Management control systems as a package in a hybrid organization

A case study of a Swedish elite football organization

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This paper investigates the management control system (MCS) package in a hybrid organization. The aim of the study is to increase the knowledge and insight regarding how the design and use of the MCS package manage the co-existence of competing institutional logics in hybrid organizations. To reach this aim we conduct an in-depth case study of a Swedish elite football organization, Public F.C., and identify two inherent logics: the business logic and the sports logic. Combining Malmi & Brown's (2008) MCS package framework with findings from previous research within institutional logics and hybrid organizations, we construct a theoretical framework, which guides the collection and analysis of data. Our findings show that the MCS package managed the co-existence of sports- and business logics by enabling the maintenance of separate institutional identities, while also facilitating collaboration and negotiation. We show how this was made possible by the design and use of the various MCSs; firstly, by designing and using the administrative controls as facilitators of collaboration and separation between the logics, and secondly, by designing and using a unique set of classic formal and cultural controls within each logic. Drawing upon Abernethy & Chua's (1996) definition of internal consistency, we suggest that these two sets could be considered smaller, individual control packages, within the large MCS package.

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1.   Introduction

> "A difficulty in studying specific elements of MCS [management control systems] in isolation from other organizational controls is the potential for serious model underspecification" (Chenhall, 2003, p. 131)

The idea that various organizational controls are interrelated and linked to each other has given rise to a call for a more holistic and integrated approach within management control (MC) research (Chenhall, 2003, Otley, 1980, Flamholtz, 1983 and Langfield-Smith, 1997). Previous research has been criticized for only studying certain MC elements in isolation, with specific focus on formal, accounting-based controls. Consequently, future researchers are encouraged to extend the focus and include less formal types of controls such as cultural controls (Chenhall, 2003 and Malmi & Brown, 2008). This co-dependency and interaction between different management controls could be designed and coordinated intentionally, in which case all controls in an organization would be considered as one management controls system (MCS). However, many of the controls have usually emerged over time and for different purposes, in which case they together create a set of MCSs and should instead be defined as a MCS package (Malmi & Brown, 2008). Studying the whole MCS package, as opposed to individual parts of it, may enable the development of more exhaustive theory regarding how to design a range of management controls to support the organizational objective (Malmi & Brown, 2008).

> "The biggest problem with hybrid companies is that they are inherently confused organisations, buffeted by all sorts of contradictory pressures." (Schumpeter, 2009)

Within the field of institutional theory, organizations with inherently competing objectives have been defined as hybrid organizations. The idea behind this definition is that hybrid organizations inhabit multiple institutional logics, which are the taken-for-granted social perceptions of what objectives are legitimate and how they should be reached (Battilana & Dorado, 2010). When organizations face competing objectives, the members of the organization may find it challenging to translate the objectives and goals into appropriate actions (Pache & Santos, 2010). An example commonly brought forward within academia is the social enterprise, set out to improve social welfare by commercial activities, and thereby inhabiting the competing objectives of business- and social welfare logics (Battilana & Dorado, 2010 and Jay, 2013). Previous research in hybrid organizations has focused on how co-existence of competing institutional logics is sustained in the long run, however, this area remains unexplored from a MC perspective. Combining these two theoretical perspectives opens up for several interesting questions.

Do hybrid organizations need different controls to support the diverging objectives inherent in the organization? Do the controls emerge from and serve separate logics? How does the MCS package manage the co-existence of different logics? In a hybrid organization it becomes particularly relevant to apply a holistic and integrated approach when examining the MCSs, as different controls might support different objectives. Moreover, when aiming to understand how co-existence is managed, the

MCS package is an appropriate concept as it acknowledges that controls may be introduced by various interest groups at different points in time.

One type of organization that inhabits two different logics guiding the organizational members is elite sports organizations. These organizations are designed to strive for success on a sports level while they also have to sustain themselves like businesses, with mark-ups from ticket sales and sponsorships. For example, Swedish elite football organizations have during the last decade made strong efforts toward increased professionalism with "their twin aims of long term financial sustainability and increased competitiveness in UEFA competitions." (Deloitte, 2014, pp. 22). Considering the duality inherent in these organizations, with the business focus and the sports focus, it becomes interesting to study how this is reflected in the MCS. As this is an uncharted area, both within MC and institutional logics, it provides an opportunity to unravel new empirical findings and theoretically extend the research fields.

Consequently, this thesis aims to investigate the MCS package and how it is designed and used to manage the co-existence of the two logics, sports and business, found in elite sports organizations. We have chosen to study this in the Swedish elite football organization Public F.C., which represents both a large and financially advanced organization. Thus, it is assumed that the internal control tools are both existing and developed enough to be able and shed light on the questions at hand. In order for our main question to be answered we first need to address two essential concerns, making our thesis question threefold. The first question refers to the institutional logics and wishes to unravel the situation at Public F.C.:

Question 1: What are the characteristics of the sports- and business logics in Public F.C. and are they competing?

Following that, we direct our attention to the MCS package and its design and use at Public F.C. We are doing so in order to assess the current condition of the MCS package and determine whether or not the tools can be categorized as controls:

Question 2: How is the MCS package designed and used in Public F.C.?

This leads into the main and overarching question that links the different institutional logics, and their possibly divergent directions, to the design and use of the MCS package in Public F.C.:

Question 3: How do the design and use of the MCS package manage the co-existence of sports and business logics in Public F.C.?

In order to answer the questions at hand, we have conducted a qualitative in-depth case study of Public F.C.. We have conducted 20 semi-structured interviews, both internally and externally to the organization. We have mainly focused on employees from all functional units of the organization, industry experts and representatives from the Swedish Elite Football Organization (SEF). The broad scope of interviewees was applied in order for us to grasp the phenomenon on a larger scale and

thereby be able to achieve a more exhaustive insight and better understanding of the organization's management control setting. To complement the interviews, we have included internal documentation and conducted six direct observations. Combining Malmi & Brown's (2008) MCS package framework with findings from previous research within institutional logics and hybrid organizations, we have constructed a theoretical framework, which has guided the collection and analysis of data.

Our findings show that Public F.C. is a hybrid organization where the sports- and business logics compete at means-level, and both sides of the conflict are represented internally. In summary, the design and use of the MCS package managed the co-existence of these competing logics by, in various ways, facilitating the maintenance of separate institutional identities, while also enabling collaboration and negotiation between employees adhering to different logics. This was primarily made possible in two ways. Firstly, by designing and using a unique set of classic formal and cultural controls within each logic, employees were able to maintain their separate institutional identities. And secondly, by designing and using the administrative controls to encourage certain types of contact, employees adhering to different logics were separated but also provided with forums for collaboration and negotiation. To extend the analysis further, we drew upon Abernethy & Chua's (1996) definition of internal consistency, and suggested that these two sets could be considered smaller, individual control packages, within the large MCS package.

The remainder of this paper proceeds as follows. In the next section a literature review of relevant existing research is presented, focusing on management control and institutional logics, including hybrid organizations. As the concluding part of this section our theoretical framework is presented. Section three covers the methodology pertaining to this thesis and discusses common pitfalls and our efforts in minimizing them. Thereafter, an account of the empirics collected throughout this thesis is presented and structured in accordance with our framework presented in section two. The fifth section presents our analysis and subsequent findings by using our framework. Here, an analysis of the institutional logics and what they entail is firstly discussed in order to move on to the analysis regarding their implications for the management control systems in place in the organization. Finally, we outline some concluding remarks and suggestions for future studies, followed by a discussion of the limitations of our study.

1.1 Delimitations

As an effect of the broad research question posed in this thesis in combination with the limitations in terms of time and scope, delimitations become highly relevant to specify. Due to practical issues we delimit this thesis to only study one case rather than including several organizations and thus attain better insight and exhaustive data. The aim is to get a more in-depth understanding of how a MCS package manages diverging institutional logics, in this case business logic and sports logic, rather than to go into detail on each control. By focusing on the package we may gain insight and an overview instead of knowledge of how each control functions in this specific case organization.

2.   Literature review

This section outlines previous research relevant to our research area. In order to answer our research questions, we will review two areas of literature; management control and institutional logics. Management control is presented in the first section, starting with a discussion of the call made for a more holistic and integrated approach in future empirical studies. We then move on to review various classifications of MCSs presented in literature in order to understand what a holistic approach implies and how this is relevant to our study. Finally, a MCS package framework that will lay the foundation for the theoretical framework is presented. As a second part, the literature review presents research conducted within the field of institutional logics with specific focus on hybrid organizations. Adding this theoretical perspective to our theoretical framework enables deeper understanding of how competing logics may affect organizations' design and use of MCSs and the processes enabling their co-existence. The specific characteristics of business logics and sports logics are presented. As a third part, we summarize the theoretical standpoint of this thesis in a theoretical framework that will be applied in the analysis of the case findings.

2.1   A call for an integrated and holistic perspective in MC research

MCS have been a well-researched topic ever since Anthony (1965, p.17) presented the today almost classical view on MCSs: "management control is the process by which managers assure that resources are obtained and used effectively and efficiently in the accomplishment of the organization's objectives". Following his work numerous studies and frameworks have emerged and set the scene for years to come, including Simons' Levers of Control Framework (1995); Otley's Management Control System Framework (1999); Hofstede's The Game of Budgetary Control (1968); Kaplan & Norton's Balanced Scorecard (1996); and many more. The term MCS has over time evolved from a tool to help managerial decision making by financial, formal and quantifiable information to a tool with a less narrow definition of information that encompasses both internal and external as well as non-financial information (Chenhall, 2003).

Empirical studies researching the design and use of MCS have identified a number of contextual factors determining the nature of MCS (Chenhall, 2003, Dent, 2010, Otley, 1980). Examples of such contextual factors include organizational structure (Bruns & Waterhouse, 1975), technology (Chapman, 2005) and environmental aspects (Chenhall & Morris, 1986). However, contingency-based research has been criticized for only considering certain elements of the MCS. One of the first researchers to address this issue is Otley (1980, p. 422) who points out that "It is often impossible to separate the effect of an AIS (accounting information system) from other controls; they act as a package and must be assessed jointly".

In line with this reasoning, Chenhall (2003) argues that previous research has often focused on accounting-based control tools of formal character such as budgets, balanced scorecards or activity based costing (For examples, see Aberhethy & Stoelwinder, 1991, Davis & Albright, 2004, Henri, 2006 and Gosselin, 1997). When empirical studies isolate these controls from other MC elements

researchers run the risk of drawing faulty conclusions, as the findings may exclude links between various control tools and how they are used together, potentially leading to model under-specification. The reliability of such studies can thus be questioned as the results might be affected by other control elements that are excluded from the study (Chenhall, 2003). Moreover, the lack of an overall MCS framework that includes a broad set of control elements has made it difficult to synthesize the findings from prior empirical studies, as their results may even be contradictory at times (Chapman, 1997). Consequently, researchers have encouraged that future studies take a more integrated and holistic perspective and include a broader set of controls (see e.g., Chenhall, 2003, Collier et al., 2011, Flamholtz, 1983, Hoque & Zawawi, 2010, Langfield-Smith, 1997, Malmi & Brown, 2008 and Otley, 1980). The next section will review some of the most well known approaches to classifying MCSs in order to understand the implications of a call for a broader view within empirical research and how this is particularly relevant for our study.

2.1.1   *Classifying organizational controls*

Various types of MCs have been classified in a number of ways in literature. An early classification was proposed by Anthony et al. in 1989, distinguishing formal controls from informal controls, and this classification has been frequently applied ever since. According to their definition, formal controls are the visible and objective components of the control system. They include for example budgets, codes of conducts and work descriptions. Formal controls are often, but not necessarily, financially oriented and can ensure that the aimed outcomes are reached by using them for measuring, monitoring and taking restorative actions.

Various authors have suggested their own MCS classifications that are similar to Anthony et. al.'s (1989) definition of formal controls, For example, Ouchi's (1979) bureaucratic controls, building on Weber's (1947) model for bureaucracy, are defined as control systems that are based on rules and standards. The fundamental mechanism of these controls involves monitoring and surveillance of subordinates by superiors. Moreover, Chenhall (2003) distinguishes mechanistic controls from organic controls, and argues that the mechanic controls rely on formal rules, routines and standardized procedures and they include for example budgets and behavior controls. In essence, the various classifications described above can be compared to Anthony et al.'s (1989) definition of formal control as they are the objective, visible and often involve monitoring and measurement. These types of controls are also the easiest to research empirically (Langfield-Smith, 1997), and consequently this is where previous empirical research within MC has focused historically, as discussed above.

Informal controls, on the other hand, are the unwritten rules of the organization. They are often based on the organizational culture and not always consciously designed (Anthony et al.,1989). Various authors have suggested their own definitions of informal types of controls. For example, Ouchi's (1979)[1] conceptual framework also includes an informal group of controls, which he addresses as clan controls. These types of controls build on shared attitudes, values and beliefs and they are described as ritualized and ceremonial forms of control. According to Ouchi (1979) clan control is an effective

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[1] Ouchi's (1979) framework also includes a third control category; market control, which internalizes market conditions.

control tool when the ability to measure outputs is low and goal incongruence high. Moreover, Chenhall's (2003) definition of organic controls[2], is described as more flexible, responsive and less rule-focused. In this group of controls the author includes for example clan controls as defined by Ouchi (1979), social controls (Merchant, 1985) and interactive controls (Simons, 1995).

As the section above discussed, previous empirical research has been criticized for incorporating a too narrow perspective by mainly focusing on the formal, accounting-based aspects of MCSs, potentially leading to model underspecification (Chenhall, 2003), as the interrelations among formal and informal parts of a control system are overlooked. Considering the strong culture generally characterizing elite football clubs, this argument becomes particularly relevant within the context of our study. Excluding the culture-based and informal categories of controls could potentially lead to an incorrect conclusion, as cultural elements are likely to have an impact on other components of the MCS at Public F.C.. Moreover, when aiming to understand how the organization manages the co-existence of sports- and business logics form a MC point of view, we reason that it is important to take on a holistic and integrated perspective, as exclusion of some control components may lead to erroneous conclusions. Consequently, we have set out to search for a MCS framework that includes formal as well as informal types of control, a discussion which will be covered in the following section.

2.1.2   MCS package framework

Despite the amount of research conducted within this field, consensus has not been reached with regards to the definition of what should and should not be considered as a part of a MCS; in literature, broad and narrow definitions are found. It has been argued that Anthony's (1965) original definition, as stated above, is narrow to the extent that it separates management control from operational and strategic control (Otley, 1999). Moreover, Simons' (1995, p.5) definition of a MCS includes "the formal, information-based routines and procedures managers use to maintain or alter patterns in organizational activities" and thus excludes the informal organizational controls discussed above.

