ul>

- ◆ Under the J.LEAGUE’s philosophy, in Japan, a club’s raison d’être, principles, philosophy, etc., encompass not just football but also the overall scope of activities and interactions with the community. It is important to formulate a Club Football Philosophy (CFP), which is based on particular ideas, and define the direction of the club, centred on football as the club’s main focus.



## Football philosophy becomes the ‘manual’ on how to operate and manage the club.

### Club Identity DNA

This is composed of the unique values and activity culture that have embedded themselves alongside the club’s history.

The CFP is determined by the club’s senior leaders and embraced by the fans.

The CFP articulates the club’s football vision, sets common goals that all stakeholders work towards, and provides all members of the club with a clear and meaningful purpose.

### Club’s Playing/Coaching Philosophy

This indicates what playing style the club strongly desires for its teams, e.g.: aggressive, technical, exciting, possession-based, high-intensity, pressing, counter-centric.

It presents a strong image, both on and off the pitch, of how the team is expected to play and represent the club.

### Youth Development/Recruitment Policy for the Club’s Players and Staff

In order to be able to assign the right staff in the right positions, the characteristics required of them must be clear. Recruitment based on clearly defined characteristics will enable the club to sign staff and players that fit the club’s DNA and promote the CFP. The CFP makes these elements clear.

The CFP emphasises the importance of homegrown players and influences the club’s recruitment and squad management<sup>1</sup> strategies.

### The extent to which the CFP is established and fixed varies greatly from club to club.

Some clubs have a clear vision regarding the team’s way of being, player acquisition strategies, player development, and promotion of academy players, while others leave a lot to the manager and staff they have hired to establish and lead these aspects.

The situations in which a club finds itself—such as facing relegation, having a new owner, finances, and the club’s progress – can sometimes be factors for a change in direction.

Note 1: Managing the composition of contracted players

Source: Produced by Club Management Div. based on Project DNA – to the FUTURE

- ◆ In Japan, each club has established philosophy, missions, visions, values, etc., but these often address the entire scope of club management. Some clubs have established a football-specific philosophy focused on playing styles and coaching methods, but few clubs disclose details as it may reveal tactics for the matches.



## FC Imabari

The club has formulated what they aim to achieve in 2025 in the areas of the company, football, and business<sup>1</sup>  
[https://www.fcimabari.com/club/view\\_of\\_2025.html](https://www.fcimabari.com/club/view_of_2025.html)

### [Football]

- ◆ The highest quality pyramid in Japan (Imabari Model) has been built through long-term consistent coaching throughout Imabari using the OKADA METHOD.
- ◆ The top team is regularly in the J1 championship race and aims to win the AFC Champions League title.
- ◆ The club is beloved by the local community and is constantly supported by a full crowd of supporters.
- ◆ Top team players are produced from the Imabari Model every year.



## Renofa Yamaguchi FC

Categorised as “Renofa’s Way” into (1) Football, (2) Coaching, and (3) Club Management  
[https://www.renofa.com/renofa\\_club/](https://www.renofa.com/renofa_club/)

### [Renofa’s Way]

Based on the common guidelines created by the club, the RENOFA PLAY MODEL, the club places importance on unifying the intentions of coaches in all categories and carries out top team management in its own way to develop players from the academy, and to compose and manage the top team. This is Renofa’s Way.

- ◆ Use players who are even one year younger if they have the same ability, are at the same level, and are in the same condition, to encourage growth and increase their value through experience.
- ◆ Veteran players who work for the team and have a positive influence on other players are encouraged to develop so that they can prolong their playing careers even by one year.
- ◆ Staff always consider and take actions to facilitate the growth of all players.

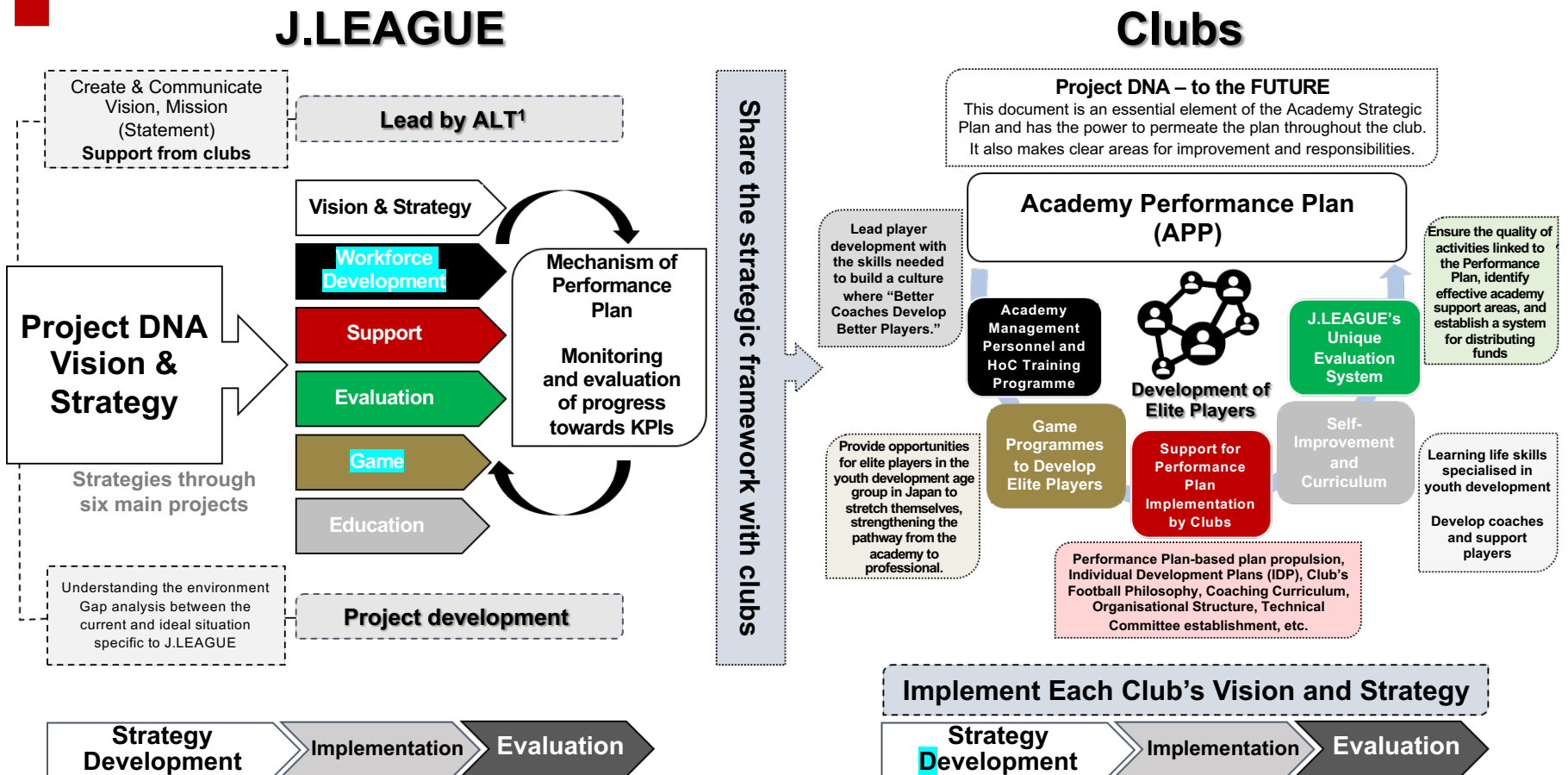
[Overseas Examples: Reference Book *Football Club Philosophy Encyclopaedia* (written by Kenji Nishibe, published by Kanzen Corporation)]

Like Japanese clubs, club examples overseas tend to be non-disclosed. However, this book introduces examples of 20 prominent clubs with long histories, refined inherited DNAs, and a generally recognised culture built by the club and fans, summarised through the eyes of a journalist. (Examples: Bayern “The goal is in the centre,” Juventus “1-0 principle,” Athletic Bilbao “Basque pureblood principle,” Celtic “Symbol of Celtic culture,” etc.).

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Position youth development as one of the club’s primary activities, and develop players with not only technical skills but also good character, based on a development policy (academy philosophy) that is consistent with the top team.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ While sharing Project DNA and other frameworks of strategies promoted by the league, the club has its own consistent policy and continuously produce a certain number of professional players from the academy, contributing to a certain extent to the club’s financial base as a profit centre.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Youth development is a core activity of the J.LEAGUE and, from the perspective of embracing the homegrown player system, building teams loved by the community, and acquisition of transfer fee income, it is an activity that all clubs should prioritise.</li> <li>◆ As with top team management, medium- to long-term efforts, including environment preparation, are essential. It is therefore necessary to clarify the philosophy and strategies/plans of the academy, a place to come back to in the long-term, and to work on them while going through the PDCA (Plan, Do, Check, Act) cycle.</li> <li>◆ Players belonging to the academy need to grow into people who can fulfil their social responsibilities, equipped with life skills as well as football skills, and contribute to society in the future.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Establishment of the “Golden Consistency” = Sharing and understanding of the activity policy among all those involved in the club (especially management, top team management and youth development)</li> <li>◆ Establishing an optimal youth development department (especially academy organisation) and setting up a technical committee (where management, top team management, and youth development personnel regularly discuss)</li> <li>◆ Clarifying the academy’s philosophy, creating job descriptions and competency frameworks for academy management personnel, and securing and educating coaching staff who can promote not only competitive aspects but also human character development</li> <li>◆ Theoretical decision-making in scouting for youth development</li> <li>◆ Promotion of safeguarding (ensuring the safety of all those involved in the activity)</li> </ul>

- J.LEAGUE has launched and promoted a youth development-focused initiative, Project DNA, with the ultimate goal of discovering and developing the talents of players and coaches to produce world-class players for the future. It is essential to execute the vision and strategies of Project DNA while sharing the strategic framework with the clubs.

## Vision and Strategies of Project DNA



Note 1: ALT stands for Academy Leadership Team, the body that indicates the direction for the most critical strategies in Project DNA and facilitates decision-making and promotion of main initiatives



## Workforce Development Project:

Continuous development of Japanese football as a whole – Learning, Consistency, and Support  
Aiming to contribute to the development of players, J.Clubs, and the Japanese football community

**J.LEAGUE Leaders in Football Events (JLiF)**  
“Learning for Senior Leaders (Executive Officers, those responsible for top team management, etc.)”



Development of J.LEAGUE Heads of Coaching Courses (JHoC)  
Development of J.LEAGUE Academy Management Courses (JAM) Personnel  
Development of J.LEAGUE Heads of Education Courses (JHoE)  
“Learning for the Academy Management Team”

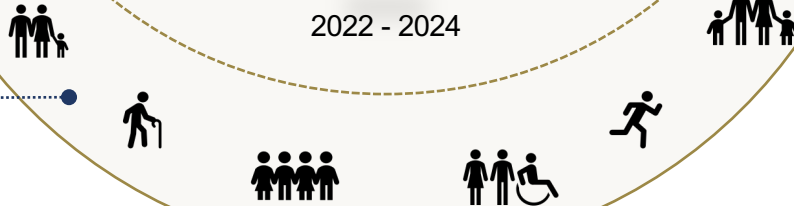
**Development of J.LEAGUE Academy Coach Courses (JAC)**  
“Learning to Become Better Coaches Developing Better Players”



2022 - 2024

School/Grassroots Activities  
Grassroots Football  
“Contribution to the Football Community”

Region/Community  
“Contribution to Society”



“Aligned Vision within the Club” and “Providing Opportunities to Update Knowledge”

- ◆ At the higher layers of the Workforce Development Project, learning programmes are designed with key areas for promoting the Golden Consistency, providing learning opportunities for senior leaders (Executive Officers, those responsible for top team management, etc.) who are expected to play practical roles.

## J.LEAGUE Leaders in Football

### Contents of the Full Course



#### Club Football Philosophy

- Golden Consistency
- Vision (Club, Academy, Top Team)
- Club's activity culture
- Club playing philosophy

#### Leadership

- What is leadership?
- Leadership style
- Job descriptions
- Competency framework
- Relationship map
- Building an activity culture
- Implementing new initiatives

#### Creating Player Pathways

- Squad management
- Position-specific depth charts
- Technical Committee
- Ideal game programme
- ROI (Return on investment) and the role of the academy

#### Personal and Others' Growth— Continuous Professional Development (CPD)

- Individual Development Plan (IDP)
- Staff CPD — Workforce development within the club
- Staff competencies
- Staff mentoring and review

#### Performance Plans

- Performance plan approach
- Setting goals and strategic planning
- Establishing and managing a multi-disciplinary team<sup>1</sup>
- About the second curve — Strategies for the future

#### Talent Identification and Acquisition

- Finding talented players
- Analysis for finding talented players
- Football predictions for the next ten years

#### Elite Players

- Development of elite players
- Finding and retaining talented players
- Requirements for players
- IDPs for players and comprehensive player development
- Transition to the top team

#### Football Business

- Types of contracts
- Contract negotiations
- Dealing with intermediaries
- Club financial structure and budgets

Note 1: A team composed of experts from various fields to holistically develop and facilitate the functioning of players and teams



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Clarify the position of the school and provide programmes based on the academy’s philosophy while building strong connections with the local community, town clubs, and schools.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The schools realised high retention rates and continuous acquisition and development of promising players in line with the positioning of the school, as well as establishment of connections with the local community.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Schools can take on various roles, so it is necessary to first clarify their positioning in management (balancing grassroots and profitability), corporate scheme, form, size, etc.</li> <li>◆ It is also important to build good relationships with local registered teams, which can become competitors or partners depending on the situation, and to engage in activities as grassroots projects that lead to an increase in the football population and the number of spectators.</li> <li>◆ It is essential to provide programmes based on the academy’s philosophy with a view to promoting the popularisation of football and producing homegrown players.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarification of positioning in management and business, and thoughts, such as corporate scheme, form, and size</li> <li>◆ Improvement of the quality of coaching (creation of a manual of coaching practices, elimination of person-dependent coaching, etc.) and promotion of safeguarding (ensuring the safety of all those involved in the activity)</li> <li>◆ Building relationships with local town clubs and schools (teams registered in Class 2, 3, and 4)</li> <li>◆ Establishment of operational systems, including administrative staff</li> <li>◆ Appropriate business evaluations according to positioning and management of profitability by location</li> </ul>



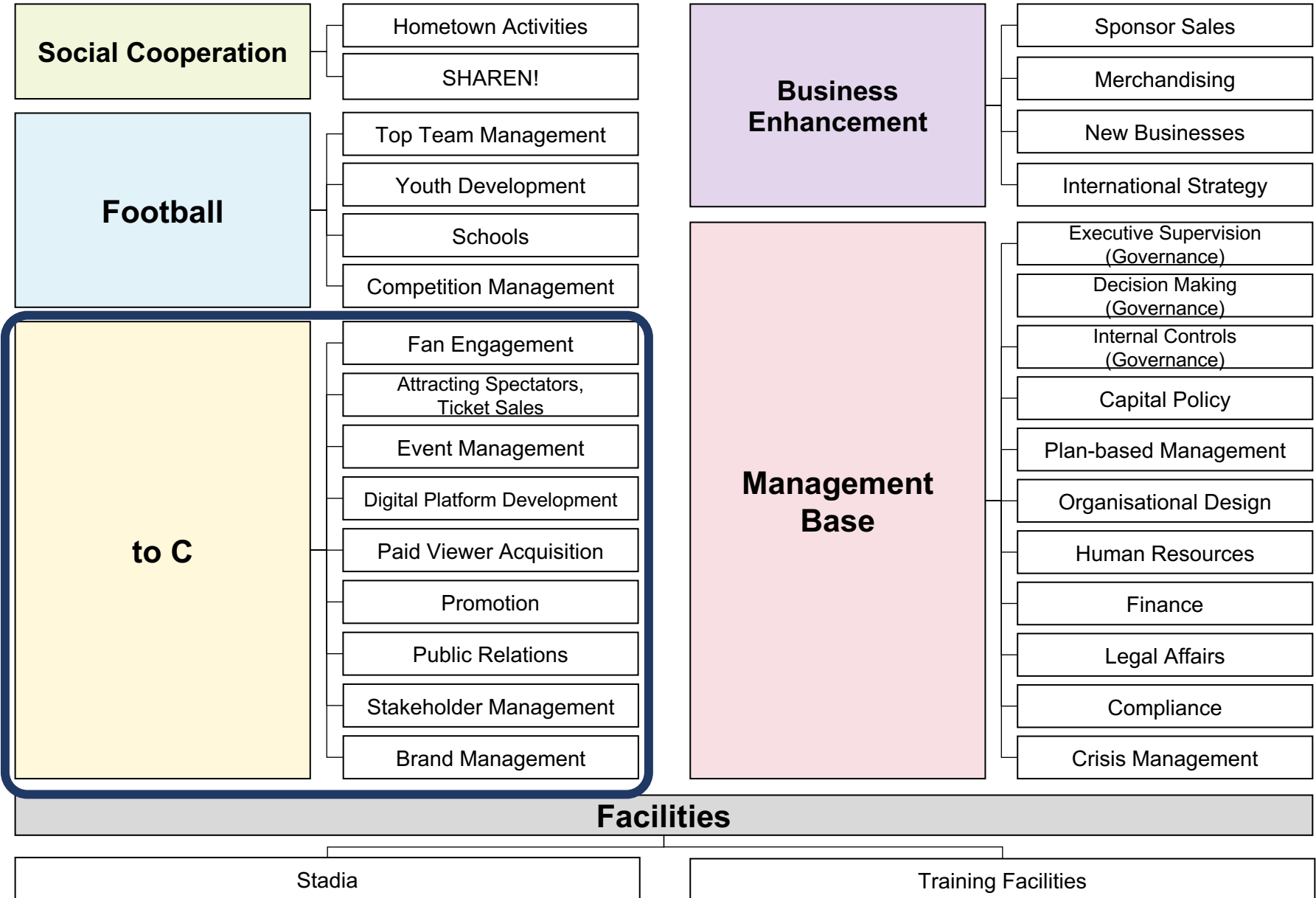
- ◆ There are 30 clubs that have established an NPO and the like, separate from the J.Club operating company to run their school and sports instruction businesses. NPOs have the advantage of making it easier to rent public facilities but have the disadvantage of incurring management and operational costs for the separate entity.

### List of Companies (Corporations) affiliated with J.Clubs

Club name	Affiliated company, etc.	Main business	Club name	Affiliated company, etc.	Main business
Hokkaido Consadole Sapporo	Consadole Hokkaido Sports Club	Operation of school and women's team	Zweigen Kanazawa	Ishikawa Zweigen Sports Club	School operation
	EZODEN Co., Ltd.	Electricity retailing	Fagiano Okayama	Okayama Human Sports Club	Sports event planning
Kashima Antlers	Antlers HomeTown DMO	Sports-based tourism promotion		Fagiano Okayama Sports Club	Business related to sports and health classes
Urawa Reds	RedsLand	Sports facility management and school operation	Renofa Yamaguchi FC	Renofa Yamaguchi Sports Club	Academy and school operation
Yokohama F. Marinos	General Incorporated Association F. Marinos Sports Club	Academy, school, and community engagement	Tokushima Vortis	Tokushima Sports Village	Sports facility (training centre) management
	Shonan Bellmare Sports Club	Academy and other sports team operation	Roasso Kumamoto	Roasso Kumamoto Sports Club	Academy operation
	Cerezo Osaka Sports Club	Academy and school operation	Vanraure Hachinohe	Clovers Net	Academy and school operation
Vissel Kobe	Vissel Kobe Sports Club	Sports classes	Fukushima United FC	Fukushima United Sports Club	School activities and event activities
Blaublitz Akita	Blaublitz Akita Sports Network	School operation	Y.S.C.C. Yokohama	Yokohama Sports & Culture Club	Academy and school operation
Montedio Yamagata	Yamagata Prefecture Sports Promotion 21st Century Association	Academy and school operation	S.C. Sagamihara	Sports Club Sagamihara	Academy and school operation
Mito Hollyhock	Mito Hollyhock IBARAKI Club	Sports club operation, etc.	Matsumoto Yamaga F.C.	Matsumoto Yamaga Sports Club	Academy and school operation
Thespakusatsu Gunma	Thespakusatsu Sports Club	Academy and school operation		Matsumoto Yamaga SC Nanshin	School activities, community contribution activities
Tokyo Verdy	Tokyo Verdy Club	Sports and culture promotion	Azul Claro Numazu	Azul Claro Sports Club	Academy and school operation, sports classes
FC Machida Zelvia	Athletic Club Machida	Academy and school operation	Kamatamare Sanuki	NPO Kamatamare sports club	Sports classes
Yokohama FC	Yokohama FC Sports Club	School, women's team operation, facilities management	FC Imabari	Imabari. Yume Village Inc.	Stadium construction
Ventforet Kofu	Ventforet Sports Club	School, other sports event operation	Kagoshima United FC	Kagoshima Pro Sports Project	Academy operation
Albirex Niigata	Albirex Niigata Ladies	Women's team operation		KMP Co., Ltd.	Maintenance and operation of a club-only training centre

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Deliver competition, which is the most important element in the artwork of football, to spectators and viewers by creating a match together with respect for the opposing team and referees, and by conducting fair, safe, and secure games.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ With the “J.LEAGUE Safety Philosophy during Match Implementation” in mind, provide the best possible stage for players and the best possible experience for spectators and viewers.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Competition management is the source of value in the football business and is indispensable for realising the J.LEAGUE’s philosophy.</li> <li>◆ Matches in stadia are a unique stage for teams and players.</li> <li>◆ For spectators and viewers, the match is the most important content, and to enhance loyalty to the club, it is essential to prioritise safety and provide the best possible experience through smooth competition management.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding of critical issues related to match management (prevention of match-fixing, securing stadia, schedule &amp; kick-off time decisions, measuring the number of spectators, procedures in the event of game cancellation or interruption, entry qualifications, etc.)</li> <li>◆ Understanding of security issues (anticipated number of spectators, supporter’s movements and misconduct, supporter control including cooperation with opposing teams, defamation on social media, weather, etc.) and the establishment of security arrangements based on these risks</li> <li>◆ Creation of operation manuals, thorough preparation through information sharing and cooperation with stakeholders</li> <li>◆ Establishment of processes for reflection and improvement after each match</li> <li>◆ Representing the club in dealings with fans, supporters, government officials, VIPs, sponsors, etc.</li> </ul>

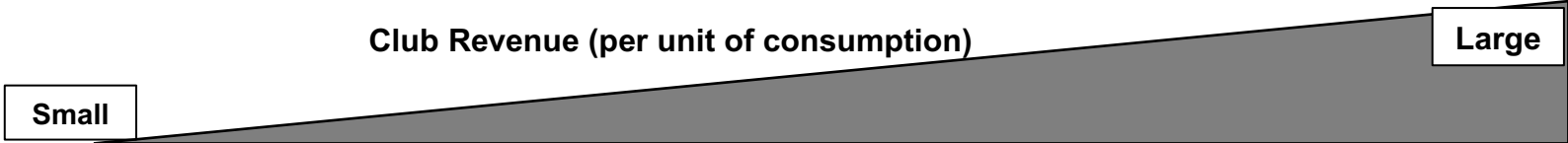
# Details of Management Areas



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Emphasising a customer-centric ethos, enhance customer satisfaction through service provision and inducement measures appropriate to economic value and distinct features, aiming to expand the fanbase and guide them to the higher spending segments.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The characteristics of each category within the fanbase and the customer purchasing process are correctly understood, the fanbase is expanded in line with market size the proportion of the higher spending segments within it is maximised.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ As ticket revenue and value for sponsors are significantly influenced by the fanbase, it is crucial to aim for an increase in both the overall fanbase and the higher spending segments which bring greater economic impact.</li> <li>◆ A customer-centric ethos should be thoroughly embraced within the club, firstly by raising awareness that the club is supported by the expansion of the fanbase, and secondly that it is important to lead customers to the final form of “promoter.”</li> <li>◆ As the fanbase can be categorised based on various factors such as expenditure on the club and expectations, it is key to enhance customer satisfaction by paying attention to the characteristics of each category and the (economic) fairness between them.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Utilising customer data, market research, and the like, to visualise the market and customers</li> <li>◆ Organising and categorising the fanbase based on factors such as revenue potential and expectations for the club</li> <li>◆ Developing club-wide action guidelines that take into consideration the characteristics of customers and economic fairness</li> <li>◆ Application of these to specific operations including the club’s medium-term plans, annual plans, planning of merchandise and services to attract spectators, and inducement measures</li> <li>◆ Setting KPIs (including J.LEAGUE fan indicators) for fanbase expansion and inducement to higher spending segments, and managing them through the PDCA cycle</li> </ul>

- ◆ Develop a cross-cutting fan strategy, broadly considering various fan categories including fans & supporters, school players and sponsors, even though the economic positioning of each category may vary from club to club.

**Club Revenue (per unit of consumption)**

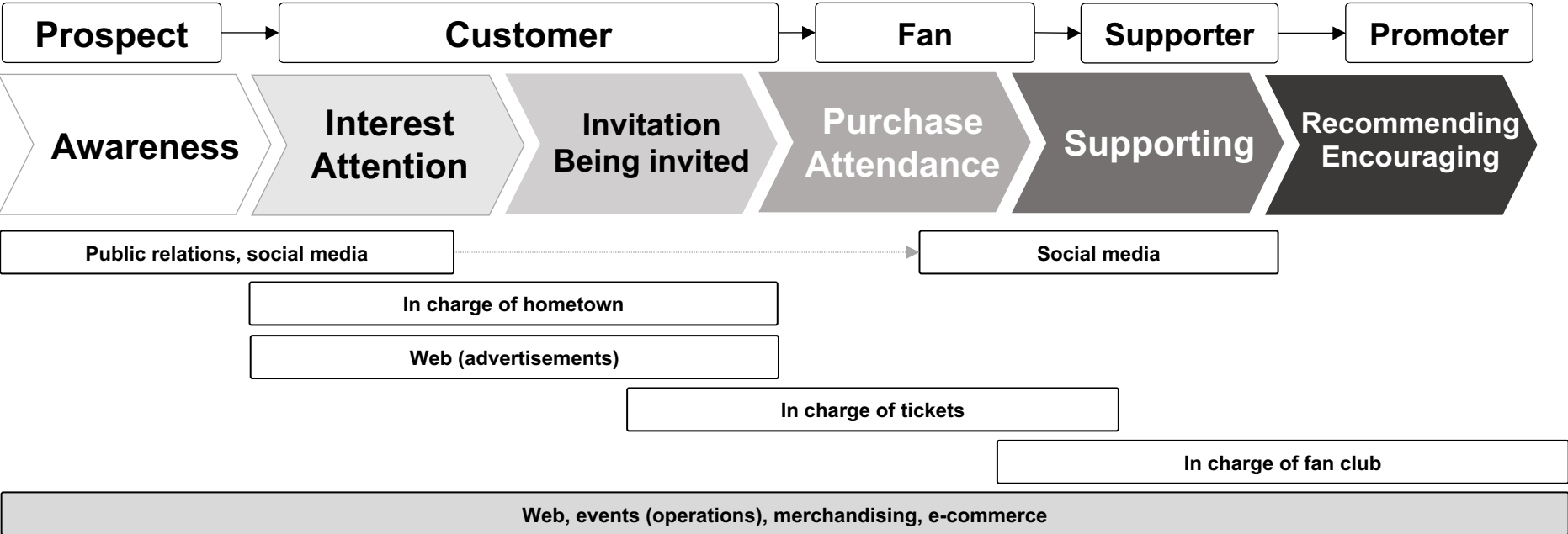


Category	Potential fans	Social media followers	Single ticket/item customers	Fan club	Support organisation	School players	Season ticket customers	Sponsors
Characteristics	Not consuming as fans yet, but potential for the future	Interested, active, spending time	Single-ticket spectators, customers who buy merchandise, but not season passes	Paid membership, participating but limited match attendance	Attend matches, sympathise with the club, provide economic support	Choose the club as a school, future core fans	Customers committed to attending matches throughout the season	Supporters classified into groups (tiers) based on the amount of financial support
Expectations	<b>Interest</b> Attention, awareness, sympathetic, goodwill, interest	<b>Share</b> Sharing of time and space with the club/community	<b>Value</b> Competition, players, goods, events, benefits	<b>Love</b> Contact with players, closeness	<b>Parents</b> Club/player development, affinity with hometown, school, etc.	<b>Family</b> Skill acquisition, sporting opportunities, success of the top team	<b>Passion</b> Match attendance, results, cheering, togetherness	<b>Return</b> Exposure/promotional material, affinity with company philosophy, economic principles
Continuation and expansion measures	Providing new touchpoints and discoveries	Stimulating topicality, expanding contents, diversifying communication channels	Attractive matches, ID management, merchandising plan	Player interaction events, related merchandise (original items)	Club development, honour/contribution, memorabilia (not for sale)	Top and youth team results, family discount tickets, invitation tickets	Results, attractive pricing, preferential plans	Exposure beyond plan, providing new business opportunities

\* The above are examples of fanbase categories and within each category, there may be subcategories, and there may also be overlapping forms between categories. These are supporters who sympathise with the club's activities and messages, get involved in various ways, and satisfy their sense of belonging and fraternity as part of their lives, so they can be considered fans in a broader sense.

