



## How Can the Cooperation Between Federation and League Organizations Develop a Talent Program? Case study: German Football TID & TED Program

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### ABSTRACT

**Purpose:** This study examined the role of the German governing body in the country's talent identification and development programs.

**Methodology:** This study is based on the German football talent management program and procedure informed by Sandelowski and Barroso's qualitative meta-synthesis.

**Findings:** Governing bodies' supervisory and cooperative roles and reviewing and redefining processes are other issues that can be considered in this direction. Creating a national determination, providing financial resources, and developing knowledge, managerial and technical skills are undeniable necessities in sports development.

**Originality:** By studying the documents and articles published by the Germans between 2000 and 2021, we were able to identify the details of relationships, processes, and roles. These experiences are valuable for societies seeking to develop talent programs in their sports.

### Keywords

German Football Association  
German Football League  
Talent Identification  
Talent Development  
Meta-Synthesis

### Article type

Case study

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## 1. Introduction

Today's Sport has been organized, mechanized, marketed, and administered as a business (Charaf, 2016). Modern Sport is its ever-increasing commercial (Laurell & Söderman, 2018). Sport penetrates all spheres of life of people, from relations with the state, creating a specific sphere for running a business (Savić et al., 2018). The numbers, frequency, and intensity of links between Sport and business have increased considerably over 40 years (Slack, 2004). Therefore, Sport is recognized as a vital component of a country's socio-economic growth (Mandal, 2020). It can play a significant role as a promoter of social integration and economic development in various geographic, cultural, and political contexts (Jaitman & Scartascini, 2017).

Some sports have achieved a global status (Dolles & Söderman, 2011). Football is more than just a game (Norman et al., 2015) and is one of the most popular sports with a great spectator base throughout the world (Dvorak et al., 2004). Football has been the primary vehicle of passion for almost a century. But where there are passions and crowds (Martin & Marquez, 2001). The attractiveness of football has grown (Pouyandekia & Memari, 2020). Its economic, social, cultural, and even political effects have led most countries to seek further benefits from developing the Sport in their society (Pouyandekia & Memari, 2020; Zhang et al., 2018). Furthermore, participation in World Cup competitions and acquiring a higher status among other countries brings individual credits to governments and societies (Bennett et al., 2018).

The National Sport Governing Bodies (NGBs) are an essential element of Sport that governs and administers sports nationally. NGBs have always gone about increasing participation and accessibility within the Sport, establishing new, improved ideas to overcome the hurdles within the industry. Overall, the role of NGBs in Sport is fundamental in managing, improving, and developing the sports industry. They provide the framework for change within the industry, establishing increased accessibility for all widespread love for the Sport (Careers in Sport, 2019).

Most NSGBs worldwide pursue excellence and victories in international competitions as the primary goal. In this regard, the NGBs needs to focus on (a) identification and development of athletic talent, (b) provision of expert coaching and scientific support, (c) organizing coaching and training camps, (d) conducting regional, national, and international competitions, and (e) preparing the teams for international competitions (Chelladurai & Zintz, 2015).

Talent Identification (TID) and Talent Development (TDE) programs are ubiquitous features of contemporary Sport (Bailey, 2018). Most countries would like to profit from the benefits of sports development in their society. So, one of the ways of action is to invest in young people to discover and identify talented players, growing and maintaining them, and ultimately turning them into professional players (Pouyandekia & Memari, 2020, 2021). Developing essential skills at an early age, and reaching this level of elitism, will make players more likely to attain high levels of athletic performance. Thus, the professional life of players will be longer, and their lifetime value (CLV) will increase and is an element to further developing the football industry (Doostdari et al., 2015). Furthermore, although aimed at sporting

performance, these programs impact physical health, education, and psychosocial development within youth athletes (Rongen et al., 2018).

The football association has given professional and non-professional clubs different tasks (Nesse et al., 2020) in the TID and TDE programs. These programs are a significant task for governing bodies. The popularity of football among young people worldwide (Fernandez-Rio & Méndez-Giménez, 2014) has caused youth football development to be an essential aim of governing bodies in any country (Mrkonjic et al., 2016). Many clubs and associations go to considerable lengths to operate organized (Güllich, 2014) and invest substantial resources in TID and TDE programs (Till et al., 2010).

