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From Management Practice to Match Performance: Examining How Club-Level Decisions Influence Competitive Outcomes in Professional Football Competitions

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Abstract

Objectives: The present study examined the integration of strategic, operational, and tactical decisions in affecting competitive on-field performance in professional football. Further investigations are levied upon addressing a gap in research typically examining the above factors in a unique pattern.

Methods: The unified decision-making proposes the suggested approach with a convergent mixed-methods design and qualitative information from semi-structured interviews with club executives, technical personnel, and performance managers. Hence, the framework was evaluated quantitatively using official club records. Multiple regressions were used to assess league points, logistic regression was used to forecast match results, and comparative analysis was used to distinguish between high- and low-performing clubs based on financial, operational, and tactical criteria.

Findings: The integrated model identified 78.5% of match outcomes and accounted for 68% of the variance in league points, compared to low-performing clubs and high-performing clubs, respectively. Further, noticeable higher pass completion rates, reduced injury rates, and more effective recruitment were witnessed for competitive outcomes..

Conclusions: The success of professional football is intrinsically multifaceted and depends on the well-coordinated integration of tactical execution, operational task management, and financial planning. These results highlight the necessity of executives, coaches, and performance analysts working together across functional boundaries.

Keywords: Football management, match performance, club-level decisions, mixed-methods research, decision-making framework.

1. Introduction

Football is the most popular sport in the world. It is competitive and requires complex club-level decision-making (Arsu, T. × 106–125-2021). The strategic, operational, and tactical decisions made by club executives and coaches are just as important to winning football as the technical execution on the field (Pappalardo, L. Rodríguez Cintia, P. Rodríguez Rossi, A.Ò Massucco, E. Rodríguez Ferragina, P. Rodríguez Pedreschi, D.ÿ Giannotti, F. 236° 2019). Financial management, player recruitment, workload planning, and tactics are examples of decisions that have a cumulative impact on match performance (Follert, F. Gle-ner, W. 178–200, 2024). Despite a rise in interest in football analytics and management, most football teams still experience uneven competitive outcomes as a result of fragmented decision-making processes. (Fu, C.; Liao, S.,8190; 2025). This is partially because sports teams operate in increasingly complicated and competitive situations where successful management techniques are just as important to success as athletic prowess. Coaching staff and club administrators must make tactical, operational, and strategic choices that impact both immediate outcomes and the long-term viability of the organization. The above indicated choices imply potential impact on multiple factorial processes encompassing professional football. The incumbent choices include team preparation, player improvement, resource allotment, and potent competitive outcomes. Football remains as a global sport envisaging dynamic performance modules emphasizing managerial decision-making as inevitable for positive impact. Nevertheless, the field success is correlated to players technical abilities, but also organizational efficiency by decisions concerning financial plans, recruitment strategies, workload management and implementation tactics. Hence, football clubs effectiveness in accomplishing competitiveness relies largely on quality and consistency of decisions.

Researchers and practitioners are becoming increasingly interested in the connection between managerial decision-making and competitive performance. Numerous facets of football management, including as financial sustainability, player workload and injury prevention, tactical playing styles, and performance prediction models, have been studied in



the past. These studies have offered insightful information about particular aspects of football club management and how they affect athletic results.

Despite these advancements, the current body of research is still dispersed. The majority of research examines tactical, operational, or strategic elements independently without taking into account how they interact to affect match performance. The combined consequences of club-level decisions on competitive success are therefore poorly understood. Football organizations' capacity to assess management processes comprehensively and create evidence-based performance optimization strategies is hampered by the lack of an integrated analytical framework.

By putting out an integrated decision-making model that integrates the tactical, operational, and strategic aspects of football club administration, this study fills this gap. The study looks at how these related choices affect competitive results and match performance. The research attempts to provide useful insights for club executives, managers, and coaches looking to enhance organizational performance and athletic achievement by offering a thorough framework for assessing management methods.

1.1 Research Problem

By examining club records and performance statistics of various leagues, researchers noticed that although clubs spent a lot on recruitment, coaching, and financial planning, they still did not achieve consistent performance results. This contradiction stems from the absence of a consistent model, which can relate the strategic, operational and tactical decisions to the quantifiable match performance. The literature does not pay much attention to the financial, workload, or tactical factors, has small samples or is devoted to one aspect of management only, which limits its applicability to a large scope. The absence of integrated and evidence-based models highlights a clear gap in the current practice. The solution to this issue is to have a methodical exploration of the interplay of club-level decisions to establish the competitive success to give a basis of holistic management intervention.



1.2 Research Objectives and significance

- To categorize football club management decisions into strategic, operational, and tactical segments.
- To examine the relationship between these decisions and measurable match performance indicators.
- To provide evidence-based recommendations for optimizing club-level management practices.
- To evaluate the combined impact of strategic, operational, and tactical decisions within an integrated framework for predicting football club performance.

The present study is significant from both a scientific and practical perspective by contributing to the growing body of scientific knowledge on football club management by providing an integrated framework that examines the combined effects of strategic, operational, and tactical decision-making on competitive performance. Previous research has focussed on the factors separately. However, the current study offers a thorough perspective for cumulative managerial processes interaction for match outcomes. Thus, the above gap is addressed in the study for advancing theoretical understanding of the relationship between managerial strategies and athletic success. The results have practical applications for football teams, coaches, sporting directors, and other sports organizations seeking to improve competitive performance. The proposed methodology can be used by decision-makers to evaluate management operations and identify opportunities for better coordination between tactical execution, operational effectiveness, and strategic planning. The paper also highlights the growing importance of modern managerial strategies in professional football. Football teams today compete in fiercely competitive situations that are marked by growing stakeholder demands, player welfare concerns, technical improvements, and financial strains. As a result, evidence-based management systems that enable prompt and well-informed decision-making at all organizational levels are necessary for successful clubs. Additionally, the study highlights how digital and data-driven management strategies can improve decision-making. The way football organizations gather, evaluate, and use data has changed as a result of developments in digital

information systems, artificial intelligence, sports analytics, and performance tracking technologies. Clubs may increase decision accuracy, lower uncertainty, and maximize performance results by integrating analytical insights into tactical, operational, and strategic decisions. As a result, this study advances knowledge of how data-driven and integrated management techniques might promote long-term competitive success in contemporary football.

