

Management Checklist

J. LEAGUE CLUB MANAGEMENT GUIDE 2025

1. How to Use This Checklist

- ◆ This checklist is to be used for evaluating the status of club management based on the J.LEAGUE Club Management Guide.
- ◆ On Sheet 1) Answer Sheet & Individual Scores, fill in the answers based on the instructions.
- ◆ See Sheet 2) Evaluation Summary for the evaluation results.
- ◆ Do not write anything on Sheet 2) Evaluation Summary yourself.

2. Purposes

- ◆ 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

3. Overview of Each Sheet

- 1) Answer Sheet & Individual Scores: Answer sheet and bar charts with individual scores based on answers
- 2) Evaluation Summary: Radar charts with evaluations based on the answers on Sheet 1)

Management Checklist [Answer Sheet & Individual Scores]

Assign scores for Guidelines, Target State, and Key Initiatives according to the evaluation criteria below.

You can use this sheet to create bar charts with individual scores based on your answers.





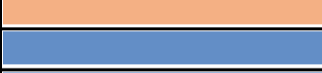






























Evaluation Criteria	Score
Achieved	4
Partially achieved, remaining issues identified	3
Partially achieved, remaining issues not identified	2
Not achieved	1
Don't know	0

Management Area: Football		
1. Top Team Management		Score
Guidelines	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.	4
Target State	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. – 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.	4
Key Initiatives	① 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)	4
	② 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)	4
	③ 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	4
	④ Nurturing of players, staff, and coaches based on medium- to long-term top team management plans and phases of team growth, as well as concretisation of evaluation and recruitment criteria and nurturing and recruitment of personnel who can do so	4
	⑤ 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	4
2. Youth Development		Score
Guidelines	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.	4
Target State	The club has a consistent policy and continuously produces a certain number of professional players from the academy, securing income commensurate with investment through training compensation systems and domestic and international transfers, contributing to the club's financial base as a profit centre.	4
Key Initiatives	① 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)	4
	② 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)	4
	③ Clarifying the academy's philosophy, creating job descriptions and competency frameworks for academy management personnel, and developing, securing, and educating coaches who can promote not only competitive aspects but also human character development	4
	④ Theoretical decision-making in scouting for youth development	4
	⑤ Promotion of safeguarding (ensuring the safety of all those involved in the activity)	4
3. Grassroots		Score
Guidelines	Clarify the position of grassroots within the club, and provide programmes and operate schools based on the academy's philosophy while building strong connections with the local community, town clubs, and schools.	4
Target State	With the positioning of grassroots within the club clarified and school operations serving this role, the schools realised high member retention rates, continuous acquisition and development of promising players, and the establishment of connections with the local community.	4
Key Initiatives	① Clarification of positioning of grassroots and schools in management and business, and thoughts, such as corporate scheme, form, and size	4
	② 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)	4
	③ Building relationships with local town clubs and schools (teams registered in Class 2, 3, and 4)	4
	④ Establishment of operational systems, including administrative staff	4
	⑤ Appropriate business evaluations according to positioning of grassroots and schools, and management of profitability by location	4
4. Competition Management		Score
Guidelines	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.	4
Target State	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.	4
Key Initiatives	① Understanding of critical issues related to match management (prevention of match-fixing, securing stadia, schedule & kick-off time decisions, measuring the number of spectators, procedures in the event of game cancellation or interruption, entry qualifications, etc.) and various regulations and rules	4
	② 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	4
	③ Creation of operation manuals, thorough preparation through information sharing and cooperation with stakeholders, including fans & supporters	4
	④ Establishment of processes for reflection and improvement after each match	4
	⑤ Representing the club in dealings with fans, supporters, government officials, VIPs, sponsors, etc.	4
Management Area: Facilities		
1. Stadia Development and Utilisation		Score
Guidelines	Clarify the ideal stadium requirements and carry out development while advocating the necessity to stakeholders. After the maintenance, actively engage in the operational phase and pursue integrated development with club management.	4
Target State	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, with sustainable stadium operations in mind.	4
Key Initiatives	① 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")	4
	② 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.)	4
	③ Appealing the necessity of construction/renovation to citizens and key stakeholders towards shaping public opinion	4
	④ Regular external engagement activities with the entity responsible for facility maintenance and various stakeholders (administration, shareholders, sponsors)	4
	⑤ Selection of the most appropriate operational scheme (including designated administration) for maintenance and utilisation, and establishment of systems both inside and outside the club	4
2. Training Facilities Development and Utilisation		Score
Guidelines	Position them as a base supporting overall club activities, including not only top team management and youth development, but also fan service and media response. Even after facility development, clubs should be involved in operation and maintenance management to maximise facility value.	4
Target State	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 as a club base, while also functioning as a place for communication with local fans and media.	4
Key Initiatives	① Organising current issues with the training facilities and considering requirements in the medium to long term	4
	② 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.)	4
	③ Appeal the necessity of construction/renovation to citizens and key stakeholders towards shaping public opinion	4
	④ Engagement in regular public relations activities with the entity responsible for facility construction/renovation and various stakeholders (administration, shareholders, sponsors)	4
	⑤ Selection of the most appropriate operational scheme (including designated administration) for maintenance and utilisation, and establishment of systems both inside and outside the club	4