Following Germany's dismal performances at Euro 2000, the German Football Association, the Deutscher Fußball-Bund (DFB), initiated a series of fundamental changes to reconstruct German football from the bottom up. The focal point of difference was youth development. With aging veterans and a lack of young talent to replace them, the DFB devoted vast resources to identifying and developing homegrown talent (Han, 2016). DFB aims to organize ambitious and entertaining projects on a local and national level that examine football's social connections and impacts. It lays the foundation for discussing the role of football in society and the impetus it can give to values such as integration. The game's social, economic, and cultural facets are the main focus because children and young people involved in football also learn about German and international social history (Norman et al., 2015). The current dominance of German football results from a massive overhaul in talent management that involved institutional changes, tactical development and, structural reform (Han, 2016).

France is not alone in nurturing talented young footballers, and the country benefits from a meticulously stratified youth development system (Williams, 2019). In French, the French Football Federation (FFF) is the governing body that organizes, supervises, and regulates the practice of grassroots and elite football; it finances and trains players and coaches throughout the country. The FFF federates the clubs whose mission is the training and practice of football (UK, 2021). In 1973, the French Professional Charter came into force, obliging all professional clubs to establish youth academies. Today there are 37 such academies in operation, catering for around 2,000 players aged between 15 and 20. In addition, there are 22 pre-training centres -15 for boys, seven for girls- that look after players aged 13 to 15 (Williams, 2019).

Furthermore, FFF also operates the famous Clairefontaine<sup>1</sup>, which is arguably considered the finest football academy in the world (FFF Academy, 2021). So, the FFF uses managers active in 21 regions to run programs and establish youth academies mandatory for all first-level professional teams (Stahl, 2000). France now prizes technical ability more than anything else for youth recruitment and youth coaching (Williams, 2019). A large number of talented players have trained in this program. The coaches selected some of them to play in the national team. They won the 2018 World Cup (Long, 2018) and the 2021 Nations League final (Evans, 2021).

In England, the two most significant developments to junior-elite football (Reeves & Roberts, 2018), included; (1) implementation of the Football Association (FA)'

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charter of quality (Wilkinson, 1997); and (2) the development of the Elite Player Performance Plan (EPPP) (Premier League, 2011). In an attempt to cope with the supposed barriers to the success of young players (Howie & Allison, 2015), the Premier League Clubs, in cooperation with the FA and representatives of the Football league (FL), founded the EPPP (Premier League, 2011) aimed at to promote a new youth development system (Howie & Allison, 2015) and the modernization of the academy system (Premier League, 2011). In this regard, the FA and clubs made enormous investments in the construction and development of facilities, recruiting staff, and facilities for young players (Lewis, 2007). A vital principle of the plan, which should be lauded, is to ensure more playing and training time for home-grown talent and broker relationships between clubs and local schools (Price, 2015). The FA selects players from under-15 through to under-21, seven-year groups. The coaching pathway has been established for decades and continues to evolve, yet the people responsible for identifying players (Laurell & Söderman, 2018). So, FA executed various courses for the promotion of coaches. Also, programs have been implemented in schools with the aim of football development (Howie & Allison, 2015). The FA investment in smaller-sized versions and recreational football formats allowed for further accessibility across the sport (Careers in Sport, 2019; StreetGames, 2021). In 2012, Double Pass and the Premier League worked together to optimize the English youth academies and, ultimately, their players' potential (Double Pass, 2021). Furthermore, the operation of clubs is overseen by Double Pass (Premier League et al., 2014). As a result of this program, they achieved the championship in U-19 Euro 2017 and U-17 and U-20 World Cups simultaneously (Long, 2018).

Therefore, despite the similarities in talent management methods and governing bodies' actions in leading countries, some differences make us interested in studying these processes in a developed country like Germany. A proper general understanding of this program and the relationships can be more exciting and get more attention from football managers in other countries. So, studying the TID and TDE programs and the governing bodies' actions can provide valuable insight for other countries as to how they structure their talents pathway (Bennett et al., 2018). Therefore, the researchers' aims are mainly: What is the DFB and DFL's role in the TID and TDE programs? What is the overview of the DFB and DFL's role and their collaboration with other sectors in the TID and TDE programs?