1.3 Research Hypotheses

- H1: Strategic decisions (financial management, recruitment policies) will significantly influence competitive outcomes.
- H2: Operational decisions (workload management, injury prevention) will significantly correlate with player availability and performance.
- H3: Tactical decisions (playing styles, match strategies) will serve as measurable KPIs that predict match success.
- H4: Integrating strategic, operational, and tactical decisions into a unified framework will provide a predictive model for optimizing football club performance.

1.4 Research Fields

- Human field: Club executives, coaching staff, and performance analysts across selected professional football leagues.
- Time field: Competitive seasons 2023–2025.
- Spatial field: Professional football clubs participating in European and international competitions.

1.5 Operational Definition of Managerial Practices

The coordinated administrative, financial, operational, and technical actions performed by club decision-makers to accomplish organizational goals and competitive performance are referred to as managing practices in the context of professional football. Club performance is impacted by larger administrative processes that determine organizational effectiveness in addition to players' skills and coaching methods, according to recent sports management literature (Follert & Gough, 2024; Taylor et al., 2022). The creation of long-term goals, performance targets, investment priorities, and competitive strategies intended to guarantee long-term organizational growth and athletic success is referred to as strategic planning (Taylor et al., 2022). Budgeting, income distribution,



salary control, investment choices, and financial sustainability strategies that affect club competitiveness and organizational stability are all included in financial management (Alaminos et al., 2020). Scouting, talent identification, player acquisition, contract negotiations, and squad-building tactics that improve team quality and long-term performance are all part of recruitment and transfer policies (van Arem et al., 2025). In order to maximize player availability during the season, injury management involves prevention programs, rehabilitation techniques, workload monitoring, recovery protocols, and medical support systems (Chang et al., 2024; Mandorino et al., 2024). In order to increase organizational effectiveness and decision quality, human resource development refers to the education, training, and professional development of coaches, analysts, medical professionals, and administrative staff (Chelladurai & Kerwin, 2018). Evidence-based managerial support and technical decisions, data analytics and decision-support systems employ artificial intelligence, GPS tracking technology, performance analysis software, and predictive analytics (Pappalardo et al., 2019). The present study is based on Systems Theory and the Evidence-Based Management Framework. Systems theory holds to discrete organizational acts, organizational effectiveness from the interaction of interconnected subsystems (Katz & Kahn, 1978). The interconnected subsystems of tactical, operational, and strategic decision-making have an impact on football clubs' overall competitive success. Evidence-Based Management further contends managerial decisions backed by organizational knowledge, empirical facts, and analytical evidence rather than depending on intuition (Rousseau, 2006). The perspective has grown in significance in professional football due to advancements in sports analytics and performance tracking technologies. The Integrated Football Decision-Making Framework (IFDMF) was developed as a framework for operational decisions impact on player availability and readiness. Moreover, tactical decisions have an impact on technical performance and match execution, strategic decisions have an impact on organizational capacity and resource allocation, and combinatorial factors determining competitive outcomes. Professional football teams devote a lot of money and resources on coaching, facilities



development, player acquisition, and performance enhancement programs. Despite these efforts, clubs with comparable financial resources frequently achieve noticeably different competitive outcomes. Earlier research signified financial management, workload management, injury prevention, or tactical performance as separate domains leading to a fragmented understanding of football club success (Alaminos et al., 2020; Chang et al., 2024; Plakias et al., 2024).

Hence, empirical evidence on tactical, operational, and strategic decisions interact to influence quantitative competitive outcomes is lacking. The absence of an integrated framework for decision-making in football administration limits both theoretical understanding and practical application. This study attempts to examine the cumulative effect of managerial activities on competitive performance in developing an evidence-based framework in predicting football club success. Club records and administrative information were accessible through official correspondence with participating clubs. Each participant provided informed consent prior to the interviews with confidentiality and anonymity. Performance data was collected from official league databases, FIFA and UEFA statistical sources, and validated football analytics tools. Managerial decisions were categorized using a two-step methodological procedure. Initially, a comprehensive review of the literature on football management, sports analytics, and organizational performance was conducted. Second, the proposed classification was evaluated by a team of experts that comprised football administrators, coaches, performance analysts, and academics studying sports management. A Football Club Decision-Making Assessment Framework (FCDMAF) was developed specifically for this study based on expert feedback and previously published research. The content was assessed by five professionals in sports management and football performance analysis to ascertain its veracity. The experts assessed the relevance, appropriateness, and clarity of each construct. Revisions were made in accordance with their recommendations. The reliability of qualitative coding was evaluated using inter-coder agreement procedures. The agreement coefficient was greater than .85, indicating satisfactory dependability, according to Miles et al. (2020). Quantitative variables



