



INTRODUCTION TO QUALITY MANAGEMENT SYSTEM IN A FOOTBALL CLUB

What is Quality Management System ?

- Management is by definition – the controlled moving towards the defined targets (objectives) , and in the context of the Quality Management, the targets (objectives) are naturally – the quality objectives.
- There are many definition of the Quality but perhaps one of the most simple and clear is : „Quality is what the customer thinks of the supplier”.
- In sport, generally there are dilemmas who is the customer mentioned in the above quality definition. However in case of amateur clubs dealing with young players from U-6 to U19 it is reasonable to define the club members as the customers where the member means the young players and their parents. The club's success / quality depends on their satisfaction.

Why Quality Management System ?

- In the organisation where Quality is not managed systematically, the quality is random – it solely depends on the individual leader or performer of certain task. That means that the customer is exposed to the chance / coincidence depending on the individual quality within the organisation. This is why customers more and more require that the Quality is managed with a certified system – not individually.
- Quality System therefore enables the organisation to assure that all processes affecting quality are managed in the same way irrespective of the individual performer. It also secures systematic approach to the self-measurement, solving issues and continuous improvement of the process.

QUALITY MANAGEMENT SYSTEM

ISO 9001-2015 certificate


Bureau Veritas Certification

NOGOMETNI KLUB "LOKOMOTIVA" RIJEKA

Omladinska 8, 51000 Rijeka, Croatia

Bureau Veritas Certification Holding SAS – UK Branch certifies that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the management system standards detailed below

ISO 9001:2015

Scope of certification

FOOTBALL SCHOOL, PARTICIPATION IN SPORTS COMPETITIONS.

Original cycle start date: 08-07-2021

Expiry Date of Previous Cycle: NA

Certification / Recertification Audit Date: 07-06-2021

Certification / Recertification cycle start date: 08-07-2021

Subject to the continued satisfactory operation of the organization's Management System, this certificate expires on: 07-07-2024

Certificate No.: **HR008414** Version: 1 Issue Date: 08-07-2021



Certification Body Address: 5th Floor, 88 Prescot Street, London, E1 8HQ, United Kingdom
Local Office: Clotina 17a, 51000 Rijeka, Croatia

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirements, please call: 02 955 51 211 (UK)


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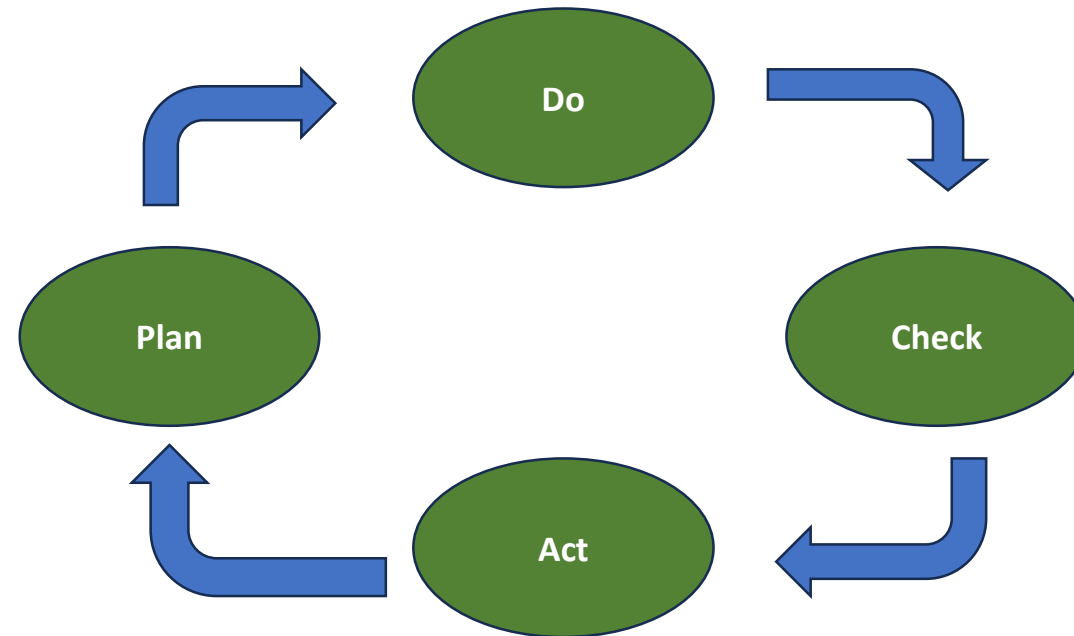
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QMS DOCUMENTS TREE



QMS – BASIC PRINCIPLES

“Quality Circle”



Implementing Quality Management System in a sport club is nothing else than having a highest degree of the management's and entire club determination to implement the „quality culture“ based on the above „Quality Circle“.