## 2. Methodology

The particular meta-synthesis process we developed is based on (Sandelowski & Barroso, 2007). Following the process outlined by Sandelowski and Barroso, the steps taken to collect and analyze the data were followed as these phases:

### 3.1. Inclusion and exclusion criteria

The authors created a search strategy that combined terms related to the study topic (Finfgeld-Connett, 2018). They included 'DFB Elite and Development Program',

'German TID and TDE Program', 'German TID and TP Program', '1998 World Cup and 2000 Euro', 'DFB', 'DFL', 'Coaches', 'Coordinators', 'DFBnet', 'DFB Regional Bases', 'Performance Centres', 'Youth Academies', 'Football Schools', 'Elite Football Schools', 'Regional/State Association', 'Double Pass'. The terms were searched in the Web of Science database, Science Direct, Google Scholar, and Google.

Figure 1 presents the process of identification and selection of the relevant records for the meta-synthesis. In June 2020, we identified 1124 documents. All (association, governing bodies, TID and TDE program, talent, development) TID-related documents on the Sport were reviewed first. Those that were not relevant to football were removed. Following the initial screening and selection procedure, 686 documents were retained. The 585 screened documents about German TID and TDE program were investigated in the second stage. Any documents that did not match the research purpose were discarded. Therefore, 53 records were included in the synthesis and analysis.

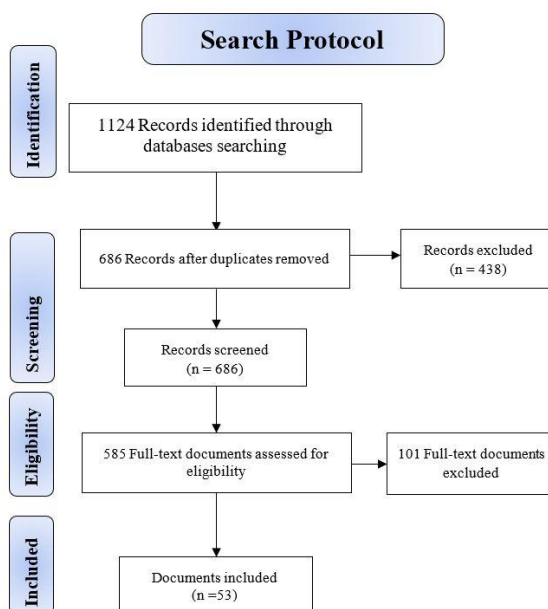


Figure1. Meta-synthesis review flow chart of the study (Moher et al., 2009).

### 3.2. Data extraction and synthesis

At this stage, coded the documents via a three-stage analyses process comprising open codes, selected codes (concepts), and theoretical codes (categories) based on the grounded theory method (Corbin & Strauss, 2008). Each document was first assigned a number before inductive line-by-line coding was undertaken. For all the information in each document, one code was used. The next stage identifies concepts as semantically different or similar, and the codes split or merged. The codes were further refined and

grouped according to conceptual similarities to produce defined concepts before similar codes were grouped into categories.

### 3.3. Validity

The validity mechanism includes (a) the maintenance of an audit trail, (b) ongoing negotiation of consensual validity, and (c) expert peer review (Sandelowski, 1998). A key mechanism for maximizing theoretical and pragmatic validity is expert peer review. The procedures and outcomes are continually scrutinized and critiqued by persons with the requisite research expertise (Sandelowski & Barroso, 2007). For control of the extracted codes' descriptive validity and to confirm our proposed model, it was reviewed by three experts.

## 4. Results

### 4.1. What is the DFB and DFL's role in the TID and TDE program?

#### 4.1.1. DFB and DFL' actions from 2001- to now

The rise of German football is in the professionalization of the DFB and the German Football League (DFL) under the coordinated management of the realization (Lu, 2017). The turnover point was poor results in 1998 WC in France and 2000 Euro Championship (Alagic, 2017). Immediately following the national team's disappointing performance, a DFB task force started to look into how the national team could be helped (Hesse, 2016; Malone, 2014). Investigating the reasons for the failure and the main factors behind the defeat of the German national team, deficiency of highly skilled young players (Han, 2016), and shortcomings in the youth development system were determined (Hesse, 2016). Within the DFB, though, was a stark realization that wealthier Bundesliga clubs were relying increasingly on imports, and relatively little work was being done to develop homegrown talent (Malone, 2014). So, DFB, the Bundesliga and, the clubs decided that developing more technically proficient homegrown players would be in everyone's best interests (James, 2013). Working together, the DFB and Bundesliga set out on a cultural overhaul of German football (Rose, 2016), which led to comprehensively renewed youth football (James, 2013).