◆ The marketing operations and customers’ purchasing process identified by J.LEAGUE are as follows.

J.LEAGUE has defined its customers’ purchasing process, which incorporates J.LEAGUE’s unique match-watching process into customer purchasing processes like AIDMA<sup>1</sup> and other processes, as the “PC-FSP Model<sup>2</sup>.” Noteworthy behaviours are as follows:  
**Invitations & Being Invited:** Many first-time stadium-goers are “invited by family or friends” or “attend via an invitation,” **Supporting:** Not only watching matches but also coming to almost every match as a supporter of a favoured club and cheering for the club;  
**Recommendations & Encouragements:** Bringing new customers to watch matches in the stadium. From a marketing perspective, the customer’s final form is considered to be a “promoter.” We also arranged the “states of the customer” aligned with the process in the model. Based on this model, the diagramme below shows an example of how J.LEAGUE’s identified marketing operations can be arranged.



Note 1: AIDMA is one of the representative models explaining the consumer purchasing behaviour process (Attention at the awareness stage, Interest, Desire, and Memory at the emotional stage, and Action at the behavioural stage).

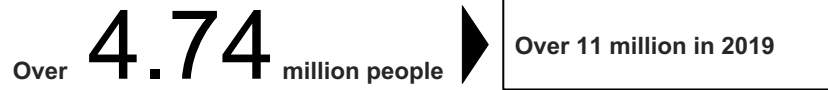
Note 2: PC-FSP Model is an acronym made from the initial letters of Prospect, Customer, Fan, Supporter, and Promoter.

Source: J.LEAGUE Marketing Officer Training Materials

- ◆ In the J.LEAGUE ID results for fiscal 2021, the male-to-female ratio of spectators was approximately 7:3, with both men and women mostly in their 40s.

### J.LEAGUE Annual Total Attendance (2021)

\*League matches only



### Meiji Yasuda J.LEAGUE 2021 J1 average attendance



### Meiji Yasuda J.LEAGUE 2021 J1 full-capacity matches<sup>1</sup>

**214** matches

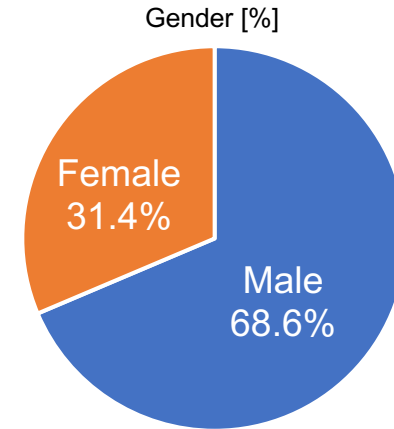
### J.LEAGUE ID registrations (as of August 2022)

**2.72** million people

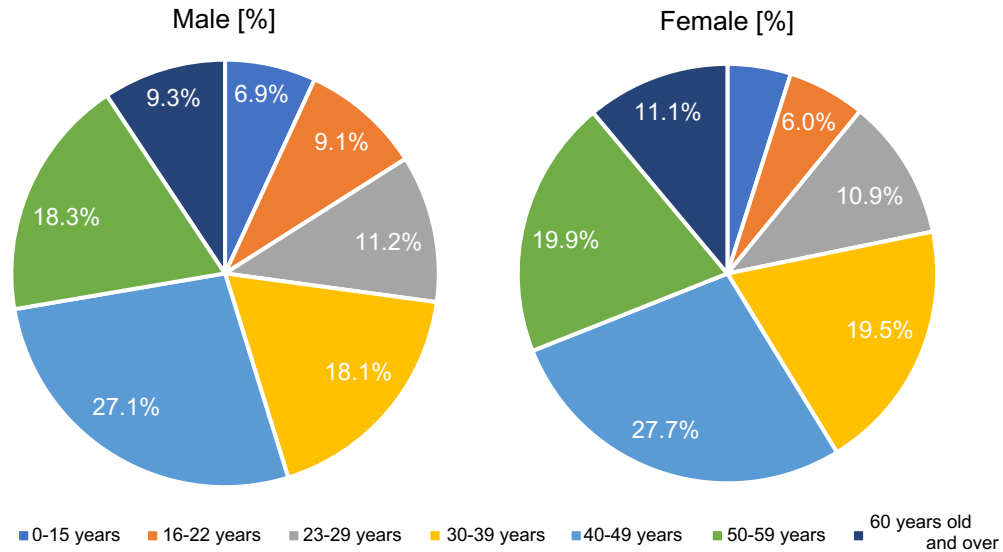
### Number of countries broadcasting (2022)

Over **60** countries and regions

### Attributes of Spectators (2021)



### Age Distribution



Note 1: The number of full-capacity matches during the period of attendance restrictions due to the COVID-19 pandemic

- ◆ The introduction of digital marketing has enabled a steady increase in attendance since 2016 and positive year-on-year growth even after relegation to J2. The success of the club's fan development strategy is the product of careful planning, a strengthened system, and a company-wide efforts.

### Issues (2010-2014)

- ◆ Despite winning the championship in 2010, attendance growth was sluggish. With the stands not full, there was no winning atmosphere.
- ◆ The purpose of ticket sales strategies were unclear, and inefficiencies existed between departments due to compartmentalised operations.
- ◆ The club was ranked last in attachment rate (2014 J.LEAGUE survey).
- ◆ Customer information (attributes, type, viewing style, number of matches attended, etc.) was insufficient (**"We don't know who are customers are."**) to initiate countermeasures.

### Key Policies of Fan Development

Focus on the light user segment

Strengthen digital marketing

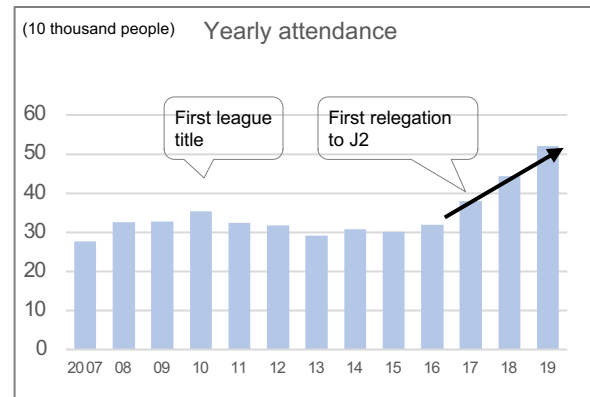
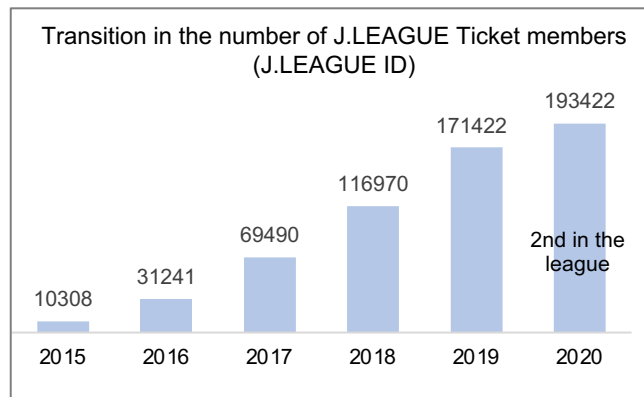
Provide customer-focused services based on a "real" image of the customer

### Measures (2015-2017)

- ◆ Professionalisation of ticketing (utilising digital marketing experts, strategic planning professionals, creators, operation and collaboration, actively using external expertise)
- ◆ Start building a customer database (strategic information collection and detailed analysis for visualising and defining customer attributes and behaviours)
- ◆ Establish optimal pricing (including invitations), and plan and implement promotion and communication strategies for each customer segment (**"1-to-1 marketing"**)
- ◆ Customer data collection by designing inducement to J.LEAGUE Ticket website (ticket purchase rate via J.LEAGUE Ticket from 11% in 2015 to 80% in 2019)
- ◆ Continuously capture fanbase in detail through the PDCA cycle based on post-match surveys and sending out thank-you messages as seeding efforts

### Completion of a mechanism that allows proactive initiatives on "what kind of customers, at what timing, and in which seats we want them to attend"

### Results



### [Reference] Interviews with club officials

(1) "If you want to attract spectators, you must fascinate – It doesn't happen by chance"

<https://www.footballista.jp/feature/79295>

(2) "The answers are in the voices and actions of the fans we have gathered"

<https://www.synergy-marketing.co.jp/showcase/nagoya-grampus/>



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ After designing tickets based on the 4Ps of marketing, focus on acquiring new layers of customers through “invitation” and “inviting others,” while also efficiently approaching existing layers of customers through the use of digital technology.</li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The stadium capacity rate is maintained at a high level without being greatly affected by results, and the ticket revenue contributes to the financial stabilisation of the club as one of the sources of income.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Stable ticket revenue leads to the financial stabilisation of the club, and attendance is also important from the point of view of value appeal to sponsors and paid viewers.</li> <li>◆ First of all, it is fundamental to design the ticket types and pricing rationally based on a marketing perspective, and strategic design of various selling methods, including dynamic pricing, is important.</li> <li>◆ A key point in marketing is to take appropriate approaches according to attendance frequency, for example by using invitation tickets and encouraging people to invite others for new customers, and by using digital technology to communicate according to the attributes of customers for existing layers of customer.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding of fundamentals (such as the attendance and ticket situation of the club, hometown, etc.)</li> <li>◆ Strategic ticket design combining price balance between ticket types such as season tickets and high-priced seats, and various selling methods</li> <li>◆ Development of marketing plans for each home game, considering match-ups, weather, and other factors, and working through the PDCA cycle</li> <li>◆ Capturing new customers through proper use of invitation tickets and encouragement of “inviting others”</li> <li>◆ Efficient communication with existing layers of customers based on customer data accumulated through the use of J.LEAGUE ID and other means</li> </ul>



### Reserved Seating

Selling seats with predetermined seat numbers allows for dispersed attendance and ensuring space between seats on the day of the match. Moreover, if customers can choose seat numbers, it's excellent, so this is essential for the introduction of dynamic pricing.

Seat interval control

### One-Touch Pass

This covers the entry authentication of season tickets that have been converted into IC cards and attendance records of fan club membership cards. \*Reader installation is required, but produces significant effects when introduced in combination with QR tickets.

Contactless

Visitor identification

### Member Priority/ Discount Sales

Membership privileges ahead of general sales  
Typical benefits of fan clubs, etc.

Member services

### Web-based

With sales after user registration, data on who purchased which seats can be collected automatically. This is essential for visualising customers and promoting CRM activities.

The league average for ticket purchase ratio via J.LEAGUE Ticket increased from 23% in 2019 to 64% in 2020.

Understanding attendee information in advance

### QR Ticketing

Ticket issuance at stores is not needed, as purchase to entry can be completed with a smartphone. Ticket use (attendance) data can be obtained through non-contact means.

\*Reader installation is required, but significant effects when introduced in combination with one-touch pass. The league average percent of QR tickets out of J.LEAGUE Ticket sales increased from 61% in 2019 to 83% in 2020.

Contactless

Visitor identification

### Dynamic Pricing

Fluctuating price sales where AI determines the appropriate price based on data such as past performance, sales status, and inventory. Naturally, tickets for popular match-ups tend to become more expensive, which also has the effect of increasing the value and advantage of holding season tickets. Authenticated admission and ticket use (attendance) data can be acquired (limited to issuance from Ticket Pia Network).

\*Reader installation is required, but significant effects when introduced in combination with one-touch pass and QR tickets.

#### Clubs that have introduced dynamic pricing

Sapporo, Sendai, Urawa, Kawasaki, Shonan, Shimizu, Nagoya, C-Osaka, G-Osaka, Fukuoka, etc.

Maximising box office revenue

Offering appropriate prices

### Paper Ticket Barcode Authentication

Like QR tickets, it allows for authenticated admission and ticket use (attendance) data (limited to issuance from Ticket Pia Network).

\* Reader installation is required, but significant effects when introduced in combination with one-touch pass and QR tickets.

Contactless

Visitor identification

### Sale as Specified Show and Event Tickets

With the enforcement of the Unauthorised Resale Prohibition Law (June 2019), crackdown on unauthorised resellers is possible.

To sell as specified show and event tickets, the sales channel must be restricted to the web and official resale must be introduced.

Measures against high-value unauthorised resale

### Official Resale

This is the official secondary distribution where purchase and sale are possible in response to cases such as "after purchasing, my circumstances changed" or "I accidentally got too many seats within the same group." It helps in curbing unauthorised reselling.

User convenience

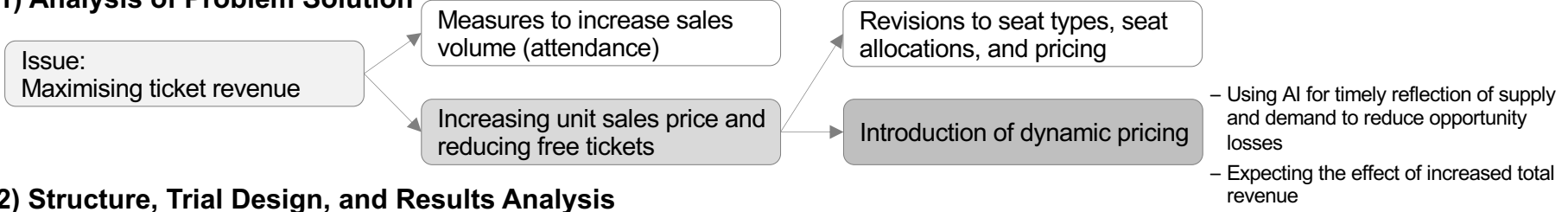
### Seat Change

Functionality that responds to requests such as "after purchasing, I now want to add another person and purchase consecutive seats with different numbers and of a different type," or "due to the forecast of rain, I want to move to a seat with a roof"

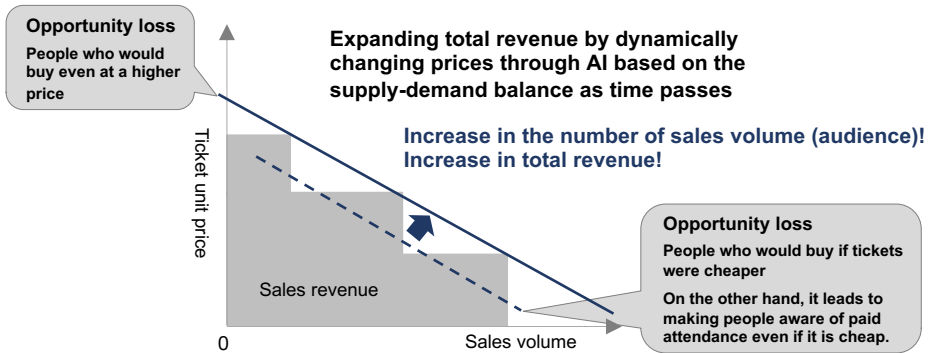
User convenience

- ◆ Yokohama F•Marinos introduced dynamic pricing, a ticket sales method diversified through DX [Digital Transformation]. The conclusion was that further effects could be expected with design tweaks and improvement.

### (1) Analysis of Problem Solution



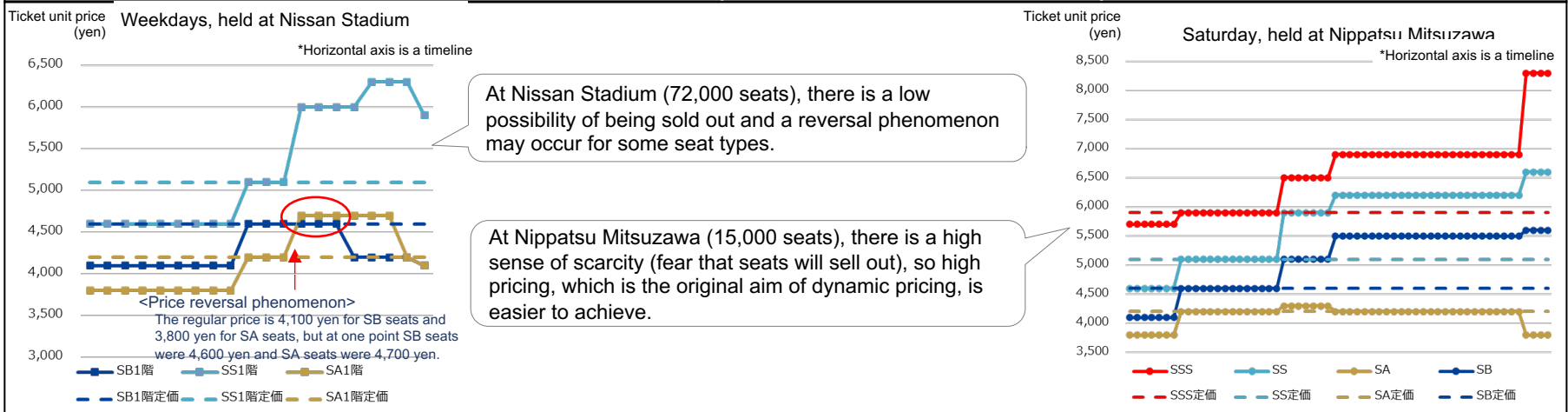
### (2) Structure, Trial Design, and Results Analysis



- [Tweaks at the time of introduction]
- Cover all seats (maximising effects)
  - Set upper and lower limits for prices (consideration for season ticket holders and FC members)
  - Abolish intermediate preferential prices (some degree of fluctuation = motivation needed)

- [Issues]
- Reversal phenomenon → Reconsidering the concept of seat types, finer classification of seat types
  - Price differences due to sales channels → Limiting to channels where it can be introduced
  - Announcements not reaching casual fans → Reconsidering methods and timing

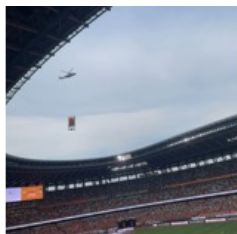
### Trial Results in 2018 (before the COVID-19 Pandemic)



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>To ensure that home game attendees are satisfied regardless of the the match result, provide a high-quality spectator experience including food, beverages, and events, starting with communication before and after the match.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ By viewing football as an ‘artwork’ that is the culmination of the engagement of all individuals involved with the club, not only the on-the-pitch performance, but also including the passion of fans and supporters and cooperation with stakeholders, events are an important component of the whole experience, and regardless of the match result, provide a level of satisfaction that makes people want to come back again.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Since the match result is uncertain, providing satisfaction to the spectators regardless of the match result becomes a key point for increasing fans &amp; supporters and attendees.</li> <li>◆ To achieve this, it is also necessary to provide a high-quality experience outside of the match itself, from communication regarding ticket purchases before the match to food, beverages, and events on the day of the match.</li> <li>◆ Along with advance planning, it is important to ensure that all club affiliates who interact with attendees are aware of the importance of hospitality.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarification of the value provided to customers at home games (e.g., victory/extraordinary experience)</li> <li>◆ Developing event plans for each home game, taking into account match-ups and weather conditions</li> <li>◆ Developing and executing well-prepared preparation plans for each home game</li> <li>◆ Review of each match and continuous improvement</li> <li>◆ Ensuring thorough hospitality awareness among club staff, volunteers, external partners, etc.</li> </ul>



### Shimizu “Japan National Stadium 60,000 Challenge” The Original 10 National Stadium Showdown



Dropping the match ball from a helicopter

The club held a home game at the Japan National Stadium for the club's 30th anniversary match event. A lot of thought was put into pre-game preparations and announcement methods, and the plan was developed with the cooperation of the opposing Yokohama FM's club and supporters. On the day of the match, there were glamorous performers and a variety of productions/events, and the club distributed 35,000 orange baseball shirts, dyeing the stadium orange. Despite the loss, the score was a spectacular 3-5, and customer satisfaction was high at 8.2/10.

Club YouTube Video: <https://www.youtube.com/watch?v=kl8mBFDyJD0&t=4855>

### Nagoya “Great Shachi Festival” City-wide Flashy Shachi Pride



- 目的：ホームタウンに活力と一体感を作り、人と人のつながりを生み出す
- 目標：東海地区を代表するイベントとなり、街の魅力と地元への愛着の向上に繋げる
- コンセプト：尾張と三河がひとつになり、街への誇りと名古屋・愛知がもっと好きになる

仲間とともに一体となり、この街の誇りを呼び覚ます。ともに街を元気にすることで、もっと街が好きになる。グランパスのひたむきに闘う姿が、あなたの活力になる。闘いの守り神である「金鯱」を祀り、勝利を祈ろう。スタジアムで、街で、ホームタウンの人々がひとつになる。

The club planned a city-wide festival to realise the value of Grampus (the happiness of being united through Grampus). Learning from the Hawk Festival of the Fukuoka SoftBank Hawks professional baseball team, the club created a sense of unity and connection throughout Nagoya and Aichi. It dyed the city in team colours by distributing special uniforms in advance, increased exposure in various places throughout the city, and created excitement at press conferences. Synergies were created through linked events around the city with various local governments and groups in the hometown and the “Great Nagoya Exhibition” in collaboration with BEAMS JAPAN. Festival merchandise and even a bon dance were effective in creating buzz and increasing attendance and awareness.

Club Official Website: <https://nagoyagrampus.jp/campaign/shachi2022/>

#### 1 ステージゾーンイベント

マスコット大集合、オレンジクラブ&トリコロルマーメイドコラボショー、エスバルスレジェンドのトークショーを予定しています。ゲートで再入場券をもらって場外ステージでのイベントもぜひお楽しみください！

#### 2 30周年記念展示

場内1層のバックスタンド側に歴代ユニフォーム及び歴代のTOPチーム集合写真を展示。写真撮影等もOK!

#### 試合前演出「30周年記念マッチ特別演出」

18:45頃～【選手紹介～KICKOFF】演出に、花火や炎・LED・光の演出などの盛りやかな特別効果をコラボレートした「30周年記念マッチ特別演出」を実現いたします！

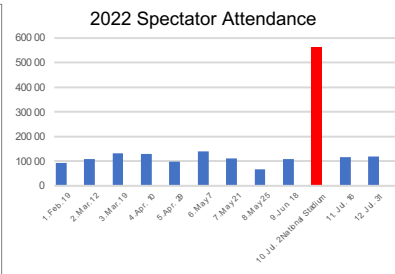
Supporters hyping it up with tifo

Orange galaxy

Opposing supporters also prepared tifo

◆ Results

- Record attendance for the club (56,131 people) and the highest in the league for the season (including 57% first-time spectators for the season, 34% from Shizuoka, 17% from Kanagawa, and 43% from other Tokyo metropolitan areas)
- Combined with J.LEAGUE's 10,000 invitees project (130,000 applied and 4,000 of those not selected purchased preferential tickets)
- 94,000 new J.LEAGUE IDs obtained in 2022 (top in J1 as of the end of July 2022)



Station staff in special uniforms

Promotion in the city

Golden Shachi monument at the match venue

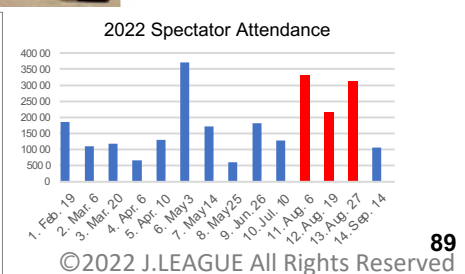
Press conference at Nagoya Noh Theatre

Bon dance at Nagoya Castle

Great Shachi Festival merchandise

◆ Results

- Spectator attendance ↗
- Ticket price ↗
- Ticket revenue ↗
- Merchandise revenue ↗
- Match venue revenue ↗
- Sponsorship fees ↗
- Event satisfaction & customer loyalty ↗



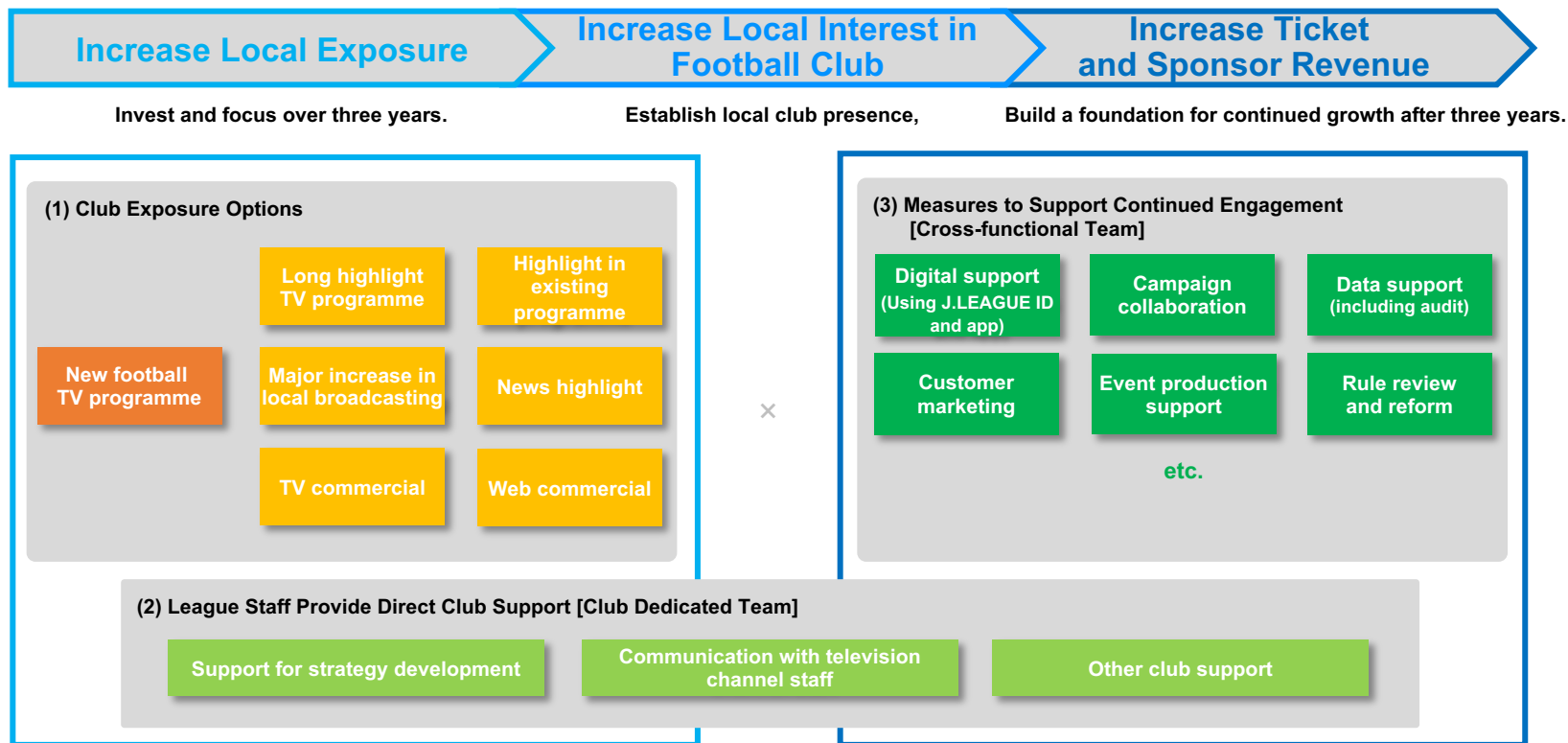
<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ Pursue the expansion of the fanbase, which forms the base for paid viewers, and work with teams and players to enhance viewing methods and content, focusing on the viewing experience, which is set to become a key element in the future.</li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The club's fans in numbers above the set subscription targets continually subscribe to paid broadcasts, achieving the number of paid viewers that can be expected to produce high broadcasting value for the league as a whole as well.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ As broadcasting rights fees account for a large proportion of the distribution funds, paid viewer acquisition is a top priority not only for the league but also for the club.</li> <li>◆ Since the key factor for increasing paid viewers ultimately lies in increasing fans, it is imperative to pursue fan expansion more than ever, keeping the J.LEAGUE's fan indicators in mind.</li> <li>◆ Enhancing the viewing experience, which is becoming increasingly important for fan expansion in the era of living with COVID-19, it is crucial to work together with teams and players as the appeal of the content has a significant impact alongside the innovation of viewing methods.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding the significance of paid viewer acquisition in line with the growth perspective of the J.LEAGUE as a whole</li> <li>◆ Setting it as an important KPI in fan indicators</li> <li>◆ Collaboration with the top team management department to enhance the viewing experience, reflecting fans' perspectives in team composition, etc.</li> <li>◆ Exploring measures to improve viewing methods to enhance the viewing experience and strengthening sales promotion of viewing passes (products linked to season tickets and fan club memberships, EC promotion campaigns, etc.)</li> <li>◆ Implementation of basic cross-club measures to engage paid viewers (DAZN), such as match schedule adjustments, content development &amp; production, banner placement of the club official website, information dissemination on social media, and invitation &amp; referral</li> </ul>

\*In addition to the above, local TV broadcasts and radio broadcasts are also important in terms of revenue from the club's broadcasting rights sales business and the expansion from the club's exposure.

