



Club Licencing Regulations (CLR) on Infrastructure Aspect in PSSI Bandung and Persib Bandung Football Club: An Evaluation Study

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Abstract

This study aims to evaluate infrastructure aspects hated on the Club Licensing Regulation (CLR) of the City Association (Askot) of the All Indonesian Football Association (PSSI) and the Persib Bandung Football Club (Persib), as well as the effectiveness of in improving the performance of both: Askot and the Persib Bandung. This research is an evaluative study with a Context, Input, Process and Product (CIPP) review. It has relevance value because of its holistic approach to evaluation to provide a very detailed and broad picture of a program, from its context to the implementation process. Context stages include goals and objectives, legal law and policies, legality, and determination of organizational structure. Input stages include stadium eligibility, control room availability, capacity, first-aid availability, doping control room, field specifications, press and media facilities, audience seats, and supporting accommodation. The process stages include basic rules, operating procedures, facility use, maintenance, and monitoring. The product stages include physical fitness, athlete skills, and club achievement. The process reaches 30.0% in the "very low" category as well as the Product (33.3%). The overall evaluation of the infrastructure aspects based on the CLR on the PSSI Bandung and Persib was 41.50% (very low). Based on the results of a comprehensive evaluation, it is stated that a blueprint to manage the overall objectives and stadium maintenance is needed. It is also needed to overcome the obstacles during the process. It is necessary to lobby for the authority to manage the stadium independently to improve players' physical fitness and skills further because an advanced and sophisticated infrastructure supports it.



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INTRODUCTION

Asian football federation (AFC) has set the quality standard of a football club in the Club Licensing Regulation (CLR). The CLR was adopted from the CLR issued by FIFA, and the Football Association of Indonesia (PSSI) should also adopt the regulation as a reference for club verification before a tournament/league starts. Based on the AFC guidelines, CLR aims to measure the performance reliability level for football clubs based on five aspects; sporting, infrastructure, personnel and administrative, legal and financial (Ahtiainen & Jarva, 2020). The performance assessment for football clubs by applying the CLR should be carried out from the lowest league or amateur clubs which are the grass root of coaching a club. However, many professional clubs in the Indonesian League 1 do not meet the criteria of CLR adapted from AFC.

The clubs' performance assessment includes an indicator of a final achievement obtained according to a predetermined target. To achieve this, a club must build a character in the managerial process, including all aspects supporting the achievement (Carlsson-Wall, Kraus, & Messner, 2016). It requires not only a qualified club but also the club's professionalism needs to be improved to compete and achieve better on the national, regional, and international levels. AFC, through CLR, aims to level the existing clubs equally professionally so that the competition process is more manageable, safe, transparent, credible, and integrity (FIFA, 2004).

The CLR application in a club may increase the integrity of the existing club. It should be considered that it has been licensed and approved by FIFA since 2004 and must be part of clubs'

regulations starting from January 1st, 2008. FIFA describes the CLR as the legal document for the club licensing system. It aims to ensure the sports values, financial transparency, ownership and control of the club, as well as the credibility and integrity of the competitions (McLean, Salmon, Gorman, Read, & Solomon, 2017). It contains the minimum requirements for a football club to participate in competitions at the continental or international level.

The AFC Guidelines include five aspects for benchmarking the reliability level of football clubs: sporting, infrastructure, personnel and administrative, legal and financial (FIFA, 2020). They are the essential roles in the succession of a football club achievement. The infrastructure aspect is the key to success at the community level. They believe that good infrastructures will maximize the performance of every player in a football club. The infrastructure includes ownership of the stadium equipped with good facilities such as accommodating places for spectators and the press/media; the standardized stadium is easily accessible. It also includes adequate training facilities for players. These are long-term investments for the club (Blumenthal et al., 2016).

Every football club must fulfill CLR at the national level to join the local competition or, at least, if the club competes at the confederation level (such as the AFC Champions League or the AFC Cup) and the world (such as the FIFA World Cup) (Simmons & Deutscher, 2012). The club representing a country in the confederation or world competition is the local league's winner or top ranks, so this regulation must be fulfilled, especially for them (Hughson, 2016). When the local league is about to end, the registration for the AFC competition is opened (one club is chosen

as representative of the Asian Champions League play-offs and two clubs to the AFC Cup). The CLR is an obligation for the clubs to fulfill while the Football Association of Indonesia applies. The CLR approved by FIFA in 2004 was then issued by the FIFA Executive Committee on October 29th, 2007, and released as a standardized regulation on January 1st, 2008. The CLR has been disseminated to all football clubs worldwide since 2016. FIFA describes the CLR as The basic legal document for a club licensing system, in which all clubs aim to promote general principles such as the values of the sport, transparency in finances, ownership, and control of a club, and credibility and integrity of the competition.