Before Germans' football reform began, the DFB travelled the world searching for the best approaches to restore the team. During the process, they discovered successful foreign management tactics and incorporated them into the existing German blueprint (Han, 2016). The DFB undertook painstakingly thorough research to detect ways to develop better players and coaches. They sought to produce a generation of great players and learned from the experiences of countries like Spain, the Netherlands and, France (Ermissvland, 2014).

Reforming the club's operations and entry authorization is the first and most important actions for football development. The other items are improving the professional league team's entry license system, strengthening the professional club youth team training, and audit club finance. Also, to ensure that each team in the league



has enough mobility capital to maintain the operation and build a training center to ensure the continuation of the reserve talent team, standard football rules and regulations, improve the legal construction are the other actions (Lu, 2017).

German football is now reaping rich dividends from investment initiatives undertaken since 2000 to improve the quality of its coaches and young players (Ermisvfland, 2014). In 2001, DFB and the DFL began a program known as "DFB Talent and Elite Development" (Güllich, 2014). At that time, the DFB started a significant and sustained investment program to improve its footballing infrastructure radically. The DFB's master plan transforms Germany's youth development system (Ermisvfland, 2014). The DFB's program was helped by a change in Germany's nationality law in January 2000, which enabled foreigners to become German citizens (Niemann & Brand, 2008).

The philosophy of DFB has included international trends, strengths of German football; club football; development of talent; national teams, and coaching education (Tschan, 2008). Main DFB actions it was necessary to have been done talent identification; talent development; academy certification; competition structure; coaching development; certificate of academies, and modifying the league's competitive structure (Chesler, 2013). DFB's strategy was the setup of a modular & holistic talent & elite development system: systematic support of basic facilities; youth academies; network elementary/ high schools; age-appropriate practice-oriented competitions; national teams; investments; commitment licensing certification evaluation; staff organization DFB and DFL state associations; infrastructure, and, education coaches' player's experts (DFB, 2015).

The DFB and DFL' actions and creation of the necessary infrastructure for the development of football after the run of TID and TDE programs respectively as follows:

#### *4.1.2. DFB regional bases*

In 2001, DFB built 366 regional bases (Stöber, 2017), serving 50-70 clubs each (Lindberg, 2015). Three hundred sixty-six regional coaching bases where 1,300 professional, full-time coaches teach youngsters the basics of the modern game (Hesse, 2016), and it usually serves around 14,000 players between ages 11-15. Every year 600,000 youth players are scouted at these bases (Lindberg, 2015). The DFB made scouting better because small clubs could send players to official association trials. After scouting, the boys could also get an extra training session once a week in these bases players selected who participate in regular training sessions (Abraham, 2018).

#### *4.1.3. The 50+1% rule*

In 2001, the introduction of the "50+1%" rule, which requires Bundesliga clubs to be owned by their members (Bauers et al., 2020; Wilkesmann & Blutner, 2002), Rule meant that clubs could not be more than 49% owned by a single entity, has helped to promote homegrown talent (Hesse, 2016). In the absence of foreign benefactors, it

makes financial sense and appeals to the supporters in control to give young German players an opportunity (James, 2013).

#### 4.1.4. Financial investment

German football is now reaping rich dividends from investment initiatives undertaken since 2000 to improve the quality of its coaches and young players. In 2002, the DFB and the professional clubs spent an annual €48 million on this system. The Germans also realized that finding talent wasn't enough (Hesse, 2016). Since the launch of the performance center system, clubs and the DFB invested more than 700 million euros (Schmitt, 2015).

In the 2001-2002 season, on average, more than 65 million Euros per year are invested in youth performance centers (Schmidt & Stegmann, 2016). Therefore, a large part of the DFB's budget goes into elite and talent promotion, amateur football, and social and socio-political projects. For example, in 2010–2012, some €95 million have spent supporting 26 regional and subregional FAs in addition to a host of DFB projects. Financial support is also provided to the association's various foundations and its sustainability program. So, all of the approximately €5 million generated by the national team's biennial benefit match is used to help the DFB and DFL foundations (Norman et al., 2015). In 2013 some €22 million were budgeted for junior teams and talent promotion via elite schools (DJW, 2011), the 366 DFB regional bases across the country, and the "DFB-Mobil" scheme. Another significant outgoing is the DFB's extensive project work, primarily social and socio-political (Norman et al., 2015). In 2013–2014 alone, the 18 clubs invested €90 million in their youth, whereas the Bundesliga 2 supported 30 million (Schmitt, 2015).