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Increase the popularity and value of the club by understanding the market and working with the team to actively use existing media and digital tools to provide engaging content.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The club is able to continuously offer content tailored to the characteristics and objectives of the target audience, in line with the club's philosophy and strategy, to increase interest in and loyalty to the club, thereby elevating its popularity and value.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Exposure is key to elevating the club's popularity and value and increasing the number of attendees and sponsor revenue, and promotion is essential for achieving this.</li> <li>◆ Effective promotion requires first understanding the market thoroughly and then actively using digital tools that have a wide reach and are less expensive, in addition to existing media like terrestrial TV.</li> <li>◆ Collaboration with the teams and players, who are the biggest content of the football club, is key to effective promotion.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding the market and customers by utilising market research</li> <li>◆ Targeting and developing promotion strategies and annual plans according to target characteristics</li> <li>◆ Utilising local TV broadcasts and radio broadcasts, and the development of digital tools (owned media like website &amp; official social media accounts, email distribution system, etc.)</li> <li>◆ Building consensus within the club and establishing systems towards the active involvement of players and staff in promotions</li> <li>◆ Planned execution and continuous verification of effectiveness based on data</li> </ul>

- ◆ The local exposure initiative seeks to increase fan engagement with football by drastically increasing exposure of football and local clubs, increasing the value of J.LEAGUE and clubs as a whole.

<High Level Vision>



\*Specific menus and measures are subject to change.

## Initiative Goals

- ◆ Broadcast **football TV programs** throughout Japan's regional areas \* Attempt major cities as well
- ◆ Use football TV as a hook to dramatically **increase club TV exposure** with broadcast matches and news highlights
- ◆ Leverage increased exposure to increase football and club recognition and **increase club fans and revenue**

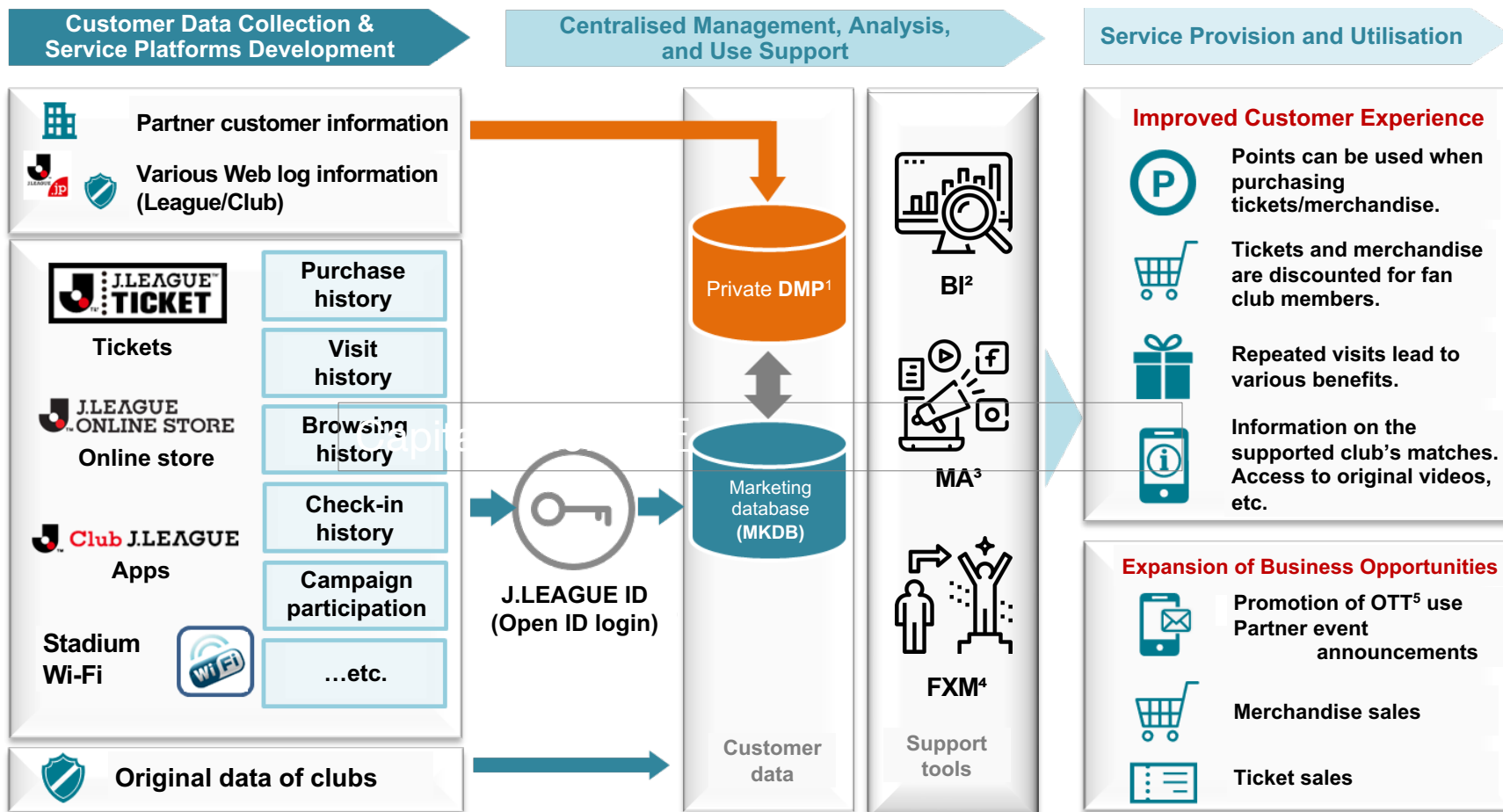


<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Aim to enhance the club’s visibility and brand by accurately and broadly conveying to society the club’s philosophy, value, information, and the teams’ appeal and activities, including communications from the club managers themselves, from perspectives such as reporting, publicity, and organisational risk.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ A balance is achieved between mass media communications and owned media (such as social media) communications, whereby not only wins and losses but also management information and the club’s activities and team appeal are communicated in the hometown, and this fosters interest, contributing to raising recognition and brand value, as well as risk management.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ The club managers themselves embody the club’s philosophy and serve as a symbolic presence of the club in the hometown, and it is constantly exposed to the media, fans, and other external communications, with high recognition and significant influence.</li> <li>◆ There are constraints on internal resources allocated for public relations, and often a small number of staff must handle cross-functional and concurrent duties across multiple departments (such as attracting spectators, promotions) with different operational purposes (offensive/defensive, mass media/owned media, etc.).</li> <li>◆ Effective communication tends to be restricted by the prioritisation and sanctification of the wishes of the top team management department.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Always responding calmly and sincerely, and communicating the club’s philosophy and value in the words of the club managers themselves (the club managers are a symbolic representation of the club)</li> <li>◆ Recognising that beyond each media, there are many stakeholders, including fans &amp; supporters, partners, and local governments</li> <li>◆ Building a cooperative framework with experts in case of emergencies, maintaining an appropriate distance with the media (information provision, communication, etc.), maintaining an open communication stance as a club, and practicing regular risk management</li> <li>◆ Ensuring that external messages from management, top team management, and public relations are always consistent and without deviation</li> <li>◆ Maximising exposure through reliable and smooth media operations at matches, which are the biggest content, and through media communications that maintain a balance between mass and owned media (frequency, content, and schedule tailored to media characteristics)</li> </ul>

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Based on a policy of using digital platforms, work in cooperation with the J.LEAGUE to expand the customer database from both online and offline approaches and prepare a system for its effective use.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The database that underlies the platforms is well-maintained, and there is a certain number of personnel within the club who can use data analysis and its results for marketing measures, etc. This means that digital data is being used as an important management asset.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ There are inherent constraints based on the scale of management and environment, and it is difficult to develop everything in-house, therefore, it is necessary to utilise internal and external resources.</li> <li>◆ In terms of attracting spectators and promotion, it is efficient to implement measures according to customer characteristics based on the database, therefore, each club needs to proceed with digital platform development focused on expanding the database and engage in customer relationship management (CRM).</li> <li>◆ Even if customer data is collected, it will not function without personnel and organisational systems that can analyse the data and connect it to actions, therefore, it is important to have personnel suitable for the environment and stage as an essential element for platform development.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarify the positioning and policy of digital platforms as a key management mission</li> <li>◆ Clarifying the policy of using appropriate external resources suited to the club's actual conditions and formulating a platform development plan</li> <li>◆ Establishment of a system for utilising digital data assets and allocation of personnel who will serve as the leaders (including in recruitment and development)</li> <li>◆ Expanding the database at both online and offline customer touchpoints (including the collection of J.LEAGUE IDs)</li> <li>◆ Effectively utilise, coordinate with, cooperate with, and support the J.LEAGUE's digital platforms promotion team</li> </ul>

# Structure of the Platform Utilising J.LEAGUE IDs

- ◆ Purchase, visit, and match viewing history visible from J.LEAGUE IDs is used for CRM activities such as attracting spectators and viewing policies.



Note 1: DMP: Data Management Platform. A platform for accumulating and managing data on customer purchasing behaviour, departmental and other proprietary data, as well as external data  
 Note 2: BI: Business Intelligence. Systems or tools used to configure dashboards with features and displays that integrate, analyse, and visualise the vast amounts of data accumulated within a company according to user needs

Note 3: MA: Marketing Automation. Software (tools) used for automating, streamlining, and making marketing activities more efficient

Note 4: FXM: Fan Experience Marketing. A marketing method aimed at creating fans and turning them into loyal customers by selling experiences and behaviour patterns

Note 5: OTT: Over The Top. Video streaming services through the internet that "jump over" traditional infrastructure (communication, broadcasting service providers, etc.), such as YouTube, DAZN, Netflix, etc.

Source: FY2021 J.LEAGUE Business Officer Training Materials

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Identify various stakeholders associated with the club, systematically understand them, and cooperate with club affiliates with a view to increasing the overall value for all stakeholders, considering a balanced approach without bias.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The expectations and engagement policies for each stakeholder are organised, and the organisation can respond systematically and adequately, and the overall value of all stakeholders is increasing.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Clubs are able to exist with the support of various stakeholders, including fans &amp; supporters, local communities, and citizens, and this needs to be systematically understood.</li> <li>◆ Since there are a wide range of stakeholders in all tasks, there can be inconsistencies or biases in engagement, and it can easily become too dependent on specific individuals.</li> <li>◆ The satisfaction of each stakeholder is an important indicator parallel to various management goals in club management, therefore, it is essential to work with the view of increasing the overall value for all stakeholders.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Identification of stakeholders for each functional department of the club, and systematic visualisation for understanding</li> <li>◆ Visualisation of each stakeholders' expectations, and formulation of fair engagement policies</li> <li>◆ Systematic action plans (setting management goals for each functional department and parallel stakeholder satisfaction) and PDCA management</li> <li>◆ Cross-departmental checks of engagement strategies (such as biases among stakeholders) and revisions</li> <li>◆ Building relationships with key stakeholders and, depending on the situation, engaging appropriately with the club managers themselves at the forefront</li> </ul>

- ◆ J.Clubs' stakeholders have varying expectations, but consistent response policies based on club philosophy are required.

## Local Community & Citizen

Stakeholders	Fans & Supporters	Sponsors & Partners	NPOs, Volunteers, etc.	Players, Head Coaches & Coaches	Media	Shareholders	Employees	Suppliers	Administration	Others
<b>Expectations of the club</b>	Emotional excitement Dreams Emotional involvement	Advertising power Shared philosophy	Brand strength Platform for contribution Work fulfilment	Contracts Place for activities Self-realisation	News value	Club value Embodiment of philosophy	Employment opportunities Work fulfilment	Business	Community revitalisation Social issue resolution	Other
<b>Provision to clubs</b>	Cheering on the match Ticket revenue Merchandise purchases	Sponsorship Cooperation	Club support Social activities collaboration	Competitions and results Transfer payments	Reporting & advertising	Capital Corporate philosophy	Professional contribution Labour	Products Services	Administrative support	Other
<b>Provision from clubs</b>	Match entertainment Services Merchandise/supplier's meetings	Results Sponsor benefits Activation Club value appeal	Social contribution activities Opportunities for engagement	Philosophy Organisation Remuneration	Club information	Results Fame Brand Management information	Business execution Salaries HR policies	Orders Compensation	Hometown activities SHAREN!	Other
<b>Club response policy</b>	Customer-oriented Ensuring fairness and equity	Offering marketing value	Fostering a sense of belonging	Embodying the football philosophy	Communicating correctly	Ensuring commitment	Management philosophy Plan realisation	Functionality Cost-focused priority	Cooperation as a citizen	Shared mission & values



The expectations of each group and individual are unlimited. It is important to undertake efforts to nurture long-term supporters by facilitating a proper understanding of club operations and services through consistent actions and attitudes with the right sense of distance and timing, without opposition or pandering. Building relationships with opinion leaders is also effective.

### Club Philosophy

By becoming an organisation that is loved, needed, and trusted by the administration, through active cooperation in solving administrative issues, it is possible to benefit from support that exceeds monetary value on a priority and continuous basis, to this end, it is necessary to build close relationships not only with specialised contacts but also with leaders and chairpersons (contacts of ruling and opposition parties), politicians, etc., on a regular basis. Also, daily collaboration with the police and fire departments is important for ensuring the safety of the club and players and solving issues.

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Foster understanding of and permeate the importance of brand value across the club, and build a system to enhance brand recognition and attachment through a consistent strategy.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The club's brand is widely recognised in society and has strong attachment from stakeholders, i.e., the brand value is high.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ The brand is an essential management resource that influences not only the financial aspects such as marketing, paid viewers, merchandise sales, etc., but also the relationship with stakeholders, therefore, it is essential to maintain the brand value, which is the sum of various values, at a high level.</li> <li>◆ All activities of the club affect the improvement (or degradation) of brand value, so it is important to first understand and permeate its importance across the club.</li> <li>◆ Then, based on a consistent brand strategy, a wide range of management is needed, from organising the club's intellectual property to building a system to enhance recognition and attachment, including development and merchandising.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding the importance of brand value</li> <li>◆ Internal communication aimed at permeating the importance of the brand within the club (formulation of behaviour guidelines)</li> <li>◆ Definition of the desired brand value based on an evaluation of the current state of the club's brand through regular survey results</li> <li>◆ Formulation of a brand strategy that brings consistency from the brand's perspective to each activity as a part of the medium-term plan</li> <li>◆ Building a system related to merchandising and trademark management (team names, designations, emblems, logos, mascots, flags, etc.)</li> </ul>





## Shimizu S-Pulse

- ◆ Shimizu S-Pulse established their brand guideline as “OUR ORANGE, OUR SYMBOL,” highlighting the club colour, “S-Pulse Orange,” as a symbol of the community.
- ◆ In their initiatives, they began with interviews of over 60 individuals including fans, supporters, supporters club members, partners, S-Pulse players & staff, former players, and other stakeholders, and carried out a detailed study. In October 2018 and January 2019, they released emblem update proposals on their official website, receiving a large number of comments from fans & supporters, totalling over 2,000.
- ◆ They signed a strategic merchandising partnership with Fanatics Japan, deploying a new brand image.



## Tokyo Verdy

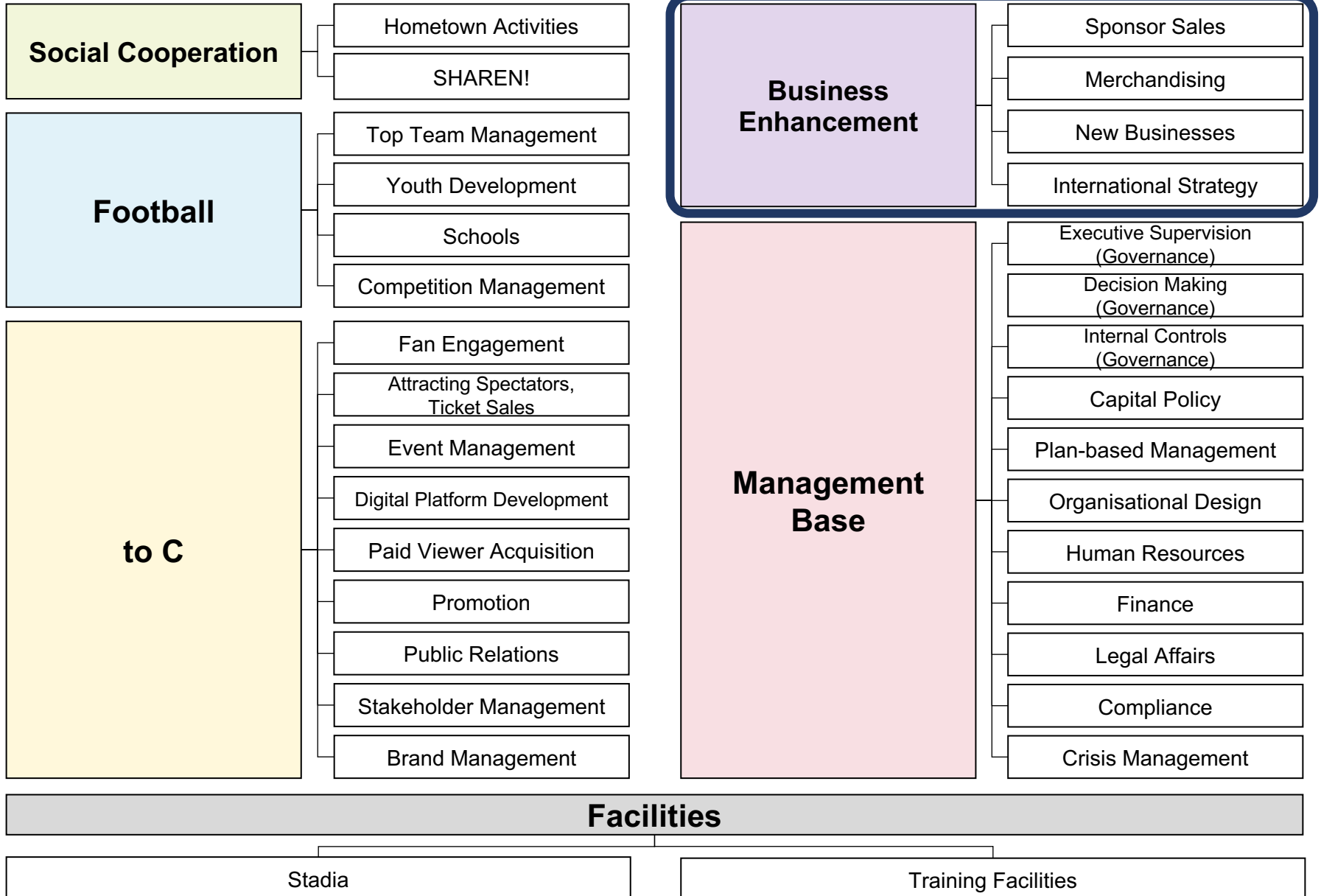
- ◆ On the occasion of the club’s 50th anniversary, Tokyo Verdy underwent rebranding. They adopted the *Archaeopteryx*, symbolising being a pioneer, in a simple yet creative emblem, together with a V-mark with a linked shape. They are promoting their brand business and shifting to a general sports club that also includes multiple sports teams, such as baseball, basketball, and others, in addition to football. They appointed renowned British designer Neville Brody for the design.
- ◆ They received the Good Design Award 2020 for branding efforts as a general sports club. The award recognised a series of projects that expand the sports business model, including the brand business, shift to a general sports club, refreshing an identity with expansion possibilities, operating multiple sports teams to expand sports participation, and a unified uniform design in brand colours.



## Gamba Osaka

- ◆ At the time of their 30th anniversary, Gamba Osaka conducted interviews with many stakeholders including staff, players, partners, and hometown government, supporters, and established a new brand concept. The core theme of the brand is “BE THE HEAT, BE THE HEART.” They created a simple yet powerful visual system with a minimally designed modern G emblem, blue and black team colours, and bold typography using an original font. They aim to become a representative sports experience brand in Japan.
- ◆ To embody the new brand concept and enhance the range of items that accompany fans and supporters in their daily lives, they have been developing items in collaboration with Panasonic Corporation, United Arrows LTD., and other companies.
- ◆ For their branding efforts, they received the German international design award “iF Design Award 2022” (Communication Category, Company Branding).

# Details of Management Areas





<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Establish goals and policies for achieving them based on corporate needs and the market, build strong relationships with sponsors, make proposals for activity value that goes beyond wins and losses, and ensure the steady fulfilment of contracts.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Steadily increasing sponsor revenue while responding to the sponsors' needs (including the SDGs), and achieving goals for the composition and number of sponsors according to the club's situation.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Sponsors revenue is an important source of income, accounting for the highest proportion of club revenue, therefore, it is necessary to understand the market and clearly define goal achievement policies and targets while taking into account social trends emphasising SDGs in society and changes in companies.</li> <li>◆ With a decline in the number of spectators due to COVID-19, it is essential not only to focus on the team's wins and losses or mere exposure but also to appeal to the value of activities 365 days a year, including non-match days, and make proposals according to the situation and needs of the other party.</li> <li>◆ Contract termination or reduction is a possibility in the short term due to economic conditions and other factors, therefore it is essential to build relationships as partners that enhance value together, and on that basis, to steadily carry out sponsorship activations, providing sponsor benefits, and other efforts.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarification of goals achievement policies and targets based on market understanding (including trends emphasising SDGs and changes in companies)</li> <li>◆ Establishing a sales structure (personnel) and sales management processes and tools in line with goals and targets</li> <li>◆ Building mutual understanding and relationships with sponsors (and potential sponsors)</li> <li>◆ Making appeals for the value of activities beyond match days that are not limited to the team's wins and losses and exposure, and making proposals tailored to the sponsors' needs</li> <li>◆ Setting cost-effective sponsorship activations and other activities, and steadily fulfilling contractual items</li> </ul>



- ◆ Kawasaki Frontale recognises that there is a limit to increasing sponsor revenue through exposure value and activities without narrative. It has therefore been working on attracting partners and increasing sponsor revenue based on SDGs, in which companies have shown strong interest in recent years.

## Activity Overview

<p><b>Background</b></p>	<ul style="list-style-type: none"> <li>◆ Recognising that it is difficult to create reasons for companies to pay sponsorship fees with exposure value and activities alone, they focused on the SDGs, in which companies have shown strong interest in recent years.</li> </ul>
<p><b>Contents</b></p>	<ul style="list-style-type: none"> <li>◆ Seeking partners to sponsor (specific) community contribution and SDGs activities implemented by Frontale</li> <li>◆ Promoting the value of Frontale as a partner and platform for companies to practice SDGs</li> <li>◆ Established the “<b>Kawasaki Frontale SDGs Sponsorship Partner</b>” (overview on the right) as one of the contract options among various contract forms, and proposing it to prospective customers</li> </ul>
<p><b>Responsibilities</b></p>	<ul style="list-style-type: none"> <li>◆ Product planning: Planning led by the planning department's SDGs manager</li> <li>◆ Sales: Sales by the sales team, with the participation of the above-mentioned manager</li> </ul>
<p><b>Future Policy</b></p>	<ul style="list-style-type: none"> <li>◆ Strengthening the image related to Frontale's SDGs, which forms the basis of activities (product strength)</li> <li>◆ Improving accountability for target activities; making the content of target activities and the value created more visible to partners</li> </ul>

## SDGs Sponsorship Partner Overview

- ◆ Product name
  - Kawasaki Frontale SDGs Sponsorship Partner
- ◆ Sponsorship fee
  - From 3 million yen (excluding tax)
- ◆ Benefits
  - ① Right to use the Kawasaki Frontale SDGs logo
  - ② Right to use the SDGs Partner Statement “...is working on the SDGs through Frontale.”
  - ③ Right to use the Kawasaki Frontale emblem, logo, and mascot character (excluding use on products for sale)
  - ④ Display of the company logo on the club's official website SDGs page, partner page, and interview panels
  - ⑤ Inclusion in leaflets introducing Kawasaki Frontale's SDGs activities
  - ⑥ Right to use the players' group portraits



- ◆ Frontale wins contracts by making timely proposals that leverage its strengths in social and community contribution activities, in response to the corporate interest in the SDGs.

Case 1: Partner for Job Experience Project		Case 2: Partner for Rikuzentakata Project	
<b>Partner Profile</b>	<ul style="list-style-type: none"> <li>◆ Industry: Finance</li> <li>◆ Long-term partner since 2005</li> </ul>	<b>Partner Profile</b>	<ul style="list-style-type: none"> <li>◆ Industry: IT/solution provider</li> <li>◆ Also a partner in building and operating systems for Frontale's customers</li> </ul>
<b>Contract Details</b>	<ul style="list-style-type: none"> <li>◆ Addition to the current sponsorship fee</li> <li>◆ Employees of the partner company participate in the job experience project implemented by Frontale</li> <li>◆ Listed the company as a partner of this project in various Frontale materials</li> </ul>	<b>Contract Details</b>	<ul style="list-style-type: none"> <li>◆ Contract as an SDGs sponsorship partner for the Rikuzentakata Project</li> <li>◆ Provides various benefits of SDGs sponsorship partners in addition to listing the company name on distributed materials.</li> <li>◆ Participation by partner company employees also under consideration</li> </ul>
<b>Sales Process</b>	<ul style="list-style-type: none"> <li>◆ During annual contract negotiations, there was a discussion that the fee could be increased if linked to SDGs, etc. (though difficult only with advertising)</li> <li>◆ Planning and sales proposed some potential themes for collaboration, and eventually agreed on a job experience project</li> </ul>	<b>Sales Process</b>	<ul style="list-style-type: none"> <li>◆ During business interactions, it was mentioned that the president of the partner company is from Iwate and has strong sympathies for this project.</li> <li>◆ A proposal was made via the partner company's contact person after an SDGs sponsorship partner framework had been fleshed out.</li> </ul>
<b>Key Points of the Agreement</b>	<ul style="list-style-type: none"> <li>◆ The partner company's commitment to the SDGs and concerns about effective implementation methods</li> <li>◆ The partner company's trust in Frontale's ability to contribute to the community and society</li> <li>◆ Frontale's timely and appropriate proposal</li> </ul>	<b>Key Points of the Agreement</b>	<ul style="list-style-type: none"> <li>◆ Strong sympathies for the Rikuzentakata Project by the top management of the partner company</li> <li>◆ Track record of Frontale's long-term support activities for the reconstruction of Rikuzentakata</li> <li>◆ Frontale's enthusiasm for introducing new products and proposals focusing on social contribution activities</li> </ul>

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Clearly define the positioning of merchandising in line with management policies, and systematically implement the merchandising strategy (forms of merchandising) from design to product planning and merchandise sales.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Having clarified whether to position merchandising as a profit-seeking business, systematic business operations are conducted as part of efforts to enhance the club brand, and goals that align with the policy are achieved.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Merchandising has two aspects: a revenue-generating business for earning profits through merchandise sales, and the provision of tools to enhance supporter satisfaction.</li> <li>◆ The approach to business operations depends on which aspect is emphasised, and the form of merchandising (in-house development or through licensing), therefore, it is necessary for the club to clearly define the positioning of merchandising, including merchandise sales.</li> <li>◆ To steadily achieve goals aligned with this positioning, it is essential to operate the business systematically from the same perspective as general merchandising and retail businesses.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarification of management policy regarding merchandising strategy (in-house production, outsourcing, licensing business, etc.)</li> <li>◆ Transparency in product planning and merchandise sales processes, and evaluation from a PDCA perspective</li> <li>◆ Appropriate progress and profitability management for set goals (such as sales targets)</li> <li>◆ In case of in-house development: setting an appropriate gross profit margin ratio, sales prices, sales channels, etc., and developing an internal system for proper product and inventory management (disposal of defective inventory, thorough inventory checks)</li> <li>◆ In case of licensing: setting contract terms (royalties, sales conditions, etc.) according to strategic objectives</li> </ul>

# Merchandising (Revenue and Expense Considerations by Sales Channel)

- ◆ In merchandising, club managers need to clarify its strategy (in-house production, outsourcing, licensing business, etc.) and policy. The table below is a comparative consideration of revenue and expenses for each sales channel.