The framework suggested by Malmi & Brown (2008, p.290) builds on the following definition of a MCS, which will also be applied in the course of this thesis: "Those systems, rules, practices, values and other activities management put in place in order to direct employee behavior should be called management controls. If these are complete systems, as opposed to a simple rule (for example not to travel in business class), then they should be called MCSs". The definition is thus broader than Simons' (1995) definition, as it includes informal controls, however, it is also narrow to the extent that it excludes systems that are only used for decision-support and do not direct employee behavior. Malmi & Brown (2008) also define the difference between a MCS and a MCS package by stating that if all systems, such as budgets and balance scorecards, were designed and coordinated intentionally the whole aggregated system could be defined as a MCS, however, in most organizations different controls are put in place by different interest groups at various points in time resulting in a package of MCSs. Considering the high turnover of management and board members generally characterizing

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[2] Several authors before Chenhall (2003) have elaborated on the distinction between organic and mechanistic controls. See e.g. Perrow (1970) and Galbraith (1973) for the earliest definitions.

elite football clubs[3], and the potential existence of various interest groups adhering to different logics, this aspect of the framework becomes of particular relevance when aiming to understand the various control components.

Based on their definition of a MCS package, Malmi & Brown's (2008) framework includes five types of controls; administrative controls, planning, cybernetic, reward and compensation and cultural. These control categories will be the foundation for our theoretical framework, and each type will be covered in more detail below.

2.1.2.1   Administrative controls

In administrative controls, Malmi & Brown (2008) include three types of control systems; organizational design and structure, governance structures and policies and procedures, however, only the first two will be included in our definition of administrative controls. The first control system, organizational design and structure, has often been considered a contextual factor in previous research, however, the authors point out that if managers are able to change such structures it should be considered a control mechanism. According to Malmi & Brown (2008) the control mechanism within organizational design and structure lies in the ability to impact inter-organizational relationships and contacts and thereby direct employee behavior. Moreover, in line with Malmi & Brown (2008), Flamholtz (1983) also recognizes organizational structure as a control tool, and presents various structural dimensions that contribute to the process of controlling. One such structural dimension is functional specialization, which can facilitate control by reducing the variability of behavior, as argued by the author.

The governance structure encompasses the board's structure and composition, as well as various kinds of management and project teams. The control system includes the formal lines of authority, mandates and accountability as well as the processes that ensure that representatives of different organizational functions meet and co-ordinate their work, including meetings, agendas and deadlines (Malmi & Brown, 2008). While Malmi & Brown (2008) do not provide a more detailed description of what they refer to as the "formal lines of authority and accountability" (p.294), previous research have defined "holding someone accountable for something" as the expectation that a person or an organization should explain, justify and take responsibility for something (Cooper & Owen, 2007). Thus, in essence, these two types of controls systems both control intra-organizational relationships, either by connecting (or disconnecting) different functions through the organizational structure, or by ensuring that employees co-ordinate their work by divisions of accountability and authority.

Malmi & Brown's (2008) third administrative controls, policies and procedures, however, can be compared to Ouchi's (1979) bureaucratic controls as these systems encompass descriptions of processes and behavior within an organization, including for example codes of conducts and standard operating procedures (Malmi & Brown, 2008). In line with Anthony et al.'s (1989) definition of a formal control system, policies and procedures are enforced by monitoring, and thus, we have chosen to exclude policies and procedures from the administrative control systems, and treat them together

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[3] Senior Manager, Sports Business Group, Deloitte

with other classic formal controls in our framework. A further description of this modification is found under 2.3, theoretical framework.

2.1.2.2 Planning controls

Malmi & Brown (2008) describe the planning form of controls as the process of deciding the goals of the functional areas of the organization, and defining the expected level of performance, effort and behavior. Planning controls can align the goals of different functional areas within an organization, and can be connected to financial as well as non-financial results. The authors emphasize the importance of understanding whether planning is done simply to decide on future actions or if it enhances employee commitment towards the goals and actions.

Malmi & Brown's (2008) definition of planning controls is of formal character (Anthony et al., 1989) and previous research has often included planning in the budgeting control system (Merchant & Van der Stede, 2007), as they both set out yearly targets and define the expected level of performance. However, with regards to this, Malmi & Brown's (2008) definition of planning controls is broader in the sense that it includes financial as well as non-financial targets.

2.1.2.3 Cybernetic controls

The third group of controls presented in Malmi & Brown (2008) are the cybernetic controls. According to the authors, four basic types of cybernetic controls can be identified when reviewing previous research and MC literature; budgets, financial measures, non-financial measures and hybrid measures, and these four types are also included as categories in the framework. Similar to the planning controls, these controls are of formal character (Anthony et al., 1989), and as the discussion in 2.1. highlights; this is where prior empirical research within MCS primarily has focused. In contrast to previous research, however, Malmi & Brown (2008) make a distinction between cybernetic control system used for decision support and management control; in order for cybernetic controls to be classified as a MCS rather than a decision support system, they should be linked to behavior targets and include accountability for deviation from these targets.

The first category, budget, is one of the most frequently applied control systems due to the broad variety of applicable areas and ability to connect various parts of the organization into an aggregate plan. However, the authors emphasize that budgets should be considered a control mechanism when they are applied in a planning and target setting manner that allows evaluation of performance against pre-set targets. Financial and non-financial measures can be based on the budget, however, in contrast to the budget which is a broad control tool, these measures and targets can be used in a more narrow perspective. Finally, the hybrid measures are defined as measures that contain both financial and non-financial information, such as the balanced scorecard.

Malmi & Brown (2008) describe the use of cybernetic controls by emphasizing their connection to targets, accountability and planning. Another well-known way of describing the use of controls is Simons's (1995) definition of diagnostic controls and interactive controls. According to this distinction, the diagnostic controls are used to "monitor organizational outcomes and correct

deviations from pre-set targets" (p.59) whereas the interactive controls are used by managers to "involve themselves regularly and personally in the decision activities of subordinates" (p.95). Thus, applying this distinction to Malmi & Brown's (2008) criteria for cybernetic controls to be classified as management controls, we find that either diagnostic or interactive use of cybernetic controls qualifies as management control in Malmi & Brown's (2008) framework.

2.1.2.4 Reward and compensation controls

According to Malmi & Brown (2008) the fourth category of controls includes rewards and compensations of extrinsic as well as intrinsic nature. By applying these control tools, managers are able to motivate employees and achieve congruence between the organizational objectives and the objectives of individuals and groups within the organization. The authors also emphasize that while rewards and compensations often are tied to cybernetic controls, such as the budget, organizations may introduce rewards for other purposes as well, such as retaining employee or building culture.

2.1.2.5 Cultural controls

The fifth type of control system included in Malmi & Brown's (2008) framework, cultural controls, is the form of control that has received less attention within previous empirical research, as the discussion in 2.1.1. highlights. Rather than treating culture as a contextual factor, as previous researchers have tended to do (see e.g. Birnberg & Snodgrass, 1988) the authors argue that when culture is used to regulate behavior, it should be classified as a control system. The authors also state that cultural controls tend to be slow-changed and broad, providing a "contextual frame for other controls" (p. 295). Three types of cultural control systems are included in the framework; value-based controls, symbol-based controls and clan controls. The first type, value-based control, is often institutionalized through Simons's definition of a belief-system (1995, p. 34, cited in Malmi & Brown, 2008): "The explicit set of organizational definitions that senior managers communicate formally and reinforce systematically to provide basic values, purpose and direction for the organization", including for example mission and vision statements.

The second type of cultural control included in the framework, symbol-based control, is based on Schein's (1997) definition of symbols and encompasses the visual expressions that are used to create a particular type of organizational culture, including examples such as dress code and office design. The third and final type of cultural control presented in Malmi & Brown's (2008) framework builds on Ouchi's (1979) definition of clan control. As presented in 2.1, this type of control builds on shared attitudes, values and beliefs, created through ceremonies and rituals.

To conclude, Malmi & Brown's (2008) MCS package framework has been identified as a holistic and relevant framework for researching the design of the MCSs in our case organization, as it allows for examination of how various controls are interrelated, includes informal, culture-based control systems and builds on the notion that different controls are put in place by different interest groups at various points in time. However, in order to answer our research question we also need to review literature within institutional logics, presented in the following section. Reviewing this area of research will

provide insight in how organizations react to competing institutional demands, and how the characteristics of sports- and business logics have been described in precious research.

2.2 Institutional logics

Institutional logics is a theoretical perspective within sociology and organization theory that aims to explain the connections that create a common sense of unity and purpose within organizations. In 1991, Friedland and Alford first presented the version of the theory that is most frequently applied today, and their ideas have since then been drawn upon by various researchers when examining how the interrelationships between institutions, organizations and individuals affect strategic decision-making within organizations (Lounsbury et al., 2012). Although no universal definition of institutional logics exists, Battilana & Dorado (2010) point out that today, they are generally understood as *taken-for-granted social perceptions of what goals are legitimate and in what manner they should be reached*, and this definition will be applied throughout the course of this thesis.

Previous research within the field of institutional logics has focused on what role logics play in shaping organizational belief-systems, processes, and structures, as well as how logics emerge, develop and fall or replace each other (see e.g. Lounsbury, 2002a, Lounsbury, 2002b, Thornton & Ocasio, 1999 and Wright & Zammuto, 2013). Moreover, empirical studies have identified a number of logics in various sectors and industries, including for example medical care logic and medical science logic in a medical education setting (Dunn & Jones, 2010), regulatory logic and market logic in the U.S. finance industry (Lounsbury, 2002), medical professionalism logic and business-like logic in a hospital setting (Reay & Hinings, 2009) and personal logic and market logic within the higher education publishing market (Thornton, 2001). Since no studies have examined the business logic and the sports logic in a football organization specifically, the following section draws upon the findings from other contextual settings and identifies logic characteristics relevant to the scope of our study.

2.2.1 Business logic and sports logic

Business logics have been described in a number of empirical studies in various contextual settings. This type of institutional logic has been referred to in a number of ways, including market-logic, business-like logic and shareholder value logic, however, as the following discussion will highlight, the underlying characteristics of the various references are in several aspects similar.

Jay (2013) conducts a case study of a public-private energy alliance and finds three dominant logics guiding the organizational members, one of which he defines as a market-logic. Building on conceptual categories put forward by Ewick and Silbey (2002), the author argues that this type of institutional logic, ideally found in a business firm, is characterized by strategic imperatives such as client service, revenue, profit and value creation. In a similar manner, Reay & Hinings' (2009) study of a health care system undergoing structural changes identifies a business-like logic, emphasizing efficiency and "to do more with less". Principles such as cost-effectiveness and customer satisfaction guided the organizational members adhering to this logic. Lok (2010) studies the emergence of a new, shareholder value focused, institutional logic among firms in the U.K during 1984-2004. In his study,

he builds on the ideas of shareholder value theorists such as Rappaport (1998) and defines the shareholder value logic as a logic based on the notion that the only legitimate purpose of a firm is to maximize shareholder's value in terms of dividends or increased share price. In management literature, the shareholder value logic is associated with operating plans designed to increase shareholder value (Pozen, 2007), performance indicators such as economic value added or cash flow return on investment (CIMA Technical Report, 2004) and incentive programs aligning management's interests with shareholders (Rappaport, 2006).

In essence, the "business logics" described above guides organizational members to maximize value in terms of profit by for example increasing revenues, minimizing costs and increasing customer satisfaction. Moreover, this type of institutional logic often builds on management principles advocated by shareholder value theorists.

The second institutional logic relevant to our study would be sports logic, however, limited research have been conducted within this area. Commonly described in literature, the non-profit logic inhabits objectives adhering to a wider range of stakeholders than merely shareholders. In line with this, Jay's (2013) study, described above, identified an institutional logic that he referred to as the civil society logic. This logic, which is ideally found in a non-profit organization, is characterized by strategic imperatives such as a mission, public service, solidarity and selflessness. Organizations inhabiting the non-profit logic are often guided by normative expectations of stakeholders (Jay, 2013). Similarly, Pache & Santos's (2013) identifies a type of institutional logic that they refer to as social welfare logic. The authors argue that the social welfare logic is structured around one predominant goal; providing services and products to address local social needs. Organizations adhering to the social welfare logic often rely on public and private partners, as well as individuals, donating their time, advice and/or financial resources because of their adhesion to the values and social mission of the organization.

While the characteristics of the above-described non-profit (or social welfare) logic to some extent can be applied to our case study, as Public F.C.'s objectives extend beyond shareholder value maximization, there are also some aspects not covered within non-profit logics. In line with the non-profit logic, it is presumed that stakeholders of sports organizations impose normative expectations on the organization. Similar to the non-profit logic where one of the main objectives is to address social needs (Pache & Santos, 2013), in a sports setting, this can be compared to the expectations of promoting the sports as such in society (Sam, 2009). However, Public F.C., being an elite sports organization, also differs from non-profit organizations with regards to the presence of a second objective; to win. This implies that rivalry and competition, the drive to win or defeat the opponents, are elements affecting the organization. Thus, we have chosen to turn to sports management literature in order to understand the implications of these elements.

Katz (2001) discusses what business managers can learn from sports teams and concludes that, besides the development of specific sports skills required to compete, the competition itself combined with cooperation is a powerful motivation tool usually found in sports teams. This is exemplified by describing how teammates help each other and are invested in each other's success and skill building

while also pushing each other to do their best in order to defeat the opponent. Moreover, Kilduff et al. (2010) investigate the psychology of rivalry in NCAA Basketball present some effects that rivalry[4] has on individuals, groups and organizations. Firstly, by reviewing previous studies conducted within the field, the authors point out that competition between groups can result in intergroup bias, which is the tendency for group members to perceive their own group more positively compared to others. And secondly, rivalry implies high psychological stakes and can consequently lead to irrational decision-making from an economic point of view.

To summarize, while previous research have not identified a specific sports logic, reviewing literature describing non-profit logic and sports management we can conclude that such logic would, similar to non-profit logic, inhabit objectives adhering to a wider range of stakeholders than merely shareholders. Firstly, similar to the objective of addressing social need in a non-profit logic, sports organizations are expected to promote the sport in society. Secondly, elite sports organizations such as Public F.C. are also expected to win. In line with non-profit logics and findings from sports management literature this implies strategic imperatives such as competition, cooperation and solidarity. Organizations adhering to this logic often rely on public and private partners donating resources because of their adhesion to the values and social mission of the organization, thus the management approach associated with a sports logic is also expected to be closely tied to the organizational values and culture.

As mentioned above, institutional logics have been defined as taken-for-granted social perceptions of what goals are legitimate and in what manner they should be reached (Battilana & Dorado, 2010). Building on this definition, figure 1 below summarizes the characteristics of business logic and sports logic.

	Business Logic	**Sports Logic**
Objective	Maximize shareholder's value through profit	Adhere to stakeholder's normative expectations; promote sport in society and win.
Means to reach objectives	Revenue maximization, cost-efficiency, "do more with less", customer satisfaction	Competition, cooperation, solidarity, selflessness, develop sport-specific skills
Management approach	Plans, measurements and rewards are closely aligned to the organizational objective of maximizing shareholder value	Team-oriented and closely tied to organizational culture

Figure 1 - Comparison of business logic and sports logic

To summarize, a review of previous research describing business logics and sports logics (based on non-profit logic and sports management literature) has highlighted the characteristics of these logics and how they can guide the actions of the organizational members (see figure above). However, in order to understand how organizations manage the co-existence of two competing logics, the next section will review previous research conducted in hybrid organizations

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[4] The authors make a distinction between rivalry and competition by arguing that rivalry is subjective competitive relationship, with increased psychological involvement, that one actor has with another where the actor places greater significance on winning against that specific actor than others.