Management Area: to C		
1. Fan Engagement		Score
Guidelines	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.	4
Target State	The characteristics of each category within the fanbase and the customer purchasing process are correctly understood. Fanbase expansion in line with market size and a cycle of implementing measures and verifying their effectiveness based on a fan development strategy are well-established.	4
Key Initiatives	① Visualising customers and the market using customer behaviour history, surveys, market research, etc.	4
	② Organising and categorising each fanbase category based on factors such as revenue potential and expectations for the club	4
	③ Developing club-wide action guidelines that take into consideration the characteristics of customers and economic fairness	4
	④ 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	4
	⑤ Setting KPIs (including J.LEAGUE fan indicators) for fanbase expansion and inducement to higher spending segments, and managing them through the PDCA cycle	4
2. Attracting Spectators, Ticket Sales		Score
Guidelines	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.	4
Target State	By investing in improving spectator satisfaction, increasing ticket unit prices, and maintaining high stadium capacity rates without being greatly affected by match results, ticket revenue supports the club's financial stabilisation as one of its revenue sources.	4
Key Initiatives	① Understanding of fundamentals (such as the attendance and ticket situation of the club, hometown, etc.)	4
	② Strategic ticket design combining price balance between ticket types such as season tickets and high-priced seats, and various selling methods	4
	③ Development of marketing plans for each home game, considering match-ups, weather, and other factors, and working through the PDCA cycle	4
	④ Capturing new customer layers through media exposure, IP collaborations, invitation projects, and encouragement of "inviting others"	4
	⑤ Efficient approach to existing customer layers based on analysis of customer data accumulated through J.LEAGUE ID and other means and digital advertising	4
3. Match-day Production and Event Management		Score
Guidelines	To ensure that home game attendees are satisfied regardless of the match result, provide a high-quality spectator experience, including entertainment, food, beverages, and events, starting with communication before and after the match.	4
Target State	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, entertainment and 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.	4
Key Initiatives	① Designing and implementing base entertainment, food and beverages, events, etc. to increase satisfaction independent of match results	4
	② Designing and implementing entertainment and events for each home game, considering match-ups and weather conditions	4
	③ Planning and implementing owned media posts and external media exposure	4
	④ Review of each entertainment and event and continuous improvement	4
	⑤ Ensuring thorough hospitality awareness among club staff, volunteers, external partners, etc.	4
4. Paid Viewer Acquisition		Score
Guidelines	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.	4
Target State	The club's fans 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.	4
Key Initiatives	① Understanding the significance of paid viewer acquisition in line with the growth perspective of the J.LEAGUE as a whole	4
	② Setting it as an important KPI in fan indicators	4
	③ Collaboration with the top team management department to enhance the viewing experience, reflecting fans' perspectives in team composition, etc.	4
	④ 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.)	4
	⑤ Implementation of basic cross-club measures to engage paid viewers (DAZN), such as match schedule adjustments, content development & production, banner placement of the club official website, information dissemination on social media, and invitation & referral	4
5. Promotion		Score
Guidelines	Increase the popularity and value of the club by clearly identifying target audiences and working with the team to actively use media to provide engaging content.	4
Target State	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.	4
Key Initiatives	① Understanding the market and customers by utilising market research, and understanding the media environment and its characteristics	4
	② Targeting and developing promotion strategies and annual plans with optimal media selection for the target audience	4
	③ Utilising local TV broadcasts and radio broadcasts to expand revenue from sales activities and increase exposure	4
	④ Building consensus within the club and establishing systems towards the active involvement of players and staff in promotions	4
	⑤ Planned execution and continuous verification of effectiveness based on data	4
6. Public Relations		Score
Guidelines	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.	4
Target State	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.	4
Key Initiatives	① 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)	4
	② Recognising that beyond each media, there are many stakeholders, including fans & supporters, partners, and local governments	4
	③ 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	4
	④ Ensuring that external messages from management, top team management, and public relations are always consistent and without deviation	4
	⑤ 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)	4
7. Digital Platform Development		Score
Guidelines	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.	4
Target State	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.	4
Key Initiatives	① Clarify the positioning and policy of digital platforms as a key management mission	4
	② Clarifying the policy of using appropriate external resources suited to the club's actual conditions and formulating a platform development plan	4
	③ Establishment of a system for utilising digital data assets and allocation of personnel who will serve as the leaders (including in recruitment and development)	4
	④ Expanding the database at both online and offline customer touchpoints (including the collection of J.LEAGUE IDs)	4
	⑤ Effectively utilise, coordinate with, cooperate with, and support the J.LEAGUE's digital platforms promotion team	4
8. Stakeholder Management		Score
Guidelines	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.	4
Target State	The expectations and engagement policies for each stakeholder are organised, and the organisation can respond systematically and adequately, while considering sustainable methods, and the overall value of all stakeholders is increasing.	4
Key Initiatives	① Identification of stakeholders for each functional department of the club, and systematic visualisation for understanding	4
	② Visualisation of each stakeholders' expectations, and formulation of fair engagement policies	4
	③ Systematic action plans (setting management goals for each functional department and parallel stakeholder satisfaction) and PDCA management	4
	④ Cross-departmental checks of engagement strategies (such as biases among stakeholders) and revisions	4
	⑤ Building relationships with key stakeholders and, depending on the situation, engaging appropriately with the club managers themselves at the forefront	4
9. Brand Management		Score
Guidelines	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.	4
Target State	The club's brand is widely recognised in society and has strong attachment from stakeholders, i.e., the brand value is high.	4
Key Initiatives	① Understanding the importance of brand value	4
	② Internal communication aimed at permeating the importance of the brand within the club (formulation of behaviour guidelines)	4
	③ Definition of the desired brand value based on an evaluation of the current state of the club's brand through regular survey results	4
	④ Formulation of a brand strategy that brings consistency from the brand's perspective to each activity as a part of the medium-term plan	4
	⑤ Building a system related to merchandising and trademark management (team names, designations, emblems, logos, mascots, flags, etc.)	4