#### 4.1.5. Reforming coaching system

Germany did very poorly in the 2000 Euro Championships (Simon, 2015). DFB identified the technical level as one cause and a system that values coaches and nurtures indigenous talent (Alagic, 2017). Therefore, managers needed to reform and specialize in the coaching system. Then, the collaboration between coaches and TID and TED program was revised.

Each DFB regional is based on DFB coaches providing continuing professional development for clubs in their region (DJW, 2011). So, every player has access to the best coaching (Weiss, 2013), and, unlike in their clubs, the DFB regional bases' coaches have enough time to address every individual's needs (Abraham, 2018; Simon, 2015).

In the youth performance centers, the younger players (U13 and U15) train four to six times a week; the older players (U17 and U19) train six to eight times a week. The skills offensive continues with the coaches. Of the 650 coaches total, 271 coach full-time. Of these, far more than 50% hold at least a national B license (Schmidt & Stegmann, 2016).



#### 4.1.6. DFBnet

In 2002, the DFB established the basis for the software-supported football organization with its subsidiary DFB-Medien (DFB, 2013). Its DFBnet platform supports all administrative and executive club functions and facilitates the exchange of information between clubs and associations or officials (DFB, 2016).

#### 4.1.7. DFB coordinators

DFB has hired 29 full-time base coordinators for the organization of this project in 2001 and 2002. They work closely with the regional associations to ensure a smooth operation and communication towards unified training and playing philosophies. Thus, the base coordinators assume a central role in the youth development concept (Alagic, 2017).

#### 4.1.8. Youth academies

To ensure that gifted youngster's amount to something in the future, the Academies Committee, formed in 2001, is likewise working constantly on opportunities for improving and expanding the foundations for working with young talents. Ten years later, the German promotion of its youth and elite talent is recognized throughout Europe (Bender et al., 2011).

#### 4.1.9. Performance centers

In 2001 and 2002, as the extended TID and TDE programs were devised and launched, the DFB and DFL added a new rule to these regulations (Hesse, 2016). So, every professional club (Bundesliga and Bundesliga2) to build or maintain a performance center and had to nurture young talent (James, 2013) as a pre-requisite for granting a license to play in the top professional divisions (Schmitt, 2015). The DFB regulated the quality of these academies (Ermisvfland, 2014).

#### 4.1.10. U17 and U19 Bundesliga

For children and players who participate in TID and TDE programs, training in the best training centers and benefiting from the best facilities, it is necessary to constantly participate in various competitions related to their age groups. So, the founding of the Junior Bundesliga was pioneering for the DFB because it was the first time that the association had run a youth league (Norman et al., 2015). In 2003-2004, the DFB introduced a nationwide U19 Bundesliga split into three geographical tranches (Alagic, 2017). The assessment of the U19 Bundesliga was so positive that the U17 Bundesliga was launched for the start of the 2007-2008 season (Honigstein, 2015), also divided into three divisions, each containing 14 teams. This approach aimed to guarantee the long-term intensive development of talent and offer young players an excellent opportunity to establish their careers (Norman et al., 2015).

#### 4.1.11. Double Pass

In 2005, to ensure German clubs' future success, the DFB and DFL began to employ the performance management system 'Foot Pass' to evaluate and certify the Bundesliga clubs and their academies (Van Hoecke et al., 2008; Van Hoecke et al., 2009). In 2007 and 2008, the academies certification by Double PASS evaluated everything from the clubs' playing fields and facilities, to staff members, via the club's philosophy, principles and, education concepts for young players (Price, 2015).

#### 4.1.12. Elite football schools

In 2006, DFB, in cooperation with local schools and clubs, had set up 39 elite football schools, which can fall back on a network of schools, elite sports centers, and clubs (Englisch et al., 2016). All talents receive comprehensive assistance to promote a parallel career in Sport and school (DFB, 2015). For instance, additional sport training units, help with homework, out-of-class tutoring, and flexible exam dates. A wide-ranging certification system ensures the quality of education and training in elite schools (Englisch et al., 2014). For performance centers, collaborating with schools is essential for optimal talent development. The all-day school significantly limits afternoon practice time. Elite football schools have training units in the mornings and provide students who miss school due to select training courses flexible opportunities to make up missed work (Schmidt & Stegmann, 2016).