Form	Revenue/ Expense	Stadium Sales	Club Shop	EC (E-commerce)	Remarks
In-house	Revenue	Product sales (retail price)			Gross profit excluding SG&A can be maximised, but is subject to securing internal resources. The burden of product planning, production management, and inventory management tasks is not insignificant.
	Expenses	Product cost			
		Stadium commission Storage fees (outside the stadium) Part-time staff labour costs	Shop rent Shop staff labour costs	Website production & operation costs Logistics costs (storage fees, shipping and receiving fees, freight, etc.)	
		Employee labour costs (max)			
Inventory Risk	Have				
Outsourcing	Revenue	Product sales (retail price)	Product sales (wholesale price)	Product sales (retail price)	Gross profit is less compared to in-house, but employee labour costs can be saved. Tasks related to product planning, production management, and inventory management are still required.
	Expenses	Product cost			
		Commission on consignment sales	—	Commission on consignment sales	
		Stadium commission	—	—	
	Employee labour costs (mid)			*Depends on the type of sales to the shop (purchasing or consignment).	
Inventory Risk	Have	Have/None*	Have		
Licensing Business	Revenue	Royalty revenue			Revenue is significantly less compared to in-house and outsourcing, but with minimal internal resources. No tasks related to product planning, production management, and inventory management. Some supervisory tasks are required.
	Expenses	Employee labour costs (min)			
	Inventory Risk	None			

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>From the perspective of enhancing the club’s revenue and value, actively engage in new business ventures with foreseeable necessity and growth potential, while conducting appropriate risk management, including the clarification of withdrawal criteria.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Upon verifying the existing revenue structure, the goals for new business ventures (revenue, and others) are set and achieved, contributing to the accomplishment of the club’s plans.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ In a situation where a slowdown is anticipated in existing businesses due to the impact of COVID-19 and where goals cannot be achieved with existing businesses alone, there is a need to evaluate the club’s revenue structure and plan new business ventures without being constrained by existing concepts.</li> <li>◆ Although business opportunities are expanding due to advancements in digital technology and other factors, new business ventures also involve high risks, therefore, from a management perspective, entry into businesses that do not have foreseeable necessity and growth potential should be avoided.</li> <li>◆ If appropriate risk management, such as clarifying withdrawal criteria, is in place, it can facilitate a more proactive allocation of resources and taking on of challenges.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Verification of the existing revenue structure and confirming the necessity and growth potential of the target business, taking into account long-term goals and medium-term plans</li> <li>◆ Making entry (initiation) decisions based on the growth potential of the business</li> <li>◆ Recruiting and assigning professional personnel as primary internal staff, and establishing a project structure that also utilises external resources</li> <li>◆ Clarifying withdrawal criteria and predefining decision criteria concerning business development and investment</li> <li>◆ Careful monitoring centred on profitability checks</li> </ul>

- ◆ While engaging in various new business initiatives, each business is evaluated from the perspectives of operation, cost, and differentiation from other services, and decisions are made to advance or withdraw from these initiatives.

**In Progress**

### Marketing Know-how Sales

Nagoya Grampus provides its marketing expertise to clubs of other sports and associations. This includes support for customer segmentation, ticketing strategies, fan engagement, and plans for attracting spectators.

### Crowdfunding

Carried out with varying objectives (e.g., securing alternative revenue to ticket sales, contributing to the administration, rallying the community with fans, SDGs activities). Currently focusing on rallying the community in collaboration with fans



### Video Business

A dedicated director and cameraman capture behind-the-scenes footage of the team, and short films and documentary footage are distributed. Revenues are generated through cinema screenings and sales of DVDs and Blu-rays, as well as paid streaming on owned media.



### Grampus Official App: Lottery / Mobile Ordering, etc.

The app offers features that can be enjoyed at the stadium and that generate revenue, such as attendance stamps, partner product lotteries, mobile ordering, etc.

### Local Point System

Launched a community revitalisation project “Nagoya Gohan-Pass” to support local restaurants

### Auctions

Auctioning off uniforms and balls that were previously discarded after use, with autographs from current and former players



**Start/Examination Stage**

### Remote Production

Future-style broadcasting production that eliminates the need for broadcasting vans and wiring by using 5G. Considering businesses that utilise these functions

### Digital Initiatives: NFT / Metaverse / Web 3.0

While working on NFTs on DAZN, considering the possibility of business development using digital technologies under the club's initiative

### Grampus Official App: Video Content

Exploring the possibility of monetisation of video content. Currently focusing on increasing access

**Discontinued Consideration or Withdrawn from Business**

### Fan Tokens, Gifting / Tipping, Multi-angle Streaming



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Aim to grow a diverse fanbase both at home and abroad, and promote businesses with a global perspective, including those that provide solutions to issues and demands of local governments, sponsors, and others.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Being a club that not only attracts attention at home but also from international fans &amp; supporters. It leverages the value of its presence to help solve local and corporate international business and social issues, and to earn business revenue through these activities.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ There is room to consider the acquisition of international sponsors and supporters as a growth opportunity that does not depend on the population or economic growth of the hometown.</li> <li>◆ By leveraging the global content of football, if proposals can be made that support solutions to the issues faced by local governments and sponsors, it can lead to the establishment and strengthening of relationships with these stakeholders.</li> <li>◆ The success of foreign players not only improves competitiveness but also enables reach to the players' home country markets, and diversification of the fanbase can be expected as a result.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarification of business policies based on understanding and analysis of external and internal environments (especially a common understanding with team composition)</li> <li>◆ Sufficient understanding of the target country/region's laws, economic structure, consumer behaviour, and customs</li> <li>◆ Formulation of appropriate strategies and measures based on the above analysis (e.g., ① increasing recognition, ② providing club management expertise, ③ acquiring grants through international contributions and exchanges, ④ contributing to responsible companies/sponsors, and ⑤ partnerships with overseas clubs)</li> <li>◆ Being aware of monetisation, like where and when to concentrate resources to generate revenue</li> <li>◆ Taking into account that things might not go as planned, and establishing a system that allows for swift withdrawal or similar actions</li> </ul>



- ◆ Cerezo Osaka has been advancing its Asian business, starting with a partnership agreement with a Thai club. In addition to generating revenue for the club, this has led to business contributions to partner companies looking to Asia.

### <Initiatives in Thailand>

- ◆ In 2012, established a partnership agreement with Bangkok Glass FC (known as BG Pathum United FC since 2019) in Thailand.
- ◆ Main local activities
  - Conducting training camps
  - Holding matches
  - Dispatching academy coaches
  - Establishing football clinics
  - Holding selection trials for Bangkok Glass FC academy players (selected by Cerezo's academy coaches)
  - Establishment of Yamaoka Hanasaka Academy (YHA), with the development of a training centre and player dormitory

⇒ The club has also held matches and player selection trials in Myanmar, Viet Nam, and Malaysia.

### <Players Transferred to Cerezo Osaka>

- ◆ Thailand: Chaowat, Pongrawit, and Tawan
- ◆ Viet Nam: Dang Van Lam



- ◆ **Yanmar (Shareholder, Top Partner):**
  - Realisation of the company's philosophy of aiming for a sustainable, resource-circulating society
  - Increased recognition and brand strength in Asia, which is an important market for Yanmar, a company that manufactures and sells agricultural machinery
  - Affecting the pride and motivation of those working locally; positive for recruitment and engagement

- ◆ **Nakabayashi (Partner Company):**
  - Following a youth development support project in Thailand, business alliance entered into by Nakabayashi and BG Float Glass, a subsidiary of Bangkok Glass, enabling the sales of light control glass produced by BG Float Glass in Japan under its own brand

- ◆ **Cerezo Osaka**
  - Top partner contract with Singha Beer (company logo displayed on the uniform)
  - Empower Asia partnership contract signed with Mandom following the transfer of Dang Van Lam and Dang Van Lam appointed an ambassador to support the company's project to deliver courage and vitality in Asia



### Hokkaido Consadole Sapporo

- ◆ In 2017, Consadole Sapporo acquired Thai national team player Chanathip (now with Kawasaki Frontale). Many Thai tourists flocked to the club's training centre, bringing economic benefits to the area. The club also signed an Asia Promotion Partnership contract with Akagi Nyugyo, a company known for products like ice GariGarikun, and used Chanathip as the face for promotional activities in Thailand. This achieved one of the objectives of the Asian strategy, "Creating new business opportunities for J.LEAGUE partners."
- ◆ In May 2022, the club signed a "Youth Elite Development Programme" with Thailand's Ministry of Tourism and Sports. This was the first time a club established a partnership with a foreign government agency. With the club's high profile in Thailand, academy exchanges were also promoted.



### Kawasaki Frontale

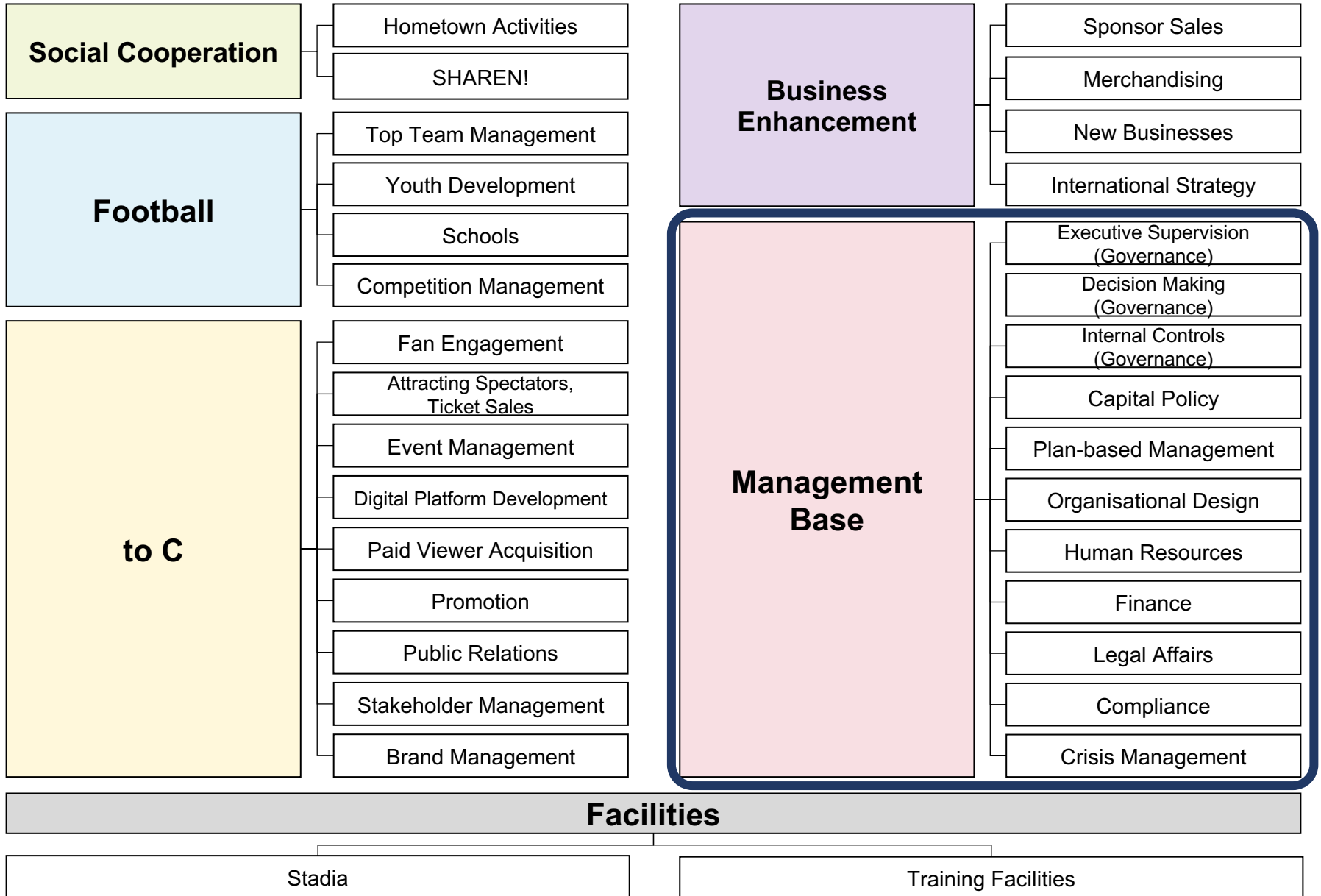
- ◆ In 2013, the top team was invited to the Tokyu Binh Duong Garden City Cup 2013 held in Binh Duong Province, Viet Nam, and played a friendly match. Since then, Kawasaki Frontale has continued activities in Viet Nam including football clinics for children, expeditions by Kawasaki Frontale U-13, sending coaches to academies, etc. Since 2018, they organise and operate the Viet Nam-Japan International Youth Cup U13 in Viet Nam, which involves junior teams from Japan and Viet Nam.
- ◆ The club conducts social contribution activities such as orphanage visits by coaches and academy players. In December 2021, in collaboration with Becamex Tokyu, a subsidiary of Tokyu Corporation, it started a football school for children. The school is currently introducing nearly 180 children, mainly Vietnamese, to the joy of playing football and being physically active.
- ◆ On November 2, 2022, they held the Kawasaki Frontale & Binh Duong FC Special Friendship Match in commemoration of the 50th anniversary of the establishment of diplomatic relations between Japan and Viet Nam. The club implemented various initiatives aimed at developing Japan-Viet Nam football business, promoting mutual football viewership, and promoting Japan-Viet Nam friendship.



### Kataller Toyama

- ◆ In May 2022, Kataller Toyama held the Kataller Toyama Football Clinic in Ho Chi Minh City, Viet Nam. In Toyama Prefecture, Vietnamese residents account for the largest group of foreign nationals, exceeding Chinese, due to the active acceptance of Vietnamese technical intern trainees, mainly in the manufacturing industry. Also, many companies in the prefecture have expanded into Viet Nam. With the 50th anniversary of the establishment of diplomatic relations between Japan and Viet Nam a year away, the club held football promotion activities in Viet Nam, where football is a popular sport, to further deepen exchanges between Toyama and Viet Nam.
- ◆ Through this project, they are exploring new possibilities such as school and academy expeditions, top team training camps, etc.
- ◆ In July 2022, they held "The First-ever Kataller Toyama Overseas Event! Public Viewing in Viet Nam." They also held the Kataller Toyama Viet Nam Festival, which included free invitations for Vietnamese people and Vietnamese food stalls.

# Details of Management Areas



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>The club president and the club managers fully recognise the necessity of self-regulation, and develop a system and processes for their own supervision, as well as appointments or dismissals as necessary from the perspective of increasing club value.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Institutional design and processes are in place to allow for the supervision, appointment, and dismissal of club managers in line with enhancing club value, without being influenced by personal interests or arbitrary decisions of the management team, and regular evaluations and reviews of this state are conducted.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Most J.Clubs are relatively small and medium in size, resulting in club managers and the management team having very significant influence in the management of the club.</li> <li>◆ Therefore, it is essential to ensure proper appointment and dismissal of the management teams, and to have mechanisms that can restrain them from running wild based on personal interests.</li> <li>◆ To this end, it is important that the management team recognises the necessity of executive supervision in enhancing club value, establishes a highly independent board structure, and ensures that the board of directors and others can make appropriate judgements.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Fostering understanding and awareness of the need to develop a system for self-regulating management</li> <li>◆ Establishing an institutional design with high independence from the management team, while also considering the perspectives of stakeholders</li> <li>◆ Defining necessary processes and systems for the appointment and dismissal of club managers, among other things</li> <li>◆ Ensuring adequate communication (including information provision) that enables proper supervision and judgment by directors and others</li> <li>◆ Conducting (and publishing) regular evaluations of the company's executive supervision system from a third-party perspective</li> </ul>

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>For major decisions concerning management, make decisions according to clearly defined decision-making authority and processes, taking into account the Companies Act, based on facts and reflecting the opinions of competent personnel.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ For major management decisions, the locus of decision making is clear, and decisions aimed at enhancing club value are regularly made, based on objective grounds, rather than individual judgments or assumptions.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ The management of a corporation is an aggregate of decisions, and the quality of major decisions has a significant impact on management.</li> <li>◆ To achieve high-quality decision making aimed at enhancing club value, it is desirable that the organisation responsible for decision making should execute decisions based on collected objective information, considering a wide range of opinions and thoughts from competent personnel.</li> <li>◆ To continuously and organisationally achieve the above, it is necessary to clearly define decision-making authority and decision-making processes in accordance with the Companies Act, and also develop a system that complies with and operates these processes effectively.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Inventory of major decision-making items</li> <li>◆ Clarification of authority (decision-making authority) for major decision-making</li> <li>◆ Design of decision-making processes for major decision-making</li> <li>◆ Design of key meeting structure involved in the decision-making process (e.g., management meetings)</li> <li>◆ Establishment of a secretariat system for the operation of the decision-making process (e.g., personnel, tools)</li> </ul>

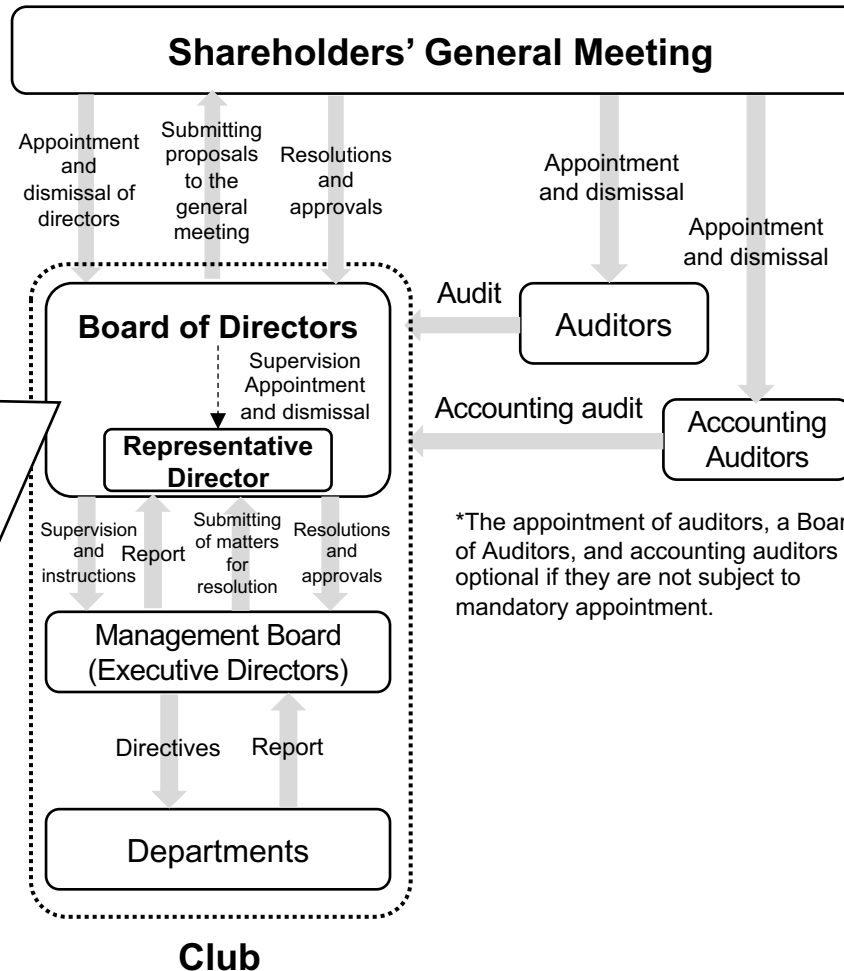


# Desirable Governance Structure in Clubs

- ◆ Important decisions are taken by appropriate bodies, in accordance with clear processes, taking into account the Companies Act.

\*J.LEAGUE requires that each club be a company with a Board of Directors.

- Matters for resolution by the Board of Directors**
1. The disposal of and acceptance of transfer of important assets
  2. Borrowing in a significant amount
  3. The appointment and dismissal of an important employee including managers
  4. The establishment, changes or abolition of important structures including branches
  5. The amount of bond for subscription and important matters regarding the solicitation of persons who subscribe for bonds
  6. Decisions concerning the establishment of internal control systems
  7. Exemption from liability of director, accounting advisor, company auditor, executive officer or financial auditor pursuant to the provisions of the articles of incorporation



\*The appointment of auditors, a Board of Auditors, and accounting auditors is optional if they are not subject to mandatory appointment.

**Matters for resolution by the Shareholders' General Meeting (ordinary and special only, some items omitted)**

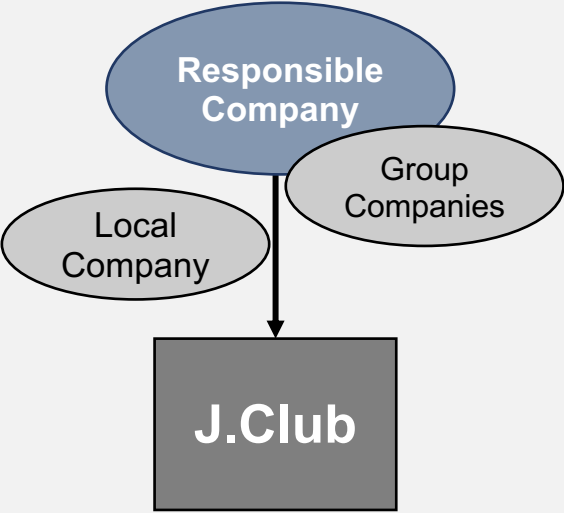
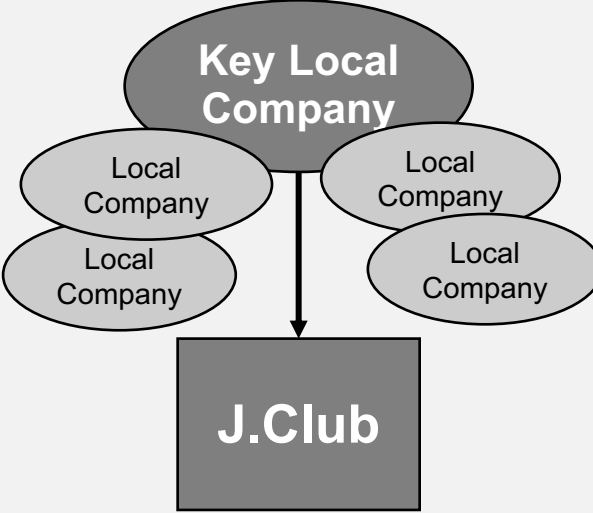
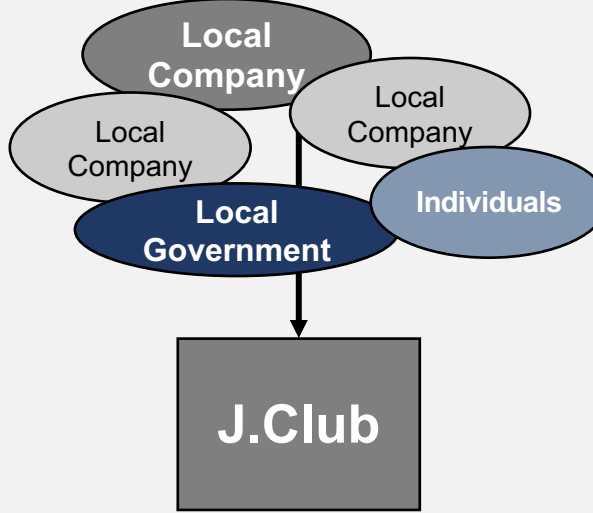
1. Remuneration of officers
2. Dividends of surplus
3. Acquisition of treasury stock
4. Appointment and dismissal of directors, accounting advisors, and auditors
5. Acquisition of restricted shares and designation of designated purchasers
6. Acquisition of shares subject to class-wide call
7. Demand for sale to heirs
8. Consolidation of shares
9. Determination of subscription requirements of shares for subscription, delegation of the determination of subscription requirements to the Board of Directors, and others
10. Allotment of shares with restriction on transfer
11. Determination of subscription requirements of share options for subscription, delegation of the determination of subscription requirements to the Directors, and others
12. Reduction of the amount of stated capital
13. Changes in articles of incorporation
14. Transfer of the entire or significant part of the business, the acceptance of transfer of entire business acquisition, lease, or subsequent incorporation of the whole businesses, dissolution
15. Entity conversion, merger, company split, share exchange, share transfer

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>To prevent fraud and errors in business operations, establish a system of operational rules, processes, and checks, based on the integrity of the management team, and also carry out internal audits and personnel rotations.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ A system design and culture that can prevent the occurrence of fraud or errors in operations that may negatively affect the value of the club and the league as a whole are in place, and in the unlikely event that such incidents are discovered, the damage can be minimised.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ In addition to the perspective of the negative impact on club management, since clubs are dependent on the cooperation of the local community and are entities that attract social attention, more care is needed than in general companies to avoid fraud such as embezzlement and major operational mistakes.</li> <li>◆ Given the small number of employees and the tendency for work to become personalised, it is fundamental to establish systems such as regulations of authority, standardised and transparent operational processes, and checks, with the club managers bearing full responsibility.</li> <li>◆ Additionally, it is necessary to plan personnel rotations to prevent work from becoming personalised and siloed, and regular implementation of internal audits will contribute to further strengthening of internal controls.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Establishment of various regulations (employment rules, wage regulations, accounting regulations, approval authority regulations, job responsibility regulations, etc.), and setting of detailed rules for financial management, etc. (cash, remittances, entertainment, stamping official seals, revenue stamps, cards, safe keys, company car management, etc.)</li> <li>◆ Standardisation and transparency of operational processes for contracts (including player contracts and intermediary contracts) and purchasing</li> <li>◆ Establishment of check processes (multi-stage check processes in own department and administrative departments, regular balance checks)</li> <li>◆ Systematic implementation of personnel rotations in collaboration with HR</li> <li>◆ Implementation of internal audits utilising external experts, etc.</li> </ul>

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Taking into account the club’s stakeholders and type, clarify the desired shareholder structure and conduct capital policy toward its realization while considering the impact on required funds and management stability.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The club has achieved the desired shareholder structure and is able to raise funds in line with its value.             <ul style="list-style-type: none"> <li>– Desired shareholder structure: Presence of stable shareholders, appropriate number of shareholders, participation of major stakeholders, etc.</li> </ul> </li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Shareholder structure has a significant impact on club management, so achieving the desired shareholder structure is an important goal in capital policy.</li> <li>◆ As the desired shareholder structure differs from club to club, it is crucial to first analyse stakeholders and one’s own club type and to clarify the desired shareholder structure.</li> <li>◆ Capital increases or share transfers can have a significant impact on management stability under certain conditions, so it is essential to give sufficient consideration to their impact before conducting capital policy.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarifying the significance and implications of participation by each shareholder (including local governments) and embodying the desired shareholder structure</li> <li>◆ Considering the advisability of conducting and the content of capital policy, taking into account the required funds</li> <li>◆ Selecting destinations for capital increases (or transfers), taking into account the degree of agreement with the club philosophy and checking whether the parties are anti-social forces or not</li> <li>◆ Determining various conditions, considering the desired voting rights structure and the impact on management stability</li> <li>◆ Reporting or obtaining approvals in line with the voting right ratios in accordance with the J.LEAGUE Statutes</li> </ul>



# J.Club Shareholder Composition Patterns

Responsible Company Model	Owner / Key Company Model	Civic Club Model
 <p>◆ A national company representing Japan is the parent company</p>	 <p>◆ A key local company is the core shareholder, with support from other local companies</p>	 <p>◆ Local companies, individuals and governments are the shareholders without any key local company</p>
<p style="text-align: center;"><b>34%</b> (J1: 65%, J2: 30%, J3: 5%)</p>	<p style="text-align: center;"><b>28%</b> (J1: 31%, J2: 19%, J3: 50%)</p>	<p style="text-align: center;"><b>38%</b> (J1: 0%, J2: 59%, J3: 41%)</p>

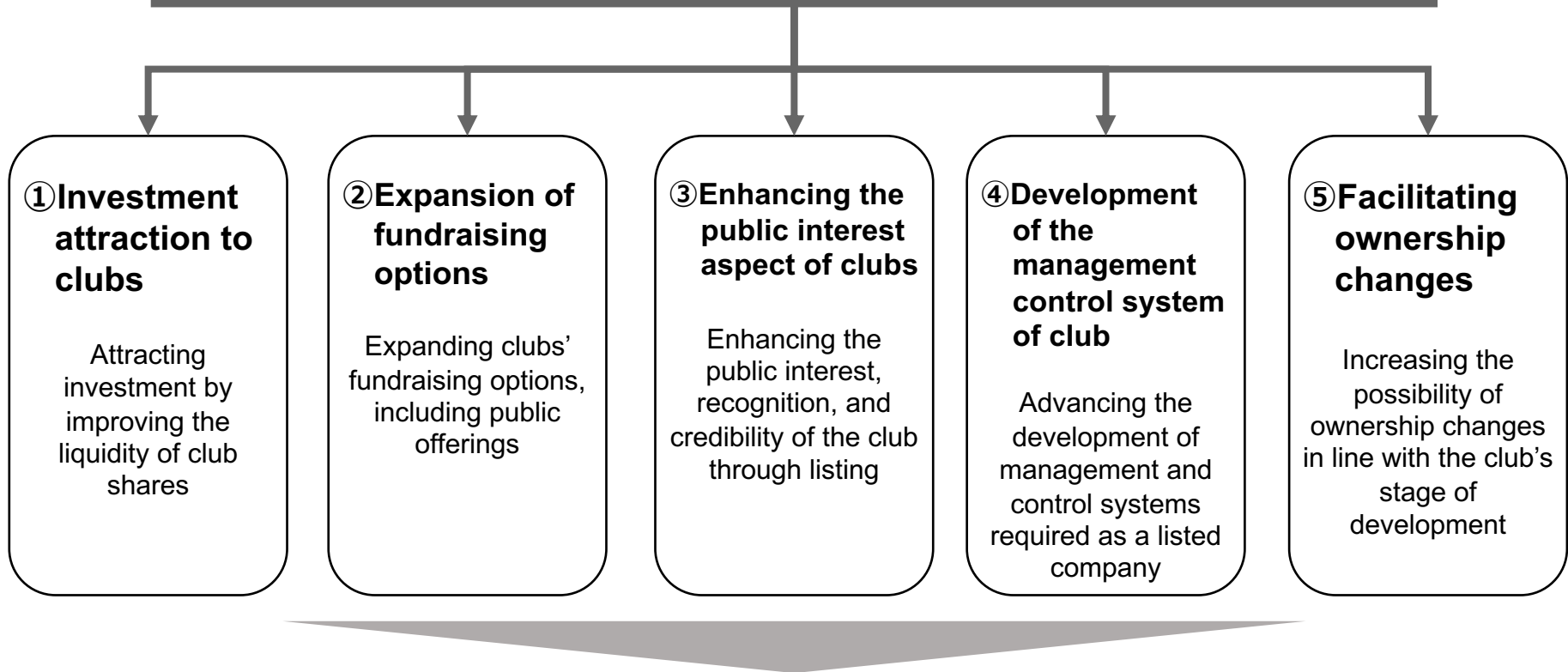
Composition

- ◆ Most recently joined clubs follow the local club model. Even with few shareholders, local government and companies such as financial institutions and mass media often provide investment.
- ◆ Many existing J.Clubs have local government investors. The main purpose is to strengthen governance and cooperation rather than provide financial support.
- ◆ Shareholder numbers vary by club, but at least a few have more than 100 shareholders.