FIFA sets the minimum requirements a football club must fulfill to be licensed to participate in national, continental, and international competitions. The basic legal documents (known as FIFA Club Licensing Regulations) have been issued by FIFA and the Confederations (e.g., AFC). They must adopt their own club licensing regulations as members (e.g., PSSI). They have to refer the regulation to FIFA CLR to be implemented at the national level. The Football Association of Indonesia has to adopt the regulation from AFC CLR, for the source is mainly from FIFA CLR. At the national level, association members can delegate team licensing responsibilities to affiliated leagues. For example, PSSI can delegate team licensing responsibilities to the Club Licensing Committee (CLC PSSI) and Club Licensing Department (CLD PSSI) because they should align with the AFC and FIFA.

The regulations are issued to standardized football clubs to have their stadium to play in AFC competitions with adequate facilities for teams, officials, spectators, VIPs, media, press, and

broadcast and commercial partners. The clubs must also have good training facilities. All the facilities have to be standardized for AFC competitions (Kennedy & Kennedy, 2012). It includes stadium safety certification, approved evacuation plans, training facilities, stadium security, training facilities for player development, stadium ground rules, facilities for disabled spectators, and signs and directions at the stadium. The availability of facilities and infrastructure can measure the process of a football club's success. Adequate facilities and infrastructure will reflect the quality of the club (Penny & Redhead, 2009). Otherwise, inadequate facilities and infrastructure may impact the low performance of a football club. Furthermore, the football industry in Indonesia is still lagging behind countries in Europe, America, and even Asia itself. One of which is management and sports infrastructure in the stadium. Currently, Indonesia only has three international standardized stadiums. It is still not enough to accommodate the programs that have been made by related parties in charge of football in Indonesia to advance the national football industry.

The Bandung government, as a participant in the succession of sporting achievements, fully supports the 36 members of the PSSI Local Association (askot) of Bandung. They also support the professional club Persib Bandung (a local club in Bandung). In the last three years, the Persib Bandung performance has decreased. Some believe that it is due to the lack of support from team management. The most influential thing is that club facilities are minimal, and some have not met FIFA regulatory standards. This Indonesian football club was established on March 14th, 1933, in Bandung, West Java. Persib currently plays in Liga 1 Indonesia. Their nicknames are Maung Bandung

(Bandung Tiger) and Pangeran Biru (Blue Prince). Persib Bandung has a stadium, Si Jalak Harupat. It is located in Kopo and Cibodas, Kutawaringin District, Bandung Regency. The stadium area is about 28,177 m² and 7,500 m² for the football field. The football field as the main arena is planted with zoysia matrella linmer grass which can minimize injuries to football players. The lights for the field are 1,000 lux which makes night matches possible. An electronic scoring board, a standard-size track for athletics, and a stand can accommodate 40,000-45,000 spectators. Supported by other facilities such as toilets, canteen, changing rooms, and referee's room, this stadium was once the venue for the 2008 AFF Suzuki Cup, on the last day's group stage match that was concurrently held with another stadium, Gelora Bung Karno Main Stadium, in Jakarta.

Substantially, Si Jalak Harupat has a good interior design, but this stadium can only meet local and national qualifications. The assessment reported that the field and grass drainage system is appropriate, but the audience seating still uses the traditional format: whereas for a modern stadium, a spectator is provided with one seat. The counter for selling tickets is still attached to the stadium and not outside the stadium area like a standard stadium. The changing rooms are not equipped with massage tables and lockers. Likewise, the place of reserve players is still considered inadequate. Another drawback is the location the stadium is quite far from the hotel. The two supporting fields are considered less qualified because their shape is not enclosed.

Based on AFC verification in October 2011, Si Jalak Harupat Stadium did not get the license from AFC because it still has many shortcomings, but it was declared eligible to hold an Indonesian League match. If this stadium is projected

to be used to host Asian Champions League matches, this stadium must be upgraded. In 2010, the stadium was renovated to improve existing facilities to be worthy of being an international stadium. The spectator stands, changing rooms, ticket booths, and parts around the stadium are now considered to have met the standards set by the Asian Football Confederation (AFC).