#### 4.1.13. Mini pitches or Soccer Fields

One of the ways to develop football is to build hardware facilities, including the construction of football fields. Because large sports stadiums are costly, small pitches in various dimensions expand football in developed countries. So, DFB was designed to encourage active participation and instill a long-lasting love of the game; the 1000 Mini Soccer Pitches also sought to strengthen collaboration between schools and clubs. Promoting girls' soccer and improving the integration of children with a migratory background are further aims of the 1000 Mini Soccer Pitches project (SoccerGround, 2020).

After the 2006 World Cup, they were built over 1,000 mini pitches (Gagnon, 2014; UEFA, 2011). Mini pitches constructed by the DFB and subregional football associations also ensure that children join football clubs. For many, this is where they first meet the football. In addition to maintaining a sustained enthusiasm for football, the DFB uses the mini-pitches to pursue other essential objectives on an ongoing basis: the expansion of football infrastructure in schools, the promotion of cooperation between schools and clubs (Norman et al., 2015), the rise of integration of children with a migratory background (ESTO, 2017), incentives for subsequent investment by local authorities and district councils, the promotion of girls' football (Norman et al., 2015) and the promotion of general physical education among children and young people (Soccer Ground, n.d.).

#### *4.1.14. Local player rule*

In 2006 and 2007, the DFB also instituted a local player rule, which stated that a minimum of eight players must be educated locally in pro-team. The club must have a minimum of four, and the rest can be from any club within the DFB. This Rule improved the youth program within the German leagues' focus on young and skilled players and less on buying non-German players to complete your squad (Schmitt, 2015).

#### *4.1.15. DFB and DFL' actions in 2009-2016*

At the start of the 2009-2010 season, the educational care of junior national players has been optimized concerning international matches and training camps. Thanks to the appointment of a school coordinator and two teachers, it has been ensured that junior national players receive a systematic, rational and, professional school education during each training camp or a break for international matches. In addition, DFB, jointly with DFL and VdV<sup>1</sup> implements numerous "FIT FOR JOB" schooling events in the Bundesliga's elite youth training centers and at DFB's scouting tournaments and coach conventions (Englisch et al., 2016).

In the 2014-2015 season, statutes have been changed in cooperation with DFL to oblige clubs to appoint full-time pedagogical staff in the elite sports centers. The main objective is individual career planning and career monitoring for young elite players. In addition, female elite players are given access to DOSB's Olympic Support Centres (Englisch et al., 2014).

In the 2015-2016 season, DFB and DFL, jointly with an independent partner, launched a support project in the form of an audit/certification on the "accommodation of junior players" in all training centers. In the framework of quality assurance and process optimization, the aim is to define minimum standards for the accommodation and care of players in training centers (Englisch et al., 2016).

#### ***4.2. What is the overview of the DFB and DFL's role and their actions in the TID and TDE program?***

In Figure 2, we present the collaborations between the actors, in other words. The suggested model divides into several parts. It shows the DFB and DFL actions in developing talent programs from the beginning until now. The model summarized more details and explanations about the DFB and DFL's role in the TID and TED program. For brevity, we will not explain the collaboration in this model. The colorful model with its guide is probably illustrative enough.

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<sup>1</sup> German Association of contracted football players: Vereinigung der Vertragsfußballspieler e. V. (VDV)