2.2.2 *Hybrid organizations*

In recent years, hybrid organizations, defined as organizations that incorporate multiple institutional logics, have gained prevalence in modern society. These types of organizations face particular challenges to the extent that the field members may experience competing demands and objectives placed upon them, which are difficult to translate into appropriate actions (Pache & Santos, 2013). Commonly brought forward within academia are the competing demands of business logics and the social welfare logics (see e.g. Battilana & Dorado, 2010, Jay, 2013 and Pache & Santos, 2013), for example in social enterprises that aim to improve social welfare by commercial activities.

Early research within hybrid organizations found that under conditions of competing institutional logics, organizations can create gaps between the formal and normative structures and the actual, operational structures, a phenomenon described as decoupling (Boxenbaum & Jonsson, 2008, Meyer & Rowan, 1977). In practice, this implies that organizations are able to conform to the beliefs and structures of both logics while actually implementing internal processes in line with only one of them. However, more recent research within hybrid organizations have pointed out that decoupling is not a sustainable option for organizations facing competing logics over extended periods of time (Lounsbury, 2008), and thus, a few researchers have set out to examine how hybrid organizations maintain their hybridness in a longer perspective.

One of these studies, conducted by Reay & Hinings (2009), finds that competing institutional logics can co-exist over a lengthy period of time when individuals maintain their separate institutional identities but also participate in pragmatic collaborations supporting the co-existence of competing logics. Their study suggests that in some cases it may be more important to maintain separate identities within organizations, and collaborate for a common purpose, than developing a common identity for the whole organization as proposed by prior researchers within the field (Battilana & Dorado, 2010). Their study identifies several mechanisms enabling the separation of institutional identities and collaboration between them, including for example separation of decision mandates between the different logics and informal opinion seeking between organizational members adhering to different logics.

Moreover, Pache & Santos (2010) review prior research within institutional theory and suggest that collaboration between organizational members adhering to different institutional logics is contingent on two factors; the nature of the conflicting institutional demands and the level of internal representation. The authors conclude that institutional demands may conflict primarily at two levels; objective level and means level. Conflicts at objective level imply that organizations face competing demands as to what objectives are legitimate and should be focused on (this may or may not also include conflict at means level), and conflicts at means level implies that the demands at objective level are harmonious, however, there exists a dispute as to how the objectives should be reached. The nature of the demands are an important factor to consider as it predicts to what degree the demands are negotiable; the authors argue that objectives are expressions of the core values and beliefs and thus less negotiable and flexible than means, which are more functional and process-oriented.

The second factor, level of internal representation, refers to the extent competing institutional demands are represented internally. The authors distinguish three possible scenarios; one where no side of the conflicting demand is represented, one where only one side is represented and one where two sides (or more) are represented. Pache & Santos (2010) suggest that the level of internal representation influences the stakes involved in the organizational response. Finally, the authors conclude that collaboration is most likely to occur when the conflicting demands exist at means-level and two (or more) sides are represented internally.

To summarize, research within hybrid organizations has highlighted the importance of maintaining separate institutional identities internally while also introducing pragmatic collaborations, in order to support the co-existence of competing logics. The next section will apply the concepts and findings from institutional logics to Malmi & Brown's (2008) MCS package framework in order to develop a theoretical framework that aims to explain how the use and design of the MCS package in our case organization manage the co-existence of sports- and business logics, which in turn will guide the analysis of this thesis.

2.3   Theoretical framework

The literature review has presented prior research conducted within two main areas; management control and institutional logics. This section will present a theoretical framework, which builds on Malmi & Brown's (2008) MCS package framework in combination with concepts and findings from institutional logics and hybrid organizations.

Findings from research conducted within hybrid organizations indicate that competing institutional logics can co-exist when individuals maintain their separate institutional identities but also participate in pragmatic collaborations and negotiations supporting the co-existence of competing logics (Reay & Hinings, 2009). We expect that these findings from hybrid organizations will also be reflected in how the MCS package is designed and used in Public F.C.. Firstly, separating the types of controls used within different logics will presumably allow the organizational members to maintain their separate institutional identities, as empirical research has highlighted. And secondly, we would also expect to see that some of the MCSs are used as facilitators of the pragmatic collaborations and negotiations described in previous research.

Reviewing previous research describing the characteristics of business logic, it was concluded that such logic is associated with a management approach advocated by shareholder value theorists, where organizational plans, measurements and rewards are closely aligned to the objective of maximizing shareholder value. Considering the categories of MCSs from Malmi & Brown's (2008) framework that would be in line with such management approach, we suggest these to be planning, cybernetic controls, rewards and compensations and policies and procedures[5]. These MCSs are all included in Anthony et al.'s (1989) definition of a formal control system, as they are visible, objective and often

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[5] Malmi & Brown (2008) include policies and procedures in administrative controls, however, based on their formal and bureaucratic approach (Anthony et al., 1989; Ouchi, 1979) we have chosen to include these in the classic formal controls.

ensure the aimed outcome by measuring, monitoring and taking restorative actions, moreover, this is where previous research within MC has mainly focused (Langfield-Smith, 1997). We will thus refer to this group of controls as *classic formal controls*.

Secondly, the sports logic has been described as mission-oriented, where organizational members are motivated by the values and the mission of the organization, and including strategic imperatives such as competition, cooperation and solidarity. Moreover, rivalry and competition can promote a preference for the own group and is assumed to contribute to a strong organizational culture. Consequently, this logic was associated with a management approach that closely ties to the organizational culture and that emphasizes a team spirit. Based on this, we argue that the MCS category within Malmi & Brown's (2008) framework that is most likely to be applied within the sports logic are the *cultural controls*, as these controls are often informal and build on the values, beliefs and social norms of the organization.

Finally, due to the ability to connect and disconnect different functions within an organization and to impact intra-organizational relationships, we would expect to see the *administrative controls* used and designed as facilitators of pragmatic collaborations and negotiations between employees adhering to different institutional logics.

To summarize, our theoretical framework includes three overarching categories of MCSs, based on Malmi & Brown's (2008) framework; *administrative controls,* which can impact intra-organizational relationships and ensure that representatives of different organizational functions meet and co-ordinate their work, *classic formal controls*[6], which are mainly formal types of controls that align goals, plans, measures and rewards to the organizational objectives and *cultural controls*, which are often informal and build on the values, beliefs and social norms of the organization. Based on findings from studies conducted in hybrid organizations examining how co-existence of competing logics is managed, we expect to see cultural controls used for a sports-oriented purpose and classic formal controls for a business-oriented purpose. We suggest that designing and using different types of controls within the different logics, allows individuals to maintain their separate institutional identities. We also expect to see the administrative controls designed and used as facilitators of collaboration and negotiation between organizational members adhering to different logics. Figure 2 below describes our theoretical framework.

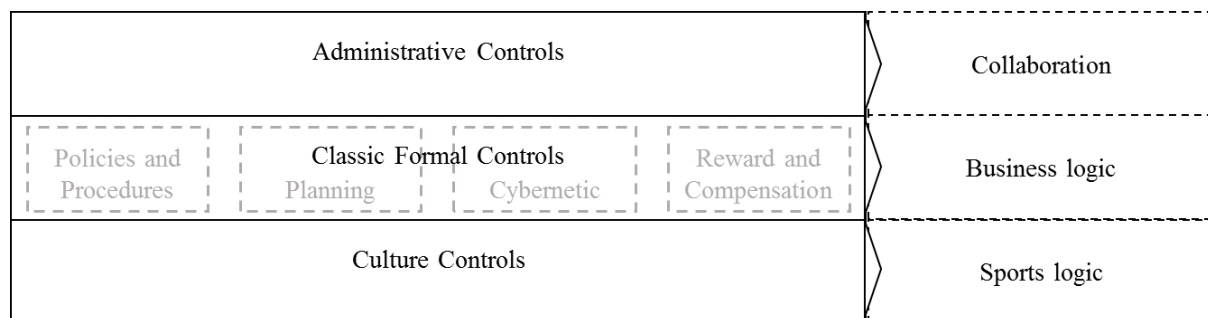| Administrative Controls | | | | Collaboration |
| Policies and Procedures | Classic Formal Controls Planning | Cybernetic | Reward and Compensation | Business logic |
| Culture Controls | | | | Sports logic |

Figure 2 - Theoretical framework for understanding MCSs in an elite football organization

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[6] Including planning, cybernetic controls, rewards and compensations and policies and procedures.

2.4 Contributions to research

Firstly, this thesis contributes with new empirical findings in the field of management control. As mentioned in section 2.1., at present there is a large body of existing research within this subject, however, here have been calls to broaden the perspective and empirically study MCSs as a package of connected systems, rather than only considering certain components of the MCS in isolation (see e.g., Chenhall, 2003; Collier et al., 2011; Flamholtz, 1983; Hoque & Zawawi, 2010; Langfield-Smith, 1997; Malmi & Brown, 2008, and; Otley, 1980). We wish to contribute to existing research by focusing on of the use and design of MCS as a package and investigate this in an industry otherwise unexplored. By selecting a sports organization for our case study, we hope to broaden the scope and instigate a new line of empirical research. Moreover, by focusing our study on a hybrid organization, we also aim to contribute with insights as to how competing institutional logics can co-exist from a MC perspective, an area that today is unexplored within MC research.

The additional theoretical field that we aim to contribute with further insights to is institutional logics, and hybrid organizations in particular. While previous research have focused on how hybrid organizations can manage the co-existence of competing institutional logics from a management and sociology perspective (see e.g. Battilana & Dorado, 2010, Pache & Santos, 2010, Pache & Santos, 2013, Reay & Hinings, 2009 and Saz-Carranza & Longo, 2012), no previous empirical studies have investigated the MCS package's role in managing this co-existence. Thus, we also aim to contribute to research within hybrid organizations and shed light on how the co-existence of competing institutional logics is enabled (or disabled) by the design and use of the MCS package.

Moreover, the application of business logic is by no means a new approach, as it has been studied in numerous settings (see e.g., Jay, 2013; Ewick and Silbey, 2002). However, by combining it with a logic representing the sports behavior we aim to shed light on the competing demands facing organizational members in an elite football organization. The sports logic is lacking in the existing literature and thus we have created an adaption of the non-profit logic in order to compartmentalize and separate the sports logic form the business logic in our case study.

To summarize, we will contribute to existing research within two areas; management control and institutional logics. The new perspectives approached within management control are; MCS as a package, elite sports organization and hybrid organizations. Further, the perspectives previously unexplored within institutional logics, which our study will approach, are; sports logic and business logic and the role of the MCS in a hybrid setting.

Notably, we do not aim to further discover and build on the use of specific management control tools. Through the use of Malmi & Brown's (2008) package framework we strive to understand how the use of a management control system in a broader sense may balance the different approaches to how an organization within the elite sports industry should be managed.

3.   Methodology

This chapter is divided into four sections and presents and motivates the choice of research methodology applied throughout the study. First, the research methodology and the study approach and process will be presented and motivated. Second, the choice of case company will be introduced and explained. Third, the data collection and analysis is presented, and finally, the fourth section covers the reliability and validity of our study.

3.1   Research method and design

3.1.1   Qualitative research methodology

In this thesis we pose the question regarding how the use and design of the MCS package manage the co-existence of a sports- and business logic in Public F.C. The fundamental issue at hand is to on a deeper level discover and understand the interplay between the various components of the MCS package and the sports- and business logics. We ask, and are concerned with answering, the question 'how' which Silverman (2010) states might make a quantitative approach inadequate, and thus our study has a qualitative method. Similarly, we go beyond a descriptive study when focusing on explaining the 'how' which classifies the study as exploratory (Yin, 2009).

Bazeley (2013) states that a qualitative research approach is apt when the basis is a case study, as it highlights the interrelatedness within a certain context. A qualitative research focuses more on understanding the complexity of a behavior than on the frequency of the specific behavior (Bazeley, 2010), and as this case explores the complexity of and between a set of controls this approach is chosen. Additionally, as mentioned by Alvehus (2013), the interpretative approach, that is qualitative research, focuses on increasing the insight in a phenomenon of importance.

The possibility to use multiple information sources within a qualitative study enables triangulation of data through interviews, documents and observations. In an area of limited previous research, such as ours, it thus becomes appropriate to use a qualitative approach as there might problematic to collect enough applicable data in order to use a quantitative approach (Eisenhardt, 1989).

3.1.2   A case study approach

Cassell & Symon (2012) highlight that a case study is not a method but rather a study design wherein usually both qualitative and quantitative method is used. We will in this thesis focus on collecting qualitative data, as described above. A case study aims to shed light on the interrelations between important factors that characterize a certain phenomenon's or context. It is appropriate to use a case study when it is difficult to separate the variables from the context (Merriam, 1994). A case study also allows for incorporating a wider array of sources as it requires observation, description, interpretation and analysis (Bazeley, 2013). This becomes relevant for our case as it pertains to the specific context of Public F.C. and the MCSs therein which might prove harder to capture with less varying sources. This is in line with Cassell & Symon (2004), as a case study is deemed particularly apt for studies

with a research question that asks for a detailed understanding of organizational processes within specific contexts due to a greater ability to gather rich data.

Otley & Berry (1994) assert that in an explorative study a case study is appropriate. They further assess that if the previous research can be considered to be partial or incomplete a case study may be preferable in order to achieve a more holistic approach, which is appropriate in our case due to the scarce existing research within the area.

We realize that other methods and designs may be considered appropriate for this thesis. A quantitative approach would generate more generalizable results, however, since that comes at a cost of less in-depth knowledge and also less profound insight in the until now uncharted research area we found that the benefits of a qualitative case study approach outweighed the drawbacks. A multiple case study could also be appropriate for our research question to achieve the fundamental knowledge while still produce some generalizable results. However, the scope of this thesis, along with the time constraint, would inhibit the desire to achieve the in-depth knowledge and understanding of the phenomenon we study.

3.1.3   The non-linear process

Simplistically, there are two approaches to use when conducting an empirical study. First, with a deductive approach you may create a hypothesis based on existing theories and attempt to test this in reality. This method stipulate that the empirics collected are based on the predestined theories used. Thus, the conclusions are derived beforehand and based on the existing research (Trost, 2014). Second, the opposite direction is used in an inductive approach where you start with a context and build theory from that. This approach aims to explore rather than verify theory. This enables the author to detect critical variables or interrelations within a context due to the lack of predestined elements (Merriam, 1988). With the inductive method the conclusions are embedded in the data (Bazeley, 2013).