Bandung requires a football stadium facility that meets international regulatory standards. With the existence of a FIFA standardized stadium facility, this area is expected to significantly improve the club's achievements on a national and international scale. The argument above raises that CLR is valid to be applied in football to achieve the club's professional goals, especially for Persib Bandung. CLR will professionalize club management and competition administration, promote financial viability and stability, and promote transparency in finances, ownership, and control. CLR will also maintain the credibility and integrity of club competitions so that clubs and competitions can promote sporting values through the principles of fair play implemented by PSSI in Bandung. From the description that has been explained, further research is needed to evaluate the implementation of club licensing regulation with infrastructure aspects to support the achievements of PSSI in Bandung and its professional club: Persib Bandung football club.

METHODS

The method used in this study is evaluation research. Evaluation research is not intended to prove hypotheses but is intended to improve programs or policies that are carried out (Subasman, 2015). Program evaluation is carried out to determine the achievement of the targets

that have been set and then make a decision on the program. In this study, the CIPP evaluation model proposed by Stufflebeam was used (Stufflebeam, 2007). It is because CIPP has a holistic approach to evaluation, aiming to provide a very detailed and broad picture of a program, from its context to the implementation process. Context evaluation is carried out to determine the suitability of the context objectives in the evaluation research. It includes: 1) Objectives and targets, 2) Legal and Basic Policy, 3) Legality, 4) Determination of organizational structure. While the input evaluation includes: 1) Stadium, 2) Control Room, 3) Capacity, 4) Availability of First Aid, 5) Doping

Control Room, 6) Field Specifications, 7) Press and Media Facilities, 8) Spectator Chairs, 9) Supporting accommodation. Further, the Process evaluation includes: 1) Basic Rules, 2) Operation/use procedures, 3) Facility utilization, 4) Maintenance, 5) Monitoring. Meanwhile, product evaluation refers to 1) physical fitness, 2) athlete skills, 3) club achievement. Furthermore, this model is used by researchers because it is comprehensive. The object of evaluation is not only on the final result but also on input and the process (Tangkudung, 2016). The flow of research on the evaluation of infrastructure aspects based on CLR for Bandung and Persib is as follows;

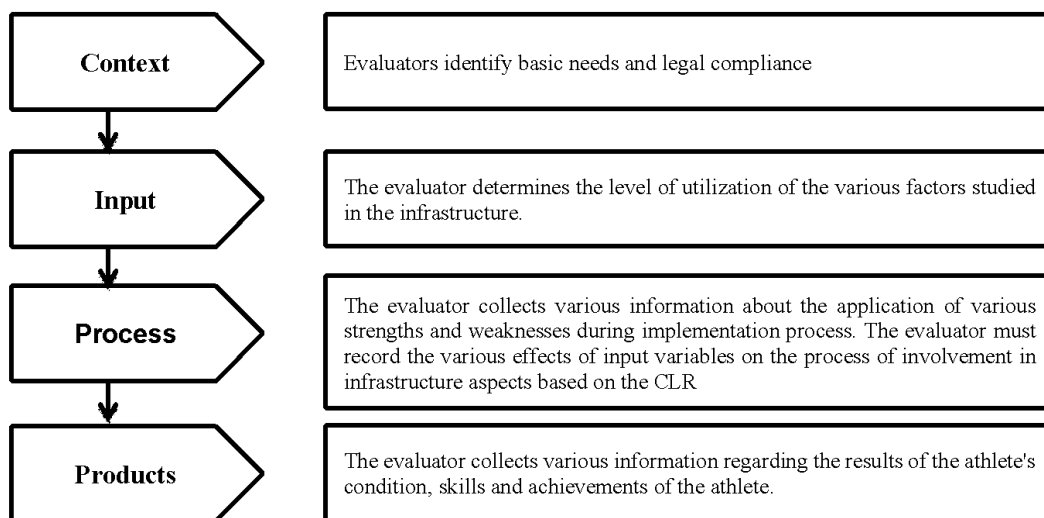


Fig 1. Infrastructure Evaluation Aspect flow of study

This study refers to the CIPP evaluation model initiated by Stufflebem. The evaluation study is a plan that is carried out by collecting data information, while the design scheme for evaluating infrastructure aspects can be seen in the Figure below:

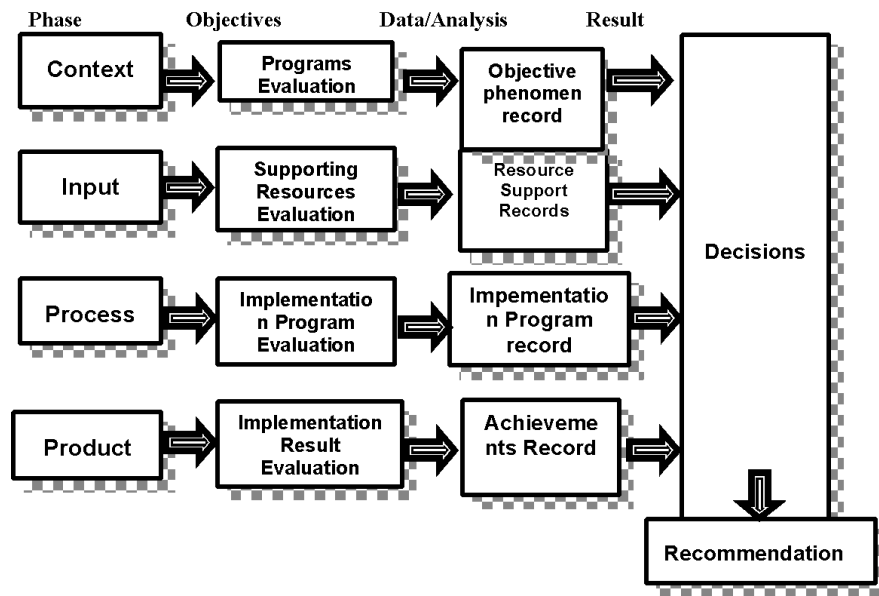


Fig 2. CIPP Model Evaluation Design

Based on the design scheme in the picture above, it can be explained as follows:

- a. At the context stage, it is intended to record or identify the objective conditions of conformity with goals and objectives, legal law, legality, and determination of organizational structure. From the analysis results, information can be obtained that becomes the basis for making decisions on the follow-up to the monitoring.
- b. At the input stage, it identifies the support resources needed. It includes support stadium availability, Control Room, Capacity, First-aid Availability, Doping Control Room, and Field Specifications.
- c. Press and Media Facilities. Furthermore, an analysis of these conditions is carried out to support the evaluation process. It can be used as a basis for decision-making during the stages of program implementation.
- d. At the process stage, the implementation of infrastructure aspects is identified. The process

stages include Basic Rules, Operational Procedures/Usage, Utilization of Facilities, Maintenance, and Monitoring. Furthermore, an analysis of the suitability of the infrastructure criteria and standards set by FIFA in the form of CLR is carried out. Based on this information, a decision can be made on the extent to which the implementation mechanism has been applied.

- e. At the product stage, the achievements identification has been determined on the fulfillment of infrastructure aspects with the criteria of fitness and skill values to determine the level of success or failure.

The evaluation research subjects selected were all stakeholders involved in the membership, board, or management of the PSSI Bandung and Persib Bandung Football Club. In addition to information from stakeholders, the reliable documents related to evaluating infrastructure aspects based on the CLR of PSSI Bandung and Persib Bandung football club were analyzed. The study used

several adapted instruments to the required data sources. It employed questionnaires, interviews, and literature studies. To use the method that has been determined (interviews, questionnaires, and documents), a tool as a research instrument is needed to collect data (Hidayat, Rohyana, & Lengkana, 2022). The primary data collection tool uses a predetermined method for one researcher's research or collaborative research (Gulo, 2002). In this study, descriptive analysis was used. It aims to describe and give meaning to the data for each evaluated dimension. In collecting the data needed in this study, researchers used various data collection techniques in the form of interviews, observation, questionnaires, and literature studies.

Participants

In evaluation research, the subject of evaluation research is the person who does the evaluation work (Arikunto, 2013). The evaluation research subjects selected were all stakeholders involved in the membership, board, or management of the Badung City PSSI Ascot and Persib Club. In addition to information from stakeholders, the subjects of this research are documents related to reliable data related to the evaluation of infrastructure aspects based on the CLR ascot PSSI Bandung City and Persib.