Management Area: Business Enhancement		
1. Sponsor Sales		Score
Guidelines	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 fulfillment of contracts.	4
Target State	Understanding the changing role of sports sponsorship and steadily increasing sponsor revenue while responding to sponsors' needs (including the SDGs), and achieving goals for the composition and number of sponsors according to the club's situation.	4
Key Initiatives	① Clarification of goals achievement policies and targets based on market understanding (including trends emphasising SDGs and changes in companies)	4
	② Establishing a sales structure (personnel) and sales management processes and tools in line with goals and targets	4
	③ Building mutual understanding and relationships with sponsors (and potential sponsors)	4
	④ 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	4
	⑤ Setting sponsorship activations and other activities considering cost-effectiveness and enhancement of sponsor corporate value, and steadily fulfilling contractual items	4
2. Merchandising		Score
Guidelines	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.	4
Target State	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 while considering sustainable methods.	4
Key Initiatives	① Clarification of management policy regarding merchandising strategy (in-house production, outsourcing)	4
	② Transparency in the processes from product planning and production to promotion and merchandise sales, and evaluation from a PDCA perspective	4
	③ Appropriate progress and profitability management for set goals (such as sales targets)	4
	④ In case of in-house development: setting an appropriate gross profit margin ratio, sales prices, sales channels, etc., establishing an inventory management system (inventory function, disposal of defective inventory), improving the stadium retail environment (improving sales floor visibility, reducing payment time = cashless payment)	4
	⑤ In case of merchandising through outsourcing: setting contract terms (royalties, sales conditions, etc.) according to strategic objectives	4
3. New Businesses		Score
Guidelines	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.	4
Target State	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.	4
Key Initiatives	① 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	4
	② Making entry (initiation) decisions based on the growth potential of the business	4
	③ Recruiting and assigning professional personnel as primary internal staff, and establishing a project structure that also utilises external resources	4
	④ Clarifying withdrawal criteria and predefining decision criteria concerning business development and investment	4
	⑤ Careful monitoring centred on profitability checks	4
4. International Strategy		Score
Guidelines	Aim to grow a diverse fanbase both at home and abroad, and promote businesses with a global perspective looking toward the club's international growth, including solutions to issues and demands of local governments, sponsors, and others.	4
Target State	Being a club that not only attracts attention at home but also from international fans & supporters. It leverages the value of its presence to help local and corporate international business in solving their social issues, and to earn new capital and business revenue through these activities.	4
Key Initiatives	① Clarification of business policies based on understanding and analysis of external and internal environments (especially a common understanding with team composition)	4
	② Sufficient understanding of the target country/region's laws, economic structure, consumer behaviour, and customs	4
	③ Formulation of appropriate strategies and measures based on the above analysis (e.g., (1) increasing recognition, (2) providing and acquiring management expertise, (3) acquiring grants, (4) contributing to responsible companies/sponsors, and (5) considering overseas club partnerships/MCO, etc.)	4
	④ Being aware of monetisation, like where and when to concentrate resources to generate revenue	4
	⑤ Taking into account that things might not go as planned, and establishing a system that allows for swift withdrawal or similar actions	4