- ◆ As of March 2022, J.LEAGUE has lifted the ban on club stock listing, which was practically impossible before, and this is now an option for clubs in their capital policy.

## Lifting of the Ban on Club Stock Listing in March 2022

—Before this, listing was essentially impossible due to the J.LEAGUE’s Statutes.



## Growth of Listed Clubs and the League as a Whole

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Based on the club's philosophy and vision, set mid-term goals and strategies considering the gap between the desired state and the current situation. Then, apply these into mid-term and single-year plans and specific initiatives, thoroughly implementing the PDCA cycle.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The PDCA cycle for mid-term and single-year plans is continuously in motion, resulting in the embodiment of the club's philosophy and vision, and the achievement of its medium- and long-term goals.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Many of the club's activities do not yield short-term results; therefore, to embody the club's philosophy and achieve medium- and long-term goals, it is necessary to have clear mid-term and single-year plans based on which the PDCA cycle is continuously implemented.</li> <li>◆ In formulating mid-term and single-year plans, it is essential to understand the gap between the desired state and the current situation, maintain consistency with the club's philosophy and vision, and pay attention to the coherence in terms of management resources (people, materials, and finances) to ensure feasibility in subsequent implementation.</li> <li>◆ Merely creating a plan does not achieve goals; therefore, it is essential to firmly apply single-year plans to specific initiatives and continuously and thoroughly implement the PDCA cycle.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Clarification and internal sharing and permeating of the club's philosophy and vision</li> <li>◆ Understanding the gap between the desired state and the current situation, and clarifying long-term and medium-term goals based on the club's philosophy and vision</li> <li>◆ Formulating medium-term plans that are consistent with the club's philosophy, vision, goals, and strategies</li> <li>◆ Developing single-year plans consistent with medium-term plans and applying them to specific initiatives, ensuring coherence in terms of management resources (people, materials, and finances)</li> <li>◆ Careful progress management and continuous, thorough implementation of the PDCA cycle, including revising plans as needed</li> </ul>

- ◆ A medium-term plan has been formulated as the axis for management up to 2025, and efforts are being made for its execution.

### Plan Overview

#### New Medium-Term Plan (2023-2025)

- ① Outline of the medium-term plan
- ② The vision aimed at through “10 Billion Grampus”
- ③ Departmental policies: Action plan / KPIs / immediate measures
- ④ Numerical plan: 2023-2025
- ⑤ Investment plan / Organisational and personnel plan

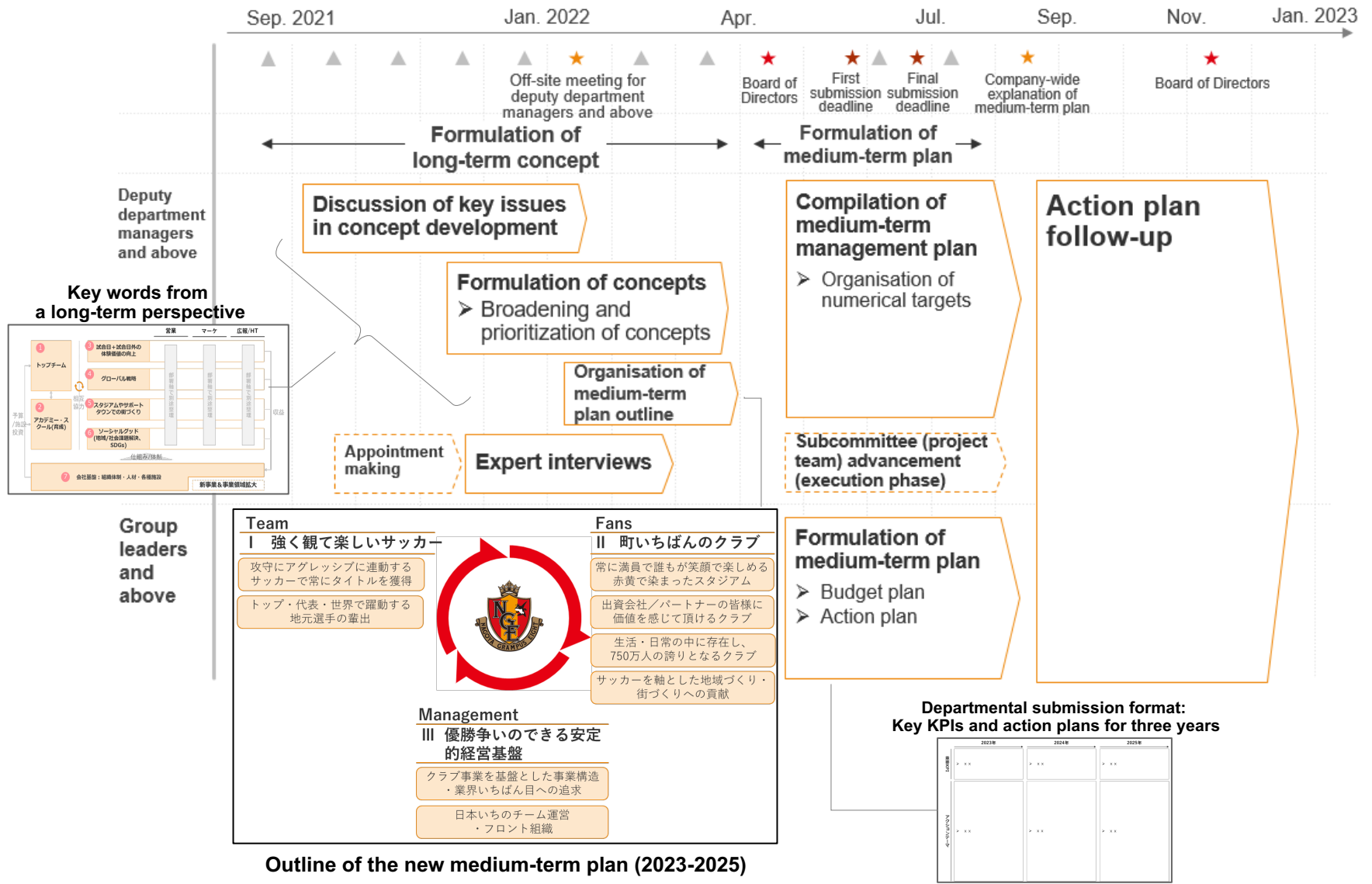
### Formulation and Execution

<b>Background</b>	<ul style="list-style-type: none"> <li>◆ Recognition of the importance of medium- and long-term policy management (formulation) by top management</li> <li>◆ Necessity of formulating a new medium-term plan with the conclusion of the previous plan (2019-2022)</li> </ul>
<b>Formulation organisation</b>	<ul style="list-style-type: none"> <li>◆ Leaders: President Konishi and the management team</li> <li>◆ Secretariat: Whole process facilitated by the deputy general manager of the management support div.</li> <li>◆ Members: Wide involvement of club members, mainly group leaders and above</li> </ul>
<b>Formulation process</b>	<ul style="list-style-type: none"> <li>◆ Formulation period: September 2021 to August 2022</li> <li>◆ The members at the department manager level and above discussed long-term concepts, organised the outline, and based on that, examined and compiled action plans and budgets by department. → <a href="#">More details on the next page</a></li> </ul>
<b>Application to action</b>	<ul style="list-style-type: none"> <li>◆ Communicated the contents of the medium-term plan to club affiliates including the team through plenary meetings and training camps</li> <li>◆ Reflected the medium-term plan in the budget and employee evaluation system</li> </ul>
<b>Progress management and course correction</b>	<ul style="list-style-type: none"> <li>◆ During the plan period, progress is checked as needed through internal meetings, etc., regarding essential KPIs and implementation items.</li> <li>◆ Annual reviews are conducted.</li> </ul>

### Key Points

- ◆ **Strong recognition by top management of the importance of the medium-term plan is the foundation of the initiative.**
- ◆ **The plan was formulated by involving a wide range of internal affiliates, working backward from the long-term vision.**
- ◆ **Gaps between departmental considerations and the long-term/management perspective were resolved through feedback from the management team and support from the secretariat.**
- ◆ **To avoid the plan becoming pie in the sky, the club ensured it permeated internally and then thoroughly reflected in management control mechanisms such as the budget and performance evaluation systems.**

- The members at the department manager level and above discussed long-term concepts, organised the outline, and based on that, examined and compiled action plans and budgets by department.



Outline of the new medium-term plan (2023-2025)

- ◆ There is no fixed content for the medium-term plan and/or method for formulating it, and they should be considered according to each club's situation, but it is desirable to understand at least the following points:

1

**Why is a medium-term plan necessary?**

- ◆ To steadily implement the PDCA cycle for medium- and long-term initiatives essential for the club's long-term growth
- ◆ To communicate the medium- and long-term direction of the club to stakeholders

2

**What questions should the medium-term plan answer?**

- ◆ What are the goals?
- ◆ How will the club achieve the goals?
- ◆ What resources are needed?
- ◆ What will the club do by when?
- ◆ Who is responsible for what?

3

**What is the typical structure of a medium-term plan?**

- ◆ Assumptions of the plan
- ◆ Environmental analysis
- ◆ Club philosophy and vision
- ◆ Medium-term goals
- ◆ Strategies
- ◆ Measures, actions, schedules
- ◆ Personnel structure, organisation
- ◆ Numerical plan, etc.

4

**What are the requirements for a good medium-term plan?**

- ◆ Logical and consistent
- ◆ Specific measures
- ◆ Achievable
- ◆ Easy to understand and communicate
- ◆ Commitment by the person in charge
- ◆ People involved feel as if it's their own affair

5

**What are the key points to consider when making a medium-term plan?**

- ◆ Sufficient understanding of internal and external environments
- ◆ Make by "working backwards" from the goals
- ◆ Identifying "challenges" to bridge the gap with the goals, etc.

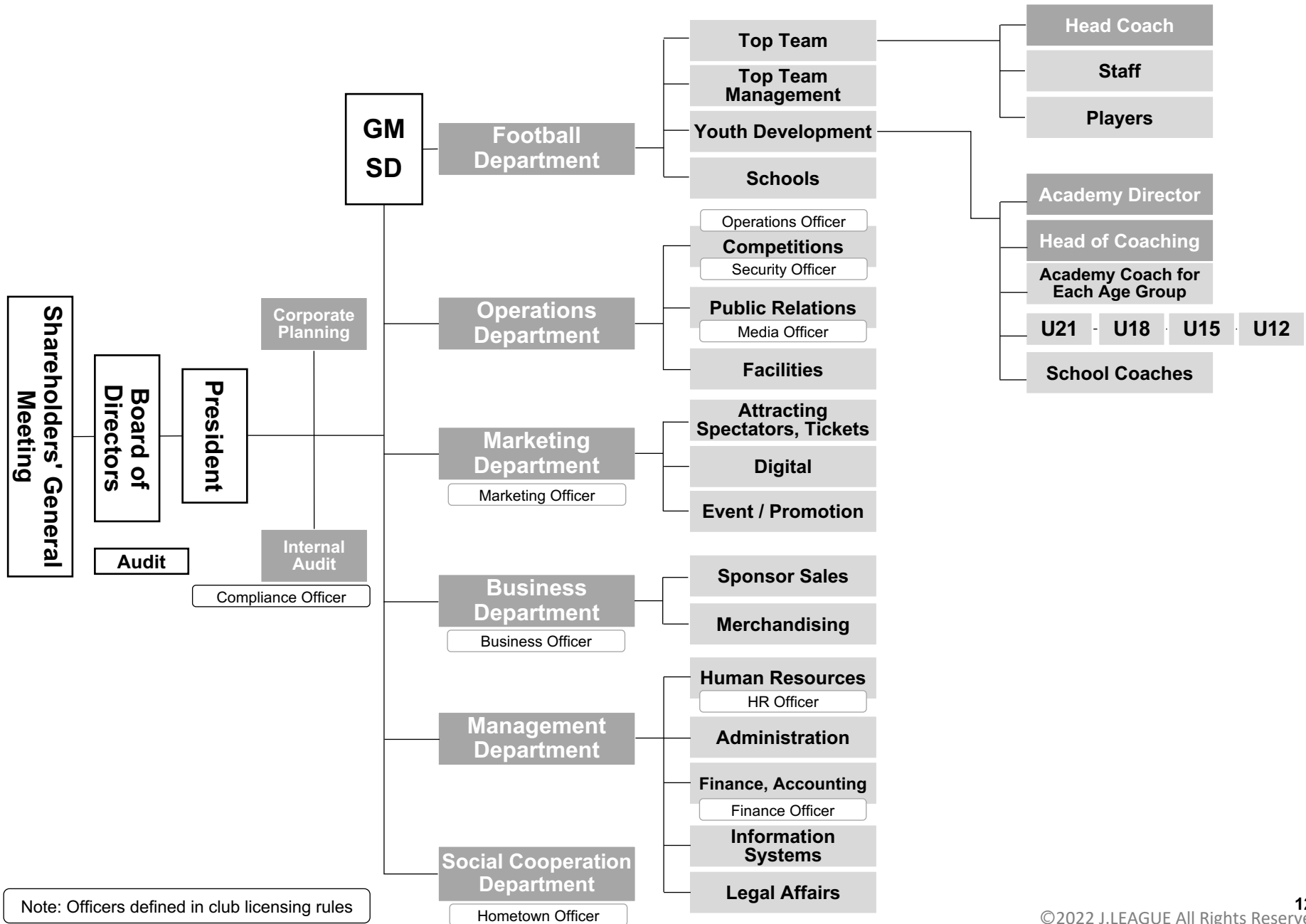
6

**What process and structure should be used to create it?**

- ◆ Clarify the assumptions on which the plan is to be based
- ◆ Start with the outline and gradually add details
- ◆ Be conscious of the back-and-forth process (hypothesis → verification → improvement)
- ◆ Top management responsible
- ◆ Ideally, actively involve the front-line personnel with a view to implementation

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Design the organisation, including the corporate legal structure, in consistency with the club’s goals and policies, paying particular attention to the appropriate placement of personnel, especially in responsible positions, and the clarification of authority and responsibilities.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ The corporate legal structure, personnel placement, authority and responsibilities, and chain of command are consistent with the club’s goals, strategies, etc.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Ensuring consistency with the club’s goals and policies is the primary condition for the organisation to function.</li> <li>◆ Therefore, it is essential to design the organisation based on the club’s goals and policies, without being overly adapted to individuals.</li> <li>◆ Elements to consider are wide-ranging, including the corporate legal structure, departments, authority and responsibilities, and the chain of command. In particular, attention is needed for the appropriate placement of personnel in responsible positions and the clarification of authority and responsibilities, as these greatly affect the organisation’s function.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Organising the assumptions of the organisational design (club goals, purpose of organisational changes, necessary functions, various constraints, etc.)</li> <li>◆ Formulating organisational design policies consistent with club goals and policies (including the corporate legal structure)</li> <li>◆ Appropriate placement of personnel to each position, especially responsible positions</li> <li>◆ Clarification of responsibilities, authority, and the chain of command</li> <li>◆ Review of the degree of achievement of objectives, and organisational revision as per the situation</li> </ul>

# Example of J.Club Organisation



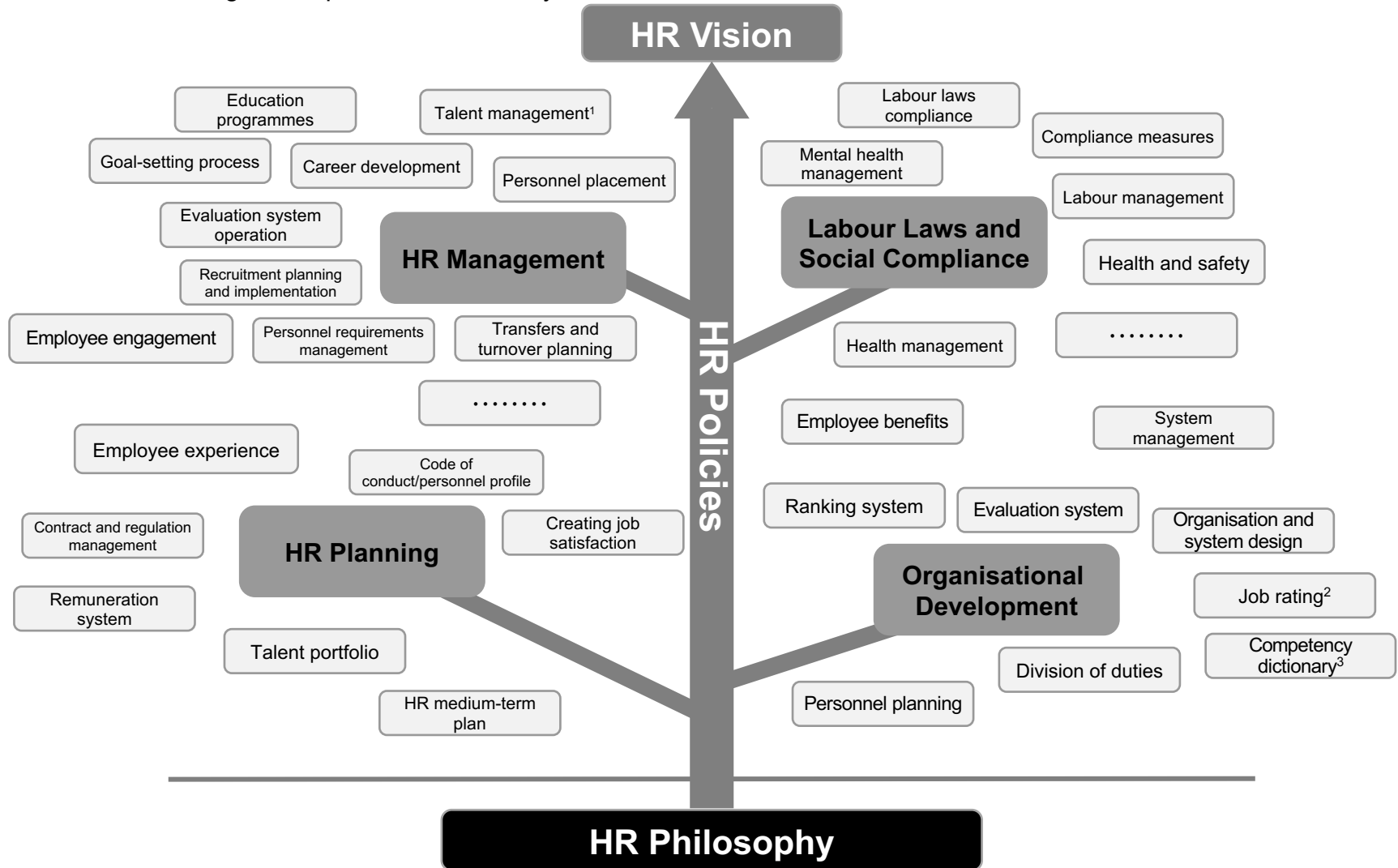
Note: Officers defined in club licensing rules



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Recognise that human resources are the core of management, and alongside creating a safe and secure working environment, design and operate HR systems such as consistent recruitment policies and evaluation systems based on an HR philosophy.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ A working environment is established where personnel working in the club can continue to work with enthusiasm and without worries about the future, and they are able to make the most of their abilities in the right places.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ In football clubs, which do not depend on fixed assets or specific technologies, human resources are the core of management, and the performance and growth of competent personnel have a significant impact on management results.</li> <li>◆ However, if a minimum safe and secure working environment is not established, it is a problem that precedes strengthening of human resources.</li> <li>◆ Also, personalised and ad hoc recruitment and evaluations do not lead to the strengthening of human resources, therefore, it is necessary to clarify human resource requirements, develop a fair evaluation system, and focus on strengthening human resources, especially in responsible positions.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Formulation of medium-to-long-term plans aimed at HR philosophy, HR policies, and the vision, and design and operation of a consistent system</li> <li>◆ Clarification of the responsibilities and authority of the Human Officer as the person in charge of HR and labour management</li> <li>◆ Compliance with labour laws and establishment of a labour management system that allows for continuous and worry-free work</li> <li>◆ Development of HR systems centred on fair evaluations in line with the club philosophy and the like and a remuneration system that corresponds to results</li> <li>◆ Recruitment and mobility based on clear human resource requirements, without being bound by industry experience or employment status (including side jobs and dual employment)</li> </ul>

# Structure of Human Resource Management

- ◆ Formulate HR policies in line with the HR philosophy as well as medium- and long-term plans aimed at the established vision, and design and operate consistent systems.



Note 1: Talent management involves recognising information such as employees' capabilities, qualities, and experience levels as important management resources and utilising this for strategic personnel placement and talent development across the organisation.

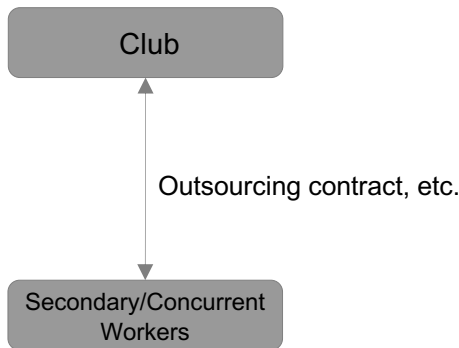
Note 2: Job rating is a method to compare job contents within the company based on aspects such as job content, scope, difficulty, and required skills, and to measure the relative value of these jobs.

Note 3: Competency dictionary is a dictionary that describes the competencies (behavioural characteristics of individuals who perform at a high level in a specific organisation or job area) required for each job.

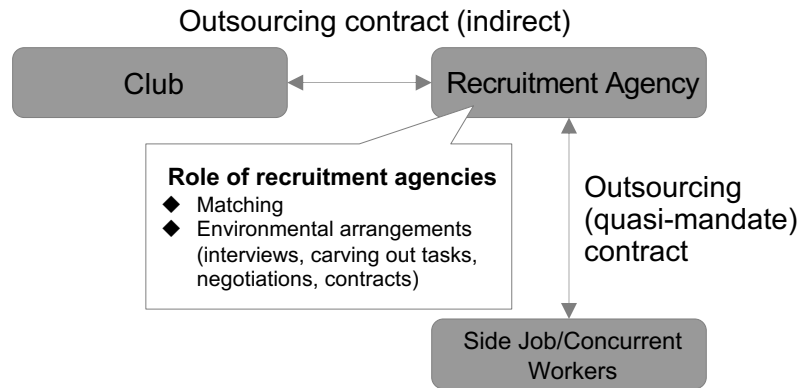
- ◆ In line with the diversification of the labour market, the utilisation of workers with side/concurrent jobs is increasing, it is recommended that clubs consider their introduction, as benefits can be expected depending on the type of job and contract form.

**Main Contract Types**

**Pattern A (Direct Contract)**



**Pattern B (Indirect Con)**



**Benefits for the Club and Workers**

**◆ Benefits for the club**

- Partial use of high-level knowledge and cutting-edge technology
- Agile use of human resources at low cost and low risk
- Effective management of time, costs, and resources
- No need to change the current HR system (outsourcing)
- Stimulation of internal personnel, leading to development
- Expansion of fan base and reaping of engagement
- Utilisation of labour force and expectation of income, from outside the home region



**◆ Benefits for workers**

- Selling high-level knowledge and cutting-edge technology a little at a time
- Effective use of time and income supplementation
- Maintenance of main job, forming a career at low risk
- Rewarding, display of belonging and engagement

**The Types of Jobs Suitable for Side Jobs and Concurrent Jobs**

- ◆ Sponsor sales (sales outside the managed region, sales support for major sponsors, community-based sales)
- ◆ IT-related, DX promotion, public relations (social media, owned media)
- ◆ Marketing (web, social media, data analysis), advertising creative
- ◆ HR system development, training programme design, etc.

- ◆ J.LEAGUE Human Capital (JHC), which began in 2015 as a project to produce J.LEAGUE club managers, was incorporated in 2016 as a more open institution for the development of talent for the sports community. In 2022, they marked their 15th period, have had 456 participants, and have seen a total of 112 people recruited or transferred to sports organisations in Japan and abroad through the SHC.



**SPORTS  
HUMAN  
CAPITAL**

### Sports Human Capital (SHC)

Established

September 2016

Representative Director

Kosuke Honma

Free employment placement business

Licence No. 13-M-300098

**VISION** To be the driving force for the realisation of a rich sports life

**MISSION**

Discover	Find people who can contribute to the management of sports organisations
Hone	Design and provide training courses originating from the front-line of sports
Produce	Continuously supply people who can contribute to sports organisations
Build	Build the best sports personnel network in Japan

**CONCEPT**

- Acquire the basis for decision-making as a sports manager
- Provide and interact with a sports personnel network that lasts a lifetime

**Course features** The course is designed for specific sports clubs, and provides a broad and deep study of the realities of club management, for both individuals and groups, by delving deeper into the reality of club management.