Dubois & Gadde (2002) highlight the opportunity of using in-depth case studies to build theory on the context-based phenomena in line with an inductive method. However, the path to this is often misconstrued: "Most textbooks on research methodology fail to take account of the opportunities offered by an intertwined research process enabled by case research. They tend to describe case studies as a linear process." (Dubois & Gadde, 2002, p.555). In our case the aim is to use existing theories and research to build a theoretical framework to which we will contribute with including our empirical findings through the analysis. In line with Alvesson & Kärreman (2007) we used an abductive approach which serves as a combination of a deductive and an inductive approach. When we initiated the empirical research within the case organization our knowledge concerning MCS as a package and hybrid organizations was limited and thus we collected empirical data to help shape the advances made within the theoretical field. As our knowledge increased we refined the empirical data collection through research questions and interview questions. In this respect the process was iterative as the theory was 'recontextualized' through the interplay between the theory and empirics (Bazeley, 2013). This discovery of new relations and concepts throughout the thesis process is characteristic of

qualitative studies (Merriam, 1988) and the iterative process is characteristic of an abductive approach (Bezeley, 2013).

3.2 The case: Public F.C.

With our research question in mind we set out to find a suitable company that could cover both the issue of MCS as a package and the question regarding the competing institutional logics. The organization we chose, Public F.C., became a suitable choice for three main reasons. First, the organization is one of the largest elite football organizations in Sweden today. This creates a context where we would expect a more complex MCS to be in place in order to manage the many employees and the large capital requirements. Second, Public F.C. is the only Swedish football organization to be listed on a public stock market, making it more transparent as an organization and we can assume that it should have numerous control systems in place in order to manage the restrictions and rules that a public notation entails. Third, the brand Public F.C. is well-known throughout Sweden and not too seldom evokes emotions pertaining to the football performance and the strong culture that accompanies this. We reason that this culture would reinforce the potential conflict between sports- and business logics, which should also be reflected in the way that the organization is managed, and thus create a suitable case to study.

3.3 Data collection & codification

3.3.1 Selection of data

The method for gathering data should follow the structure of the object of study, which infers to the established contact and access to the case organization and the overall aim of the thesis, and thus abet in achieving the objective of the thesis (Samuelsson, 1999). There are several means to attain the data necessary including; interviews, public and internal documentation, direct and indirect observations, and artifacts (Yin, 2009). We have chosen to conduct interviews as our main source of data and complement with additional internal documents and six direct observations. The internal data served as a complement to some of the process related question and the direct observations were chosen to supplement both the administrative processes, including the organizational and governance structure in terms of design and use, as well as the organization's method for managing the contextual factors that accompanies a football organization. Moreover, the direct observations also allowed for cultural items and contextual settings to be discovered in first hand. MCS as a package allows for a wide set of controls and to capture this we therefore found it relevant to involve all levels and functional areas within the organization.

We complemented this with interview sources outside the organization, such as industry experts, interest groups in the form of a supporter organization, sponsors, and the Swedish Elite Football Organization (SEF). By including a wide set of interviewees we aimed to grasp the phenomenon on a larger scale and thereby be able to get a more exhaustive insight and better understanding of the organization's management control setting. The organization has several stakeholders and we wished to include as many of them as possible in our data collection in order to limit the possibility of overseeing or omit any relevant findings. We wished to collect interviews both horizontally and

laterally in the organization and thus included both parts of the organization, both the administrative headquarters and the Sports Unit, and board members from the Football Section, who owns 51% of Public F.C.

Our main contact, the Chief Executive Officer (CEO) of Public F.C., suggested at the first interview that we included the management group as a first step. The management group consists of the CEO, the Chief Financial Officer (CFO), the Chief Commercial Officer (CCO), the Chief Sports Officer (CSO) and the CEO of Public F.C. Merchandise (who also is the Chairman of the Football Section as well as a Board member on Public F.C.). Subsequently, we extended the circle to get a more holistic view. In total we conducted 20 interviews, where 5 of those were additional interviews with the CFO and the CEO. The interviews were complemented with additional documents, including a budget template, planning documents, a description of the organization, code of conducts and websites.

The direct observations consist of the annual meeting for the Football Section, one home game attendance together with the Board of Directors, guided tours of the headquarters and training facilities and two events directed towards supporters of Public F.C.: a seminar managed by supporters including lecturers from international football organizations and Swedish media representatives, and; an open meeting focused on supporter management prompted by the tragic event following the season premier of the highest national league (Allsvenskan) in 2014. At these event both the organization was represented as well as the various supporter organizations and other relevant stakeholders. The inclusion of direct observations as sources of data allowed us to get an enhanced understanding of the data collected in the interviews and it also complemented the data from the interviews, particularly with regards to the informal control systems used in Public F.C., as these were at times more difficult for the employees to put words on during interviews. Figure 3 below explicates the interview overview pertaining to Public F.C..
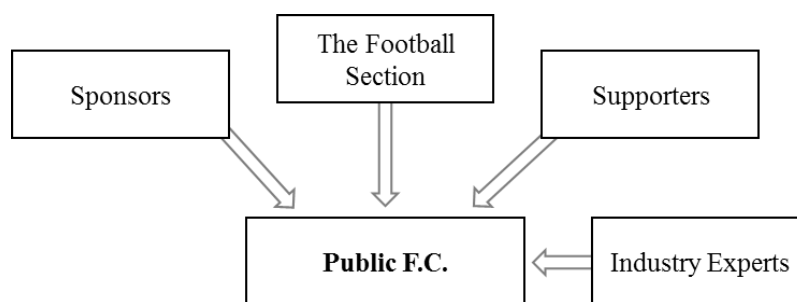
Figure 3 – Overview of interviews

3.3.2   The approach

We conducted the interviews using a semi-structured approach (Merriam, 1994). This form of approach allowed us to prepare a list of questions to structure the interview but to freely follow any unexpected path, and succeeding findings, that might emerge in an interview setting. It also allowed us to alter each interview to the various interviewees and their role and place in the contextual setting, which served us well due to the variable qualifications and operational responsibilities the interviewees have. The prearranged questions acted as a checklist to which we made sure to stay on

track and covered our main issues and focus areas. We made the decision to design our interviews in this matter due to the lack of prior knowledge within the field. We used the abductive approach by iterating the knowledge gathered throughout the interviews with existing studies and theories to prepare new questions for the forthcoming interviews.

All collection of data took place from January to May 2014 and all interviews were conducted by both authors in person in order to avoid any misinterpretations and to build trust with the interviewees. All interviews with employees of Public F.C. were conducted at the office that they worked at, that is, either at the headquarters or training facilities. The rest of interviewees were interviewed either at their work place or at a public place agreed upon beforehand. The length of the interviews varied from 40 to 90 minutes with an average of 60 minutes. All interviews were recorded, with approval from the interviewees, in order for us to afterwards transcribe and review the conversation. The possibility was made available to us to either email or phone the interviewees after such review in case we were in need of further information.

Due to the medial exposure at Public F.C. we made the decision to anonymize the organization and will thus only refer to the interviewees by their respective title. Additionally, we will throughout the thesis refer to all the interviewees as "he", as to further anonymize the interviewees. All departments and units have been renamed and information pertaining to the organization's websites or otherwise revealing sources have been renamed.

3.3.3   *Data analysis and codification*

As the initial data analysis takes place it is of importance to not codify the data immediately due to the risk of omitting underlying contextual factors embedded in each interview (Alvesson & Kärreman, 2004). Rather than looking at coded parts the interviews should be considered as a whole text. We began by looking at each transcribed interview separately and thereafter classified the relevant themes in line with our research question. This was done for each interview, and then we compiled the collected information in appropriate thematic boxes. Through this process we were able to adjust the subsequent interview questions based on our previous findings and codes. With the use of our theoretical framework we could separate and classify the information gathered pertaining to the different controls: administrative controls; classic formal controls, and; cultural controls.

Additionally, in order to analyze and translate the gathered raw data we used a reflexivity approach as the information cannot speak for itself, but rather, that we have to make assumptions and interpretations regarding what the interviewee said (Denzin, 1994). Alvesson (2003) acknowledges that there are situational implications to the interpretation of the data in the form of social contexts; the language used during the interview, and; the individual being interviewed. Taking these implications into account in our conversion of raw data into empirical data, we reclassified some issues due to language differences. This was done directly after each interview session as we discussed and summarized our initial impressions and findings. By conducting these deliberations we were able to clarify and understand ambiguous answers and thus classify the findings correctly, as well as alter the questions before the next interview in line with the new findings.

3.4   Reliability and validity

The issue of reliability refers to the extent other researchers would arrive at similar conclusions by replicating this study's framework under constant conditions (Fidel, 1984; Lundahl & Skärvad, 1999). However, as Yin (2009) pointed out, the case analysis format might suffer from the inability to be generalized or replicated and it proves to be a harder approach to implement due to the risk of the findings and direction being influenced by the authors' views. The context is hardly ever constant and thus the reliability becomes a critical issue. In order to improve this weakness we have carefully documented the research throughout the process. All interview transcripts and the original recorded audio files have been saved together with the notes from each session. The use of semi-structured interviews generally reduces the reliability, however, the questionnaires prepared before the interviews have been saved, which increases the reliability.

The validity of this thesis refers to the extent our study depicts reality. Merriam (1994) highlight that this question may be split into three parts: the inner- the outer-, and the construct validity. These will be discussed with reference to our study below.

The inner validity concerns the interpretation by the researchers, and our decision to use interviews as a main source of data poses a risk of subjectivity in both the interpretation of the result by the researcher and the answers from the interviewees (Fidel, 1984; Merriam, 1988; Yin, 2009). Our efforts aiming at improving the objectivity in aforementioned issues consists of preparing questions beforehand; recording the interviews; taking notes during the sessions; discussing the results in close proximity regarding time after each interview, and; to as great extent as possible ask similar questions to several interviewees. Further, the complementation with other data sources such as internal documents and direct observations served as a mean to triangulate the data.

The outer validity aim at discussing the generalization for other populations. This issue is recurring in case studies as the generalizability of the findings is problematic due to the specific contextual factors that lays the ground for the case and thus also the findings (Dubois & Gibbert, 2010). As Eisenhardt (1989) points out, there is a risk of creating idiosyncratic theories only applicable for a specific case. In order to improve this we have in section 3.1.2 above provided an explanation to motivate the case study selection to serve for this thesis.

Lastly, the construct validity refers to the extent to which the research question is actually studied and how relevant the measures used are (Dubois & Gibbert, 2010). We can improve the construct validity in three ways according to Yin (2009). First, the use of multiple sources of data enables triangulation, which we have done, which is covered in sections above. Second, the chain of evidence must be clearly shown to assist the reader to follow the emerging findings. This have been dealt with by the structuring of data in accordance with our presented framework in chapter 2.3 above. Third, study has been continuously reviewed by relevant informers throughout the process to assess the logic of the thesis. We have during the process communicated with both our contact at Public F.C., to assess the correctness of our perceived views of the organization and its processes, and our tutor, to review our logic during the writing process. The final draft of the case findings has been vetted by Public F.C..

4.   Case findings

This chapter presents the findings from our case study. Following our theoretical framework this chapter is divided into four sections. Firstly, some brief background information regarding Public F.C. is provided. Secondly, we describe the administrative controls, and thirdly, the classic formal controls. Finally, we describe the cultural controls within the two offices.

4.1   The background of Public F.C.

Public F.C. is one of Sweden's largest football organizations with a male elite team competing in Allsvenskan, the highest national league in Sweden (2014). The organization is characterized by a strong passion for football and dedicated supporters, with nearly 3,000 organized supporters and among the highest number of sold season tickets per year in Sweden.[7] The main revenue streams include ticket sales (43% in 2013), sponsorships (27%), TV licenses (12%), souvenirs (11%), sales of player contracts (3%) and revenues from playing in international leagues (3%)[8], and all profits generated are re-invested in the organization. Public F.C.'s vision is expressed in the annual report:

> "Public F.C. – the premier choice in the Nordics. Passion combined with professionalism"

The mission that further describes how the vision should be reached:

> "Public F.C. shall offer first class entertainment within football and offer attractive products and services with connection to football. We shall attract a large and dedicated audience to our events, keep our supporters happy and dedicated and make our sponsors and partners satisfied."

Public F.C was founded in 1891 as a part of the Football Section, which in turn is the largest section within the sports organization Sports Inc, shown in figure 4 below.[9] Today, Sports Inc. is one of the largest sports organizations in Sweden and as a brand it is one of Sweden's most well-known.[10] Besides the Football Section, Sports Inc. also incorporates organizations with teams competing in ice hockey, handball, bandy, boule, golf, bowling and athletics at a national level. Sports Inc. is fully owned by its more than 1,800 members, and the Football Section is fully owned by Sports Inc.[11] The Football Section owns 51% of Public F.C. whereas the remaining 49% are publicly traded on a relatively small Nordic stock exchange since 2002. However, with regards to being listed, the CEO states that Public F.C., unlike other listed companies, will likely never pay out any dividends to its shareholders.[12] The 49-51 ownership structure in Public F.C. is stipulated by the 51%-rule, established

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[7] SLO, 2014-03-24.
[8] Annual report, 2013.
[9] Annual report, 2013.
[10] PR-specialist, Freelance for Public F.C., 2014-04-14.
[11] Chairman of the Board, Football Section, 2014-02-24.
[12] CEO, 2014-01-17.

by the Swedish Sports Confederation (SSC), stating that sports organizations affiliated with SSC must assign at least 51% of the votes to its members.[13]

The organization of Public F.C. includes the male elite team and the U19 team for boys. The male elite team currently (2014) competes in Allsvenskan where it placed in the top three previous year. Public F.C. employs approximately 70 employees[14], including football players, trainers, physicians and administrative personnel. Public F.C. has one fully owned subsidiary, Public F.C. Merchandise, which sells souvenirs and other sports-related items. The majority of the administrative personnel work in the headquarters, also located in connection to the home arena, whereas the rest of the employees work in the training facilities.[15] In the beginning of 2013 Public F.C. changed home arena and thus also moved their headquarters. The current home arena, which is newly built, is one of Sweden's largest arenas and it hosts other types of events as well.[16]
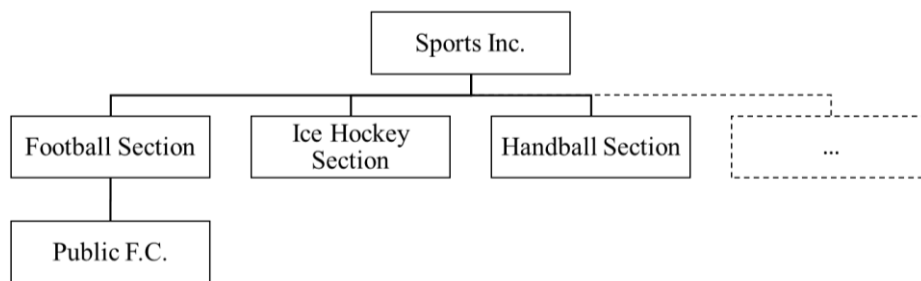
Figure 4 - Overview of Sports Inc.