Management Area: Management Base		
1. Executive Supervision (Governance)		
Guidelines	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.	スコア 4
Target State	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.	4
Key Initiatives	① Fostering understanding and awareness of the need to develop a system for self-regulating management	4
	② Establishing an institutional design with high independence from the management team, while also considering the perspectives of stakeholders	4
	③ Defining necessary processes and systems for the appointment and dismissal of club managers, among other things, as well as the separation of executive supervision and business execution	4
	④ Ensuring adequate communication (including information provision) that enables proper supervision and judgment by directors and others	4
	⑤ Conducting (and publishing) regular evaluations of the company's executive supervision system from a third-party perspective	4
2. Decision Making (Governance)		
Guidelines	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.	スコア 4
Target State	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.	4
Key Initiatives	① Inventory of major decision-making items	4
	② Clarification of authority (decision-making authority) for major decision-making	4
	③ Design of decision-making processes for major decision-making	4
	④ Design of key meeting structure involved in the decision-making process (e.g., management meetings)	4
	⑤ Establishment of a system (e.g., personnel, tools) for the operation of the decision-making process	4
3. Internal Controls (Governance)		
Guidelines	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.	スコア 4
Target State	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.	4
Key Initiatives	① 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.)	4
	② Standardisation and transparency of operational processes for contracts (including player contracts and intermediary contracts) and purchasing	4
	③ Establishment of check processes (multi-stage check processes in own department and administrative departments, regular balance checks)	4
	④ Systematic implementation of personnel rotations in collaboration with HR	4
	⑤ Implementation of internal audits utilising external experts, etc.	4
4. Capital Policy		
Guidelines	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.	スコア 4
Target State	The club has achieved the desired shareholder structure and is able to raise funds in line with its value. - Desired shareholder structure: Presence of stable shareholders, appropriate number of shareholders, participation of major stakeholders, etc.	4
Key Initiatives	① Clarifying the significance and implications of participation by each shareholder (including local governments) and embodying the desired shareholder structure	4
	② Considering the advisability of conducting and the content of capital policy, taking into account the required funds	4
	③ 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	4
	④ Determining various conditions, considering the desired voting rights structure and the impact on management stability	4
	⑤ Reporting or obtaining approvals in line with the voting right ratios in accordance with the J.LEAGUE Statutes	4
5. Plan-based Management		
Guidelines	Based on the club's philosophy, 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.	スコア 4
Target State	Based on the management plan, the PDCA cycle for mid-term and single-year plans is continuously in motion, resulting in the embodiment of the club's philosophy, comprising a philosophy, vision, mission, and values, along with the development of a football philosophy, the permeation of these, and the achievement of its medium- to long-term goals.	4
Key Initiatives	① Clarification of the club's philosophy and development of a football philosophy, and sharing and permeating these within the club	4
	② 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	4
	③ Formulating medium-term plans that are consistent with the club's philosophy and football philosophy, goals, and strategies	4
	④ 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)	4
	⑤ Careful progress management and continuous, thorough implementation of the PDCA cycle, including revising plans as needed	4
6. Organisational Design		
Guidelines	Design the organisation, including the corporate legal structure, in consistency with the club's management strategies and goals, paying particular attention to the appropriate placement of personnel, especially in responsible positions, and the clarification of authority and responsibilities.	スコア 4
Target State	The corporate legal structure, personnel placement, authority and responsibilities, and chain of command are consistent with the club's management strategies and goals, and an organisational design with effective governance has been established.	4
Key Initiatives	① Organising the assumptions of the organisational design (club goals and strategies, purpose of organisational changes, necessary functions, various constraints, etc.)	4
	② Formulating organisational design policies consistent with club goals and strategies (including the corporate legal structure)	4
	③ Appropriate placement of personnel to each position, especially responsible positions	4
	④ Clarification of responsibilities, authority, and the chain of command	4
	⑤ Review of the degree of achievement of objectives, and organisational revision as per the situation and strategy changes	4
7. Human Resources		
Guidelines	Share the common understanding that human resources are the foundation of management, and alongside creating a safe and secure working environment, establish consistent HR systems based on management strategies and develop human resources that contribute to improved management capability.	スコア 4
Target State	A working environment is established where personnel working in the club can continue to work with enthusiasm and without worries about the future, while consistent HR systems based on management strategies are designed and operated, human resource development that contributes to improved management capability progresses, personnel are utilised in the right places, and they can make the most of their abilities.	4
Key Initiatives	① Formulation of medium-to-long-term plans and design of an HR system based on management strategies, and human resource development that contributes to improved management capability	4
	② Clarification of the Human Officer's responsibilities and authority as HR and labour manager, and strengthening of cooperation with each club and SHC, etc.	4
	③ Compliance with labour laws and establishment of a labour management system and various institutions/systems that allow for continuous and worry-free work	4
	④ Development of HR systems centred on appropriate evaluations in line with the club philosophy and the like and a remuneration system that corresponds to results	4
	⑤ Diverse recruitment and career support considering industry experience and employment status (including side jobs and dual employment) based on human resource requirements	4
8. Finance		
Guidelines	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.	スコア 4
Target State	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.	4
Key Initiatives	① Understanding the unique accounting and tax rules and financial characteristics of football clubs	4
	② Creating a budget that is achievable considering the medium-term plan	4
	③ Establishment of financial management systems (accounting system, accounting organisation, consulting accountant, tax accountant, etc.)	4
	④ Detailed budget and cash-flow management based on monthly data (progress management, sales forecast review, recovery plan consideration, review, etc.)	4
	⑤ Execution of fundraising measures such as capital increases and borrowing, considering capital policy as well	4