**Achievements**

- 456 participants
- A total of 112 people recruited or transferred to the sports community
- \*As of September 2022

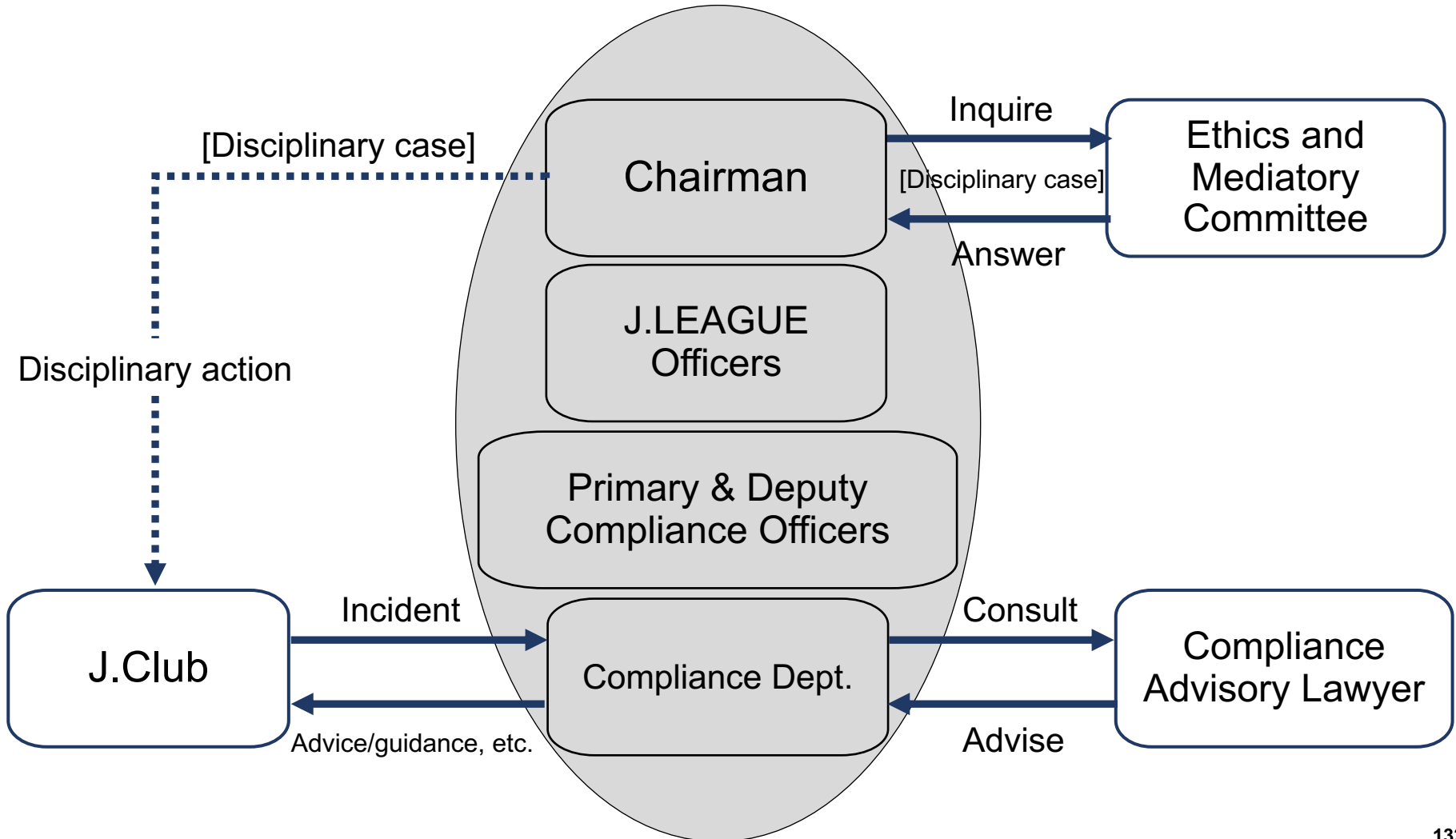
<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Establish a financial base that enables investments to be made according to a plan and that can withstand a certain level of risk, through solid budget control in terms of accounting and cash-flow, and by raising funds as required.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Meeting the financial criteria for a club license is the minimum requirement, on top of which financial health that can withstand a certain level of risk, in terms of both accounting and financial resources, is maintained, while at the same time allowing investments to be carried out according to plan.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Since clubs cannot always raise funds flexibly, it is important that they remain financially healthy enough to withstand a certain level of risk, and, to grow, they must also be in a condition where they can make investments according to plan.</li> <li>◆ First of all, to strengthen the financial base internally, it is important to create careful budget control considering the characteristics of football clubs, which have few opportunities for recovery during the fiscal year.</li> <li>◆ However, since it can be difficult to retain significant internal reserves due to stakeholder relationships, it is necessary to implement appropriate fundraising measures to cover any shortages in required funds depending on the situation.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Understanding the unique accounting and tax rules and financial characteristics of football clubs</li> <li>◆ Creating a budget that is achievable considering the medium-term plan</li> <li>◆ Establishment of financial management systems (accounting system, accounting organisation, consulting accountant, tax accountant, etc.)</li> <li>◆ Detailed budget and cash-flow management based on monthly data (progress management, sales forecast review, recovery plan consideration, review, etc.)</li> <li>◆ Execution of fundraising measures such as capital increases and borrowing, considering capital policy as well</li> </ul>

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Utilise legal professionals, such as lawyers, to ensure compliance with the latest laws and regulations in matters involving legal issues such as player contracts and to actively apply legal knowledge in negotiations and the like.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Systems and processes are clearly functioning so that the organisation's legal risks can be accurately grasped and decisions can be made on how to address them as a company.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ As there are a wide range of areas in club management where the law is relevant, it is essential for management decisions to not only comply with laws and regulations but also to correctly recognise anticipated legal risks.</li> <li>◆ Contract negotiations and litigation responses have a significant impact on club management, so it is important to have a process that handles them without leading to adverse results for the club and to accumulate legal knowledge, for example by checking past cases.</li> <li>◆ Since it is difficult for clubs to retain persons qualified as lawyers, it is necessary to establish a system based on contracts with external experts, primarily lawyers.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Regarding legal risks of corporate transactions, getting common recognition that each business department is the principal in its respective transactions (contracts are not the job of the legal department or lawyers)</li> <li>◆ Accumulation of legal knowledge from past cases and continuation of awareness-raising programmes by business departments</li> <li>◆ Incorporating legal checks with sufficient lead time into the decision-making process (specifying legal risks)</li> <li>◆ Establishing a process whereby the latest laws and regulations are updated and reflected in a timely manner</li> <li>◆ Establishing a system to regularly receive advice from external experts (lawyers) with sufficient knowledge</li> </ul>

<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Recognise compliance as a critical element to achieve integrity, thoroughly implement preventive measures, and in the event of an incident, promptly report to the J.LEAGUE and appropriately respond externally as well.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Compliance issues do not occur in principle inside or outside the club, and if they do occur, the damage can be minimised.             <ul style="list-style-type: none"> <li>– Examples of compliance incidents: Various forms of harassment, discrimination, fraud/embezzlement, traffic violations (drunk driving), interaction with anti-social forces</li> </ul> </li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ Compliance incidents not only damage the club but also the entire league (which can lead to the devaluation of the league), therefore, the goal should first be to prevent their occurrence, and if they should occur, to minimise the damage.</li> <li>◆ Since the highest priority is to prevent incidents, it is important to thoroughly implement preventive measures such as compliance education.</li> <li>◆ If a compliance incident should occur, it is important to respond quickly and appropriately.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Implementation of compliance education and awareness-raising activities within the club, including for players</li> <li>◆ Raising awareness of compliance knowledge amongst external parties (such as supporters) and ensure that they are fully aware of compliance issues</li> <li>◆ Establishing an organisational and supervisory system, including setting up a whistleblowing hotline (ideally a third-party organisation)</li> <li>◆ Ensuring thorough protocols for prompt reporting to the J.LEAGUE and appropriate disclosure of information externally when a compliance incident occurs</li> <li>◆ Prompt post-incident responses and the formulation and internal and external dissemination of permanent measures in collaboration with the J.LEAGUE and consulting lawyers</li> </ul>

- ◆ In the event of a compliance issue at a J.Club, it is necessary to promptly report and share it with the J.LEAGUE and also to take appropriate measures externally. As such, the J.LEAGUE has established a compliance response structure.

## Reporting, sharing, and discussion of response measures

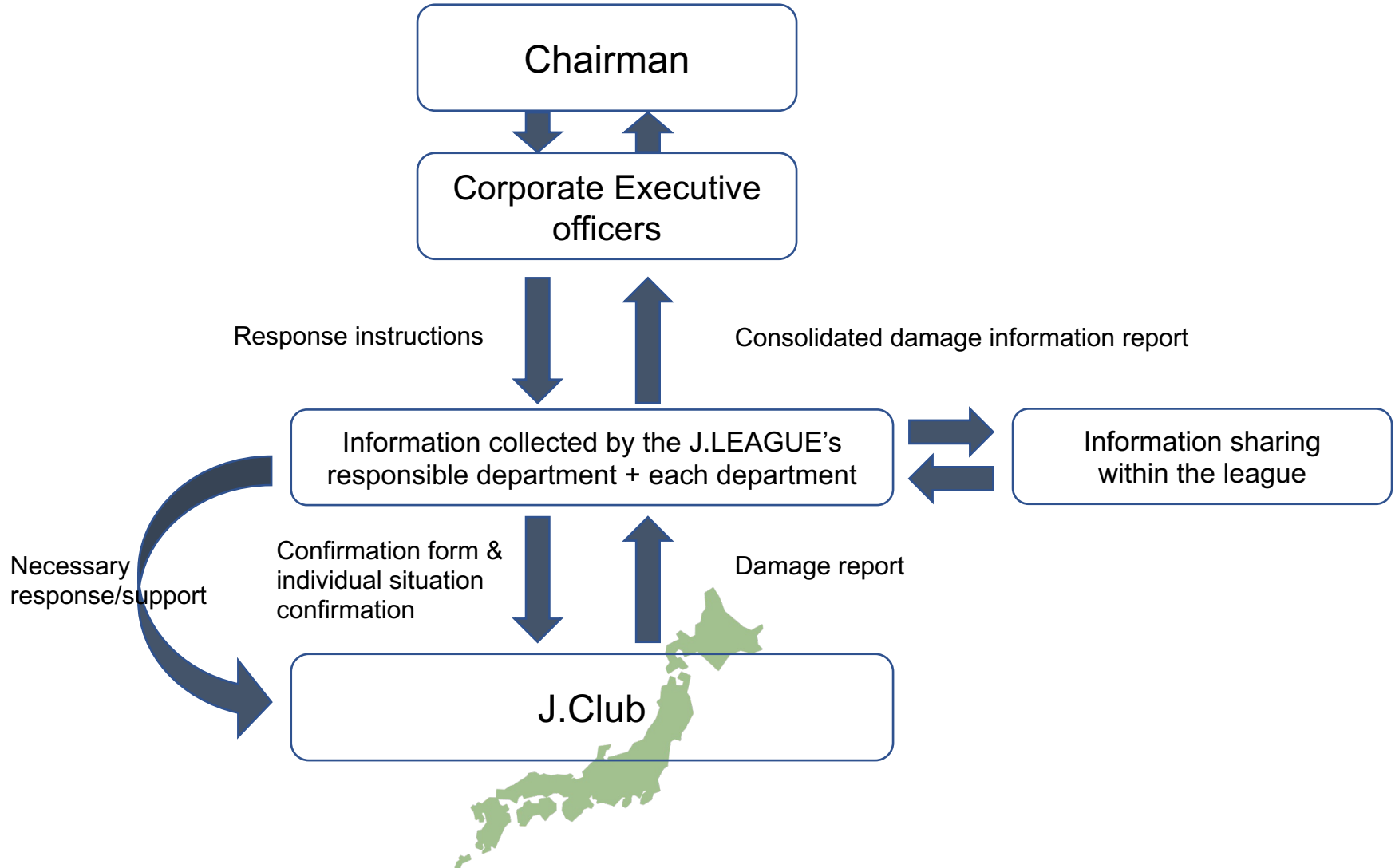




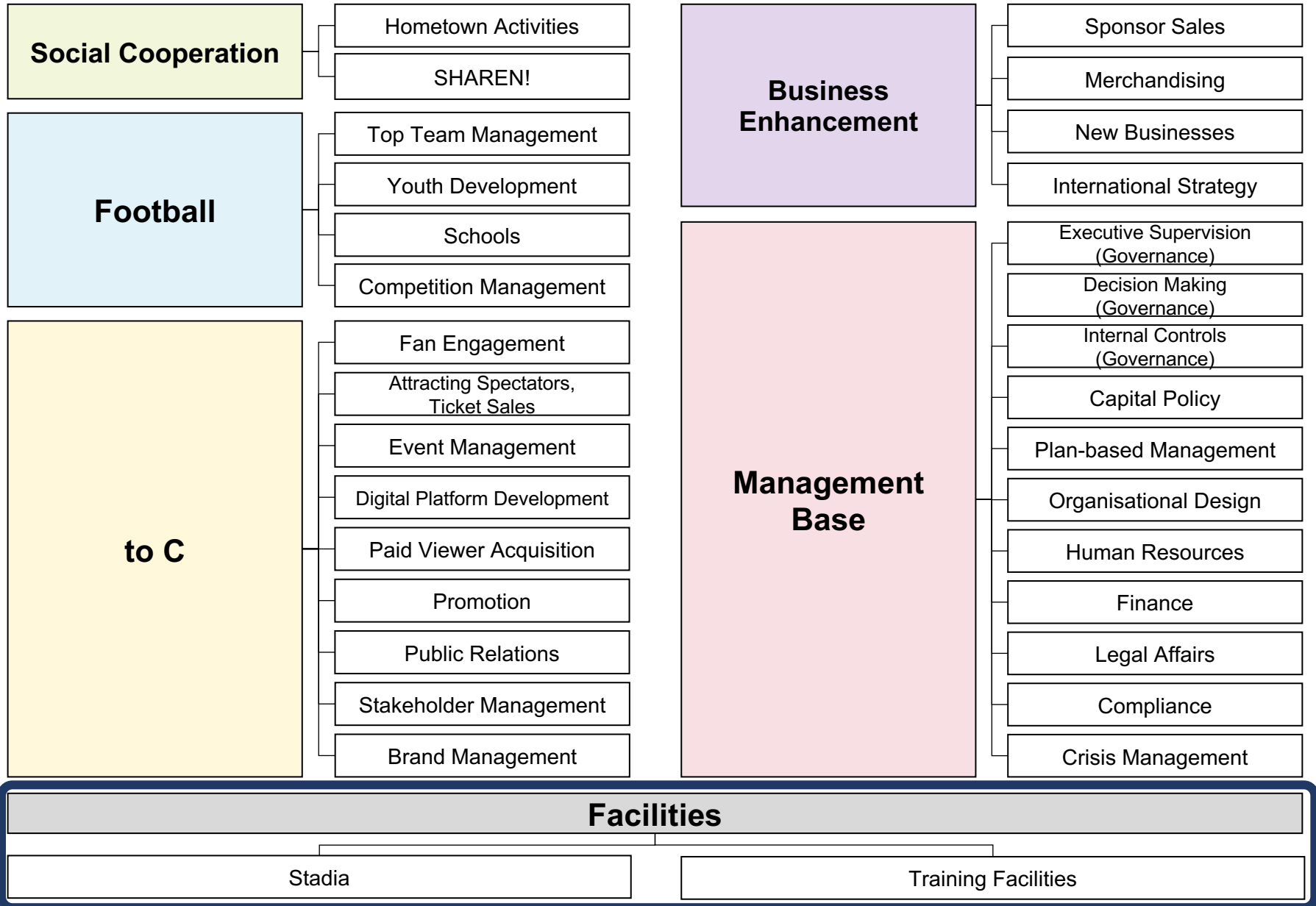
<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Establish a response policy in normal times and, in the event of a crisis, the top management takes the lead and works closely with all relevant parties, including the J.LEAGUE, to make decisions and respond quickly.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ Simulations based on the Business Continuity Plan (BCP) have established a response image, and in the event of a crisis, adverse effects are kept to a minimum and recovery is rapid.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ The occurrence of crises, such as natural disasters or economic collapses, cannot itself be avoided, so the goal is to minimise adverse effects and recover to the pre-crisis state as soon as possible.</li> <li>◆ During an actual crisis, it is difficult to take time to consider anything, so it is desirable to decide on a response policy, role assignment, and other response measures, for each type of incident during normal times.</li> <li>◆ In times of crisis, quick decisions are required in the face of high uncertainty, so the top management must take the lead in making decisions and responding quickly.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Envisioning of cases during a crisis and pre-establishment of the response policy</li> <li>◆ Transition to an “emergency” system led by the top management</li> <li>◆ Close information sharing with the J.LEAGUE and local governments, etc.</li> <li>◆ Rapid top-down decision-making and response</li> <li>◆ Start considering recovery measures as early as possible</li> </ul>



- ◆ In the event of a major disaster in a club's hometown and related areas, the J.LEAGUE's responsible department will assess the situation of each club and share this information within the league, providing specific support as necessary under the direction of the league's management team.



# Details of Management Areas



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Consider the desired stadium requirements and construction/renovation policy, and carry out the required initiatives while advocating the necessity of maintenance to stakeholders.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ There is a stadium that meets the safety and “The Ideal Stadium” requirements set forth by the J.LEAGUE, and it is being effectively utilised as a club’s management resource.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ As a symbol of local culture, a stadium is a business site that needs to enhance the appeal of football and improve spectator comfort, and It is also important to consider diversity according to the region, as well as the environment and sustainability in light of the demands of the times.</li> <li>◆ Given the scale of investment, stadia are often constructed and maintained as public facility investments by local governments. In realising this, it is crucial how to shape public opinion towards stadium construction/renovation, while giving full consideration to the relevant entities.</li> <li>◆ A stadium is not simply finished once it is built. It is necessary to select the most appropriate operational scheme, including designated administration, with a view to maintenance and utilisation, and to establish a profit-making stadium business and arrange systems inside and outside the club accordingly.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Organising the issues in the current stadium and considering medium- and long-term requirements (such as “The Ideal Stadium” and “The Future of The Stadium”)</li> <li>◆ Formulation of a construction/renovation policy that takes into account the above and regional situations, as well as the demands of the times (diversity, sustainability, etc.)</li> <li>◆ Appealing the necessity of construction/renovation to citizens and key stakeholders towards shaping public opinion</li> <li>◆ Regular external engagement activities with the entity responsible for facility maintenance and various stakeholders (administration, shareholders, sponsors)</li> <li>◆ Selection of the most appropriate operational scheme (including designated administration) for maintenance and utilisation, and establishment of systems both inside and outside the club</li> </ul>

- ◆ In the J.LEAGUE Statutes, the league lists four requirements for the “The Ideal Stadium” (with a subsidy system for promoting the ideal stadium), and in the pamphlet “The Future of the Stadium,” the league organises eight philosophies required of stadia. In addition, the J.LEAGUE is considering the future of stadia based on the demands of the times, including the environment and sustainability.

## The four requirements of the “The Ideal Stadium”

1. It is easily accessible.\*
2. All spectator seating is covered by a roof.
3. It is equipped with multiple business lounges, skyboxes, and large-capacity high-speed communication facilities (e.g., high-density Wi-Fi).
4. It is a football-specific stadium.

\* “Easily accessible” means satisfying one of the following:

- ① The stadium is in a location that is within walking distance from a train station, or a bus stop (excluding temporary services), or a large parking lot that is within approximately 20 minutes from the city centre of the hometown. Or there is a concrete plan to make it possible to reach one of these in the near future.
- ② The stadium is adjacent to facilities with a large non-resident population (large commercial facilities, etc.).
- ③ Other than the above, it is recognised as easily accessible from the viewpoint of spectators.

## Eight philosophies of “The Future of the Stadium”

1. As culture [football stadium]  
Closer to the pitch! No more athletics track
2. As a symbol [home stadium]  
The stadium is the pride of the city.  
The design philosophy is consistently “for the home.”
3. A space for creating a community [family stadium]  
A space where everyone can enjoy themselves comfortably, regardless of gender, age, or disability  
Transportation access, seating with a roof, night lighting, barrier-free
4. Hospitality [social stadium]  
A social venue where people can share the emotions of “home” and connect with others
5. City visitor-attracting device [town centre stadium]  
New centripetal force for revitalising the city centre
6. Environmentally friendly [green stadium]  
Realising a balance between economic growth and environmental policy
7. Multi-functional complex [stadium business]  
A space that attracts people even on non-match days, every day of the year
8. Disaster prevention base [life stadium]  
The “town centre stadium” serves as a large-scale base camp and evacuation site for residents in the event of a disaster.

- ◆ The following are case studies of clubs that have a home stadium that meets the four requirements of the “Ideal Stadium” and are working on the development and utilisation of facilities compatible with the stadium as the designated administrators.



### Kyoto Sanga F.C. Sanga Stadium by KYOCERA

- ◆ This is a state-of-the-art stadium completed in January 2020, and it meets the four requirements of the ideal stadium, including having excellent access by being directly connected to JR Kameoka Station and having all spectator seats covered by a roof.
- ◆ The stadium is equipped with solar power generation equipment on the roof, full-colour LED street lighting around the perimeter, and lithium-ion energy storage equipment on the south wall of the stadium.
- ◆ The stadium includes climbing facilities and nursery facilities.
- ◆ Examples of non-football use:
  - 17th Kameoka City Rugby Festival, Escape × Night Tour
  - Made in Kyoto Festa IN KAMEOKA II
  - Para-sports experience event (2021)
  - (eSports Zone) RoboMaster Programming Class
  - 3×3 WEST 2022 KYOTO ROUND
  - 1st Kids Chase Tag Japan Championship (2022)
  - (Sports Climbing) National Sports Festival Kinki Block Competition



### Gamba Osaka Panasonic Stadium Suita

- ◆ The club established a stadium construction fund-raising organisation, and donated the completed stadium, built with donations from local residents, private companies, and other entities, to Suita City. The club was entrusted with the role of designated administrator.
- ◆ The stadium meets the four requirements of an “Ideal Stadium,” including being within walking distance of Osaka Monorail’s Bampaku-kinen-koen Station, having multiple business lounges, and being a football-specific stadium.
- ◆ The stadium has a clubhouse and attached training facilities.
- ◆ Examples of non-football use:
  - Coming of Age Day ceremony, use of the stadium facilities for telework (Panasta Work)
  - Gamba Osaka Disaster Prevention Camp in Panasta Suita Stadium Pitch Experience Project (2021)
  - Opening of biima Sports Panasonic Stadium Suita School JUNIOR SPORTS FESTIVAL
  - Stadium Festa 2022
  - Fujii Kaze “LOVE ALLSERVE ALL STADIUM LIVE” (2022)



### Kashima Antlers Ibaraki Kashima Soccer Stadium

- ◆ The club has been operating and managing the stadium as the designated administrator since 2006, and opened the Kashima Wellness Plaza sports club, which has an affinity with the stadium, in the same year.
  - In 2015, it attracted the Antlers Sports Clinic. The club receives a name fee and rent for the plot from the clinic.
- ◆ Since having its contract as the designated administrator extended for a longer period in 2011, the club has actively promoted the utilisation of the stadium and is working to increase revenues in the stadium business and reduce maintenance and management costs.
- ◆ Examples of non-football use:
  - Stadium Beer Garden (2009-2019)
  - Kashima Treasure Cup (2017)
  - Kashima Zombie Stadium (2017-2018)
  - Antlers Stadium Camp (2018-2019)
  - SÓCIO FESTA(2021)
  - IBARAKI SAUNA FES Vol.1 (2022)

- ◆ Most stadia and training facilities are owned by local governments. Also, some clubs are entrusted with designated administration of the stadium.

## Ownership Status of Stadia and Training Facilities

	Stadium Clubs/Private Sector		Stadium Local Government	
Site: Club/private sector	2 clubs	3%	0 clubs	0%
Site: Local government	1 club	2%	55 clubs	95%

	Training Facilities Clubs/Private Sector		Training Facilities Local Government	
Site: Club/private sector	19 clubs	33%	0 clubs	0%
Site: Local government	7 clubs	12%	32 clubs	55%

## Clubs Designated as Administrators of the Stadium

Facility	Owner	Management Type	Designated Administrator	Representative Corporation/Members
Hachinohe City Taga Playground	Hachinohe City	Designated administration	Hachinohe Sports and Community Development Group	Representative corporation: <b>Vanraure Hachinohe Co., Ltd.</b> Member: Hachinohe Football Association Member: TelWel East Japan Corporation
Yamagata Prefectural General Sports Park	Yamagata Prefecture	Designated administration	<b>Montedio Yamagata Ltd.</b>	<b>Montedio Yamagata Ltd.</b>
Ibaraki Kashima Soccer Stadium	Ibaraki Prefecture	Designated administration	<b>Kashima Antlers F.C. Co., Ltd.</b>	<b>Kashima Antlers F.C. Co., Ltd.</b>
Saitama Stadium 2002 Park	Saitama Prefecture	Designated administration	Saitama Stadium 2002 Park Management Network	Representative corporation: Saitama Parks & Greenery Association Member: <b>Urawa Red Diamonds Co., Ltd.</b> Member: Saitama Building Maintenance Association Member: Saitama Prefecture Landscape Gardeners Association
Chiba City Soga Sports Park	Chiba City	Designated administration	SSP UNITED	Representative corporation: Chiba Marine Stadium Inc. Member: <b>JEFUNITED CORPORATION</b> Member: Nihon Meccs Co., Ltd. Member: Nippon Taiiku Shisetu Co., Ltd.
Minami-Nagano Sports Park (athletic field, three public pools (including Sainami, Amori))	Nagano City	Designated administration	Minami-nagano Sports Management Entity	Representative corporation: Shinko Sports Co., Ltd. Member: Nagano Kenmin Kyudan Co., Ltd. Member: <b>Nagano Parceiro Athletic Club Co., Ltd.</b> Member: NTT Facilities, Inc.



# Facility Ownership and Designated Administration 2/2

Stadium



Facility	Owner	Management Type	Designated Administrator	Representative Corporation/Members
Niigata Prefectural Toyanogata Park (Niigata Prefectural Sports Park) and Seigoro World Cup Square	Niigata Prefecture	Designated administration	ALBIREX NIIGATA & Niigata Urban Flowering and Greenery Foundation Group	Representative corporation: <b>Albirex Niigata Inc.</b> Members: Niigata Urban Flowering and Greenery Foundation
IAI Stadium Nihondaira and Tennis Courts (Shizuoka City National Training Centre Shimizu, Shimizu Nihondaira Sports Park (Stadium & Tennis Courts)), Shizuoka City Shimizu Hebitsuka Sports Ground, Shizuoka City Shimizu Ihara Stadium	Shizuoka City	Designated administration	Shizuoka Sports Square Consortium	Representative corporation: Shizuoka City Urban Development Public Corporation Member: <b>S-PULSE Co., Ltd.</b>
Kyoto Prefectural Kyoto Stadium (Sanga Stadium by Kyocera)	Kyoto City	Designated administration	Viva & Sanga, LLC	Representative corporation: Viva Co., Ltd. Member: <b>KYOTO PURPLE SANGA Co., Ltd.</b>
Suita City Football Stadium (Panasonic Stadium Suita)	Suita City	Designated administration	<b>GAMBA OSAKA Co., Ltd.</b>	<b>GAMBA OSAKA Co., Ltd.</b>
Nagai Park, Nagai Stadium (Yanmar Stadium Nagai), Nagai Second Stadium (Yanmar Field Nagai), Nagai Ballgame Field (Yodoko Sakura Stadium), Nagai Sports Ground, Nagai Tennis Courts, Nagai Sumo Ring, Nagai Botanical Garden, Osaka Municipal Nagai Park Underground Parking Lot	Osaka City	Designated administration	Nagai Wakuwaku Park Project Team	Representative corporation: Wakuwaku Park Create Co., Ltd. *YANMAR HOLDINGS 100% subsidiary Member: Seirei Kosan Co., Ltd. Member: YANMAR HOLDINGS Co., Ltd. Member: Osaka Sports Midori Foundation Member: TIMES24 Co., Ltd. Member: Osaka Youth Hostel Association
Kobe Misaki Stadium (NOEVIR Stadium Kobe)	Kobe City	Designated administration	<b>Rakuten Vissel Kobe, Inc.</b>	<b>Rakuten Vissel Kobe, Inc.</b>
Unilever Stadium Shintomi	Miyazaki Prefecture Shintomi Town	Designated administration	Lychee Park Co., Ltd.	Lychee Park Co., Ltd.
Yamaha Stadium <sup>1</sup>	Yamaha Motor Co., Ltd.	Administration	<b>JUBILO CO., LTD.</b>	<b>JUBILO CO., LTD.</b>
ARIGATOU SERVICE. YUME STADIUM <sup>1</sup>	Arigatou Service Co., Ltd.	Administration	Imabari. Yume Sports Inc.	Imabari. Yume Sports Inc.
SANKYO FRONTIER Kashiwa Stadium <sup>2</sup>	<b>Hitachi Kashiwa Reysol Co., Ltd.</b>	Ownership		
Chubu Yajin Stadium <sup>2</sup>	<b>SC TOTTORI Co., Ltd.</b>	Ownership		

Note 1: Stadia owned by the private sector and managed by the club

Note 2: Stadia owned by the club



<h2>Guidelines</h2>	<ul style="list-style-type: none"> <li>◆ <b>Considering not only top team management and youth development, but also fan service and media response, negotiate in the medium and long term with the entity responsible for construction/renovation, and achieve a sufficient facility development and construction/renovation management system.</b></li> </ul>
<h2>Target State</h2>	<ul style="list-style-type: none"> <li>◆ A training facility (including clubhouse) that not only the top team but also the academy can use at all times throughout the year is secured, appropriately maintained and managed, while also functioning as a place for communication with local fans and media.</li> </ul>
<h2>Rationale</h2>	<ul style="list-style-type: none"> <li>◆ These facilities are important infrastructure from the point of views of player development by high-quality training and attracting talented players. Facilities that can also be used for football school activities, etc., can be said to be one of the key elements in club management, serving as a base for the club and hometown activities.</li> <li>◆ Given the scale of investment, these facilities are often newly constructed and maintained as public facility investments by local governments. In realising this, it is necessary to negotiate from a medium- to long-term perspective, while giving full consideration to the entity responsible for facility maintenance and relevant parties.</li> <li>◆ It is necessary to select the best operation scheme, including designated administration, with a view to maintenance management and utilisation (including private sector use), and to set up systems inside and outside the club accordingly.</li> </ul>
<h2>Key Initiatives</h2>	<ul style="list-style-type: none"> <li>◆ Organising current issues with the training facilities and considering requirements in the medium to long term</li> <li>◆ Formulation of a construction/renovation policy that takes into account the above and regional situations, as well as the demands of the times (diversity, sustainability, etc.)</li> <li>◆ Appeal the necessity of construction/renovation to citizens and key stakeholders towards shaping public opinion</li> <li>◆ Engagement in regular public relations activities with the entity responsible for facility construction/renovation and various stakeholders (administration, shareholders, sponsors)</li> <li>◆ Selection of the most appropriate operational scheme (including designated administration) for maintenance and utilisation, and establishment of systems both inside and outside the club</li> </ul>

- ◆ The following are examples of clubs that have built good relationships with local governments and communities, and clubs that have well-equipped training facilities for all categories, from the top team to the academy.