4.2 Administrative controls

4.2.1 The organizational structure

Public F.C.'s organizational structure is shown in Figure 5 below and has been designed around two units; the Sports Unit and the headquarters. The Chief Sport Officer (CSO) is responsible for all the operations within the Sports Unit, which includes the players, the trainers, the additional physiological and medical staff, and the other various support staff such as coordinators, strategic opponent surveillance manager, property managers etc. All personnel that work within this unit also have their offices at the training facility.[17] The CSO points out the advantages of separating the Sport Unit from the rest of the organization:

>"In this organization, we often say that the sport is the most important thing, however, I often feel that a lot of things get in the way and start dictating the conditions for the sport. Things

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[13] SLO, 2014-03-24.
[14] Annual Report, 2013.
[15] Description of organization.
[16] Information of the arena, accesses through official webpage; Annual Report, 2013.
[17] Direct observation 6, 2014-04-24; Description of the organization.

such as financial matters or organizational politics. Therefore, my job is to build a unit with leaders and players that can shut out these kinds of things and be really good at their thing. Their task is to be best in class at their thing, and that is to win football games." (CSO)

The other unit, the headquarters, has three sub-units. The Sales and Marketing Department focus on the commercial operations and the Chief Commercial Officer (CCO) is responsible for coordinating and managing this unit. The Economy and HR Department is run by the Chief Financial Officer (CFO) and the Communication and Service Department includes the game related functions of safety, information and the Supporter Liaisons Officer (SLO).[18] The manager of the Communication and Service Department is also the CEO of Public F.C. Merchandise as well as the Chairman of the Board, Football Section, and will be referred to as the latter. Several employees working within the Headquarters pointed out that the main advantage of gathering these three sub-units in the Headquarters was that it was easy for them to share information with each other and stay updated on what was going on within the sub-units.[19]
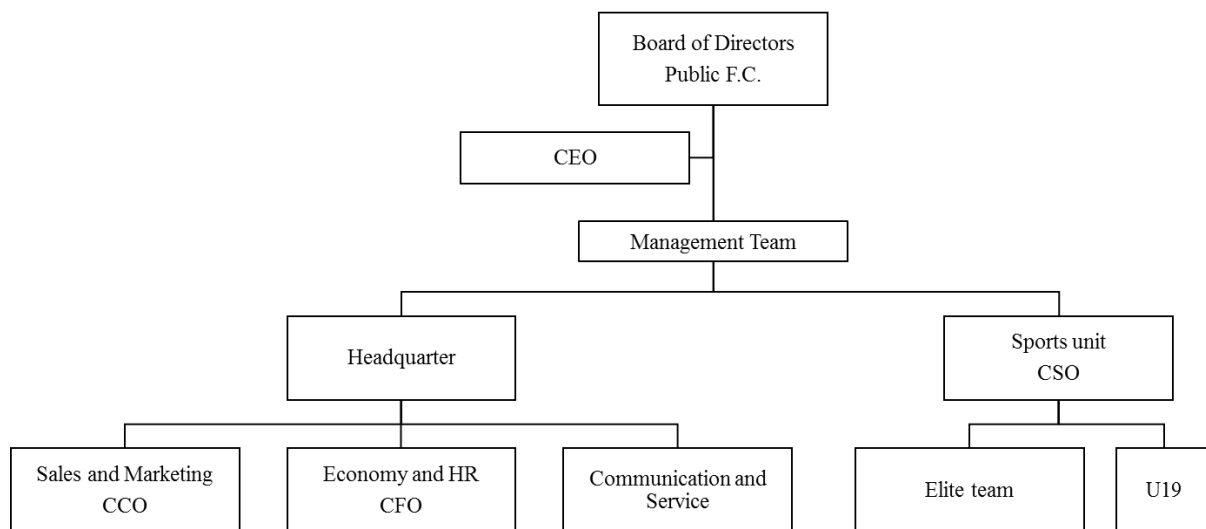
Figure 5 - Organizational Structure

The management team is a trans-boundary management team that includes all the department heads: the CEO, CFO, CSO, CCO and the Chairman of the Board, Football Section. This group has weekly meetings where operational, commercial and sports related issues are discussed. The representatives bring their role into the group and represent issues close to their operational responsibilities. During these meetings the management team goes through the past week's main activities and issues, follow up on discussions from previous meetings, and discuss future activities. These discussions focus on an overall organizational level, but also more specifically on each department.[20] All management team

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[18] Description of the organization.
[19] SLO, 2014-03-24; CEO, 2014-01-24; CCO, 2014-02-26.
[20] CEO, 2014-01-24; CCO, 2014-02-26; Chairman of the Board, Football Section, 2014-02-24; CFO, 2014-02-13; CSO, 2014-02-20.

members emphasize the importance of division of roles within the management team and an acceptance of the same, particularly highlighted by the CSO's following statement:

> "I'm the only one representing the Sports Unit [within the management team]. The CEO can't even hit a beach ball. He isn't supposed to so that's not a problem. He is as skilled at football as I am at Excel. That's okay as long as you know where each other stand and accept that we have different roles. However, we also try and connect the departments, making sure that the decisions we make in the Sports Unit to resonate in for example the Public F.C. Merchandise. Of course, that's what we're striving for." (CSO)

In a similar manner the CFO expresses that his role is imperative for the future consequential thinking within the business, as he aims to introduce financial analyses as a natural part of the decision-making process at Public F.C.:

> "I work with controlling, to introduce controlling as a concept in the sports-world. You are very quick to make decisions here and you don't always have the calculations in front of you and don't consider the consequences. I want to be included earlier to enforce this impact analysis before a decision is made. This is my personal ambition and goal here at Public F.C." (CFO)

It could seem less obvious as to why the Chairman of the Board, Football Section, is included in the management team. However, as he himself expresses it, his profound knowledge and involvement in different parts of the organization makes him resourceful.

> "It's quite natural [that I am in the management team] since I'm on both boards and the CEO of the subsidiary. It creates a direct link for the management team to turn to because in some questions I can immediately say 'go for it, it'll work', after all we are a small organization." (Chairman of the Board, Football Section)

4.2.2 Governance structure

4.2.2.1 The board of directors of Public F.C.

The board consists of seven board members and meetings are officially held once a month. However, during the course of a year the number of meetings could amount to a higher number due to unforeseen events that may need additional attention from the board.[21] Parallel to the meetings the board members have continuous contact over the phone or through emails where the less decision-relevant topics can be the focus of attention.[22]

The responsibilities of the board are to set the strategy for the Public F.C. organization and give instructions to the CEO. The agenda for a typical meeting consists of the following items: the CEO presenting and summarizing the recent events; the CFO gives an overview of the financials and

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[21] Chairman of the Board, Public F.C., 2014-04-14; Chairman of the Board, Football Section, 2014-02-24; Board member, Public F.C., 2014-04-16.
[22] Chairman of the Board, Public F.C., 2014-04-14.

highlight the development compared to the budget, and; other operations such as the changes and movement in the Merchandise Department. Other issues may become relevant depending on developments in the surroundings.[23]

Since quite recently the CFO is also invited to present the monthly financial statement and key numbers to be discussed during the meeting. The point of including the CFO directly during the meetings is to receive a report of the financials without interference from a CEO rendition.[24] The Chairman of the Board, Public F.C., brings out the advantages of inviting the CFO to the board meetings (a stand-point he shares with other interviewed board members):[25]

> "It gives us (the board) a duality with regards to the financial questions, which makes us feel more secure. It also makes the CFO more secure as it gives him the mandate to raise the questions that he feels are important." (Chairman of the Board, Public F.C.)

The CFO confirms this argument, and explains that he feels that the management team has become increasingly focused on financial questions following the recent board involvement in these issues. Moreover, the idea to increase transparency in the organization also extends to the inclusion of the CSO on the meetings where issues related to the Sports Unit become relevant.

4.2.2.2 A recurring problem

At times the board can become too interested and engaged in sports-related discussions. For example, during the annual meeting the members' direct questions to the board concerning issues close to their hearts which might not be a board issue ultimately, yet they get carried away in the discussions.[26] In the board meetings, the members of the board sometimes find themselves discussing the performance of a specific player or whether or not a certain position in the team should be replaced. This is explained as understandable since all members on the board are fans and thus care on both a personal and a professional level. It is expressed by several board members that when this happens it is important that the board and specifically the Chairman successfully redirects the attention to the issue at hand and within the correct level of responsibility.[27]

This has also been explained as an issue by several interviewees, as the board historically has become too involved in decisions that by work descriptions are included within the mandate of the CSO and the CEO.[28] An example often brought forward is when the board historically has made rash decisions to acquire player contracts in order to win the next season. The external pressure from supporters and fans, who all want to win the next season, is explained as a contributing factor to such decisions:

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[23] CEO, 2014-02-13; CFO, 2014-02-13 ;Chairman of the Board, Public F.C., 2014-04-14; Chairman of the Board, Football Section, 2014-02-24; Board member, Public F.C., 2014-04-16.
[24] Board member, Public F.C., 2014-04-16.
[25] Chairman of the Board, Football Section, 2014-02-24; Board member, Public F.C., 2014-04-16.
[26] Direct observation 2, 2014-03-06.
[27] Chairman of the Board, Public F.C., 2014-04-14; Board Member, Public F.C., 2014-04-16.
[28] Chairman of the Board, Public F.C., 2014-04-14; Board Member, Public F.C., 2014-04-16; CEO, 2014-02-13; Chairman of the Board, Football Section, 2014-02-24.

"There is a risk that you fall into some sort of collective spiral that does not really exist in ordinary companies. We all want our team to win, and when this does not happen, we become desperate. The fans shout 'More!', and the CSO shouts 'More!'. Well, everyone shout 'More!'. And at these times it becomes extremely important that we don't make any rash decisions." (Chairman of the Board, Public F.C.)

This issue is something that is persistently recognized within the sports industry, and as the CEO of SEF states:

"I've seen it happen in several elite football clubs. The external pressure causes businessmen on the board to lose their heads and fail to reason in a structured manner." (CEO of SEF)

As a consequence, financial aspects may be overlooked. An industry advisor shared this line of thought and explained that due to the widespread evaluation of clubs on sports basis the boards may be restricted from making financially sound decisions.[29] The board can "be taken hostage"[30] when matters that are within the CSO's mandate are brought to the board for decision-making. The Chairman of the Board, Public F.C., points out that in order to overcome these issues, it is important that decision mandates are followed, an opinion he shares with the rest of the interviewed board members. It is explained that there is a need for clearer guidelines for what can and should be done in the boardroom. The board is presently creating a number of policies to handle these issues:

"We need to separate what's a management decision and a board decision. That's what we're working on right now." (Board member, Public F.C.)

4.3 Classic formal control systems

4.3.1 Yearly planning procedures

Due to the season-based operations at Public F.C., with league tournaments from March to November, most of the more long-term planning is on a yearly basis. The organization has defined three types of overarching targets upon which the long-term planning is based; sports-based target, audience target and financial targets, which is described in further detail in table 1 below.[31]

The former CEO explains that first two, the sports-based and the audience targets, have always existed at Public F.C., although, they have not been formally expressed in the annual report until 2007. The financial goals were introduced in the beginning of 2012 by the board, following a liquidity crisis. When asked to express how the introduction of the financial targets was received in the organization, he replies:

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[29] Senior Manager, Sports Business Group, Deloitte, 2014-02-05.
[30] Chairman of the Board, Public F.C., 2014-04-14.
[31] Annual Report, 2013; Planning documents.

Sports-Based Target

To continuously place in the top 3 of Allsvenskan and thereby qualify for UEFA Champions League and Europe League tournaments.

Audience Target

To have the highest average number of game spectators in the Nordics region.

Financial Targets

To achieve a positive or break-even result each year.

To have a minimum equity capital of 30 MSEK.

To have a net debt of 15-30 MSEK.

To have enough liquidity to finance the daily operations and loans maturing within 12 months of time

Table 1 – Yearly Targets for Public F.C.

 "As a CEO, you really appreciate that they exist, as it can be difficult to put down your foot and decide what level of risk you are willing to take. Both from a financial and sports-based perspective. It often happens that if you, as a CEO, say no to a certain investment, you get the question; are you really willing to take that risk from a sports perspective? And the other way around as well, if you suggest an investment, people will tell you, okay, so are you willing to take the financial risk? Before the introduction of the financial targets a clearly communicated standpoint with regards to this didn't exist, so we really appreciated that they were introduced." (Former CEO)

A similar opinion is expressed by the current Chairman of the board, Public F.C., who describes the long-term targets as check-points and a control tool for the organization. He exemplifies that they have become particularly important and vital in their work process when considering a new building or moving to a new training facility.

The yearly planning process at Public F.C. usually takes place in connection with the budgeting, as each department head with budget responsibility submits an operational plan as a preconditioning base for the department's budget.[32] The template for the operational plan is distributed by the CFO and specifies the activities, focus areas and major investments the department will need to undertake during the coming year in order for Public F.C. to reach the pre-set targets described above.[33] Only the Sales and Marketing and the Sports Unit that have specified and broken down these targets on a more detailed level. The Sales and Marketing Department define a target level for annual ticket sales, sponsorships and souvenir sales for the coming year, and for the Sport Unit, the sports-based target is

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[32] CFO, 2014-02-13.
[33] Budget template.

further specified in terms of match results for each separate game.[34] A further description of these measures will be covered under section 4.3.3 where all measures are described.

The yearly plans, and the overarching targets described above, are implicitly followed up on a monthly basis in meetings within the Management team. This means that they are not a given point on the meeting agenda; however, discussions regarding measures and budget status usually tend to include the yearly plans as well.[35] The CFO explains that the main advantage of connecting the yearly plans to the budget is that the plans "become more than just nice words, you have an actual figure to refer back to".

4.3.2   Budgeting procedures at Public F.C.

The budget is made on a yearly basis and the preparation process usually begins in October the preceding year with submission to the board by the end of that year. The CFO has the main responsibility for preparing the budget templates for each of the units, and as mentioned above, the budgeting is done in connection with each department's yearly planning procedure.[36] According to the CFO, the main advantage of connecting the budget to the yearly planning is that the budget forecasts become closely tied to the operations and thus more realistic. Historically, budgets at Public F.C. have tended to be too optimistic[37] something that the CFO is working to change:

> "It is important that the forecasts and subsequent budget is realistic and reachable. It should neither be optimistic nor pessimistic." (CFO)

4.3.2.1   Budget structure

The budget structure is split into two separate parts; one covering the expenses for the Sport Unit and the other estimating the expenses and revenues generated by the rest of the organization;

> "To simplify, the finances are split in two parts, one concerns how much the CSO gets to spend on everything within the Sport Unit, on players, trainers, gear, training camps, etc. The other part consists of the rest, i.e., the organizations personnel, merchandise, ticket revenue etc. So, these part are distinctly different." (Chairman of the Board, Public F.C.)