Procedures

In this study, the researcher uses descriptive analysis research to describe and give meaning to the data for each of the evaluated dimensions. In collecting the data needed in this study, researchers used various data collection techniques in the form of interviews, observation, questionnaires, and document studies. The data collection techniques can be described as follows:

1. Interview guidelines, conducted using interview guidelines for

respondents (informants) to obtain information directly from the board, management, and all stakeholders. This technique is used to collect data related to infrastructure aspects based on CLR at Askot PSSI Bandung and Persib. It is expected to obtain extensive and in-depth data to obtain views on the research subject through interviews. According to Sugiyono, interviews can be structured or unstructured and can be done face-to-face or by telephone (Sugiyono, 2011). Interviews were conducted in a structured and unstructured manner. Structured; namely, the previous researcher made a list of questions in the form of outlines that became the focus of the research, especially aimed at key informants, while unstructured interviews were flexible in structure, and the words in each question could be changed at the time of the interview. This is done to further explore and develop from the informants' answers so that the information collected is complete and in-depth.

2. Observation aims to obtain complete and detailed data through careful observation of the studied focus. In this study, researchers observed aspects of infrastructure availability based on CLR.
3. Questionnaires were used to obtain data on the responses of the informants' statements to the availability of infrastructure based on the CLR. Questionnaires were arranged on a Likert scale. Informants determined their agreement with a report by choosing one of the available options. The questionnaire is a technique of collecting data information by giving respondents a set of written statements to answer (Sugiyono,

2011). because the questionnaire's content is a series of written questions addressed to respondents. Questionnaires were used to obtain data on the responses of the informants' statements to the infrastructure aspects based on the CLR at Askot PSSI Bandung and Persib.

4. Documentation and documentation studies are carried out to obtain data and reports on facilities and infrastructure and photos related to the process during practice and matches. Many data and facts are stored in materials in the form of documentation. The available data include letters, diaries, souvenirs, reports, photo artifacts, and so on. The main nature of this data is not limited to space and time to provide an opportunity for researchers to find out things that have happened in the past. Document studies were conducted to strengthen the data obtained by interviews and questionnaires.

Design or Data Analysis

The data analysis technique of this research is the descriptive analysis technique, namely by describing and giving meaning to the data for each of the evaluated dimensions. The data obtained from the data collection process will be analyzed using quantitative and qualitative descriptive techniques. The results of illustrative statistical calculations will be presented in the form of tables or charts/graphs based on the percentages obtained from the research results. Following the evaluation model used in the study, as well as the type of data analyzed, can be described the application of data analysis techniques applied to each dimension, namely:

1. Data collection collects context dimension data related to goals and

objectives, legal basis and policies, legality, and organizational recognition, which will be expressed in a narrative with meaning in a real and fair context.

2. Data reduction, all data were collected through interviews, observations, questionnaires, documentation of input dimension data covering aspects of athlete availability, availability of trainers, availability of funds, availability of facilities and infrastructure, availability of managers, and coordination which will be analyzed descriptively quantitatively.
3. Data display, after being collected from data reduction, grouped and made in the form of a process dimension matrix which includes the training program process, exercise implementation, assessment, monitoring, and evaluation which will be analyzed quantitatively descriptively.
4. Interpreting the data used in the form of content activities carried out in this model are clarified. Product dimension data which includes aspects of physical fitness, athlete skills, and achievements of PSSI ascots in Bandung and Persib, will be analyzed with narrative techniques of the relationship pattern of one data with other data.
5. Concluding and verification to find patterns, themes, or things that often appear so that a conclusion is obtained. After analyzing data on each dimension, cross-dimensional data analysis will also be carried out to find and explain the existence of interrelationships between one size to another. In this case, it will be analyzed to what extent context data presents the input data, the degree to which context and input data are explained, and the time to which

- product data is submitted by context, input, and process data.
6. Data narrative is a discussion that uses a qualitative approach in data collection, presenting data in written form, still images, or live images such as photos, videos, and so on. In narrating qualitative data, several things need to be considered, namely: (1) Determining the form (form) that will be used, (2) What is the result of the relationship in the form of a narrative, and (3) Explaining how the output in the form of a narrative compares the theory and other supporting literacy.
 7. The data analysis technique used in this evaluation is a quantitative data analysis technique that has been collected and analyzed by applying

the steps, including scoring the answers of each respondent, adding up the total score for the dimensions and aspects, calculating the percentage of each respondent dimensions, aspects, and indicators.

RESULT

Based on the results of data collected from interviews, observations, and filling out questionnaires, the authors make a resume consisting of several stages of evaluation which are then analyzed in the form of a matrix. Furthermore, the following matrix table is presented to make it easier to observe the evaluation of each stage.