9. Legal Affairs		Score	
Guidelines	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.	4	
Target State	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.	4	
Key Initiatives	① 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)	4	
	② Accumulation of legal knowledge from past cases and continuation of awareness-raising programmes by business departments	4	
	③ Incorporating legal checks with sufficient lead time into the decision-making process (specifying legal risks)	4	
	④ Establishing a process whereby the latest laws and regulations are updated and reflected in a timely manner	4	
	⑤ Establishing a system to regularly receive advice from external experts (lawyers) with sufficient knowledge	4	
10. Compliance		Score	
Guidelines	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.	4	
Target State	Compliance issues do not occur in principle inside or outside the club, and if they do occur, the damage can be minimised. – Examples of compliance incidents: Various forms of harassment, discrimination, fraud/embezzlement, traffic violations (drunk driving), interaction with anti-social forces	4	
Key Initiatives	① Implementation of compliance education and awareness-raising activities within the club, including for players	4	
	② Raising awareness of compliance knowledge amongst external parties (such as supporters) and ensure that they are fully aware of compliance issues	4	
	③ Establishing an organisational and supervisory system, including setting up a whistleblowing hotline (ideally both internally and at a third-party organisation)	4	
	④ Ensuring thorough protocols for prompt reporting to the J.LEAGUE and appropriate disclosure of information externally when a compliance incident occurs	4	
	⑤ Prompt formulation of recurrence prevention measures and internal and external dissemination in collaboration with J.LEAGUE and consulting lawyers	4	
11. Crisis Management		Score	
Guidelines	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.	4	
Target State	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.	4	
Key Initiatives	① Envisioning of cases during a crisis and pre-establishment of the response policy	4	
	② Transition to an "emergency" system led by the top management, as well as top-down rapid decision-making and response	4	
	③ Close information sharing with the J.LEAGUE and local governments, etc.	4	
	④ Regular confirmation of BCP manuals, etc., and updating of emergency contact information	4	
	⑤ Start considering recovery measures as early as possible	4	
Management Area: Sustainability			
1. Climate Action		Score	
Guidelines	As climate change threatens the foundation of society and the basis of life, work on environmental sustainability since sports cannot be enjoyed with peace of mind without it.	4	
Target State	Together with diverse stakeholders, advance mechanisms for achieving regional carbon neutrality while the club itself achieves a 50% reduction in CO2 emissions as a corporation (compared to the base year) by 2030.	4	
Key Initiatives	① Understanding climate change	4	
	② Formulating a club vision with consideration for environmental and regional sustainability	4	
	③ Creating policy, commitment, and a roadmap based on the club's vision	4	
	④ Sustainability management aimed at minimising environmental impact in all activities	4	
	⑤ Building a framework to work on environmental and regional sustainability together with fans & supporters and regional stakeholders	4	
2. Inclusive		Score	
Guidelines	Promote initiatives aimed at realising a local community where all people are respected and can live authentically through football and sports.	4	
Target State	Understanding the importance of an environment where all people are respected and can live authentically through football and sports is encouraged.	4	
Key Initiatives	① Fostering understanding within clubs regarding an inclusive society	4	
	② Establishing cross-organisational response systems and developing policies	4	
	③ Fostering understanding within the community towards realising an inclusive society	4	
	④ Providing opportunities through sport to respect diversity and deepen understanding of people from different backgrounds	4	
	⑤ Promoting cooperation with facility owners on barrier-free infrastructure development	4	
3. Local Community		Score	
Guidelines	Increase attachment and pride in the local area and enhance social capital (connections and relationships between people) through the promotion of community-based activities, which represent one of the core purposes of J.Clubs.	4	
Target State	A society overflowing with attachment to and pride in the local area, where mutual understanding among local people has deepened, and more people continue to connect with others while having fun.	4	
Key Initiatives	① Understanding the 100 YEAR VISION	4	
	② Shared recognition of the club's significance in the community	4	
	③ Establishing club policies and rules for smooth internal participation	4	
	④ Implementing activities promoting community resident interaction (local festivals, community cleanups, workshops, intergenerational exchange, etc.)	4	
	⑤ Information dissemination to expand activity reach	4	