In general, all forecasts are based on two of the long-term targets outlined above; the sports-based target of a top three placement in Allsvenskan and the financial target of a non-negative financial result. These targets are complemented with relevant and more detailed prerequisites specific for the year, including the following suppositions: the audience attendance; Europa League tournaments;

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[34] Planning documents.
[35] CFO, 2014-02-13; CEO, 2014-02-06.
[36] CFO, 2014-02-13.
[37] CEO, 2014-02-06; CFO, 2014-02-13; Chairman of the Board, Football Section, 2014-02-24; Chairman of the Board, Public F.C., 2014-04-14; Board Member, Public F.C., 2014-04-24.

ticket prices, and; salaries. These factors together with the two long-term targets mentioned above, lay the foundation for the budget.[38]

In essence, three types of revenue streams are forecasted in the budgeting process; sales of tickets, sponsorships and advertising and sales of souvenirs in Public F.C. Merchandise. These are also included in the measures monitored on a weekly basis, as the following section will outline. The revenues from TV-licenses are rather stable from year to year and thus do not require much forecasting. Revenue streams from sales of player contracts are excluded from the budget, as these are very volatile and difficult to forecast[39]. Additionally, as mentioned above, the forecasted revenues from tournaments usually includes the money granted in the first round of games in Europa League, revenues that Public F.C. will be guaranteed if the top three positions in Allsvenskan are reached.[40] As table 2 below displays, the CCO is responsible for the majority of the largest revenue streams in the budget, and it is also these revenue streams that are followed up most frequently. The CCO also points out that with regards to this aspect, his role differs quite remarkably from the other members of the management team.[41]

Revenue group	Person responsible	Monitored
Ticket sales	CCO	Weekly
Sponsorships and advertising	CCO	Weekly
Licenses (incl. TV)	-	Yearly
Souvenirs	CEO Public F.C. Merchandise	Weekly
League tournaments	CSO	Yearly

Table 2 – Revenue-areas in budget

Expense group	Person responsible	Monitored
Sport	CSO	Monthly
Event	CEO Public F.C. (and Chairman of the Board, Football Section)	Monthly and per game
Admin	CEO	Monthly
Commercial	CCO	Monthly

Table 3 – Expense-areas in the budget

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[38] Budget template.
[39] CFO, 2014-02-13.
[40] CFO, 2014-02-13.
[41] CCO, 2014-02-06.

The budgeted expenses are divided into four categories; sport, event, administrative and commercial (see table 3 above).[42] As mentioned above, the Sport Unit's budget can be seen as separated from the rest of the organization as the budget for this unit builds on the mark-up on the forecasted revenues:

> "The sports-based money is assigned to us by the CEO and the CFO who says, well, this is what you have to work with. This figure. And then we present a suggestion of what it could look like, and then they will approve some parts of it and tell us to re-think some parts. But it will always be like that in the budgeting process, you ask for as much money as possible, but some things they will reject immediately." (Sports Coordinator)

As the quote highlights, this is also a two-way process where the CSO together with the Sports Coordinator submits a suggestion of expenses that is discussed with the CEO and CFO until a final agreement is reached[43]. As mentioned above, sales of player contracts are generally not included in the yearly budget due to the volatile character of this revenue stream. Historically, there has been no formal policy for how revenues generated from sales of contracts should be distributed in the organization, and specifically, how much of these revenues should be re-invested in the Sport Unit. Decisions in this question have been made on an ad-hoc basis, depending on overall financial and sport-oriented circumstances.[44] However, during the coming months the board of Public F.C. will decide on such policy[45], and the Chairman of the Board, Public F.C., highlights the advantages of such policy, an opinion that is shared by the majority of the management team[46]:

> "Hopefully, we will decide on this distribution policy in the coming board meeting. Of course, even though we implement such policy, we can decide to make exceptions from it if we feel that there is a specific reason for doing so. But having a distribution policy will keep us from getting too emotionally driven when making these decisions, and we will know what principle to follow. Then the CSO also knows what he has to work with, if he sells a player for 10 million SEK, and say he gets half of it back to the Sport Unit, then he can also include this in his calculations and discussions regarding player contract extensions etc." (Chairman of the Board, Public F.C.)

Similar to the Sport Unit budget, the employees responsible for the rest of the expense groups submit their proposals with forecasted expenses, discuss them with the CFO and CEO, and agree on a final level.[47]

The CFO, CEO and each employee with budget responsibility conduct a feedback session and adjust the budget to fit the total budget targets. This process is referred to as a "give-and-take process" by

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[42] CFO, 2014-02-13.
[43] Sport Coordinator, 2014-04-24.
[44] Chairman of the Board, Public F.C., 2014-04-14.
[45] Chairman of the Board, Public F.C., 2014-04-14.
[46] CFO, 2014-02-13; CEO, 2014-02-06; CCO, 2014-02-06.
[47] CFO, 2014-02-13.

several interviewees. Once this is completed for all units the budget is submitted and presented to the board for discussion and final approval. The plan is to be finished with this cycle before year-end.[48]

4.3.2.2 Budget follow-up

The expense-side of the budget is followed up on a monthly basis in the Management team meetings, where each responsible employee presents outcome compared to forecasts. In case of budget deficit, the person responsible explains the background for the outcome and the actions planned to adjust the deficit.[49] Conversely, the revenue-side of the budget is followed up on a weekly basis in the management team, as the CCO and the CEO of Public F.C. Merchandise presents the weekly sales outcome compared to forecasts.[50] A more detailed description of all measures monitored, and their time basis, will be covered in the following section.

4.3.3 Measures monitored

As mentioned above, the management team follows up upon the overall budget on a monthly basis; however, the three major revenue streams (souvenirs, tickets sales and sponsorships and advertising) have been selected as measures monitored and discussed on a weekly basis. During the weekly management team meetings, the person responsible for the expense category or revenue stream presents the outcome compared to the forecasts for the week and explains any deviations and subsequent remedying actions[51].The weekly follow-up of revenues was recently introduced to Public F.C. and the CFO and the CCO explains that the main advantage of this is that they are able to learn more about the effects of various types of events and commercial activities undertaken. It also allows them to stay up-to-date and detect trends earlier and, in case it is a negative trend, take remedying actions before it is too late[52]. These opinions are shared with the rest of the management team and is further reflected by opinions from stakeholders expressing that a positive side from the notation is the increased transparency regarding several measures.[53] Besides these financial measures, the management team also monitors and discusses the game results on a weekly basis, however, as the CCO points out, this process has often started before starting the weekly meeting;

> "Well, I can be sure to say that we all read the sport section in the newspaper, so we don't really need to ask the CSO how the latest game turned out. But yes, we tend to spend a lot of time discussing it, and we're always eager to hear the CSO explain the reasons behind the results." (CCO)

4.3.3.1 More detailed measures in the Headquarters

In the headquarters, the Sales and Marketing Department is the only sub-unit that has implemented measures on a more detailed level. In this department, each account manager has their own sales-targets that they are measured against. All individual sales-targets aggregate to the forecasted revenue

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[48] CFO, 2014-02-13.
[49] CEO, 2014-02-13.
[50] CFO, 2014-02-13.
[51] CEO, 2014-02-13.
[52] CFO, 2014-02-13.
[53] Chairman of the Board, Supporter Organization, 2014-04-08, SLO, 2014-03-24.

stream from sponsorships and advertising. The targets are on a quarterly basis, although, they are followed up in weekly meetings within the Sales and Marketing Department in order to keep track of the advances.[54] In the case of an account manager missing his sales-target, the CCO explains that a discussion takes place, focusing on the underlying reason and how he can change the trend:

> "I mean we're not an American company. It's not like I'll fire anyone for not reaching his or her target the first quarter. However, if it happens again and again, maybe this is just not the right place for you." (CCO)

Thanks to a newly implemented CRM system, each account manager is able to see their progress compared to budget each time they log in to the system, i.e. on a daily basis[55]. The CCO explains that the he feels that the new CRM system has allowed the department to act more professionally:

> "With this new CRM system, I definitely feel that we have taken a huge step towards becoming a professional, business-like company." (CCO)

4.3.3.2 Measures in the Sports Unit

Within the Sport Unit, a range of non-financial measures that reflect the drivers of performance are monitored on a daily, weekly and monthly basis. The ability to measure and compare performance within sports in general is expressed by the CSO in the following quote:

> "Sports, and football in particular, is extremely measureable. It is very easy to see which team is the best. It is not like you have a table ranking the best lawyer firms or banks, for example. In those industries it is more like – 'well, we are specialists when it comes to pension savings but we are not that good at the stock market'. For us it is so much more obvious. It is extremely measureable and excuses doesn't really work in football." (CSO)

The ability to, in a very detailed manner, measure parameters affecting and reflecting sport performance has increased during the last years, states the CSO;

> "I feel that the daily operations have taken large steps during the last years toward some kind of ultra-professional organization where we by a urine-sample measure the players when they arrive in the morning. We are then able to analyze what they have eaten, what they have been drinking and how they have slept in order to create an individual player profile regarding the work-outs, training etc." (CSO)

Thus, on a daily basis, measures are applied on an individual level for each football player in order to determine the optimal workout and nutrition plan. This process also enables the CSO and the trainers to control that the football players have been eating, drinking and sleeping according to pre-specified

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[54] CCO, 2014-02-06.
[55] CCO, 2014-02-06.

recommendations. In order to receive the elite license yearly overall health-test are conducted on each player, including for example blood-tests and physical tests.[56]

Additionally, each game is analyzed in terms of game results and game statistics in order to revise and improve the tactics for coming games. The statistics include measures such as running capacity, pass completion rates, possession statistics, cross completion rates and goals per shot, and these are measured on an individual player level as well as on a team level.[57] The Sports Unit also has a part-time employee who monitors competitor statistics in order to adapt the game tactics for coming games, and similar measures are applied in this process[58]. The various measures applied in the Sport Unit is found summarized in table 4 below.

Type of Measure	Time basis
Urine sample	Daily
Overall health tests	Yearly
Game results	Weekly
Game statistics	Weekly
Competitor statistics	Daily during game-season

Table 4 - Measures monitored in the Sport Unit

4.3.4   Rewards and compensation

At Public F.C. two types of monetary bonuses exist. The first bonus is referred to as the "golden bonus" by interviewees, and is paid to football players in case the team wins Allsvenskan.[59] However, several interviewees within the Sport Unit pointed out that this was not the main driver of motivation for them, rather, the "feeling of winning" was the highest reward. [60] The second bonus, is paid to account managers in the Sales and Marketing Department as a provision of the revenue generated from their accounts.[61]

4.3.5   Policies and procedures

At the Sports Unit the many of the daily operations are scheduled ahead of time. This includes the routine for the players and the trainers each day. These schedules are posted on the information board and incorporates both the daily, weekly and monthly plans.[62] Logically, the daily schedule is richer in detail than the monthly. The daily routines includes several breakfast meetings covering planning and general information and a training-related staff meeting. Preceding the collective breakfast served at

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[56] CSO, 2014-02-20.
[57] CSO, 2014-02-20; Sports Coordinator, 2014-04-24.
[58] Sports Coordinator, 2014-04-24.
[59] Board Member of Public F.C., 2014-04-16; Sports Coordinator, 2014-04-24.
[60] CSO, 2014-02-20; Sports Coordinator, 2014-04-24
[61] CCO, 2014-02-06.
[62] Direct observation 6, 2014-04-24.

the facility, all the players leave urine-samples, used for test and analyzes. After the training session, and the proceeding lunch, the players spend time in the gym and possibilities arise to conduct individual meetings with players if needed. There is also time for additional planning meetings and daily summations preparing for the next day's activities.[63] When asked about how this formal structure is perceived the Sports Coordinator conveyed his positive notes:

> "I think it's excellent. We get a great variety of players here, some from Ghana, and some from our own suburbs who have never cooked their own meal before. Here we gain control immediately and are able to assess how prepared they are. Their job is to be professional football-players. What does that entail? Well, you should eat the right things for breakfast, you should make sure to drink the correct amount before arriving here, etc. With this schedule in place everything works perfectly, it makes sure that all the players are able to deliver at 10.30 when the training starts, seven days a week." (Sports Coordinator)

There is a lot happening during the game-season and a lot of effort goes into making sure that the players and staff is as unaffected by the transforming environment as possible. In order for this to work the CSO and the Sports Coordinator work closely together and ultimately strive to smooth the operational routines and increase the focus for the staff.

> "The CSO and I work together to make sure that the additional items that pop up is kept away from the other staff, to make sure that they are able to focus on their responsibilities and maintain their routines." (Sports Coordinator)

Moreover, each game is different and the continuous transpositions may risk a loss of focus on behalf of the players if not managed correctly.[64] To further manage the players behavior the CSO and the trainers have created a "Way-to-Play" regarding the team's characteristics on the field, aiming at both creating a unified playing technique as well as a code of conduct[65]. These statements are posted on the walls of the training facility in both Swedish and English in order for all players to understand them, and followed up during games and practices.[66]

Similarly, there is an ongoing commitment that is referred to when interviewees from the headquarters are asked what codes of conduct the organization has[67]. However, this project mainly focuses on the youth section of the Football Section and is aimed at educating and training the young players in morals and how to conduct oneself within the boundaries of the club, both on and off the field. It includes a contract stipulating among other things the dissociation from violence, bullying, racism and drugs.[68] It is mentioned that this project is important to the organization and especially to the Sales

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[63] Sports Coordinator, 2014-04-24.
[64] Sports Coordinator, 2014-04-24.
[65] CSO, 2014-02-20; Sports Coordinator, 2014-04-24.
[66] Direct observation 6, 2014-04-24.
[67] Board member of Public F.C., 2014-04-16; CFO, 2014-02-13; SLO, 2014-03-24.
[68] Information pertaining to the code of conduct on the webpage, accessed 2014-04-12; The code of conduct contract template, accessed 2014-04-12; Annual Report, 2013.

and Marketing Department as it proves to be a critical demand from the sponsors.[69] When asking about how the code is applied in the headquarters, the majority of the interviewees state that it is not really relevant for their daily work.[70] The code is primarily found in the annual report.

4.4 Cultural controls within the two offices

Our case findings show that the organizational culture differs quite remarkably between the two offices at Public F.C., which is the headquarters and the training facilities. Thus, under this section the cultural controls will be described separately for each office.