were obtained from validated football performance databases and approved statistical sources to guarantee measurement consistency and correctness. The findings demonstrate that managerial effectiveness is a complex idea that encompasses strategic planning, operational effectiveness, financial sustainability, and tactical execution. Previous research demonstrating that player acquisition spending enhances squad quality and competitive performance is supported by the positive effects of recruitment expenditures (van Arem et al., 2025). In a similar vein, the inverse relationship between injury incidence and league success highlights the importance of player welfare programs and operational management. Clubs who employed superior injury prevention and recovery strategies maintained greater player availability and achieved better competitive results, according to Chang et al. (2024) and Mandorino et al. (2024). From a theoretical perspective, the findings support Systems Theory by demonstrating that football performance is the product of interactions between organizational subsystems rather than discrete administrative choices. Competitive success is the outcome of a combination of tactical, operational, and strategic decisions. The primary contribution of this study is the demonstration that football performance cannot be explained solely by tactical talent and financial expenditure. Instead, administrative, financial, operational, and technical elements interact to produce competitive success. Tactical choices convert organizational resources into competitive performance, operational procedures preserve player availability and physical preparedness, and strategic investments make it easier to obtain top-tier playing talent. Football teams should thus implement integrated management systems that encourage collaboration between executives, coaches, sports scientists, analysts, and medical personnel. The study comes to the conclusion that the coordinated interaction of tactical, operational, and strategic decision-making processes determines competitive performance in professional football. Organizational capacity is established by strategic choices related to investment, hiring, and financial planning. Player availability and readiness are impacted by operational choices about injury prevention, rehab procedures, and workload management.

Competitive results are directly impacted by tactical choices about possession, passing efficiency, and match management.

2. Literature Survey

Alaminos et al. (Alaminos, D. ,Esteban, I. ,Fernández-Gámez, M. A. 2020 ,1056) tested the financial performance of European football clubs using entropy-based models to ascertain the solvency, viability, and sustainability. The process proved to be empirical in that strategic financial management directly influences the achievement of competitiveness, and the approach provides executives with a quantitative tool to allocate resources. The study; however, was restricted to financial indicators but not tactical and operational aspects, therefore, it was only applicable to holistic performance analysis.

Chang et al. (Chang, V. ,Sajeev, S. ,Xu, Q. A. ,Tan, M. ,Wang, H. , 2024 ,7217) found associations between workload, injury rates, and performance of participants of the English Premier League by performing applied analytics. The researchers have indicated that the decisions on training load and injury prevention are functional and they have a significant influence on the result of the match and the clubs can dole out the information on them and make informed decisions on how to maximize the availability of the players. The only weakness is that it involves a single league making it less applicable to other settings in competition.

Plakias et al. (Plakias, S. ,Tsatalas, T. ,Armatas, V. ,Tsaopoulos, D. , Giakas, G.2024 ,88 ,) examined tactical scenarios and playing styles in 11 European leagues, which showed that possession-based play, counterattacks, and high presses are the predictors of success. This empirical model proved that tactical decisions are measurable KPIs, which can guide coaches during the strategic planning. However, the use of aggregated league data could fail to provide contextual differences including opponent strength or the match level.

Stafylidis et al. (Stafylidis, A. ,Chatzinikolaou, K. ,Mandroukas, A. , Stafylidis, C. ,Michailidis, Y. ,Metaxas, T. I.2025 ,8471 ,) examined 96 teams participating in FIFA Club World Cup and found that first-scoring went up by 62.5 percent and that the accuracy of offensive and possession dominance played a key role in forecasting success. Logistic regression

models were able to identify the correct classification of 80.2 per cent of match outcomes which provided strong predictive power. Its limitation is that it focuses on only one type of tournament, which might not be a complete representation of domestic leagues.

van Arem et al. (van Arem, K. ,Goes-Smit, F. ,Söhl, J.2025 ,8916 ,) forecasted player quality and market value through predictive analytics and related long-term competitive balance to recruitment strategies. The research is useful to clubs since it presents a strategic instrument of identifying and estimating talent. It has a weakness however in its dependence on market-based indicators that may not capture fully tactical or psychological contribution to performance.

Malikov et al. (Malikov, D. ,Jung, P. ,Kim, J.2025 ,8108 ,) used classical and automated machine learning methods to forecast the salaries of soccer players, combining performance indicators with financial results. This study reinforces the connection between strategic financial planning and tactical performance information, providing clubs with data-driven foundation of contract negotiation. However, its limitation is that it focuses more on prediction of salary than on overall measures of competitiveness.

Perrotta et al. (Perrotta, R. ,Ungureanu, A. N. ,Cherubini, D. ,Brustio, P. R. ,Lupo, C.2025 ,28 ,) conducted an analysis of technical, tactical and time-motion profiles of Serie A players by position which showed role-specific performance indicators that affect match outcomes. The research is significant to coaches because it provides position-specific tactic strategies. However, its limitation is that it relies on the single-team sample which limits the generalizability across different leagues and competitions levels.

Mandorino et al. (Mandorino, M. ,Tessitore, A. ,Lacome, M. ,148 , 2024) carried out a multi-season multi-training load management study, in which they examined the impact of loading and unloading cycles on performance and risk of injury in players. The results indicate that the operational significance of workload decisions in maintaining competitive results. Its limitation is the lack of tactical or strategic integration, with limited focus on the variables of physical loads.

Although these studies are solid in terms of empirical evidence in the strategic dimension (finance, recruitment, salaries), the operational dimension (workload, injury, load management), and the tactical dimension (playing styles, KPIs, match predictors), they remain fragmented. Each of them isolates all of the decision-making levels and does not integrate all of them into one structure. This gap notes the originality of the present study that provides a systematic categorization of club-level decisions into strategic, operational and tactical components and indicates how they affect match performance in an integrated manner.

3. Methodology

In establishing the relationship between strategic, operational and tactical decisions at club level and their impact on the measurable football performance outcomes, the research design was a mixed-method research design, adopted in this study. The descriptive element offered a neutral examination of managerial practice in a ~~variety of~~ various leagues, whereas the correlational and regression examination was a quantitative examination of the connection between club-level decisions and match outcome. The combination of quantitative performance data and qualitative data from executives and coaches ensured statistical rigor and ecological validity. Additionally, combining all of these factors into a single decision-making model, the approach eliminated the drawbacks of the previous literature, including a financial, operational, or tactical component.