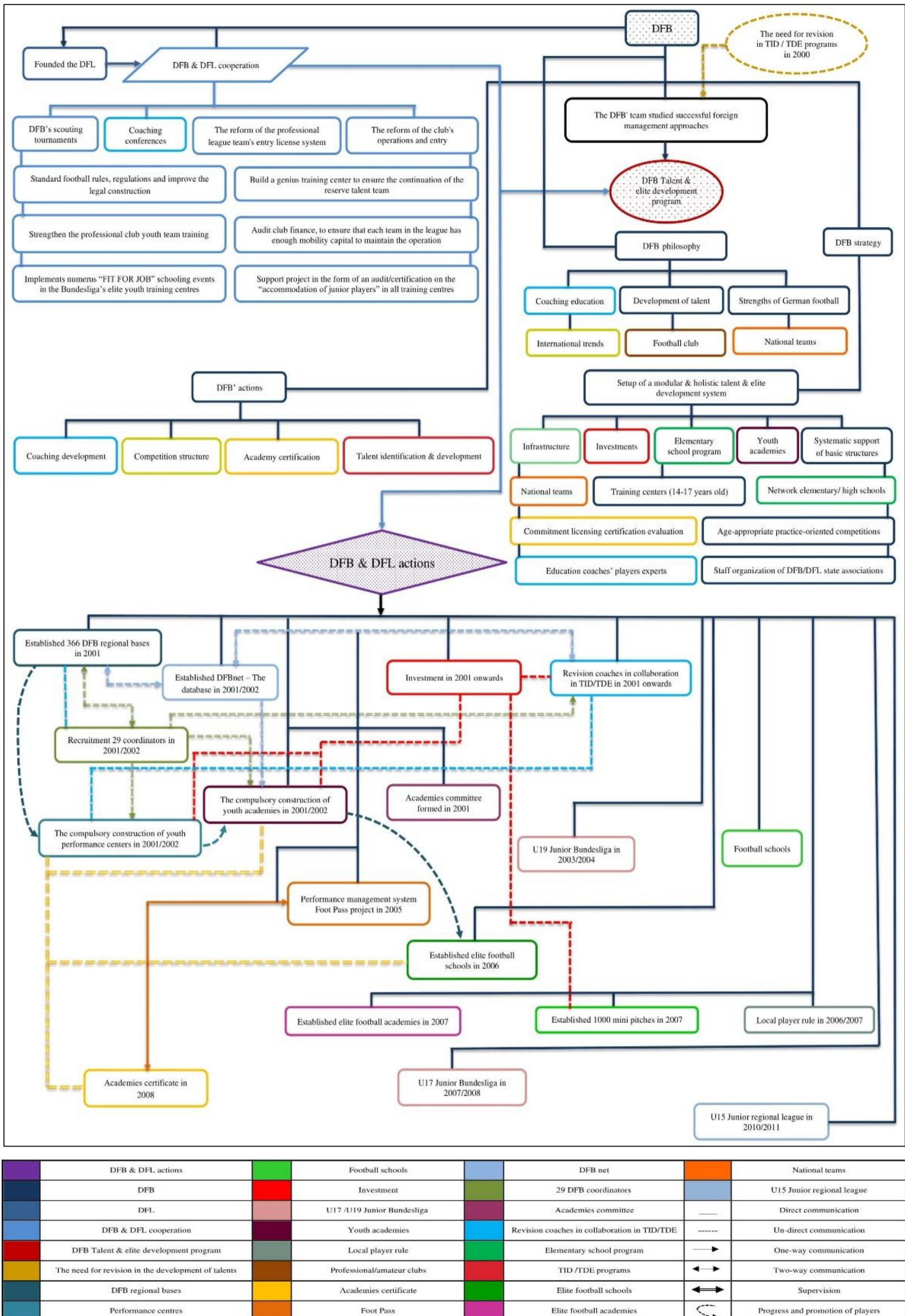


Figure 2. Overview of the DFB and DFL' role and their interrelations in TID and TDE programs.



## 5. Managerial implications

The development and growth of a sport cannot be expected to be the sole responsibility of the National Federation and the League of Nations. Instead, the cooperation of regional and provincial councils, football clubs, and elite schools can be promising for development. However, infrastructure development and binding national laws, including immigration laws and funding, are essential. Also, reviewing the coaches, referees, and competitions for national, extensive, and purposeful competitions is necessary for developing sports. Also, governing bodies' supervisory and cooperative roles and reviewing and redefining processes are other issues that can be considered. Therefore, creating a national determination, providing financial resources, and developing knowledge, managerial and technical skills are undeniable necessities in this field.

## 6. Discussion and conclusion

Many countries in the world aspire to progress. The position of the sports industry is different in each society. But football has been able to take an effective weight from the sports industry of the communities. As many as 20 English Premier League teams account for half of the annual turnover of the English sports industry (Deloitte, 2021). Therefore, managers, social and cultural officials, and investors in countries long for football development. But how? The publicity and attractiveness of football, along with its working capital, arouses managers to think about how it could develop its? But are the football federation and the league organization capable enough in this way? What are the factors, roles, and relationships in this, and what resources can be invested? Because in many developing countries, the lack of sources always leads to a lack of attention to strategic plans, managers have been forced to manage things most cheaply. DFB's strategy was the setup of a modular & holistic talent & elite development system (DFB, 2015). They used DFB regional bases to make scouting better. Because small clubs could send players to official association trials (Alagic, 2017; Grossmann et al., 2015; James, 2013; Kim, 2015).