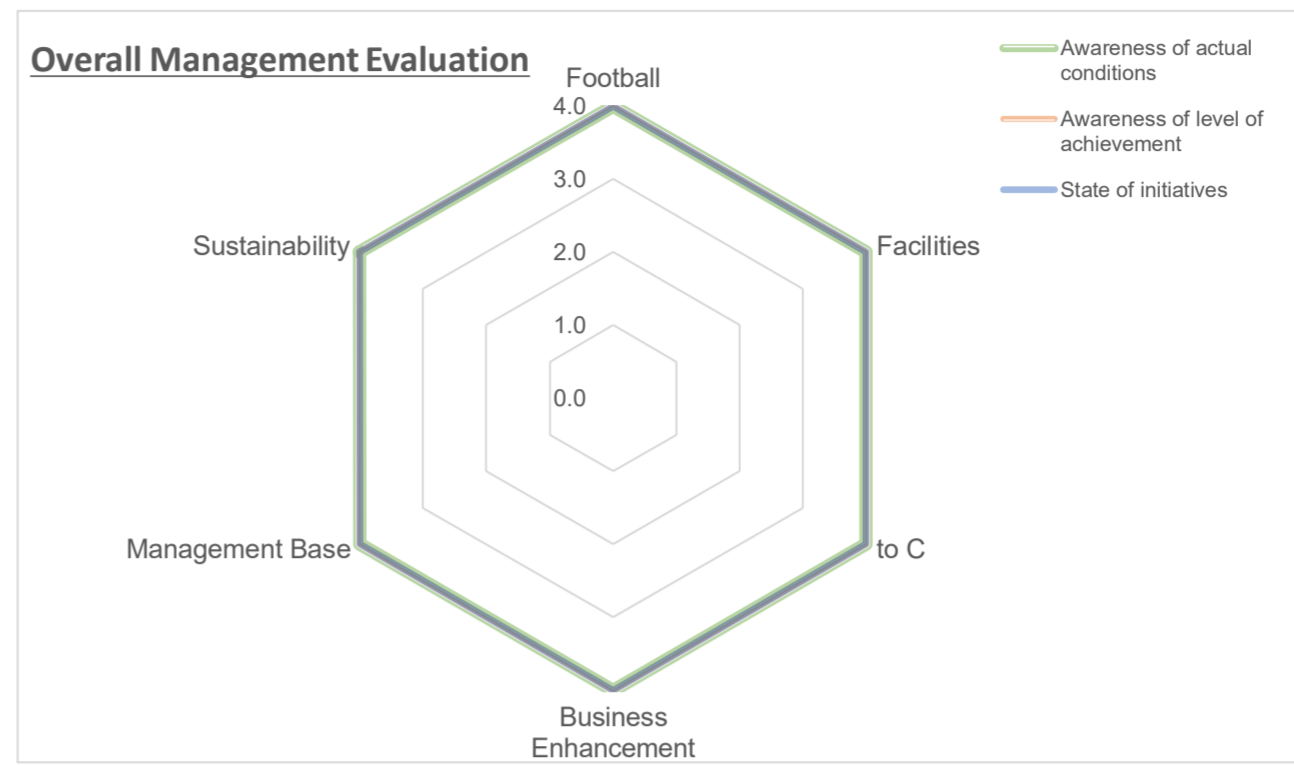
Management Checklist [Evaluation Summary]

This sheet shows radar charts with evaluations based on the answers provided on Sheet 1) Answer Sheet & Individual Scores.

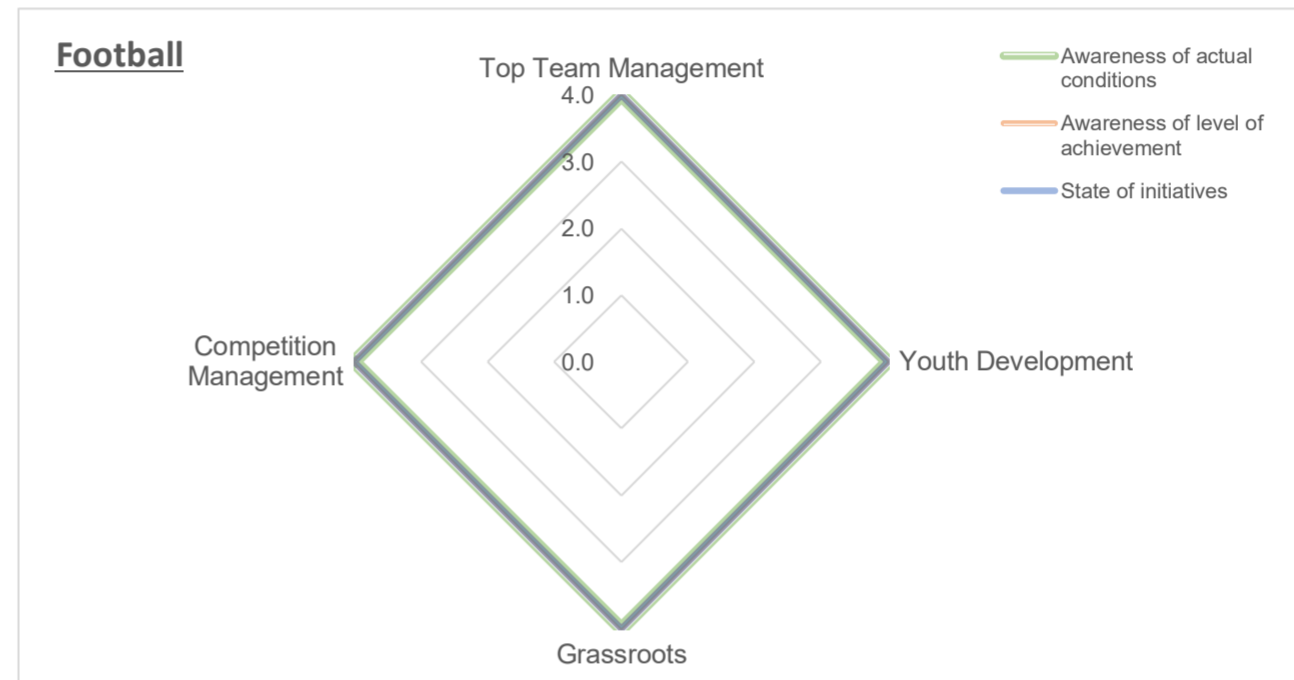
Evaluation Criteria (4 = full marks, same applies below)	
Awareness of actual conditions	Evaluation of awareness of actual conditions against the Guidelines based on answers
Awareness of level of achievement	Evaluation of awareness of actual conditions against the Target State based on answers
State of initiatives	Evaluation of state of Key Initiatives based on answers