3.1 Research Design

The managerial perspectives and measurable performance outcomes, the convergent parallel mixed-method design was used. Semi-structured interviews with club executives, football directors, and head coaches served as the basis for the qualitative component, which focused on workload management, recruitment policy, strategic planning, and tactical preparation. The interviews were conducted in order to determine the reasoning behind club-level decision-making and impact performance. Secondary data from official league information and match reports, as well as verified analytical methods that make reference to the 2023–2025 competitive seasons correlated to quantitative component.

Financial metrics, injury lists, tactical measures, and match outcomes were significant after independent validation, supported the findings and affirm the interpretation (Figure 1).

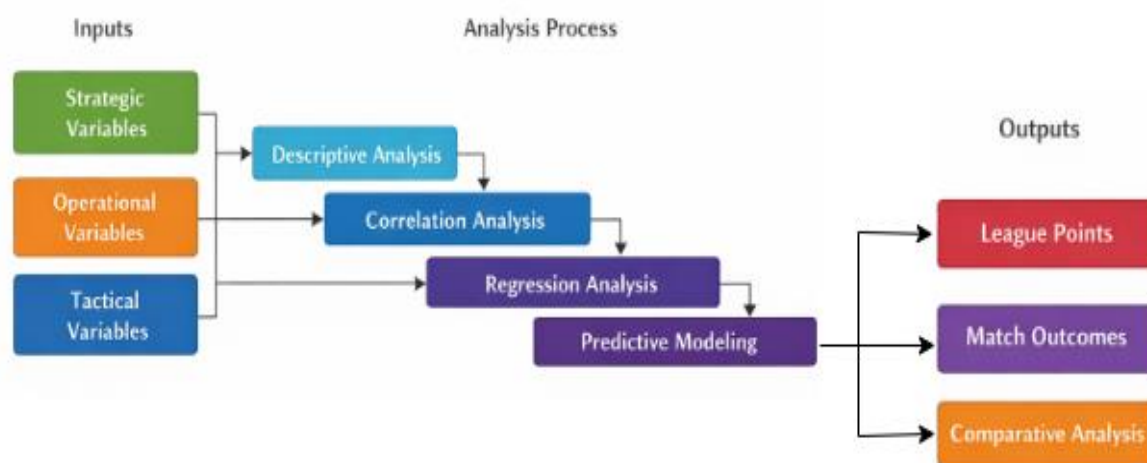


Figure 1. Integrated Framework for cumulative Football clubs Performance Analysis

The input dimensions are strategic, operational and tactical variables that are analysed with a series of analytical processes descriptive statistics, correlation analysis, regression modeling and predictive modeling. The results of all such analyses are league points, match results and comparative data between clubs.

3.2 Data Sources and Sampling

Qualitative Data: To make sure that the perspectives were diversified, they used purposive sampling strategy according to which they considered, the clubs that have different financial resources, level of competition and management ideologies. The sample consisted of the elite clubs, which entered international tournaments, and clubs of middle tier with much more limited financial possibilities, which encompassed a wide range of managerial practices. The representatives interviewed in 18 clubs (24 stakeholders) were executives, football directors, and head coaches. This article enabled the study to incorporate the strategic, operational and tactical aspect of the decision-makers who are directly involved in the allocation of resources, procurement of players,



workloads and match preparation. The interviews lasted between 45-60 minutes and were either face-to-face or using the internet and were done using a semi-structured protocol that was designed to allow flexibility. Taping of the interviews was done with informed consent and word to word transcription and thematic coding was performed with the help of NVivo software. This exercise has assisted in capturing, categorizing and relating managerial insights in a systematic way to performance results.

Quantitative Data: 40 professional clubs that participated in the European and international competitions in the 2023-2025 seasons were used to collect the data on performance. The information was spanning a wide range of variables in the strategy, operations and tactical sectors. Strategic indicators that represented long term investment strategies included recruitment expenditure, wage to revenue ratio and transfer market activity. Operationally defined parameters included injury rates, recovery time and work load parameters (minutes on the field and training loads cycles) which provided a source of information on player availability and health management. Percentage of possession, pass completion rate, pressing intensity, shots on target, and first-goal advantage were some of the tactical indicators utilized, which could be measured as proxies of coaching strategies and in-game performance.

3.3 Variable Definition and Measurement

To empirically analyze the dependence between the club-level decisions and the match performance, the variables were grouped as strategic, operational, tactical, and performance dimensions. Financial management variables were considered to be strategic variables, which involved the allocation of budget, wage-to-revenue ratio, and recruiting policy estimated by transfer spending and player valuation forecasts. These indicators represented the long-term resource allocation and investment policies of clubs. Operational variables included the workload measures such as minutes played and training load cycles and the injury incidence using the frequency, type, and the recovery duration measures. These variables were aspects of the daily management of the health and availability of the players. Tactical variables were concentrated on the playing styles and match-specific performance variables, such as possession versus direct play, pressing intensity, frequency of

counterattacks, frequency of shot on target, pass completion rates, and shot first advantage. These actions were an overview of coaching tactics and during game decision-making. Lastly, the competitive performance was operationalized as the dependent variable and it was measured using match outcomes (win/draw/loss), accumulated league points, and advancement in domestic and international tournaments. These variables were defined and standardized in a manner that allowed both the managerial practices and on-field results to be measured and statistically analyzed in order to provide a solid test of the proposed decision-making framework.