### Mito Hollyhock

The J.LEAGUE's first training facility to use a closed-down school  
**Shirosato Town  
 Nanakai Community Centre  
 "Atsumare"**

- ◆ A complex facility that includes the club's training facilities (clubhouse, one natural turf training centre, etc.), a branch of the Shirosato town office, and a community centre. The former school tennis courts have been converted into BBQ facilities.
- ◆ Shirosato Town spent 328 million yen to develop the facility, which started operation in February 2018. It also has a gymnasium large enough for indoor futsal, a swimming pool, and all necessary functions such as locker rooms and weight machine room.



### Omiya Ardija

A place for interaction between the team and fans/supporters and between the club and the local community, located in Saitama City, the hometown of the club  
**"Orange Cube"**

- ◆ In addition to a 1.5 natural turf training centre and well-equipped training rooms, etc., the first floor of the clubhouse has a "Fureai Zone" where fans & supporters can interact with players. The second floor has a "View Terrace" overlooking the ground and a conference room that can be used for local meetings, serving as a place for interaction with fans, supporters, and local residents.
- ◆ They also hold a "Clubhouse Open Day" as an event for interaction with players, fans & supporters, and local residents.



### Albirex Niigata

A facility with an environment in which everyone from the top team to the academy can train at the same training centre  
**"Niigata Seiro Sports Centre  
 Albillage"**

- ◆ With three natural turf and three artificial turf training grounds, consistent training from the top team to the academy is possible at the same training centre. It is also used as a practice field for Albirex Niigata Ladies, universities, vocational schools, and others.
- ◆ The facility was built with subsidies from Niigata Prefecture, Niigata City, Seiro Town, Albirex Niigata Inc., and a grant from the Japan Football Association. Currently, many tournaments are held in the facility as the Football Centre of the Niigata Prefectural Football Association.

### ◆ Concept of Fronttown Ikuta



- ◆ Two artificial turf grounds
- ◆ Gymnasium
- ◆ Six tennis courts (3 indoor and 3 outdoor)
- ◆ Park and multipurpose ground
- ◆ Hospital
- ◆ Nursery school
- ◆ Café
- ◆ Laundrette

### Facility Concept

- ◆ Academy base
  - Development of grounds for U-12, U-15 and U-18 to train together.
  - Creating an environment where participants can have a warm meal immediately after training
- ◆ A base for sporting activities that will be appreciated by citizens
  - Providing venues and content where anyone, from children to the elderly, regardless of age, type and degree of disability, can easily engage in sports
  - Contributing to the promotion of a rich sports culture and the healthy development of the physical and mental health of citizens
- ◆ Place for developing business and philosophy, etc., in cooperation with companies and organisations
  - Attracting sports after-school care and sports nurseries, and coordinating with sports facilities to improve the problem of children's physical ability decline
  - Establishing an orthopaedic clinic within the facility and serving as a hub for local sports medicine, devising schemes to help solve social security problems through projects such as preventative care for the elderly
  - Aiming to be Japan's first joint J.LEAGUE and B.LEAGUE youth development base by providing facilities to the academy of the B.LEAGUE's Kawasaki Brave Thunders
- ◆ Utilisation as a temporary evacuation site in case of disaster
  - Centring around the adjacent Fureai Plaza and Multi Plaza, serving as a temporary evacuation site and activity base for disaster response operations to protect the safety and security of citizens

### Tenant Collaboration

Strengthening cooperation between tenants to support value enhancement and business stability

Content provision

Football  
Basketball  
Tennis, etc.

Sports × Early  
childhood education

Support by  
registered dietitians

### Community Cooperation

Solving community issues through government-private-academic cooperation

Community disaster  
prevention  
Meiji University and  
local fire brigade

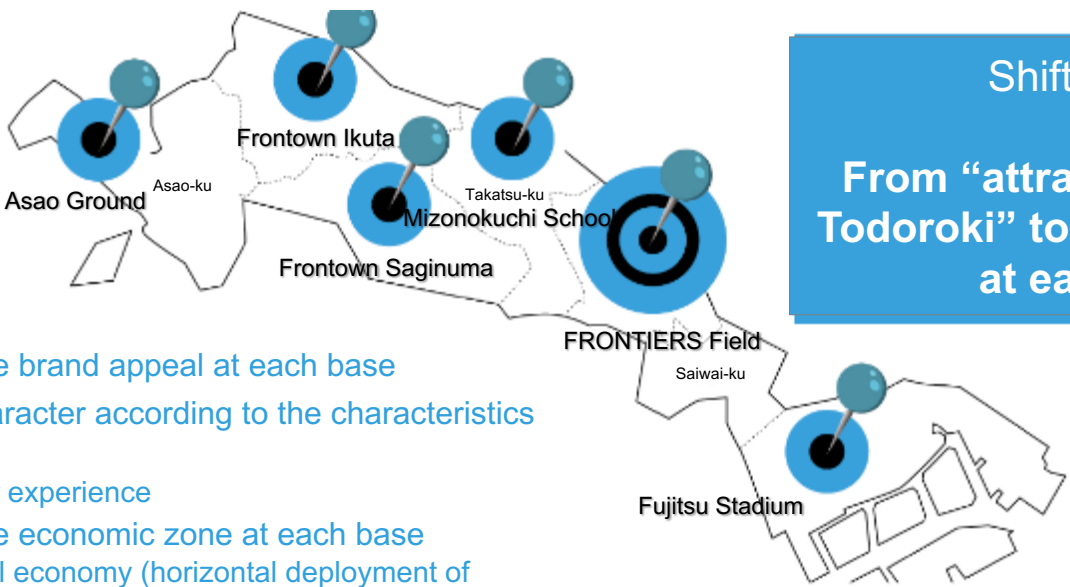
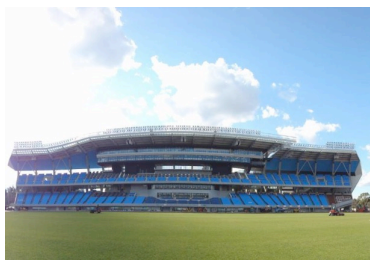
Community creation  
Kawasaki City  
Tama Ward Office  
Local residents' association  
Childcare support  
organisation

Community  
healthcare

Orthopaedic surgery  
Day care and day services



- ◆ Under the base management vision of the “Concept of Turning the City into Frontown,” bases of the club other than the stadium are utilised to interact with citizens. From there, the brand and economic zones will spread, covering the entire city in the Frontale colours.



Shifting Value  
From “attracting visitors to Todoroki” to “providing value at each base”

### Key Drivers

- Strengthening Frontale brand appeal at each base
- Providing Frontale character according to the characteristics of each base
  - Service and customer experience
- Establishing a Frontale economic zone at each base
  - Cooperation with local economy (horizontal deployment of Kosugi model)
  - Utilising digital technology (SyncroLife)

**From only 20 days to 365 days of business**



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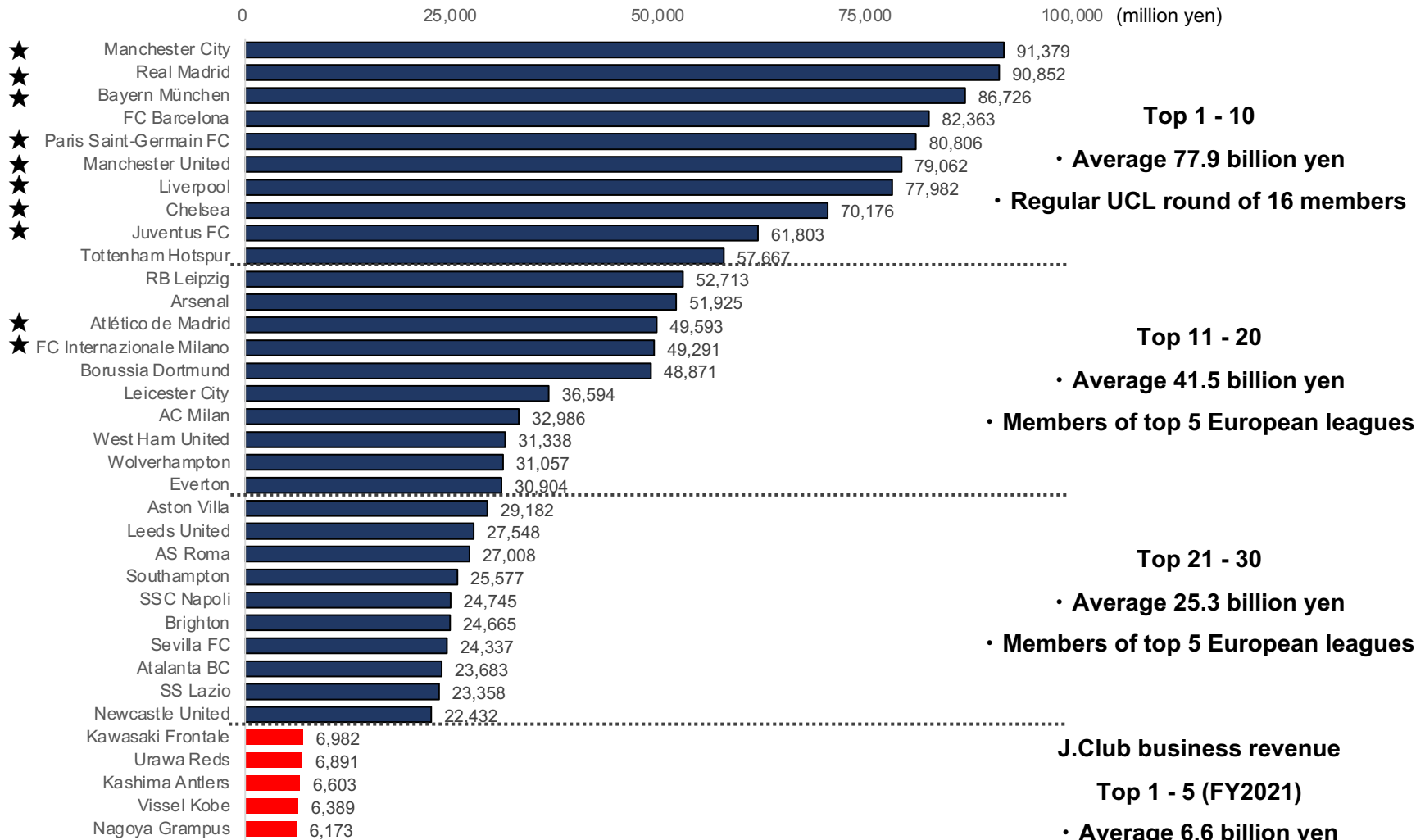
- ◆ **Data Set (World and Japan)**
- ◆ Terminology (attachment)
- ◆ Management Checklist (attachment)

- ◆ **International Club Operating Revenue**
- ◆ **European Club Operating Revenue Composition**
- ◆ **European Club Operating Revenue Composition: UEFA Broadcasting Rights**
- ◆ **Broadcasting Rights Revenue League Comparison**
- ◆ **Average Attendance Count: By League**
- ◆ **Average Attendance Count: By Club**
- ◆ **Social Media Followers Comparison: By League**
- ◆ **Social Media Followers Comparison: By Club**
- ◆ **Average Player Annual Salary Comparison: By League**
- ◆ **Average Player Annual Salary Comparison: By Club**
- ◆ **Club Analysis by Revenue Scale (20/21 season)**

# International Club Operating Revenue

- ◆ The gap between J.clubs and top foreign clubs is huge, as even the 30th ranked foreign club is over three times the size of the top Japanese club.

**International Club Business Revenue**  
(2020 - 2021 Season, Top 30 international clubs + Top 5 J.LEAGUE clubs, units: million yen)



Note 1: European club revenue does not include player transfer fees. J.Club revenue includes player transfer fees

Note 2: Exchange rate of 1 Euro = 141.84 yen (as of September 30, 2022 close)

Note 3: ★ indicates best 16 teams in the 2021 - 2022 season European Champion's League

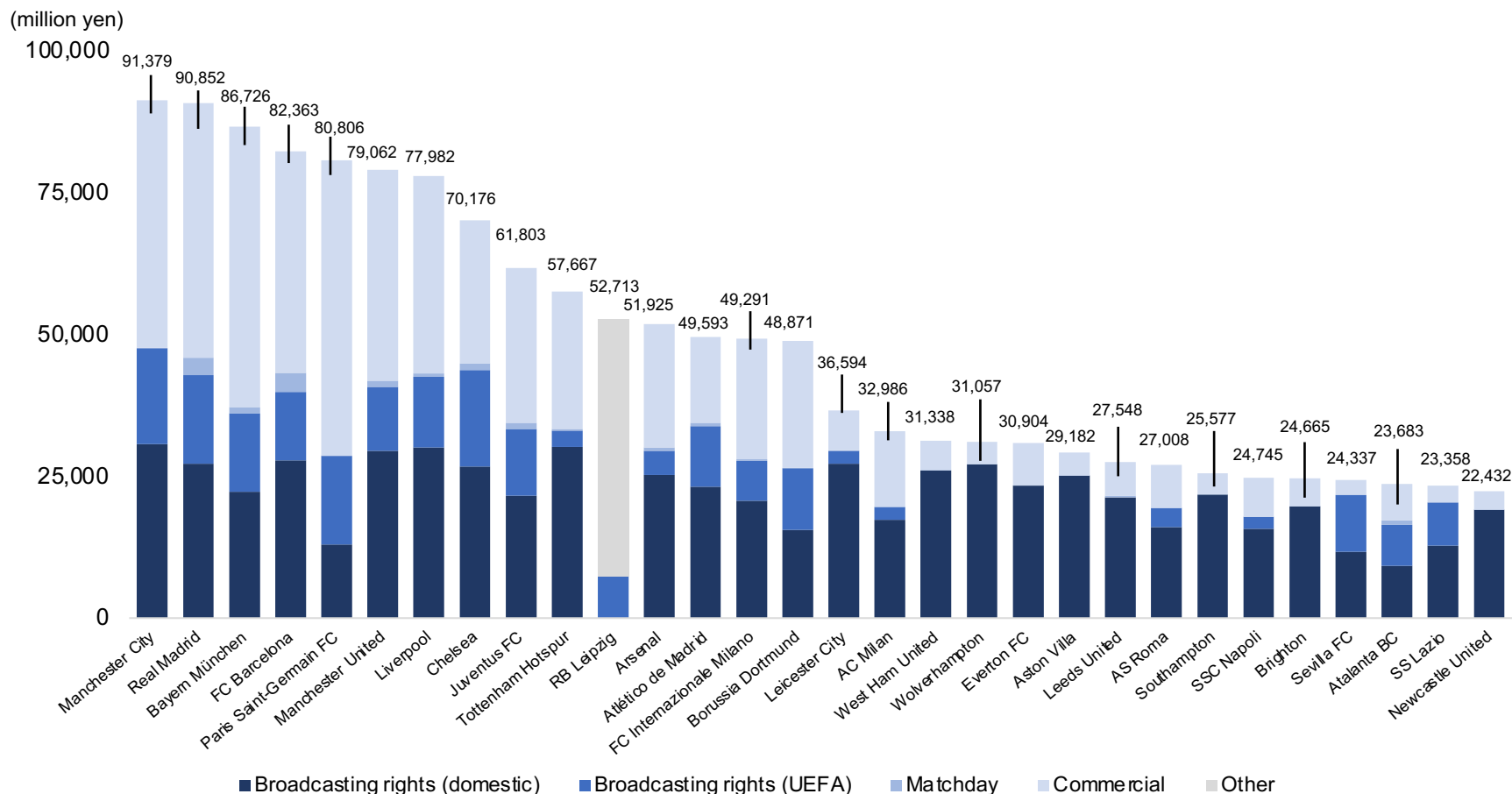
Source: Football Benchmark, Produced by J.LEAGUE based on Football Benchmark and J.LEAGUE FY2021 accounting data



# European Club Operating Revenue Composition

- Overall, broadcasting rights, including UEFA, account for a high proportion, but at clubs that are a tier smaller than the top layer, the proportion has become extremely high due in part to the impact of COVID-19.

**International Club Operating Revenue Composition**  
(20/21 season, top 30 clubs in operating revenue, in millions yen)



Note 1: Exchange rate of 1 Euro = 141.84 yen (as of September 30, 2022 close)

Note 2: Definitions of each revenue item: Broadcasting rights - domestic and international match broadcasting rights; includes prize money. Matchday - matchday-related revenue including tickets and food & drink. Commercial - sponsor and merchandise sales revenue, etc.

Note 3: As the composition of RB Leipzig except for broadcasting rights (UEFA) has not been disclosed, the white part is unknown

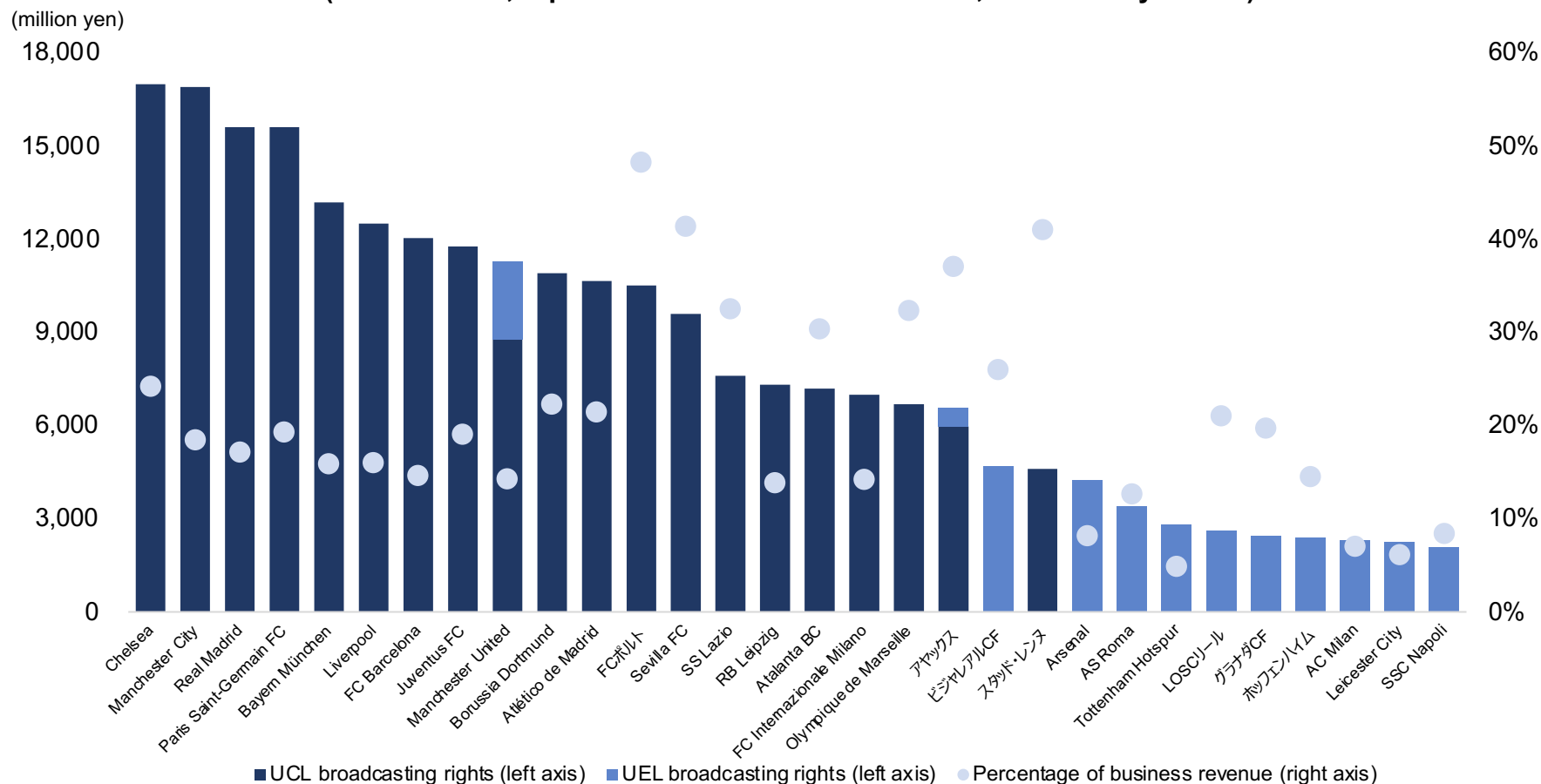
Source: Graph produced by Club Management Div. based on Football Benchmark data

# European Club Operating Revenue Composition: UEFA Broadcasting Rights



◆ Major European clubs are highly dependent on UEFA distributions.

**Broadcasting Rights Revenue from UEFA Competitions and their Percentage of Operating Revenue (20/21 season, top 30 clubs in UEFA distributions, in millions yen & %)**



Note 1: Exchange rate of 1 Euro = 141.84 yen (as of September 30, 2022 close)

Note 2: UCL Broadcasting Rights - Broadcasting rights fees for the UEFA Champions League, UEL Broadcasting Rights - Broadcasting rights fees for the UEFA Europa League

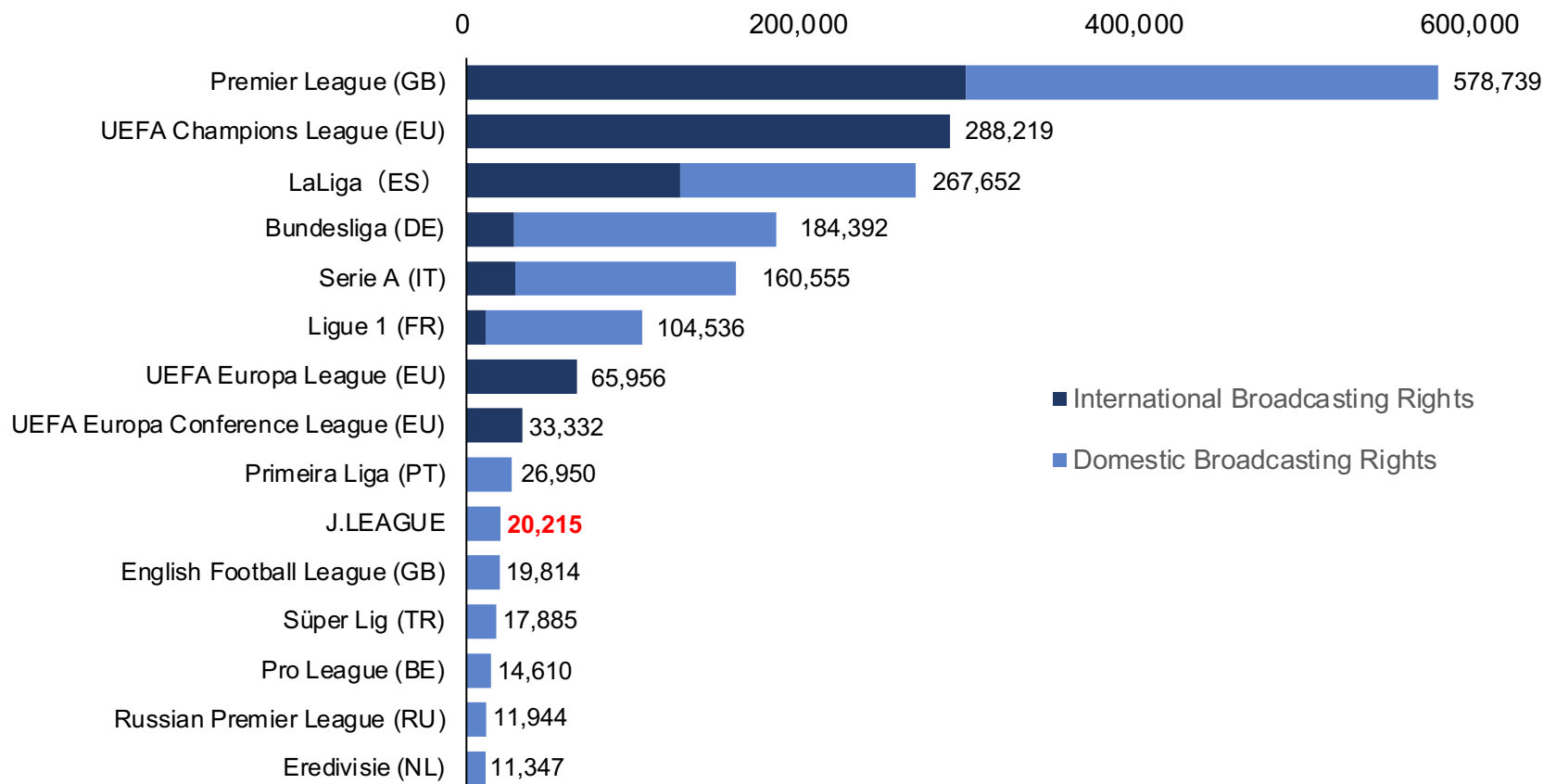
Source: Graph produced by Club Management Div. based on Football Benchmark data

# Broadcasting Rights Revenue League Comparison



◆ J.LEAGUE is far behind the results achieved by major European leagues.