QMS – Quality Policy



Quality Policy

NK Lokomotiva is a football education center (technique, tactics, physical preparation, psychology) for competitors of all ages, from pre-school age to seniors. The club competes both in leagues at the level of the PG county and wider.

NK Lokomotiva undertakes to reach and, if possible, exceed the expectations of competitors and their parents in order to:

- In the younger categories, to become recognized as the Center of Excellence of the football school
- In the categories of pioneers, cadets and juniors – educate competitors who can compete in their categories with players from the best clubs in Croatia
- Bring Seniors to a higher level of competition

In order to achieve the above, NK Lokomotiva continuously improves:

- coaches education and training quality
- competitive drive for all ages
- the quality of work process management
- quality, sustainability and transparency of financing

Our management undertakes to monitor and measure all important performances, continuously improve all key processes in the club and create a quality work environment.

Our employees undertake to take full responsibility for their individual work in accordance with the club's quality goals.

Rijeka, 01.04.2021

Marjan Pulišić

QMS – scope and complexity

(example from FC Lokomotiva)

- Actual number of Standard Operating Procedures : 10
- Actual number of Working Procedures : 105
- Actual number of video instructions : 168
- Annual audits performed : abt. 30
- Main competence / skill areas covered with QMS :
 - - Football technique
 - - Athletic technique
 - - Sport psychology
- Non-conformity solution methods used: 7 step method

PLAN

- PLAN is the first and basic phase of QMS circle. It depends on the objectives which are planned to be achieved. The club defines „Quality Objectives” which have to be achieved and plan all the processes required to achieve those objectives.
- Typical objectives of a football club could be :
 1. Attracting talents by demonstrating quality and standard of the club.
 2. Improving the „public image” and achieving relevant position in the sport environment.
 3. Attracting sponsors and other supporters of the club.
- In the PLAN phase, all the processes, procedures and objectives are defined. The objectives have to be measurable.

DO

- Perform all the processes in accordance with the QMS is the main target in every organisation.
- Practice has shown that the determination and motivation „from top to bottom” is the key for the success of QMS.
- The DO phase is performed in the dynamic / competing environment – hence the challenge to stick to QMS is high.

CHECK AND ACT

- Once the QMS is implemented, it is important to constantly check that the system is working. This is done through the so-called "audits" either planned or sudden - depending on how the system is planned. Checks can be done with own resources or with external ones.
- An integral part of the system is the annual check by the certification organization that is authorized to certify QMS.
- All the mentioned checks result with identified required improvements in order to eliminate non-conformities and improve QMS.
- Therefore, ACT is the next and final phase of the System that goes back to the first phase (PLAN) by correcting and improving procedures and procedures or training of System participants.

QMS in football - practice

QMS has become a „must” standard of the modern business – and slowly in also enters sport / football:



JÖRN SCHLIMM

FIFA

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QUOTE : Like in every industry, sports organizations should implement basic quality principles according to international best practice such as ISO 9001:2015.

QMS in football - practice

Implementation case : ISO 9001 in the football club ROOSENDAL - Netherlands

ISO 9000 scores in professional soccer – but who is the customer?

One of the principal features of the ISO 9000:2000 series is its focus on customer satisfaction. However, it may not always be evident who the customer is. The authors helped a professional soccer club, RBC Roosendaal, in The Netherlands, to implement ISO 9000 and they use their experience as the basis for discussion of the question: just who is the customer – in this case, is it the spectators, players, sponsors or shareholders?

The essence of the ISO 9001:2001 quality management system (QMS) is its focus on the customer. But who is the customer? This is not always obvious, as the following discussion of implementation in professional soccer¹¹ will demonstrate.

Soccer is more than just a sport. In many countries, it is close to a religion. The national leagues draw much



Co-authors Barry Meesters (left), service management consultant at Solvision, Delft, The Netherlands, who has assisted the Dutch professional soccer club RBC Roosendaal, in implementing ISO 9002:1994, supervised by Henk J. de Vries (right), associate professor of standardization at the Erasmus University Rotterdam School of Management.



CONCLUSION

- A simplified presentation of the Quality Management System is shown, which should clarify the basic principles and why the System is needed in any organisation.
- Although it has long been a common standard in business, in sports, including football, the quality management system is in the process of early stage and is becoming an increasingly important topic. This is especially important for clubs that develop young categories of players and attract young talents.
- Today, in the business world, it is common for clients to demand that their suppliers systematically manage quality and that they prove this with an appropriate certified system in place (such as ISO9001). In the context of the quality of clubs that train young players, the clients are the players themselves / members of the club, so the system should be set up that way.