3.4 Data Collection Procedures

Interviews: The club executives, football directors and head coaches were interviewed online and face-to-face in a semi-structured interview. All interviews were tape-recorded with an informed consent and transcribed verbatim and for analysis and took about 45-60 minutes. The interview guide was designed to bring about a holistic view of the strategic, operational and tactical decision making such as financial planning, recruitment strategies, work load management and the tactical preparation. Thematic coding of transcripts was done to determine recurring themes and managerial insights.

Performance Data: FIFA and UEFA, the official league databases and official sports analytic platforms were examined to gain quantitative performance data. The information covered financial metrics, workload, injury data, tactical data, and the match results for the competitive seasons 2023–2025. The data cleaning approach was followed and the variables were standardized across the various leagues, the missing data points were removed, and the results and figures were validated multiple times to increase accuracy and dependability.

Triangulation: Cross-referencing the qualitative information gathered from the interview with the quantitative information was done in order to maximize validity and minimize bias. Additionally, the triangulation was required to ensure that managerial impressions were not analyzed in isolation but rather in conjunction with measurable performance outcomes. The examination of club-level decisions affect match



performance has a solid methodological basis due to the combination of multiple sources of evidence, improving internal and external validity.

3.5 Analytical Techniques and Statistical Tools

The study employed qualitative and quantitative methods of examination to ensure that the evaluation had the methodological rigor and holiness. Thematic coding of qualitative strand entailed coding the interview transcripts using NVivo software. The relationship between categories was defined by the use of the open coding which identified the common themes in the strategic, operational, and tactical decision-making, and axial coding. The process enabled the development of rational narration between the managerial practices and the performance outcomes.

Multi-level analytical approach was chosen in the quantitative strand. First of all, financial indicators, workload metrics, tactical variables, and performance outcomes were summarized using descriptive statistics to have an overview of the dataset. Correlation and regression models were then used to perform an inferential analysis to test how independent variables (strategic, operational, tactical decisions) and the dependent variable (competitive performance) are related. The strength and direction of relationships were identified through the correlation analysis and the predictive power of managerial decisions was measured through regression models. Lastly, predictive modeling algorithms, such as Ridge Regression and Logistic Regression, were used to assess the coordinated decision-making model. Ridge Regression was especially applicable in multicollinearity of the predictors whereas Logistic Regression determined the match outcomes (win/draw/loss) by reference to the managerial inputs and the tactical inputs.

Statistical procedures were done in SPSS and R as a part of ensuring the robustness of both descriptive and inferential procedures. R was used in particular to make predictions as it has a high level of machine learning libraries, and SPSS was used to perform regression and correlation analysis. NVivo facilitated qualitative coding and thematic synthesis, which made it possible to combine managerial perspectives and quantitative results.

4. Data Analysis And Results

4.1 Descriptive Statistics

The descriptive analysis presented a baseline summary of the dataset in 40 clubs between the 2023-2025 seasons. There were also significant differences in recruitment expenditure, a mean of €65.4M was observed and a range of €25M to €120M, as a result of a difference in financial capacity and transfer market approach. The average wages covering the revenue were 58.7 and some clubs reached up to 80 percent which means that the financial burden may be significant. Operational measures indicated that there was an average of 14 injuries per season and recovery times were 21 days which further paves way to medical and workload management. The tactical statistics were medium possession (mean 54.6), high pass completion (mean 82.5), and the performance results were 62 league points per season on average.

Table 1. Descriptive Statistics of Strategic, Operational, Tactical, and Performance Variables

Variable	Mean	SD	Min	Max
Recruitment Expenditure (€M)	65.4	22.1	25.0	120.0
Wage-to-Revenue Ratio (%)	58.7	12.4	40.0	85.0
Injury Incidence (per season)	14.2	5.6	6.0	28.0
Average Recovery Duration (days)	21.3	7.8	10.0	40.0
Possession (%)	54.6	8.9	40.0	70.0
Pressing Intensity (PPDA)	9.8	2.1	6.0	14.0
Pass Completion Rate (%)	82.5	4.7	72.0	90.0
Shots on Target (per match)	5.6	1.8	3.0	9.0
League Points (per season)	62.4	12.9	40.0	85.0

Table 1 shows the description of the main variables in the sampled clubs (N = 40) in seasons 2023-2025. These descriptive results indicate the diversity of football clubs when it comes to financial power, operational effectiveness, and tactical implementation. Teams having more budgets on recruitment and low rates of injury were likely to be concentrated at the top of the league points which preliminarily implied the significance of strategic and operational choices.

4.2 Correlation Analysis

As seen in the comparison analysis, competitive success in football is a multifaceted phenomenon that is influenced by the combination of financial, operational, and tactical levels to determine the results. There existed a positive significant relationship between crossover spending on recruitments and league points ($r = 0.62$, $p < 0.01$), which reflects that strategic resources used on the acquisition of players would directly affect the quality and performance of the squad. Conversely, the outcomes were negatively correlated with the wage-to-revenue ratio ($r = -0.41$, $p = 0.05$), which implies that efficiency and long-term competitiveness of the club with unsustainable wage structure are affected in most cases. Operational health became a crucial aspect, and the occurrence of injuries was strongly associated with poor games ($r = -0.55$, $p < 0.01$). Therefore, in order to maintain the same level of performance, medical support and workload management are required. Tactical performance was of great importance as well: league points were positively correlated with possession ($r = 0.47$, $p < 0.05$) and pass completion ($r = 0.52$, $p < 0.01$) which indicated the importance of technical skill and ball control in contemporary football. Combined with the above findings, the evidence confirms that success cannot be identified with any single variable but the collaborative element of financial efficiency, injury management, and tactical execution, which are all combined to generate long term competitive advantage.