4.4.1 The new headquarters

In connection to the shift in arena the headquarters moved to the new buildings next to the new arena. The region is part of a new city project with shopping malls, headquarters and residential houses and is named after the new national arena for football and serves as the center point. Many corporations have moves their headquarters to the area including some of the sponsors to Public F.C..[71] The building is shared with among others SEF, SvFF and the Public F.C. Merchandise. The office is organized with an open plan space and three separate offices with glass walls designed for the CEO, the CFO and the Chairman of the Board, Football Section. It also includes conference rooms and a lounge area for visiting guests.[72] The majority of all interviewees working in the headquarters saw the change of arena and headquarters as a reflection of the organization becoming increasingly professional[73], and this was also communicated by the management team in the annual meeting within the Football Section, and in meetings with supporters.[74] The relocation is welcomed by the CCO who asserts that the assortment of organizations and companies in the vicinity are assisting in the development towards professionalism:

> "Several headquarters have moved here, you have Nike, Adidas, PEAB, Svenska Spel, Apoteket's headquarters are here and Vattenfall is here which makes the collection of companies where you reside different. We are on our way to becoming quite professional, but there will always be a club mentality that's important to preserve, however, it cannot take over the commercial side since we survive on our revenues." (CCO)

The focus on improving and becoming more professional is linked to the relocation from the old arena to a new. At the new arena several possibilities emerged. The CCO discussed the multiple channels for marketing and possibilities for exposure within the arena and the potential to segment customers and offer special seats, boxes and packages for the games. These possibilities were nonexistent at the previous location and due to the relocation the organization has taken another step into becoming

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[69] Head of Markets, Official Sponsor, 2014-04-11, Chairman of the Board, Public F.C., 2014-04-14; SLO, 2014-03-24.
[70] CFO, 2014-02-13; Chairman of the Board, Football Section, 2014-02-24; Chairman of the Board, Supporter Organization, 2014-04-08.
[71] Head of Markets, Official Sponsor, 2014-04-11.
[72] Direct observation 1, 2014-01-17.
[73] CEO, 2014-02-13; CFO, 2014-02-13; CCO, 2014-02-06; SLO, 2014-03-24, Chairman of the Board, Football Section, 2014-02-24.
[74] Direct observation 2, 2014-03-06; Direct observation 3, 2014-03-15.

more professional and enterprising.[75] The increasing professionalism with closer ties to business practices resonates with the explained reason for employees to work for the organization and that the reason for working at the headquarters is not primarily due to the interest in football:

> "Everyone working for Public F.C. aren't well versed in football. They're here due to their competence pertaining to their job." (Sports Coordinator)

Rather than having the club mentality through and through, a sense of business-like approach and work ethic is explained to be one of the main reasons for choosing this organization to work for:

> "I would never have taken this job if I had felt that everyone walks around in track-suits, drinks coffee and chills during the day." (CCO)

The dress code at the office is far from the track-suits that the CCO fears and could rather be described as business casual. Furthermore, as from quite recently, a rule regarding the dress code during game-days has been introduced, stipulating and encouraging the personnel to wear black suits. This is done with the aim to both increase the personnel from the headquarters to feel more involved and participative during game-days, and also to emphasize the direction toward professionalism the organization want to convey.[76]

4.4.2 The training facility and Sports Unit

The personnel within the Sports Unit, including the CSO, resides at the training facility offices in order to be close to the players and their operating responsibilities.[77] This facility is located in another region within the same municipality and has remained throughout the relocation to the new arena. The surrounding environment is mainly the National Defense's training facilities and forested areas.[78] Both the CSO and the Sports Coordinator pointed out that main advantage of this location is that it allows the personnel within the Sport Unit to truly concentrate on football-related issues.

The facility is placed in connection to the training field and the house includes the locker rooms and washing rooms for the players, gymnasiums and physiological treatment rooms. The walls throughout the training facilities are covered with Public F.C.'s logo and trophies from league tournaments. The offices for the CSO, the head coach, and the other support staffers are placed within the same building, and this is where they carry out their daily administrative work. Further, there is a dining hall and a lecture hall where the players and staff have the mealtimes and strategic meetings.[79] Excluding the full time employees there are additional personnel working less hours per week with game-day focus etc. and there are some that have been close to the organization for a long time and thus donates time to help out pro bono and may hang out at the facility to assist when needed.[80] The Sport Coordinator explains that they have a mentality of doing thing as a collective, and thus

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[75] CCO, 2014-02-06; Head of Markets, Official Sponsor, 2014-04-11.
[76] CEO, 2014-02-13; Direct observation 1, 2014-01-17.
[77] CSO, 2014-02-20; CEO, 2014-02-13.
[78] Direct observation 6, 2014-04-24.
[79] Direct observation 6, 2014-04-24.
[80] Sports Coordinator, 2014-04-24.

reinforces the team-spirit. He also emphasizes the familiar atmosphere and points out that everyone here knows each other on a personal level.

The dress code in the training facilities is less formal than in the headquarters. Predictably, the players usually wear training outfits, even during meetings and other non-physical activities, and the administrative personnel usually wear everyday clothes.[81]

The mood at the training facility is easily affected by the recent events.[82] The result of a game can be felt in the days to follow, there are heavy days and also easier days. The mood is partly determined by the team constellation and the players are, unsurprisingly, keen on winning:

"Everyone here has a huge winning mentality and sore losers, and the game result is really reflected in the mood here." (Sports Coordinator)

As mentioned above, the location and design of the training facilities allows the employees to fully focus on football related issues. This becomes particularly important as it is explained by several interviewees that the football focus is sometimes forgotten in the larger organization;[83]

"In between all the politics, economy and supporter issues a football game will be played and we are going to try and win it. That's easily forgotten." (CSO)

It is expressed that when the ultimate goal of playing football is forgotten other issues get more attention. Such issues can be if the roof of the arena should be open or closed during the next game, what price should be charged for tickets, who has the nominations committee proposed for a seat on the board, or how the layout of the annual report should look[84]. The CSO explains that these issues, predominantly discussed in the headquarters, might have little to do with the actual game played:

"If everyone who works with these issues resigned today it wouldn't affect the outcome of the next game at all. It's important for you, sure, but not for the game. Sometimes when I'm at the headquarters I wonder what the relevance of the discussed questions are." (CSO)

He continues to explain that for him the focus on football creates other parameters that drives him and makes it into more than just a regular job:

"This is at times a though job, but the rewards are many. I don't just have a high salary, it's more than that. I'm driven by some sort of idealistic idea that I can actually contribute with something, and improve something in this world. And this job has become a great part of my life. It's not like my day finishes once we're done with this interview. Sure, I'll go home, I'll pick up my kids, but I'll still answer the phone when it rings at 11 p.m. and start working again. But that's the way it is, and it's for the love of football that I do it." (CSO)

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[81] Direct observation 6, 2014-04-24.
[82] Sports Coordinator, 2014-04-24.
[83] CSO, 2014-02-20; Sports coordinator, 2014-04-24; Chairman of the Board, Supporter Organization, 2014-04-08; Supporter Liaison Officer (SLO), Public F.C., 2014-03-24.
[84] CSO, 2014-02-20.

5.   Analysis

The analysis is divided into two parts and covers the three aspects of our research question. Firstly, we will examine the characteristics of the sports- and business logics in Public F.C. and determine whether or not they are competing. Secondly, we start by analyzing the design and use of the MCS package and then answer how the design and use of the MCS package manage the co-existence of sports- and business logics in Public F.C. In order to answer the second and third aspect of our research question, the theoretical framework outlined in section 2.3 will guide our analysis.

5.1   Institutional logics in Public F.C.

As described in section 2.2, institutional logics can be viewed as *taken-for-granted social perceptions of what goals are legitimate and in what manner they should be reached* (Battilana & Dorado, 2010). In line with our theoretical framework, the empirical findings from the case study highlight the existence of two different logics; a sports logic and a business logic. Each logic will be analyzed with reference to the logic characteristics outlined in section 2.2.1, and subsequently we will investigate to what extent these logics are competing by drawing on findings from previous research presented in section 2.2.2. As institutional logics concern the whole organization, rather than individual processes, this part of the analysis will draw upon findings from all sections within the case findings.

5.1.1   Sport logic

Unsurprisingly, the case findings suggest that the sports logic is most obvious within the Sport Unit, and the CSO can be regarded as the ultimate representative of this logic. In line with the suggested definition in our theoretical framework, the case findings show that the legitimate goals or objectives within this logic include winning games but also making a contribution back to society. This becomes particularly evident by CSO's statement:

> "I don't just have a high salary, it's more than that. I'm driven by some sort of idealistic idea that I can actually contribute with something, and improve something in this world […]; it's for the love of football that I do it"

The statement is further reinforced by numerous interviewees declaring that for them, this is more than just a regular job. Additionally, the contribution described above also implies adhesion to stakeholders' normative expectations, particularly brought forward through Public F.C.'s mission statement; "We shall attract a large and dedicated audience to our events, keep our supporters happy and dedicated and make our sponsors and partners satisfied". With regard to these aspects, our case findings confirm the suggested similarities between a non-profit logic, where adhering to stakeholders' normative expectations and contributing back to society by solidary and selfless means are central to the logic (Pache & Santos, 2013 and Jay, 2010).

Furthermore, the empirical findings highlight the elements of competition and rivalry in the Sport Unit. In line with previous research, these elements can be seen as motivating forces that also enhance a group-mentality (Katz, 2001 and Kilduff et. al. 2010). This is particularly obvious when the Sports

Coordinator explains how the game results affect the general mood in the Sport Unit and describes the family and team-oriented culture. Moreover, the case findings show how the board's passion for sports can result in rash and irrational decisions being made form a financial point of view. This was exemplified by describing how player contracts have been acquired without fully considering the financial consequences, with the aim to win the next game. In addition, the CEO of SEF declares that this is not a phenomenon specific to Public F.C., but rather, a general issue among sport organizations. The issue support Kilduff et al.'s (2010) findings, suggesting that competition can lead to financially irrational decision-making. To conclude, the sports logic characteristics suggested in our theoretical framework are confirmed by our case findings, as the logic inhabits both the objective to win but also to somehow contribute to a better society and adhering to stakeholder's normative expectations. Moreover, the means to reach these objectives involve strategic imperatives such as competition, cooperation, teamwork, solidarity and selflessness.

5.1.2 Business logic

If the sports logic is primarily found within the Sports Unit, the business logic is most obvious in the headquarters, and the CFO and CCO can be seen as ultimate representatives of this logic. As presented in section 2.2.1, the business logic characteristics that have been identified in previous research include strategic imperatives such as revenue maximization, cost-efficiency and customer satisfaction (Jay, 2013 and Reay & Hinings, 2009). This is confirmed by the empirical findings from our case study. Firstly, the CFO's ambition to introduce financial analyses and evaluation tools as a natural part of the decision-making process at Public F.C. reflects both the cost-efficiency and revenue maximization imperatives. Secondly, the CCO's standpoint "we survive on our revenues" is a further reflection of the strategic imperative of revenue maximization. Additionally, as found in the description of the headquarters, thanks to the change of arena and new offices, commercial opportunities have arisen and the general atmosphere in the headquarters has become increasingly professional and business-oriented. This allows for closer relationships with the most important sponsors, supporting the third strategic imperative suggested by previous research: customer satisfaction (Reay & Hinings, 2009).

In contrast to previous research describing business logics, shareholder value maximization in terms of increased share price or dividends was not described as a goal by the interviewees in our case study. Public F.C.'s financial target is to achieve a non-negative result and re-invest all mark-ups on ticket sales, sponsorships etc. in order to reach the sport-based target of a top three position in Allsvenskan. This was also reflected in how the interviewees spoke about the strategic imperatives outlined above, as they were referred to as means to ensure future survival and reach the sports-based target, rather than to maximize shareholder's value. This is further reinforced by the CEO's statement that Public F.C. will probably "never pay dividends", and the fact that the CCO pointed to the importance of commercial activities "in order to survive". Therefore, with regards to the objective within the business logic, our empirical findings are not in line with findings from prior research.

5.1.3 Competing?

The analysis above suggests that the logic characteristics presented in 2.2.1, and outlined in figure 6 below, are to some extent confirmed by our empirical findings. The sport logic, both with regards to objectives and means to reach the objectives, was found to be guiding organizational members within the Sport Unit. The business logic, on the other hand, was predominantly identified within the headquarters. This logic, however, was found to be guiding organizational members with regards to the means and strategic imperatives, rather than with regards to the objective of maximizing shareholder's value.

Applying Pache & Santos' (2010) nature of conflicting institutional demands, it appears as if the conflict in logics emerges on a means-level rather than on an objective-level in Public F.C., as all interviewees adhere to the sport logic objective, whereas a conflict emerges with regards to how this objective should be reached. The empirical findings highlight that when the sport logic dictates the means, an "as long as we win" – mindset emerges, and the financial consequences are overlooked, in line with Kilduff et al.'s (2010) findings. On the other hand, when the business logic dictates the means, financial analyses and commercial activities become the basis for decision-making in Public F.C. and organizational members adhering to the sport logic feel that the sport is forgotten. Our findings are presented in figure 7 below. Furthermore, Pache & Santos (2010) emphasize the level of internal representation as a factor determining the organizational response to conflicting institutional demands. From the empirical findings it becomes evident that both sides of the conflicting logics are represented in Public F.C., and they are to a large extent distinguished by the separation of the headquarters from the Sport Unit.

Finding 1: In line with previous research, the empirical findings highlight the existence of two logics; sports logic and business logic. However, we can conclude that the logics only conflict at means-level rather than objective-level, and we also find both logics represented internally.

	Business Logic	**Sports Logic**
Objective	Maximize shareholder's value through increased share price or dividends	Adhere to stakeholder's normative expectations; promote sport in society and win.
Means to reach objectives	Revenue maximization, cost-efficiency, "do more with less", customer satisfaction	Competition, cooperation, solidarity, selflessness, develop sport-specific skills

Figure 6 - Logic characteristics suggested in previous literature

	Business Logic	Sports Logic
Objective	Adhere to stakeholder's normative expectations; promote sport in society and win.	
Means to reach objectives	Revenue maximization, cost-efficiency, "do more with less", customer satisfaction	Competition, cooperation, solidarity, ...sness, develop sport-specific skills

Conflict

Figure 7 - Logic characteristics and conflict found in case study

5.2   Design and use of the MCS package managing co-existence

The previous section concluded that the logic characteristics are confirmed by our case findings, however, the sports and business logics are competing on a means-level, rather than objective-level and both logics are internally represented. Thus far we can conclude that the case findings support the institutional logic descriptions from which the theoretical framework has been derived. The following section will analyze the design and use of the MCS package, and investigate whether or not the theoretical framework is confirmed by our case findings. This section follows the same structure as our theoretical framework and the case findings. The figure outlining the theoretical framework, described in section 2.3., is presented below.
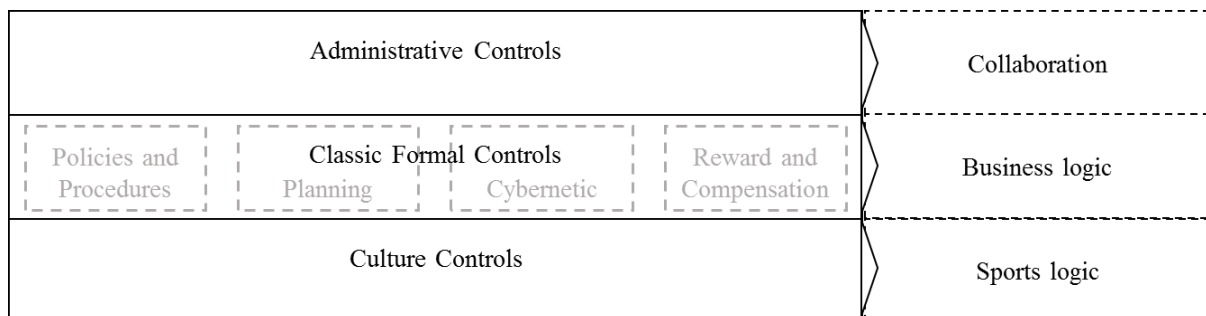
Administrative Controls			Collaboration
Policies and Procedures	Classic Formal Controls	Reward and Compensation	Business logic
	Planning Cybernetic		
Culture Controls			Sports logic

Figure 8 - Theoretical framework for understanding MCSs in an elite football organization

5.2.1   Administrative controls

As highlighted in 2.3., our definition of administrative controls include organizational structure and governance structure. The findings within these two categories will be presented under this section.