**League and Tournament Annual Broadcasting Rights Revenue  
(Top 15 leagues, units: million yen)**



Note 1: Exchange rate of 1 Euro = 141.84 yen (as of September 30, 2022 close)

Note 2: Country/Region: (ES): Spain, (GB): England, (IT): Italy, (DE): Germany, (FR): France, (NL): Netherlands, (PT): Portugal, (BE): Belgium, (TR): Turkey, (RU): Russia, (EU): Europe

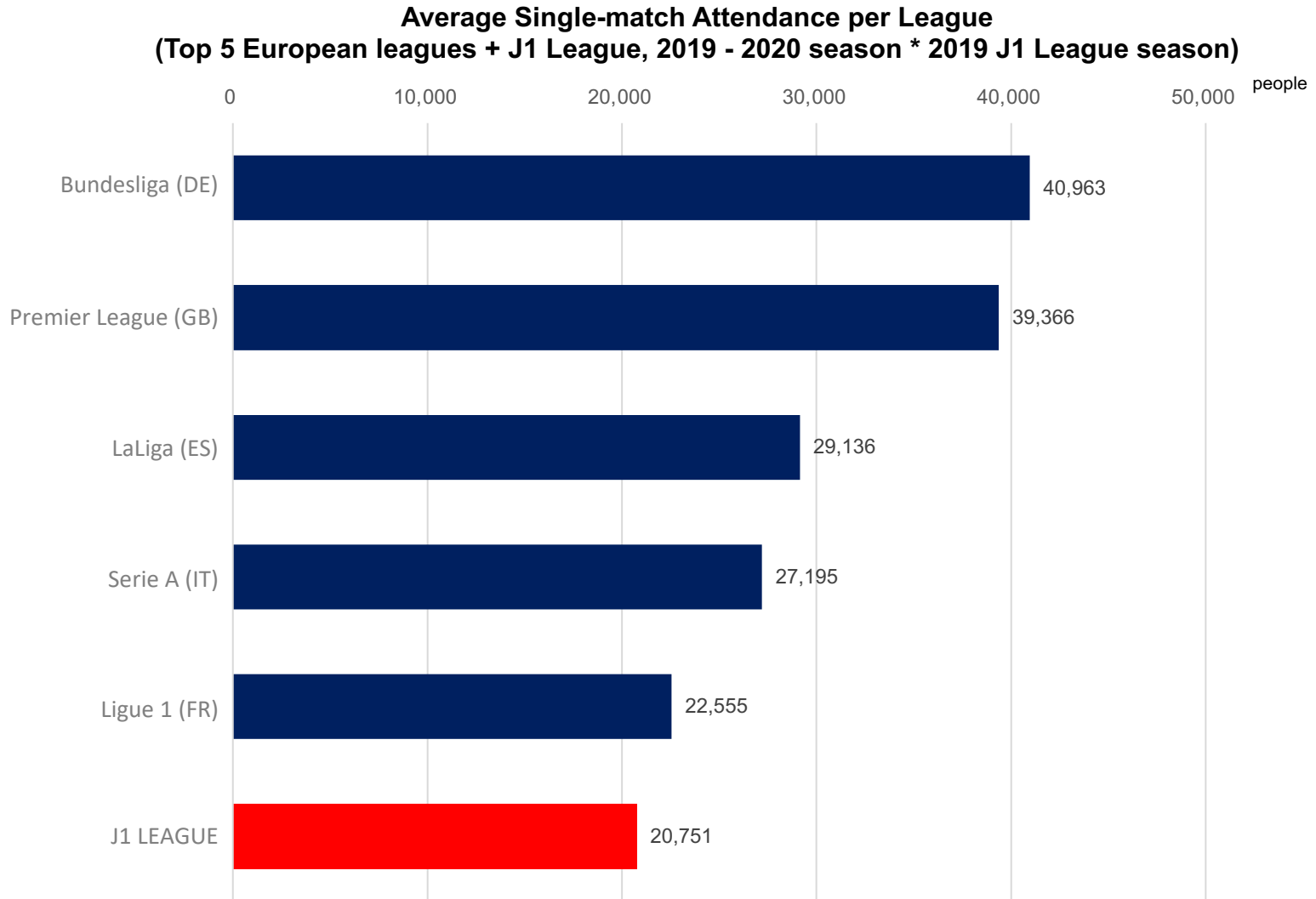
Note 3: Amount disbursed to clubs for UEFA Champion's League, European League and Conference League

Note 4: J.LEAGUE figures based on below source with Note 1 exchange rate applied

Source: Graph produced by Club Management Div. based on Football Benchmark data

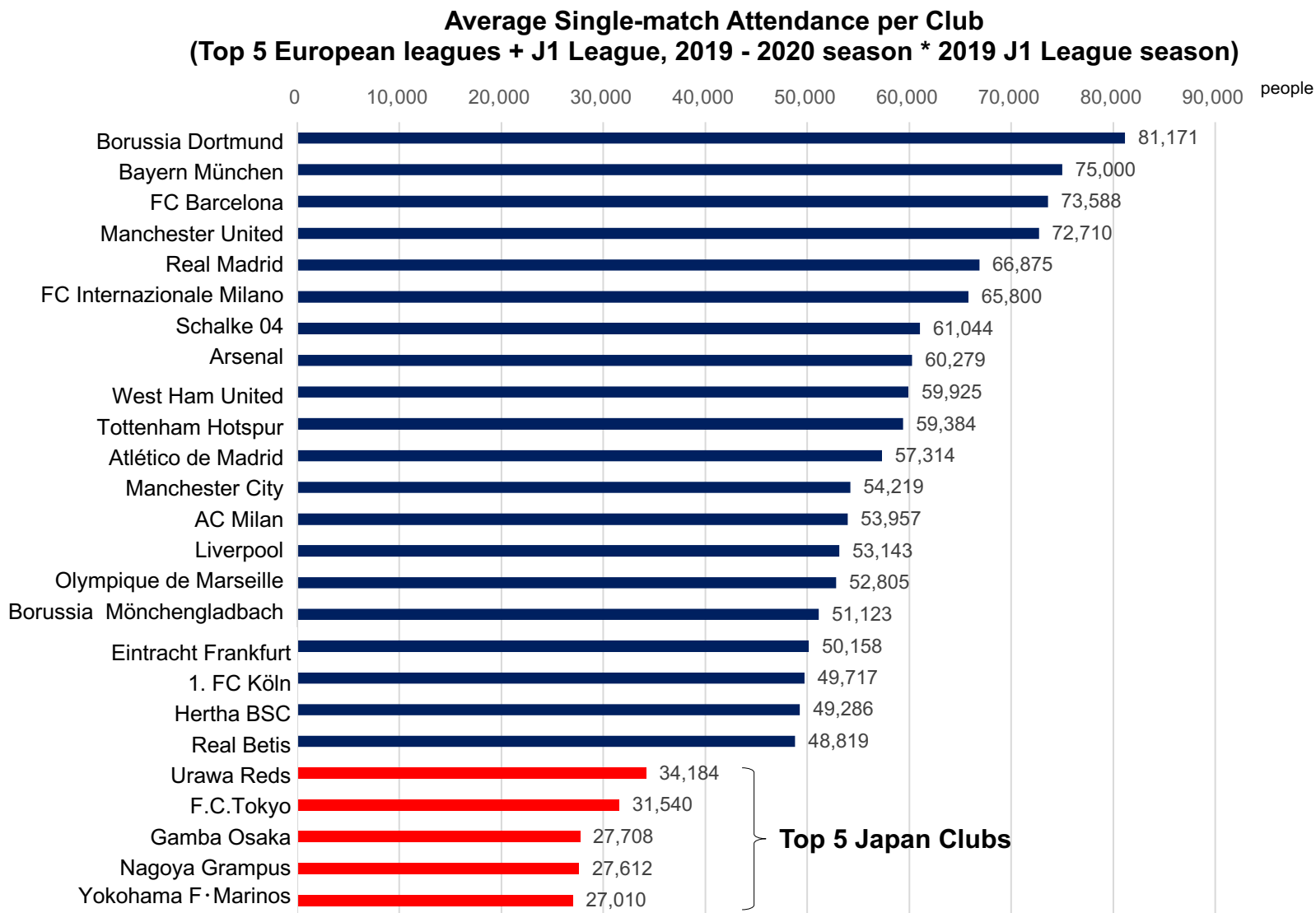
# Average Attendance Count: By League

◆ J1 League has half the attendance of Bundesliga and Premier League, but is catching up to Ligue 1.



# Average Attendance Count: By Club

◆ Match attendance for the top J.LEAGUE clubs is far behind the top European clubs.

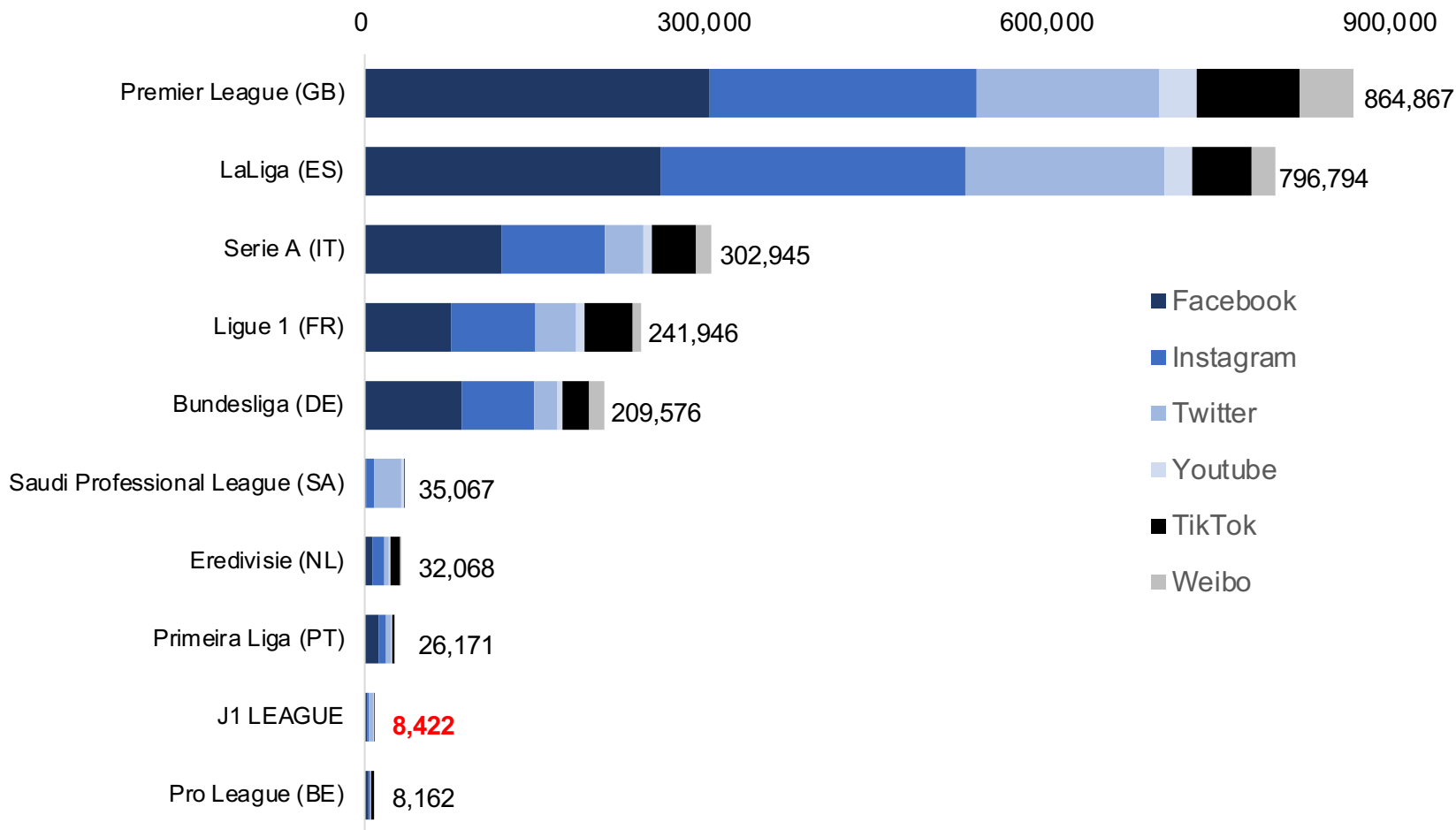


# Social Media Followers Comparison: By League



◆ The J.LEAGUE is far behind the top five European leagues, and even below the Netherlands and Portugal.

**Total Social Media Followers of Clubs in the League**  
(Major leagues in Europe and Asia as of October 1, 2022, in thousands of followers)



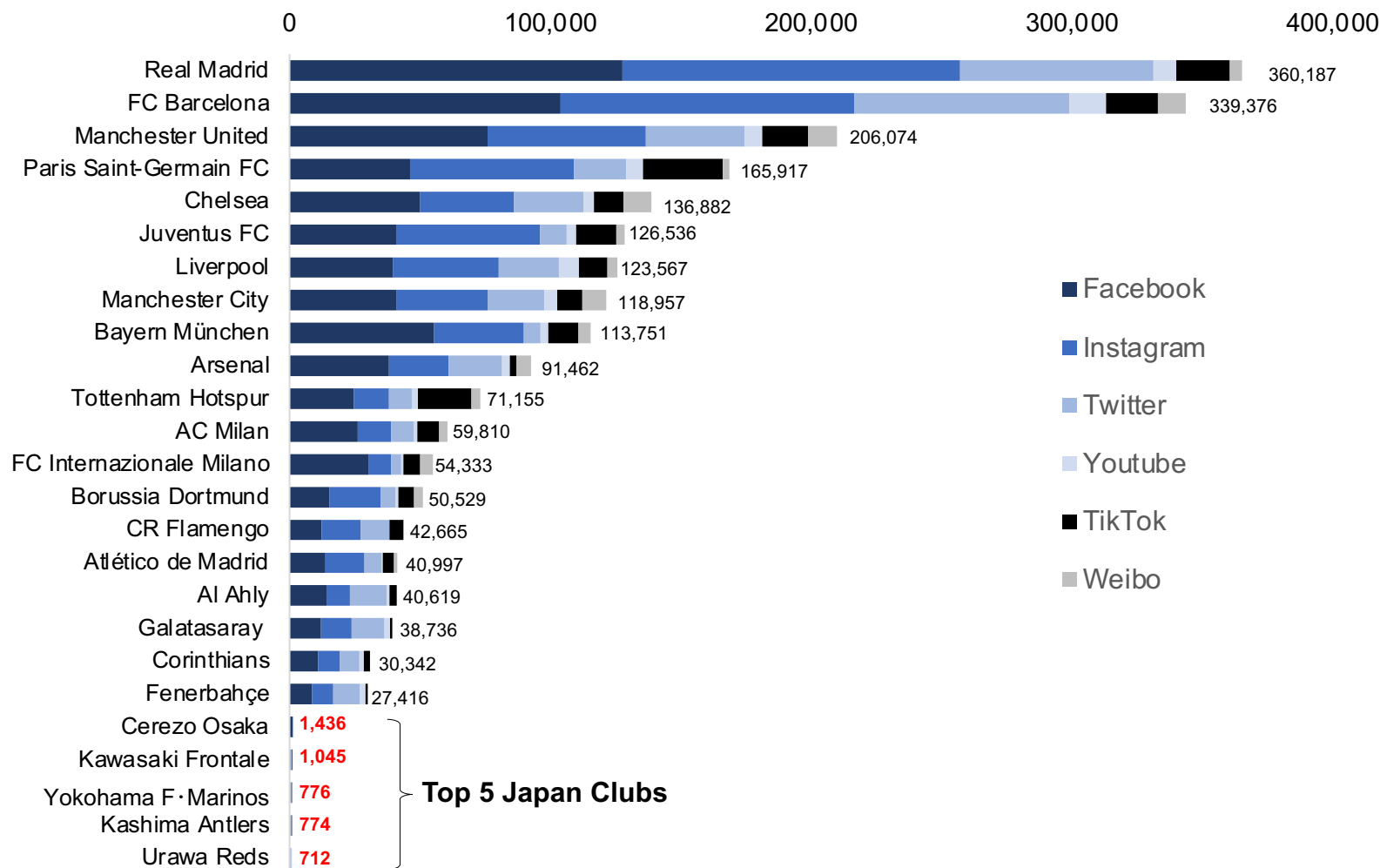
Note 1: Country/Region: (ES): Spain, (GB): England, (IT): Italy, (DE): Germany, (FR): France, (NL): Netherlands, (PT): Portugal, (BE): Belgium, (SA): Saudi Arabia  
Source: Football Benchmark

# Social Media Followers Comparison: By Club



◆ Even the top clubs in the J.LEAGUE in terms of social media followers, there is a massive gap with the world.

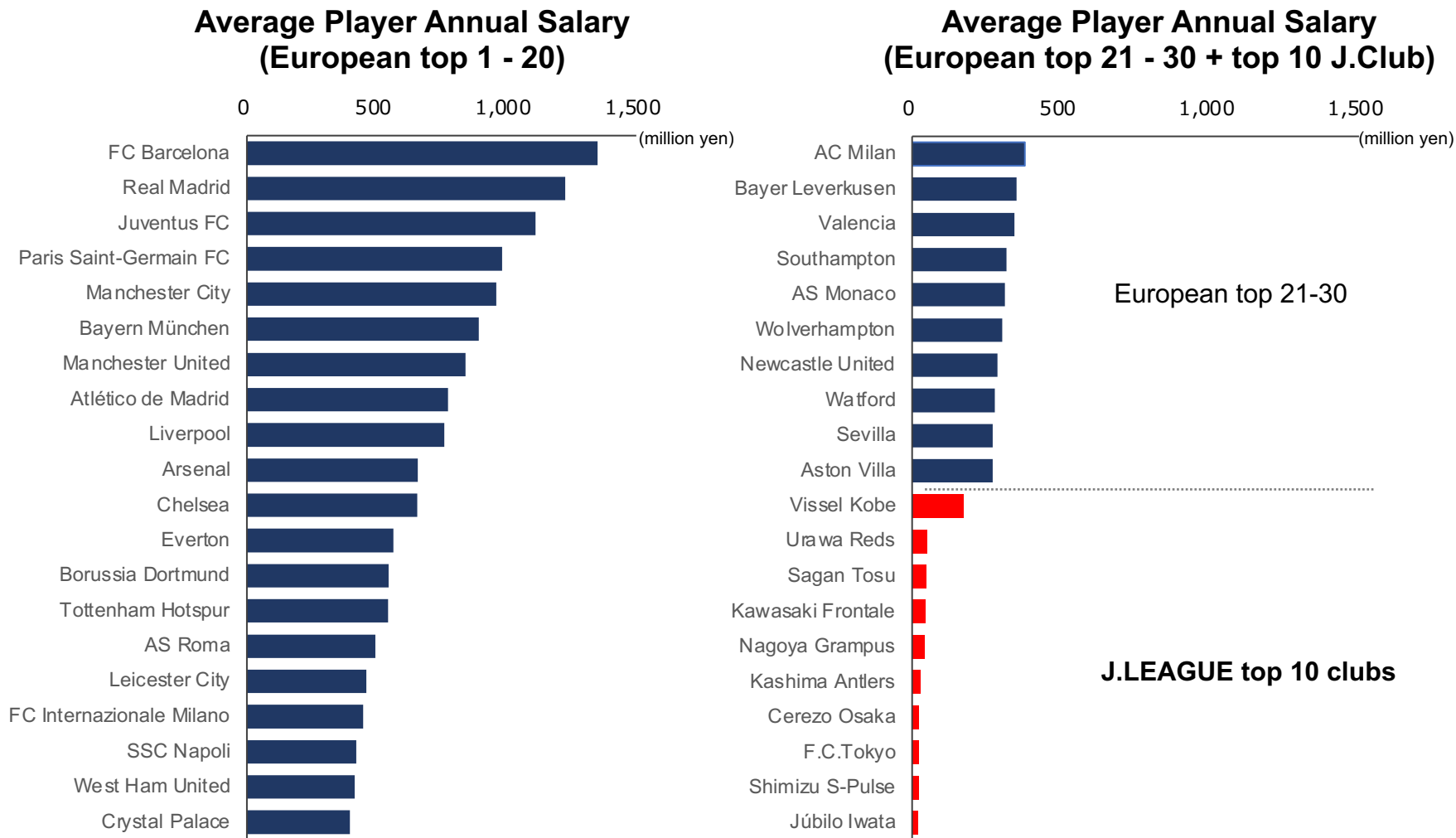
**Number of Social Media Followers by Club**  
(Top 20 clubs in the world + Top 5 clubs in the J.LEAGUE as of 1st October 2022, in thousands of followers)



# Average Player Annual Salary Comparison: By Club



◆ J.Club average player annual salary ranks far behind major international clubs.



Note 1: Average annual salary of top teams

Note 2: Salaries for the European League 2019 - 2020 season. CLS, MLS, J.LEAGUE and NPB refer to 2019 season

Note 3: Exchange rate of \$1 USD = 109.99 yen (as of September 1, 2021 close)

Source: GLOBAL SPORTS SALARIES SURVEY 2019 Sports intelligence

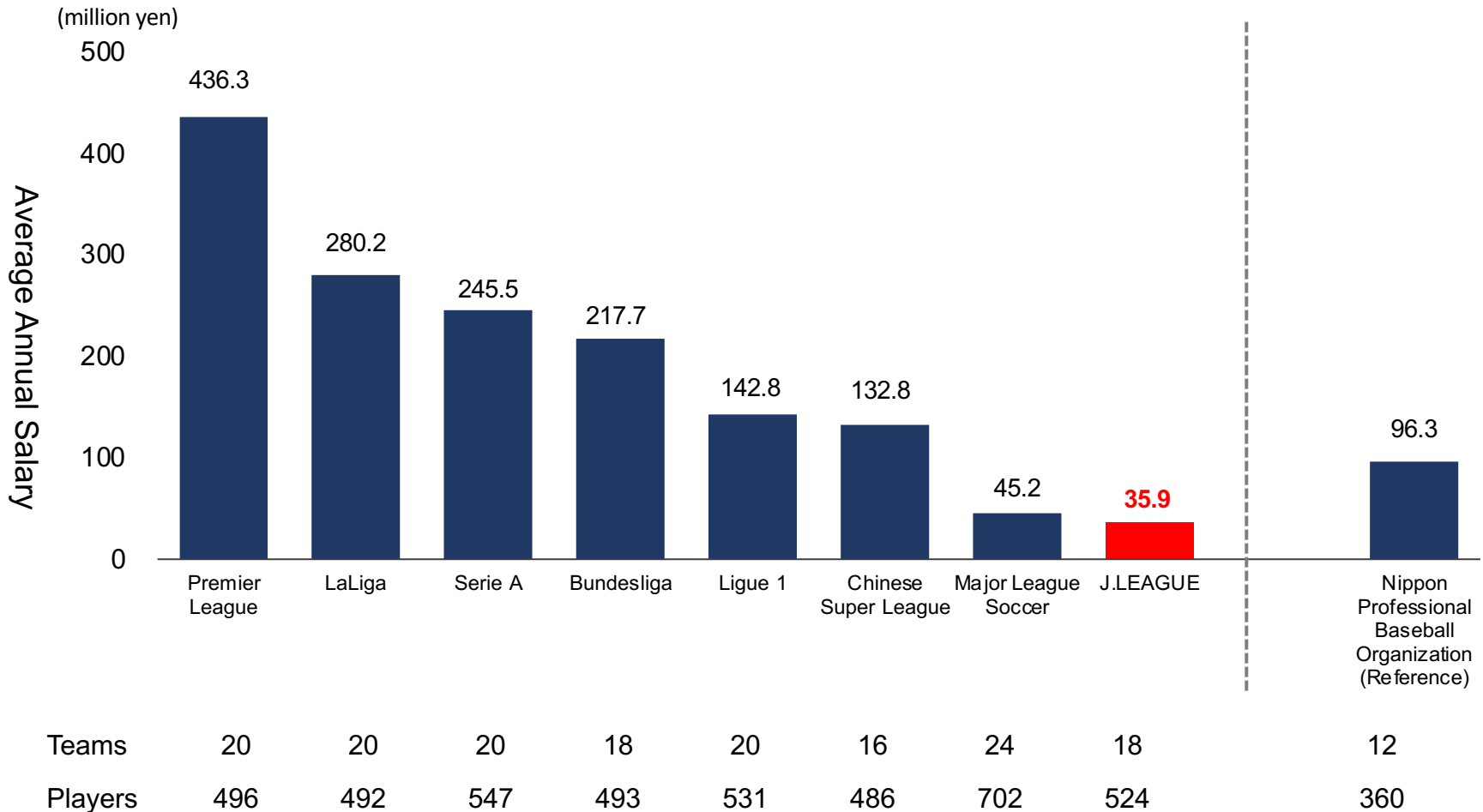


# Average Player Annual Salary Comparison: By League



◆ Average player annual salary in J.LEAGUE lags significantly behind major international leagues.

## Average Player Annual Salary Comparison of Major Leagues



Note 1: Average annual salary of top teams

Note 2: Salaries for the European League 2019 - 2020 season. CLS, MLS, J.LEAGUE and NPB refer to 2019 season

Note 3: Exchange rate of \$1 USD = 109.99 yen (as of September 1, 2021 close)

Source: GLOBAL SPORTS SALARIES SURVEY 2019 Sports intelligence

# Club Analysis by Revenue Scale (20/21 season)



(Unit: Unless otherwise specified, in million yen)

		Operating Revenue				
		Less than 5 billion yen	5-10 billion yen	10-20 billion yen	20-50 billion yen	50-100 billion yen
Top 5 clubs in Operating revenue		<ul style="list-style-type: none"> <li>Fluminense FC</li> <li>AZ Alkmaar</li> <li>RC Lens</li> <li>FC Lorient</li> <li>Angers SCO</li> </ul>	<ul style="list-style-type: none"> <li>Cagliari Calcio</li> <li>Celtic FC</li> <li>Getafe CF</li> <li>Clube Atlético Mineiro</li> <li>OGC Nice</li> </ul>	<ul style="list-style-type: none"> <li>Olympique Lyonnais</li> <li>Sheffield United FC</li> <li>ACF Fiorentina</li> <li>Fulham FC</li> <li>Burnley FC</li> </ul>	<ul style="list-style-type: none"> <li>Atlético de Madrid</li> <li>FC Internazionale Milano</li> <li>Borussia Dortmund</li> <li>Leicester City</li> <li>AC Milan</li> </ul>	<ul style="list-style-type: none"> <li>Manchester City</li> <li>Real Madrid</li> <li>Bayern München</li> <li>FC Barcelona</li> <li>Paris Saint-Germain FC</li> </ul>
Examples of affiliated players (top 5 in market value as of September 2022)		<ul style="list-style-type: none"> <li>Ivan Toney</li> <li>Taiwo Awoniyi</li> <li>David Raya</li> <li>Bryan Mbeumo</li> <li>Morgan Gibbs-White</li> </ul>	<ul style="list-style-type: none"> <li>Benoit Badiashile</li> <li>Pedro Gonçalves</li> <li>Orkun Kökcü</li> <li>Ismaïla Sarr</li> <li>Pedro Porro</li> </ul>	<ul style="list-style-type: none"> <li>Pau Torres</li> <li>Cody Gakpo</li> <li>Arnaut Danjuma</li> <li>Amine Gouiri</li> <li>Mikel Oyarzabal</li> </ul>	<ul style="list-style-type: none"> <li>Jude Bellingham</li> <li>Lautaro Martínez</li> <li>Declan Rice</li> <li>Rafael Leão</li> <li>Nicolò Barella</li> </ul>	<ul style="list-style-type: none"> <li>Kylian Mbappé</li> <li>Erling Haaland</li> <li>Phil Foden</li> <li>Vinicius Jr.</li> <li>Trent Alexander-Arnold</li> </ul>
Indicators (average)	Operating revenue	2,361	7,681	14,522	29,863	73,621
	Broadcasting rights <sup>2</sup>	1,377	4,979	10,174	22,172	38,016
	Matchday <sup>2</sup>	232	557	355	145	1,156
	Commercial <sup>2</sup>	919	2,199	4,054	7,546	36,350
	Business expenses	3,396	9,269	15,776	29,760	69,752
	Personnel expenses (as a percentage of business revenue)	2,272 (96%)	6,520 (85%)	11,031 (77%)	22,751 (76%)	50,694 (68%)
	Transfer profit/loss	213	627	-1,631	-7,065	-17,908
	Attendance <sup>3</sup> (people)	11,995	22,493	32,951	42,061	56,982
	Social media followers <sup>4</sup> (thousand followers)	1,100	4,655	7,449	17,855	157,248

Note 1: Exchange rate of 1 Euro = 141.84 yen (as of September 30, 2022 close)

Note 2: Definitions of each revenue item: Broadcasting rights - domestic and international match broadcasting rights; includes prize money. Matchday - matchday-related revenue including tickets and food & drink. Commercial - sponsor and merchandise sales revenue, etc.

Note 3: Attendance are for the 19/20 season, league matches only

Note 4: Number of followers as of October 1, 2022. The total for major platforms (Facebook, Instagram, Twitter, YouTube, TikTok, Weibo)

Source: Produced by Club Management Div. based on Football Benchmark data

◆ Data Set (World and Japan)

◆ Terminology (attachment)

◆ **Management Checklist (attachment)**

\*The Management Checklist is designed to help clubs assess whether they are implementing the content of this guide and to link this to improvements. It is intended for the following uses:

- Use for self-evaluation by club managers to understand the current status and issues of club management
- Use interdepartmental checks within the club as 360-degree evaluations
- Use evaluations by stakeholders as a survey
- Use for improving and growing club management through discussions with external experts

◆ Data Set (World and Japan)

◆ **Terminology (attachment)**

◆ Management Checklist (attachment)

\*Terminology is a database of terms in this guide that need explanation, and includes the following items:

- Term
- Explanation
- Pages with the term

- ◆ Production: Japan Professional Football League (J.LEAGUE)
  
- ◆ Clubs cooperating in providing materials
  - Hokkaido Consadole Sapporo (Publication page: P110)
  - Kashima Antlers (Publication page: P138)
  - Kawasaki Frontale (Publication page: P102, P103, P110, P143, P144)
  - Yokohama F·Marinos (Publication page: P87)
  - Shimizu S-Pulse (Publication page: P89, P99)
  - Nagoya Grampus (Publication page: P84, P89, P107, P120, P121)
  - Kyoto Sanga F.C. (Publication page: P138)
  - Gamba Osaka (Publication page: P99, P138)
  - Cerezo Osaka (Publication page: P109)
  - Mito Hollyhock (Publication page: P142)
  - Omiya Ardija (Publication page: P142)
  - Tokyo Verdy (Publication page: P99)
  - Albirex Niigata (Publication page: P142)
  - Renofa Yamaguchi FC (Publication page: P71)
  - Kataller Toyama (Publication page: P110)
  - FC Imabari (Publication page: P71)
  
- ◆ Organisation for content cooperation: Sports Human Capital (SHC)

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