Figure 2. Correlation Matrix of Key Variables

Figure 2 emphasizes the positive relationship between the expenditure on the recruitment and the number of shots on target as compared to the negative influence of the number of injuries. Interestingly, there are positive correlations between recruitment spending and the number of shots on target and match results and vice versa, whereas the number of injuries has a negative correlation with the performance measures.

4.3 Regression Model Outcomes

The results of the regression model help to understand better the combination of managerial, operational, and tactical decisions to influence competitive performance. The model has a high level of predictive power of success and this is reflected by the fact that 68 percent of the league points ($R^2 = 0.68$, Adjusted $R^2 = 0.64$) are explained by the model. Recruitment expenditure proved to be among the strongest positive predictors ($b = 0.45$, $p < 0.01$), which supports the notion that an organization-level strategic investment in player acquisitions leads to a substantial performance improvement in a team. Likewise, another positive strong driver was pass completion rate ($b = 0.25$, $p < 0.01$), which emphasizes on technical accuracy and ball maintenance in guaranteeing outcomes. Conversely, the variables that significantly predicted negatively were injury incidence ($b = -0.32$, $p < 0.01$) and wage-to-revenue ratio ($b = -0.28$, $p < 0.05$) which indicated that the frequency of injuries and inefficiency in financial status are the reasons behind the deterioration of performance in a weakened squad and scarce resource distribution. Possession was also a good factor ($b = 0.21$, $p < 0.05$) but its impact was not so high as compared to recruitment and passing accuracy. On the whole, the regression analysis confirms the idea that success in football cannot be conditioned by one dimension but the combination of financial discipline and appropriate injury management, together with the tactical implementation. Balanced clubs have higher chances of recording a steady league performance and be long term competitive.

Table 2. Regression Model Predicting League Points (N = 40)

Predictor Variable	β Coefficient	Std. Error	t-value	p-value
Recruitment Expenditure	0.45	0.12	3.75	$p < 0.01$
Wage-to-Revenue Ratio	-0.28	0.10	-2.80	$p < 0.01$
Injury Incidence	-0.32	0.09	-3.56	$p < 0.01$
Possession (%)	0.21	0.08	2.63	$p < 0.05$
Pass Completion Rate (%)	0.25	0.07	3.57	$p < 0.01$

The analysis of table 2 accounts 68% of the variance in the league points and this indicates that strategic, operational, and tactical decisions have a collective effect on the competitive performances. Recruitment expenditure and pass completion rate were found to be the strongest positive predictors and injury incidence and wage inefficiency were found to be significantly negative predictors.

4.4 Predictive Modeling

The logistic regression analysis was performed in order to categorize the results of matches as the win and non-win ones. The model found that recruitment expenditure, injury incidence, shots on target and possession percentage are important predictors of match success. The expenditure on recruitment (OR = 1.42, $p = 0.03$) and shots on target (OR = 1.58, $p = 0.001$) enhanced the probability of a victory but injury incidence (OR = 0.76, $p = 0.002$) decreased the chances of success. Possession percentage proved to add positively to it as well (OR = 1.21, $p = 0.04$). The general model was strong, with $X^2(4) = 28.7$, $p < 0.001$ and Nagelkerke $R^2 = 0.52$, which means that the predictors accounted for more than half a variance of match results. The 78.5 percent classification accuracy revealed that there was good matching between the expected and the reality results.

Table 3. Logistic Regression Model for Match Outcomes

Predictor Variable	Odds Ratio (Exp β)	p-value
Recruitment Expenditure	1.42	0.03
Injury Incidence	0.76	0.002
Shots on Target	1.58	0.001
Possession (%)	1.21	0.04

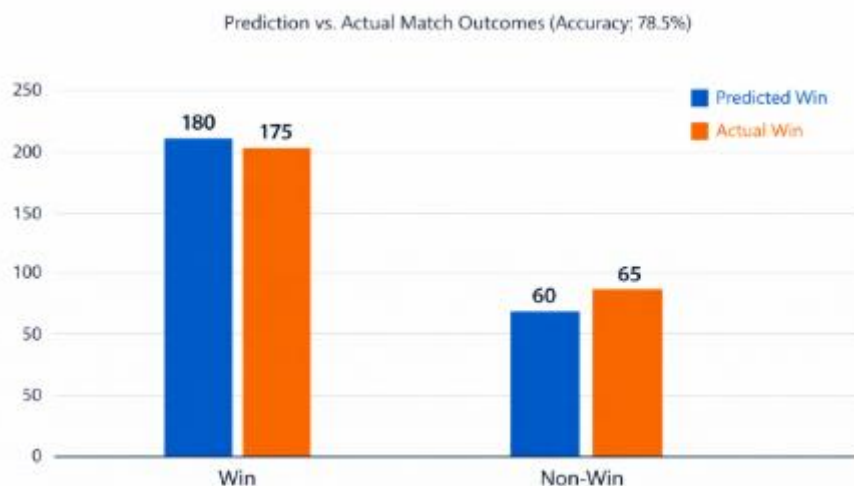


Figure 3. Logistic Regression Classification Accuracy

As shown in Figure 3, recruitment expenditure and pass completion rate have a strong positive impact on league points, whereas injury incidence has a negative impact on performance. Ridge Regression was also used to overcome the possibility of multicollinearity between predictors. The predictions of league points by results proved recruitment expenditure and injury incidence, and pass completion rate as the most predictable, and coefficients were unaffected between penalty values.