Tabel 1. Overall Evaluation Matriculation with Researcher Recommendations

Context	Quantity	Quality	Result	Recommendation
Goals and Objectives		There are goals and objectives in the monitoring of infrastructure aspects based on CLR	Persib only has a GBLA management plan, but it cannot be implemented yet because stadium management is still in the exploratory stage	Finalize the design in the goals and objectives of stadium management and outline the things that slow down the assessment process
Legal Law and Policy	71,4% in sufficient category	There is a legal law and policy in the infrastructure aspect that is based on the CLR	The legal law for the policy in the infrastructure aspect is regulated in the statutes and regulations of the organization and is supported by the legality of the FIFA-AFC standard (SLF, stadium regulations, stadium use permits)	Implement policies in the team as well as those on the legal basis listed as well as possible
Legality		There is legality to support the evaluation of infrastructure aspects based on the CLR	PSSI Bandung received legal recognition from the Bandung City Government, as evidenced by receiving grants annually. For the Persib Bandung football club, it has been incorporated under the name PT.	Managing and maintaining trust with any parties that are also members of PSSI Bandung and Persib Bandung partners to maximize relationships and work

Input	Quantity	Quality	Result	Recommendation
Organizational Structure		There is a determination of organizational structure to support the evaluation of infrastructure aspects based on the CLR	Persib Bandung Bermartabat They have a Management Decree in each period by completing several divisions to support infrastructure (operational, engineering, business & development divisions)	Maximizing the main tasks and functions of each person by the decree that has been officially ratified
Stadium		There is an infrastructure aspect in the form of the quality of the stadium used based on the CLR	Persib Bandung is currently a tenant of the GBLA stadium to the Bandung Youth and Sports Department	Lobbying to maximize tenant status by giving some authority independently to achieve CLR standards
Control Rooms		There is no infrastructure aspect in the form of a control room based on CLR	The field does not have its control room	Conducting CLR socialization to the management and proposing facilities that have not been met according to the FIFA-AFC standard
Capacity	31,2% In Very Low category	The infrastructure aspect in the form of the capacity used based on the CLR has been fulfilled	GBLA Stadium has a capacity of 38,000, so in terms of capacity, it is under the CLR	Conducting socialization related to CLR to management as well as proposing upgrading facilities for match readiness at higher international events
First-Aids Availability		The infrastructure aspect in the form of the availability of first-aid facilities used based on the CLR has been fulfilled	GBLA Stadium has its own space for the availability of first aid, but it is still not standardized	Conducting socialization related to CLR to the management as well as proposing the fulfillment of the completeness of resources
Doping Control Rooms		There is no infrastructure aspect in the form of stadium-quality used based on CLR	The stadium has no doping control room	Conducting CLR socialization to the management and proposing facilities that have not been met according to the FIFA-AFC standard
Field Specification		The infrastructure aspect in the form of field specifications used based on the CLR has been fulfilled	GBLA Stadium has pitch specifications based on CLR standards	Conducting outreach to all GBLA users to help maintain field specifications based on CLR

Pers and Media Infrastructures		The infrastructure aspect in the form of the availability of press and media facilities used based on the CLR has been fulfilled	GBLA has room for press and media facilities	Conducting socialization related to CLR to the management as well as proposing to add service facilities to meet the specifications of the press room and media that are still lacking
Other accommodations		There are no infrastructure aspects in the form of other accommodations that are used based on the CLR	GBLA has room for press and media facilities	Conducting CLR socialization to the management and proposing facilities that have not been met according to the FIFA-AFC standard
Process	Quantity	Quality	Result	Recommendation
Ground Rules		There are basic rules in activities to support infrastructure aspects based on CLR	There are basic rules in support and can be shown by Persib. However, they are not made independently because all regulations concerning stadium facilities are under the authority of the Bandung Government.	Lobbying to maximize tenant status by giving some authority independently to achieve CLR standards
Usage Procedures	30,0% In very low category	There are procedures for use in activities to support infrastructure aspects based on CLR	There are usage procedures to support the infrastructure aspect. However, they are not made independently because all regulations relating to stadium facilities are under the authority of the Bandung Government.	Lobbying to maximize tenant status by giving some authority independently to achieve CLR standards
Facilities Usage		There is a responsibility for the use of facilities in activities to support infrastructure aspects based on the CLR	Some rules are responsible for supporting the infrastructure aspect. However, they are not made independently because all regulations concerning stadium facilities are under the authority of the Bandung Government.	Lobbying to maximize tenant status by giving some authority independently to achieve CLR standards
Maintenance		There is no maintenance process in activities to support infrastructure aspects based on CLR	There are no rules of care in use	Lobbying to maximize tenant status by giving some authority independently to