German managers reformed and specialized the coaching system (Bender et al., 2011). Then, the collaboration between coaches and TID and TED program was revised. DFBnet was the other way to provide an excellent and functional database to manage this system (DFB, 2016). They used the executive information system for players, coaches, referees, and every active member in the TID program. Several coordinators around the country have missioned to create intercorrelations between subdivisions of this system. They have a significant role in running the TID system from clubs to regional bases, leagues, and every factor that plays a valuable role in this system (Alagic, 2017).

Besides the performance centers, youth academies are constantly working on opportunities for improving and expanding the foundations for working with young talents. Performance centers have reinforced the youth academies' role in the TID program. Without the U17 and U19 Bundesliga league, each work during the program would be fruitless. It is a fact that holding league matches in different categories will

cost the federation and the community a lot. But its benefits and fruits for society and the scope of football are innumerable. Developing national competitions up to 14 leagues is a significant step and a critical point in developing a talent program that the Germans have managed well. But without a corporate to help the federation monitor the performance of clubs and academies and improve their rankings, all efforts will be in vain. In cooperation with the Double pass, the Germans have shown acceptable performance in this area.

Elite football schools and mini-pitches are the other actions that have an essential role in the success of the TID program. Without providing widespread playgrounds, coaches, and scouts besides the elite schools, how DFB could be a success?

But football, with its many variables, football cannot be considered a compelling economic and social engine without colossal investment and, most importantly, the national determination of the officials and the people of the countries. Therefore, the federations must plan to develop the infrastructure and attract the attention of governments and investment, acquire the knowledge and skills of cooperation of institutions, and create a macro-management program to build football and talent acquisition and talent development. Financial support is also provided to the association's various foundations and sustainability programs (Schmitt, 2015). Also, the pivotal role of clubs as the center of gravity of sports development in any country seems undeniable. But to what extent do the countries' laws help in club administration, and do they create obstacles? Can clubs grow and prosper to the extent that they can contribute to the growth and development of football in the federation and the league organization?

As shown by Figure 2, many close collaborations should be done that need monitoring and leading by DFB. The authors congratulate them for this excellent project management and huge founding that investing and expending for the program. Many sociological and cultural results besides the football development and financial benefits are appreciated, and we hope other countries who wish to develop their sports can use these experiences.

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## همکاری فدراسیون و سازمان لیگ در توسعه یک برنامه استعدادیابی چگونه است؟ مورد مطالعه: فوتبال آلمان

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### کلیدواژه

استعدادیابی  
استعداد پروری  
فدراسیون فوتبال آلمان  
فرا ترکیب  
لیگ فوتبال آلمان

### نوع مقاله

مطالعه موردی

### چکیده

**هدف:** این مطالعه به بررسی نقش نهاد حاکمیتی فوتبال آلمان در برنامه‌های استعدادیابی و توسعه کشور می‌پردازد.

**روش:** این مطالعه با هدف بررسی مدیریت استعدادیابی فوتبال آلمان به روش کیفی از نوع فراترکیب و با طی مراحل ساندلوسکی و باروسو انجام شد.

**یافته‌ها:** نقش نظارتی و مشارکتی نهاد حاکمیتی و بازنگری و بازتعریف فرآیندها از دیگر مواردی است که در این راستا قابل بررسی است. ایجاد عزم ملی، تأمین منابع مالی و توسعه دانش، مهارت‌های مدیریتی و فنی از ضروریات انکارناپذیر توسعه ورزش است.

**اصالت و ابتکار مقاله:** محققان توانستند با مطالعه اسناد و مقالات منتشر شده توسط آلمانی‌ها بین سال‌های ۲۰۰۰ تا ۲۰۲۱، جزئیات روابط، فرآیندها و نقش‌ها را شناسایی نمایند. این تجربیات برای جوامعی که به دنبال توسعه برنامه‌های استعدادیابی در ورزش خود هستند ارزشمند است.

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