Overall Management Evaluation

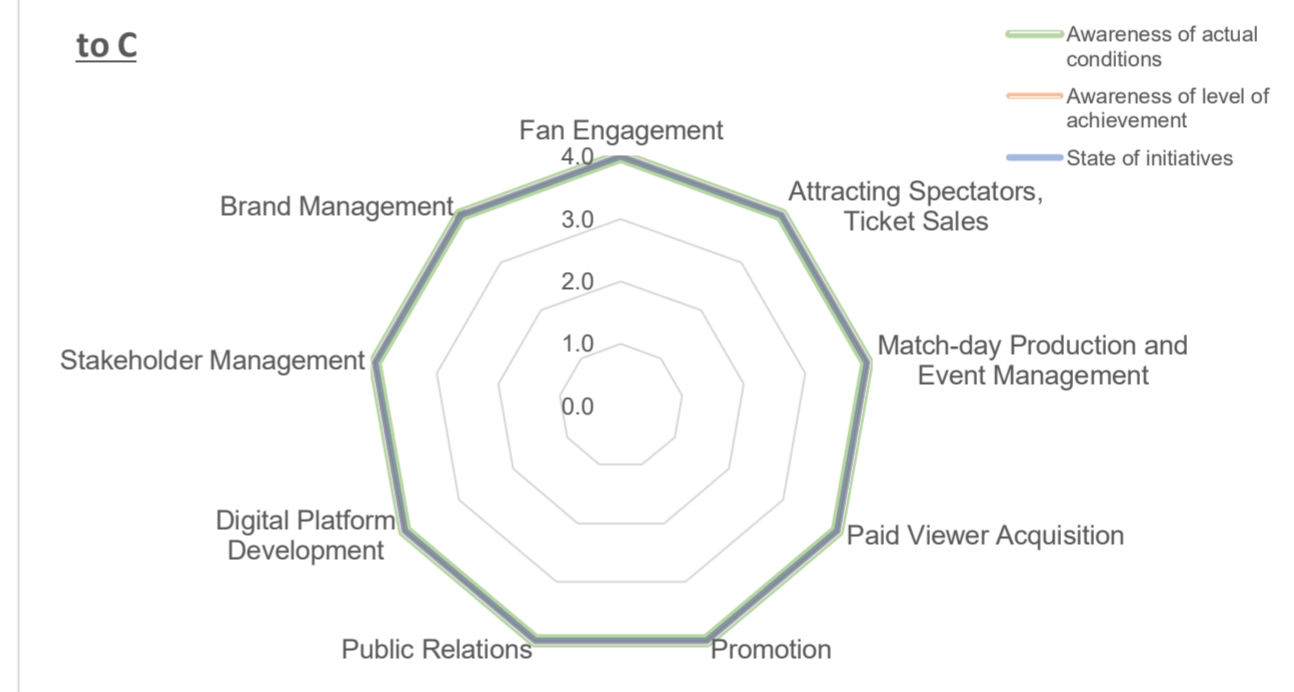
	Guidelines	Target State	Key Initiatives
	Awareness of actual conditions	Awareness of level of achievement	State of initiatives
Football	4.0	4.0	4.0
Facilities	4.0	4.0	4.0
to C	4.0	4.0	4.0
Business Enhancement	4.0	4.0	4.0
Management Base	4.0	4.0	4.0
Sustainability	4.0	4.0	4.0