Product	Quantity	Quality	Result	Recommendation
Monitoring		There is no monitoring process in activities to support infrastructure aspects based on CLR	Persib does not have the authority to monitor	achieve CLR standards Lobbying to maximize tenant status by giving some authority independently to achieve CLR standards
Physical Fitness	33,3% In the Very low category	The quality of the player's physical fitness has increased	Persib has provided fitness results in the last two years	Socialization improves the physical fitness of players because an advanced infrastructure supports it
Skill of Athletes		The quality of the player's skills is increasing	Persib uses catapult technology to monitor player skills	Socialization improves the physical fitness of players because an advanced infrastructure supports it
Achievements		There is no information on periodic achievements in fulfilling infrastructure aspects based on CLR	Persib and Askot do not show records of achievement results, so the researchers search independently	Socialization to show achievements periodically and ensure that the infrastructure owned can support team achievement

Based on the table presented above, matriculation combines several evaluations and stages, Persib and PSSI Bandung based on CLR. The evaluation stages are based on the results of the questionnaire. The respondents have concluded that it concluded to be studied further. Percentage shows the total number of points earned with the maximum value to generate a nominal percentage. Quantitative and qualitative results are also described in each respondent's answers. It appears as a recommendation in the form of suggestions or criticism, and the resource person is the subject of this evaluation study.

DISCUSSION

This criterion arises because of the Club Licensing Regulations (CLR), the benchmark for the football club

professionalism for Persib Bandung and PSSI Bandung. The infrastructure criteria include the completeness of supporting facilities for the most crucial training and matches. In this case, it is a stadium. The stadium has a minimum standard. There must be two stadiums for practice and matches, both of which at least meet the standard of safety (Paramio, Buraimo, & Campos, 2008). Related to this, the stadium has regular consistency, meaning there is no scheduled usage. The training process or match is not interrupted. The ownership status can be rented or owned by the club.

A football club must own or rent the stadium with a written agreement. The stadium rest period is at least one full season which means 365 days, whether there is a match or not. The stadium is also required to meet the criteria of the AFC Stadia Regulations. In addition, the club must have assets in the form of

training facilities for the first team or contract training facilities with a written contract for one full season (Brook Napier, 2012). Training facilities for early childhood development programs are also mandatory. In general, as the criteria for infrastructure, the clubs are expected to have a safe stadium equipped with good facilities to accommodate spectators as well as the press and media. Infrastructure criteria include adequate training facilities for players. This long-term investment benefits the football fan interested in a safe, accessible, and well-equipped stadium that promises an entertaining matchday experience (Sheard, 2014). Regarding the CLR, there are three grades to determine stadium standards. Bale (2000) added that each team, the stadium owner, and the local community must make the stadium attractive to visit, safe, comfortable, and easily accessible by vehicles (including parking facilities) and public transportation. Apart from this, it has a comfortable seat, a clear view of the field, clean shop facilities, and hygienic toilets that are sufficient for both men and women.

As for the benefits obtained when the club has met the standard, the club will have a large number of spectators on the field. While for the complete standard, FIFA has also included it in the document "Football Stadiums: Technical recommendations and requirements," which contains a comprehensive set of standards such as pre-construction, security, orientation and parking, match areas, players and match officials, spectators, hospitality, media, lighting and power sources, as well as communication and auxiliary areas (Brown & Shipway, 2014). The objectives of the infrastructure criteria in this CLR are: (1) an approved stadium available to play matches that provides spectators and media and press

representatives. The stadium must be well-appointed, safe, and comfortable; (2) appropriate training facilities for its players to help them improve their technical skills.

Management theory emphasizes that the core of marketing is sales. If applied in football through stadiums, clubs earn money by selling events, in this case, matches. Matches are the most common source of income for a sports club. According to (Razano & Majani, 2014), the factors that influence the audience coming to the stadium are financial condition, stadium age, TV broadcast, and the number of matches. While the team's performance also affects the attendance and enthusiasm of the audience, the more spectators, the higher the ticket sales (regardless of the ticket price). It is direct revenue.