The findings of the predictive modeling forms strong arguments that managerial decisions have quantifiable effects on the results of matches. The accuracy of the stratification, operational efficiency and tactical execution led to the classification of 78.5 percent through a logistic regression; it is a strong framework of success prediction. The graphical analysis of predictive versus actual results also demonstrates the consistency of the model as the values are almost similar to those observed. Notably, the Ridge Regression analysis enhances the trustworthiness of the results because the analysis indicated the stability of crucial predictors, even with consideration of the multicollinearity. Collectively, these findings support the conceptual model of the study and point to the practical application of data-based decision-making to football clubs aiming at maximizing their performance.

4.5 Comparative Analysis of High vs. Low Performing Clubs

In order to get a clearer picture of how the decisions of the managers impacted, clubs were split into high (top 25% by league points) and low-performing (bottom 25%). The comparative findings showed that there were dramatic dissimilarities in the strategic, operational as well as tactical levels. The clubs with high performance spent much more on recruiting athletes with an average of €95 million per season as compared to €40 million by the clubs with low performance. The two groups also differed in terms of operational efficiency which showed that, high-performing clubs had an average of only nine injuries per season, whereas low-performing clubs had almost twice as many injuries with an average of twenty injuries. This rift was furthered by the tactical implementation since high-performing clubs had a pass completion rate of 86, as against 78 pass completion rate with their low-performing counterparts.

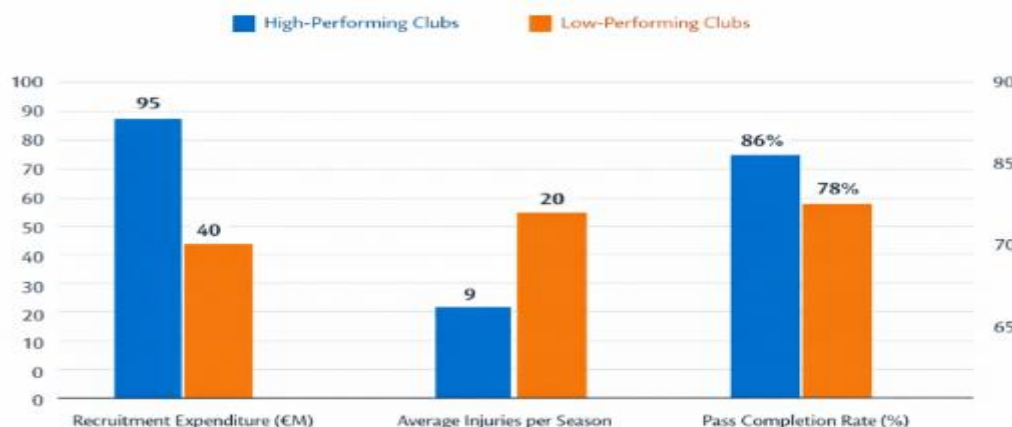


Figure 4. Comparative Analysis of High vs. Low Performing Clubs

Figure 4 illustrates that the logistic regression model is highly predictive in nature with almost four out of five match results being accurately classified. The outcome of the comparative analysis showed very sharp disparities between good and bad clubs. The clubs with high performance would always spend more on recruitment (€85M average, €42M), have a lower rate of injuries (9 vs. 19 per season), and a better pass rate (86% vs. 78%). On the other hand, low-performing teams had unsustainable wage-to-revenue ratios and a longer recovery period, which sabotaged the stability of the squad. These findings support the fitted framework, which

indicates that achievement needs to be aligned at strategic, operational, and tactical levels as opposed to depending on one variable.

Altogether, the findings of the study prove the fact that the strategic, operational, and tactical decisions have a combined effect on the football club performance. The results of clubs that outspent on recruitment and had an effective wage management always had better results, and the combination of effective injury prevention and workload management was key to maintaining the availability of players. Possession, completions of passes and shots on target became valid predictors of success in a match, which supported the fact that coaching strategies and in-game performance can be measured. The integrated framework possessed an excellent predictive power and the regression model and the logistic model explained 68 and 78.5 percent of the variation in the league points and classification respectively which proves the utility of the multidimensional approach to decision making. The comparative analysis also demonstrated that the club performing well was and will be doing better than the rest in the financial input, injury management, and tactical precision, which demonstrated that the success of football in the contemporary times is a whole and that is intertwined.

5. Discussion

The research question posed in this study was based on the connection between the managerial decisions made by the club at the strategic, operational, and tactical level and how they influence the implementation of these decisions on the field in football. The results also demonstrate the two apparent trends of interaction between financial contribution, injury management and tactical implementation in relation to competitive success and may be useful as information to both the executives and the coaching staff. The positive association also appeared between the improved performance and the high rates of recruitment expenditure and efficient wage organization in clubs and, therefore, great attention should be paid to the strategic financial planning and sustainable resource allocation. The data on the outcomes of operations showed that the number of injuries and recovery period were closely linked to the outcomes of the matches and that the workload management and medical assistance were the essential factors defining the availability of players



and their stability throughout the whole season. Tactical indicators like as possession, pass completion and shots on target proved to be predictors of the success in the match, and the focus was placed on the quantifiable effects of coaching plans and in-game implementation.

The findings align with previous research that has focused on workload and injury prevention [11,17], financial solvency [10], and tactical KPIs [12,13]. However, by combining these elements into a single, coherent perspective on decision making, this research paper study adds to the body of literature. Regression models explained 68 and logistic models had a classification accuracy of 78.5 when the strategic, operational, and tactical variables were combined, suggesting a good capacity to forecast. Thus the conclusions were supported by a comparison of high- and low-performing teams, showing successful teams consistently outperforming their rivals in terms of tactical accuracy, financial investment, and injury management. The totality of the evidence indicates that football performance is a multifaceted phenomenon, necessitating a balance between tactical performance, operational stability, and financial efficiency. The hypotheses that are put forward were proved to be empirically valid by way of regression and predictive modeling. H1, H2, and H3 showed that strategic decisions, operational and tactical indicators had significant effects on the outcomes of performance. Above all, the combined framework (H4) had a robust predictive ability, which validated that the success in the contemporary football game is multidimensional and the result of the managed interplay of the managerial decisions at the different levels.