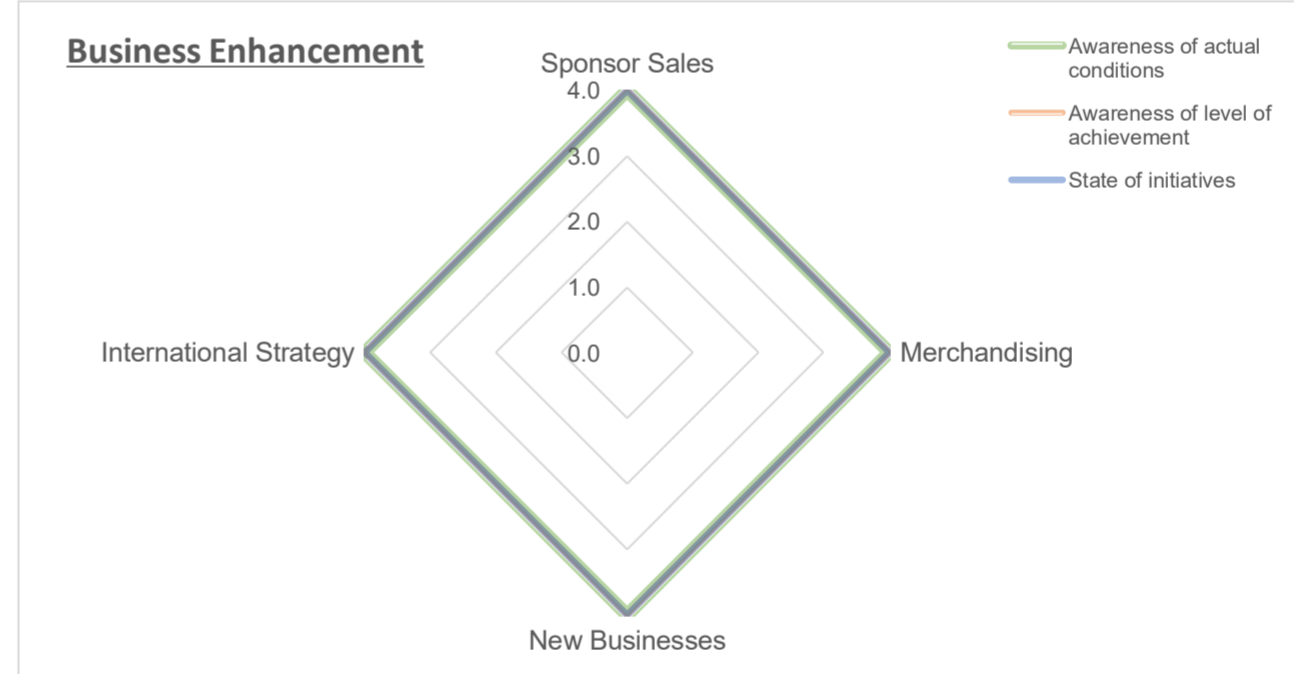
		Guidelines	Target State	Key Initiatives
		Awareness of actual conditions	Awareness of level of achievement	State of initiatives
Football	Top Team Management	4.0	4.0	4.0
	Youth Development	4.0	4.0	4.0
	Grassroots	4.0	4.0	4.0
	Competition Management	4.0	4.0	4.0



		Guidelines	Target State	Key Initiatives
		Awareness of actual conditions	Awareness of level of achievement	State of initiatives
to C	Fan Engagement	4.0	4.0	4.0
	Attracting Spectators, Ticket Sales	4.0	4.0	4.0
	Match-day Production and Event Management	4.0	4.0	4.0
	Paid Viewer Acquisition	4.0	4.0	4.0
	Promotion	4.0	4.0	4.0
	Public Relations	4.0	4.0	4.0
	Digital Platform Development	4.0	4.0	4.0
	Stakeholder Management	4.0	4.0	4.0
	Brand Management	4.0	4.0	4.0



		Guidelines	Target State	Key Initiatives
		Awareness of actual conditions	Awareness of level of achievement	State of initiatives
Business Enhancement	Sponsor Sales	4.0	4.0	4.0
	Merchandising	4.0	4.0	4.0
	New Businesses	4.0	4.0	4.0
	International Strategy	4.0	4.0	4.0



		Guidelines	Target State	Key Initiatives
		Awareness of actual conditions	Awareness of level of achievement	State of initiatives
Management Base	Executive Supervision (Governance)	4.0	4.0	4.0
	Decision Making (Governance)	4.0	4.0	4.0
	Internal Controls (Governance)	4.0	4.0	4.0
	Capital Policy	4.0	4.0	4.0
	Plan-based Management	4.0	4.0	4.0
	Organisational Design	4.0	4.0	4.0
	Human Resources	4.0	4.0	4.0
	Finance	4.0	4.0	4.0
	Legal Affairs	4.0	4.0	4.0
	Compliance	4.0	4.0	4.0
	Crisis Management	4.0	4.0	4.0



		Guidelines	Target State	Key Initiatives
		Awareness of actual conditions	Awareness of level of achievement	State of initiatives
Facilities	Stadia Development and Utilisation	4.0	4.0	4.0
	Training Facilities Development and Utilisation	4.0	4.0	4.0
Sustainability	Climate Action	4.0	4.0	4.0
	Inclusive	4.0	4.0	4.0
	Local Community	4.0	4.0	4.0