A stadium always full of spectators will provide some "cliché" advantages such as higher chances of winning because players are more motivated because of the match atmosphere. In addition, the value of television broadcasts will be higher. If the audience is more attractive, the television audience will be higher, and many television stations will be interested in buying broadcasting rights, regardless of the price. With the advantages above, the potential for sponsors will be more significant due to the successful match image and the impact of advertising. There is a continuous relationship between audience size and profit, so we also need to understand some factors that affect audience size. It is as quoted by Prayoga (2018) that, the first factor is structure, such as community traditions (whether they like to go to the stadium or not), the purchasing power of the audience (related to welfare and employment levels), population size, and location and stadium status as home

ground. Further, the factors that are considered essential sports factor includes success (momentum such as good results, number of wins, number of trophies, etc.), squad quality (player technique and playing style), and notable players (star players, legendary players, elder players, and so on) (Lengkana et al., 2020; Mulya, Lengkana, & Agustriyani, 2021).

The third is matchday factors. It includes such as match situation, how important the result of the match (finals, matches that affect relegation, etc.), the certainty of results (level of difficulty to predict matches, if it is difficult to win, there will be fewer spectators and vice versa), performance (teams are in good or bad form), rivalry (traditional rivalry between two competing teams, no matter how important the status of the match), competition (whether there are other events scheduled simultaneously in the area or on television), weather (something that cannot be prevented), details (debut of certain players, opportunities to score certain records, etc.), and special situations (absence of certain players, manager's decisions, etc.) (Koenigstorfer, Groeppel-Klein, & Schmitt, 2010).

Stadium ownership is also a complement in this discussion. In fact, none of the football clubs in Indonesia have a stadium. Due to the economic issues with the high cost of building or buying a stadium, renting a stadium (usually from the local government) has become an alternative and tradition. The CLR states that the team should have its stadium, although it is allowed to rent it according to the existing standards. One example is in Italy, where only Juventus have its stadium, the Juventus Arena. Stadium ownership is generally divided into the following explanations: (1) Owned stadium: ideal model, but costly

to implement. Strategic rentals are owned by a third party, usually a local government, on a long-term contract. Other teams can use the stadium. (2) Circumstantial rental is defined as a short-term contract. The rules are per one match, as the final match. For example, Arsenal (while still at Highbury) once rented Wembley for Champions League matches. Each team has its considerations in building or renting a stadium. Audience statistics are, of course, the most important thing so that you can also get a segmentation of the population and type of audience. Chalikias, Kossieri, & Lalou (2020) explain that it has implications for the general capacity to fill stadiums regularly, not just at big matches.

The stadium is also equipped with technical areas for advertising, such as a particular room, an added board, and stadium naming (specifically for its stadiums). In addition, logos, names, and club identities are mandatory, so the stadium is easily identified. For example, in Indonesia, when a club decides to rent a stadium, what is taken into consideration is the number of spectators usually because the capacity of the stadium is also directly related to the stadium rental price. Alexander (2001); Popp, Simmons, Shapiro, Greenwell, & McEvoy, (2020) added that distance or place is also a consideration, in addition to ticket prices, because the teams get money from tickets. It does not apply if the audience's travel distance is too far. If there are no spectators, then there is no income. Clubs will lose and find it difficult to continue the competition—other consequences include unpaid player salaries and non-transparent financial management.

CONCLUSION

Based on the evaluation that has been carried out using the CIPP model of infrastructure on the CLR for Persib and PSSI Bandung, the following conclusions can be drawn:

- a. Context evaluation based on the overall context evaluation for the goals and objectives, legal law and policies, legality, and organizational structure determination obtained a value with sufficient category.
- b. Input evaluation regarding the stadium, control room, capacity, availability of first-aid, doping control room, field specifications, press and media facilities, spectator seats, and supporting accommodation obtained a value in the "very low" category. This is because all policies and stadium regulations are under the authority of the Bandung government.
- c. Process evaluation based on the basic rules, operating/use procedures, facility use, maintenance, and monitoring obtained a value in the "very low" category. This is because all stadium policies and regulations are under the authority of the Bandung Government.
- d. Product evaluation regarding physical fitness, athlete skills, and club achievement scores was obtained in the "very low" category. This is because Persib and PSSI Bandung do not show what is needed in the study. The data are not released to the public, and the study's limitations are due to the pandemic.

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