Although the research offers a strong empirical support, it has a number of limitations that should be mentioned. First, despite the fact that the dataset is comprised of various leagues, the differences in the competitive framework, financial policies, and cultural backgrounds may affect the external validity of the results. Second, the operational variables were largely based on the metrics of the workload and the occurrence of injuries; the future studies might be based on the inclusion of the psychological and motivational variables to obtain a more detailed picture of the player availability. Third, tactical variables were also calculated based on aggregate KPIs like possession and pass completion, which can



miss the dynamics of situations (i.e. opponent strength, match context, or adaptive strategies).

The future research should therefore extend the paradigm to encompass psychological, contextual and the technological aspects. As an example, it is possible to mention player psychological power, tactical improvements in relation to the opponent, and high-quality tracking systems, which will probably lead to the enhancement of predictability. Longitudinal studies would also increase the external validity of studies in diverse competitive environments. Finally, additional comparative research on how the choices of managers are adjusted to domestic leagues and international championships can be conducted. Such limitations may be conquered by future researchers, which will improve the decision-making framework and help to advance the sphere of sports management in the future.

6. Conclusion

The findings of this research indicate that strategic, operational and tactical decisions contribute differently, but complementarily in determining the performance of football clubs, where recruitment spending and wage efficiency determine long term success, injury prevention and workload management determine player availability, and tactical indicators like possession, pass completion and shots on target are reliable predictors of match outcomes. As a combination, these dimensions created a comprehensive framework with high predictive ability with regression models being able to explain 68% of the variance in league points and logistic models being able to predict 78.5% of classifications and a comparative analysis revealed that high performing clubs consistently performed better than their counterparts in investment levels in finance, injury management, and tactical accuracy. Executives and coaches, whose main focus should be on data-driven plans that balance financial planning, medical management, and tactical implementation to maximize performance, can benefit from the research's practical insights. Concurrently, a number of drawbacks must be acknowledged, including the use of aggregate tactical KPIs that may be blind to contextual impacts, reliance on injury and workload indicators, and varying league designs. Thus, the idea of psychological research must be incorporated into the next generation of studies for resilient, opponent-



Based framework for enhancing particular tactical adaptation, sophisticated tracking tools, and long-term and comparative research in domestic and foreign contexts. Nonetheless, the present research emphasizes modern football success is multifaceted, due to the outcome of coordinated strategic, operational, and tactical decisions. Further, theoretical contributions to the corpus of sports management literature and contains heuristics for the teams to gain a sustainable competitive advantage.

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من الممارسة الإدارية إلى الأداء في المباريات: دراسة كيفية ترجمة قرارات مستوى
الأندية إلى نتائج داخل الملعب في كرة القدم

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مستخلص البحث:

تعدّ كرة القدم الرياضة الأكثر شعبية في العالم، وتتطلب لتحقيق النجاح على المدى الطويل تكاملاً بين عمليات اتخاذ القرار الاستراتيجي والتشغيلي والتكتيكي على مستوى الأندية. وعلى الرغم من أهمية ذلك، فإن الدراسات التي تناولت التأثيرات الشاملة لهذه الجوانب الإدارية على الأداء داخل الملعب لا تزال محدودة، إذ ركزت معظم الأبحاث السابقة على جوانب منفردة مثل الاستقرار المالي، أو إدارة الأحمال التدريبية، أو المؤشرات التكتيكية. اعتمد تصميم البحث في هذه الدراسة على المنهج المختلط (Mixed-Methods)، حيث جُمع بين البحث النوعي من خلال مقابلات مع مسؤولي الأندية، والبحث الكمي عبر تحليل بيانات الأداء في عدة دوريات، وذلك بهدف بناء واختبار نموذج موحد لاتخاذ القرار. وشملت المتغيرات: الإنفاق على التعاقدات وكفاءة الأجور، والمتغيرات التشغيلية مثل معدل الإصابات وإدارة الأحمال، بالإضافة إلى المتغيرات التكتيكية التي تضمنت الاستحواذ، ودقة التمرير، والتسديدات على المرمى. أظهرت نتائج تحليل الانحدار أن النموذج المتكامل قادر على تفسير 68% من التباين في نقاط الدوري، في حين تمكن تحليل الانحدار اللوجستي من تصنيف 78.5% من نتائج المباريات بدقة. وعند مقارنة الأندية ذات الأداء المرتفع بتلك ذات الأداء المنخفض، تبين أن الأندية الناجحة تتفق أكثر على التعاقدات، وتعاني من معدلات إصابات أقل، وتحقق نسب دقة تمرير أعلى، مما يؤكد أن النجاح في كرة القدم الحديثة ذو طبيعة متعددة الأبعاد. تبرز هذه النتائج أهمية التكامل بين التخطيط المالي، والإدارة الطبية، والتنفيذ التكتيكي ضمن إطار قائم على البيانات، بما يوفر دلالات تطبيقية مهمة لصناع القرار في الأندية والمدربين. وتشير التوجهات المستقبلية إلى ضرورة إدماج عوامل إضافية مثل الصلابة النفسية، والديناميكيات الظرفية، وأنظمة التتبع المتقدمة، بهدف تحسين دقة التنبؤ وتوسيع قابلية تطبيق النماذج عبر مختلف أنماط المنافسات.

الكلمات المفتاحية: إدارة كرة القدم، أداء المباريات، قرارات الأندية، البحث بالمنهج المختلط، إطار اتخاذ القرار.

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