How are the administrative controls designed and used in Public F.C.?

The organizational structure at Public F.C. is structured around two functional units; the Sports Unit and the administrative headquarters, and with a trans-boundary management team. According to Malmi & Brown (2008), the organizational structure and design can, and should, be considered a

control tool rather than a contextual factor when managers are able to change it. In line with this, the empirical findings highlight that the separation of the Sport Unit and headquarters is to a large extent intentional, as it allows the leaders and players within the Sport Unit to "shut out" things not directly associated to the sport. Moreover it also makes it possible for the various sub-units in the headquarters to stay updated on each other. The trans-boundary management team unites the different units and allows managers from different departments to meet and co-ordinate their work. Thus, with regards to this aspect, we argue that the organizational structure and design can be considered a control system in Public F.C., in line with Malmi & Brown's (2008) definition.

The governance structure in Public F.C. includes two main levels of authority and accountability; the board of directors and the members of the management team. The control mechanism in the governance structure lies in the ability to direct behavior by for example creating agendas, divide responsibilities and ensure that various functions co-ordinate their work (Malmi & Brown, 2008). The case findings show how the governance structure was primarily used as a control system by creating mandates to raise certain issues and thereby directed attention. This was done by for example inviting certain management team members to the board meetings and structuring the board meetings around certain issues through the agenda. The case findings also showed examples of consequences when the governance structure did not function as a control system; if the formal lines of accountability (Cooper & Owen, 2007) are overlooked, and the board becomes too detail-focused, there was a risk that rash and financially sub-optimal decisions were made with regards to player contract acquisitions.

How do they manage the co-existence of the sports logic and the business logic?

As the management team members were asked to elaborate on their role within the team, they described an acceptance and appreciation of the fact that they all have different roles, brought to a head by the CSO: "The CEO can't even hit a beach ball. But he is not supposed to, so that is not a problem. He is as skilled at football as I am at Excel". Even though their opinions might differ, and they disagree on what should be the area of focus and how decisions should be made, the constellation of the trans-boundary management team allows them to co-ordinate their work and collaborate. This was particularly highlighted by the CSO: "We also try and connect the departments, to make the decisions we take in the Sports Unit resonate in for example Public F.C. Merchandise." This is in line with our theoretical framework, as this implies that the organizational structure, as a control system, forms inter-organizational relationships (Malmi & Brown, 2008) that enable the co-existence of competing institutional logics by creating forums for pragmatic collaboration (Reay & Hinings, 2009).

As found in the previous section, the organizational structure at Public F.C. made a clear and intentional distinction between the organizational members adhering to the business logic and the ones adhering to the sports logic. By separating the Sports Unit from the headquarters, the organizational structure as a control system made sure that employees within the Sports Unit remained fully focused on sports-related issues, and employees within the headquarters focused on business related issues. Thus, it could be argued that the organizational structure at Public F.C. not only creates forums for pragmatic collaborations, as suggested in the theoretical framework and

confirmed above, but also facilitates the co-existence of competing institutional logics by allowing organizational members to maintain their separate institutional identities (Reay & Hinings, 2009 and Fiol et al., 2009). Further, this is in line with Flamholtz's (1983) argument, as our empirical findings confirm that functional specialization is a structural dimension in an organization that can be used as a control tool.

The case findings also highlight the balancing role assigned to the governance structure. By applying a meeting agenda or inviting certain members of the management team, the board was able to direct attention to either sports or business related issues. However, the case findings showed situations where the control mechanism of the governance structure did not work, as the formal lines of accountability were overlooked and rash decisions were made without considering the financial consequences. These findings also confirms Reay & Hinings (2009) argument, suggesting that one mechanism for managing competing logics is separation of decision mandates. This implies that in order for competing logics to co-exist; experts should maintain their roles as experts by allowing them to make decisions within their fields and also holding them accountable to such decisions, which in turn enhances a separation of different institutional identities. In line with this, the case findings showed how the governance structure, by defining decision mandates and formal lines of accountability, could enable (and disable) this mechanism for co-existence of competing logics.

Finding 2: In line with our theoretical framework, the administrative controls at Public F.C. provides forums for pragmatic collaborations, however, their design and use can also allow organizational members to maintain their separate institutional identities.

5.2.2   *Classic formal controls*

As outlined in 2.3., our definition of classic formal controls includes; planning, cybernetic controls (budget, financial-, non-financial- and hybrid measures), rewards and compensation and policies and procedures. Firstly, we will analyze how the classic formal controls are designed and used in Public F.C., and secondly we will analyze how they managed the co-existence of sports and business logic.

How are the classic formal controls designed and used in Public F.C.?

In line with Malmi & Brown's (2008) definition of planning controls, the case findings highlighted how the yearly planning procedures were used to establish the overall goals for the organization and specify the efforts, behaviors and expected level of performance for each separate department. Moreover, previous researchers have included planning within the budget control systems (Merchant & Van der Stede, 2007), and in line with this, our case findings also show that the planning and the budgeting are closely intertwined, as the planning was a prerequisite and input for the yearly budget. By connecting the yearly plans to the budget, the plans were implicitly followed-up on a monthly basis (or even weekly with regards to sales figures) within the management team as well as the board, which reinforced each department's commitment to the plans. Thereby, we argue that planning can be considered a control system at Public F.C. according to Malmi & Brown (2008), as they state that the control mechanism of planning is contingent on the employees' commitment to the decided plans.

The discussion above also applies for the control mechanism of the budget, as Malmi & Brown (2008) argue that such mechanism is contingent on whether or not it is used in a planning and target-setting manner, rather than "simply" for resource allocation decisions. The case findings show that the budget at Public F.C. is split into two separate parts; one for the Sport Unit and one for the rest of the organization. The sport budget primarily concerns "how much the CSO gets to spend" (Chairman of the Board, Public F.C.) whereas the rest of the budget includes forecasting of all major revenue streams as well as estimates of expenses for the rest of the departments. The yearly plans are a prerequisite and input for all parts of the budget, as discussed above, and it could thus be argued that the budget is used in a planning manner both within the Sport Unit and the rest of the organization. However, in terms of target-setting and follow-up we can distinguish some differences between the departments as the discussion below will highlight.

The three major revenue streams included in the budget, sponsorships and advertising, ticket sales and souvenirs lay the basis for the financial measures that are monitored and discussed on a weekly basis within the management team. By monitoring these three measures, the management team has been able to learn more about the drivers affecting sales figures, and it can thus be argued that their use is interactive rather than diagnostic (Simons, 1995). All of these revenue streams are included under the Sales and Marketing Department. The case findings show that these measures are further broken down on a more detailed level with weekly targets and follow-ups for each account manager within the department, whose main evaluation and bonus builds on this figure. Consequently, these measures are described as a distinct feature of the daily work within the Sales and Marketing Department. Thus, our case findings suggest that the use of the budget in a target-setting manner, where employees are held accountable for measures tied to the budget, is most extensive within the Sales and Marketing Department, as this department has based all of their performance measures on budget-related measures. However, even though the control mechanism of the budget appears to be most extensive within the Sales and Marketing Department we would still argue that the budget qualifies as a control tool in accordance to Malmi & Brown's (2008) definition within all units in Public F.C., due to its close connection to the yearly planning procedures.

Apart from the budget-based financial measures described above, the empirical findings from our case study also showed a range of non-financial sports-based measures. Unsurprisingly, the ultimate sports-based measure, the weekly game results and league placements, is discussed passionately both in the management team and in board meetings. Thus, similar to the financial measures described above, its use is highly interactive (Simons, 1995). In accordance with Malmi & Brown (2008) the control mechanism in this measure lays both within its use for planning, as revision of game tactics are based on it, as well as its use for target-setting and division of accountability, as the yearly sports-based target builds on this measure and the CSO and the rest of the Sport Unit are mainly evaluated on it. Moreover, similar to the financial measures within the Sales and Marketing Department, this measure is also the basis for the sports-based reward in Public F.C., the golden bonus, which the players receive in case the team wins Allsvenskan. The more detailed measures within the Sport Unit, such as the urine samples, running capacities and possession rates, are monitored diagnostically (Simons, 1995) and are used for the more short-term planning in terms of game tactics or individual

nutrition plans. These measures are described as a distinct feature of the daily operations within the Sport Unit.

Finally, in terms of policies and procedures, the case findings highlight the existence of three different statements specifying the behavior expected from members of the organization. Two of these were found within the Sport Unit; one specifying the detailed daily routines, which was designed and used to control that the players were well prepared and able to deliver their best during games, and one specifying how a football player for Public F.C. is expected to act during game time. These statements were both posted on the walls within the training facilities and reinforced as a control tool by monitoring the player's behaviors and correct deviations, in line with Malmi & Brown's (2008) definition of this control category. The code of conduct found in the headquarters, however, did not control the behavior of the employees to the same extent, as this code was in the headquarters primarily used as a selling point towards sponsors.

To summarize, the classic formal controls, classified as controls in accordance with Malmi & Brown's (2008) definitions, found in Public F.C. included; planning controls, cybernetic controls in terms of budget, financial measures and non-financial measures, rewards and compensations and policies and procedures.

How do they manage the co-existence of sports logic and business logic?

Contrary to our theoretical framework, the empirical findings show that classic formal controls were designed and used both for a business-oriented purpose and for a sports-oriented purpose. The first classic formal control system discussed was planning controls, and rather than using this control tool primarily within the business-oriented operations (as suggested in the theoretical framework), the analysis above shows that the planning controls were used both within the Sport Unit and headquarters. In line with Malmi & Brown's (2008) definition of planning control, the application of overarching organizational long-term targets within three areas was used to align and mediate the goals and the plans for the functional areas. Moreover, this also implied that the board defined a certain level of financial and sports-based risk that was accepted, which became the basis for the yearly plans within all functions. In this aspect, the planning control also took on a balancing and mediating role between the business and the sport logic at Public F.C.

Contrary to our framework, the budget was found as a control tool within all parts of the organization, although its control mechanism was somewhat more extensive within the Sales and Marketing Department. In terms of managing the co-existence of competing logics, the case findings highlighted the importance of one particular feature of the budget; resource allocation. Although Malmi & Brown (2008) claim that the use of the budget for resource allocation is not enough as a control mechanism, our findings suggest that it is particularly this feature of the budget that contributed the most to facilitating the co-existence of the sport logic and the business logic. In line with the discussion above concerning separation of decision mandates as a facilitator for co-existence of competing logics (Reay & Hinings, 2009); when the resource allocation is complied with, experts are allowed to be experts within their field, and thereby a separation of different institutional identities is maintained. In the

case findings, this becomes particularly evident when the Chairman of Public F.C. explains the advantages of a distribution policy for reinvestment of revenues from sales of player contracts.

The case findings showed that both the Sales and Marketing Department and the Sports Unit monitored more detailed performance measures within their respective unit. Moreover, they also highlighted how the control mechanism of these performance measures had been enhanced in recent years, within both units, due to advancements with regard to technology. In terms of the effect on co-existence of sport and business logic, the empirical findings suggest that the implementation of more detailed performance measures further enhanced the separation of institutional identities (Reay & Hinings, 2009 and Fiol et al., 2009). Within the Sales and Marketing Department, the new CRM system has enabled them to focus even more on the *business performance* drivers, resulting in the CCO claiming that: "With this new CRM system, I definitely feel that we have taken a huge step towards becoming a professional, business-like company." And similarly, within the Sport Unit, the ability to measure *sport performance* drivers in a detailed manner, has allowed the CSO and the trainers to further control the behavior of the players, both on and off the field. Moreover, connecting the measures to rewards and compensation controls within respective unit further enhances this separation of institutional identities as it, in line with Malmi & Brown's (2008) description, focuses the employees' attention, motivation and efforts towards the performance drivers described above.

Furthermore, the discussion above also applies for the last control systems within classic formal controls, policies and procedures. The use of this controls system within the Sport Unit can be seen as a complement to the detailed performance measures, as these dictate *how* to reach the set out targets, particularly highlighted by the Sports Coordinator in the following quote:

> "Here we gain control immediately and are able to assess how prepared they are. Their job is to be professional football players. What does that entail? Well, you should eat the right things for breakfast, you should make sure to drink the correct amount before arriving here, etc. With this schedule in place everything works perfectly, it makes sure that all the players are able to deliver at 10.30 when the training starts, seven days a week."

Finding 3: Contrary to the theoretical framework, classic formal controls are used for a business-oriented purpose as well as for a sports-oriented purpose. Planning controls were used to balance the goals of different institutional logics whereas the resource allocation feature of the budget, performance measures, rewards and compensations, and policies and procedures enhanced the separation of different institutional identities.

5.2.3   Cultural controls

Our theoretical framework includes Malmi & Brown's (2008) three categories of cultural controls; value-based controls, clan controls and symbol-based controls. The following section will analyze the empirical findings within these three categories.

How are the cultural controls designed and used in Public F.C.?

The first section of the case findings (4.1) outlines the two statements that formally communicate the organizational values: the vision statement and the mission statement. In line with Simons' (1995) organizational belief system, they define the values, purpose and direction for the whole organization, and based on this, they would be considered value-based controls. However, analyzing the values communicated through these statements we find that they are rather two-fold; on one hand, the statements emphasize passion, sport-focus and supporter relations, however, on the other hand, they also emphasize professionalism, commercial products and services and relationships with partner and sponsor. It could thus be argued that these formal statements explicitly communicate the competing logics suggested in our theoretical framework. Moreover, in terms of regulating behavior as a control tool, the case findings show that the sports-related part of these statements regulates behavior in the training facilities, whereas the business-related part is applied in the headquarters. Thus, the aggregate version of these statements cannot be seen as a value-based control system based on Malmi & Brown's (2008) definition, as no part of the organization adhere to all values described. We would rather argue that they should be considered an aim to communicate all-encompassing values for the whole organization.

Predictably, the case findings showed a variety of cultural controls applied in the Sport Unit but also in the headquarters. The new headquarters inhabited multiple examples of symbol-based controls designed to enhance a professional and business-oriented culture, which motivated employees to for example tie professional relationships with sponsors and seek new commercial opportunities. The recreation of this culture was also ensured by employing professionals adhering to these values, in line with Malmi & Brown's (2008) definition of value-based controls. The new arena was perhaps the most evident symbol-based control (Malmi & Brown, 2008). Although it was not intentionally built for the primary purpose of being a cultural control, the empirical findings suggest that the management team working in the headquarters used it as a symbol-based control to enhance a professional and business-oriented culture. This was done by constantly referring to the new arena as a start of a new and professional time era. Other symbols found in the case study that enhanced this culture included the formal dress code on game day, the location of the new offices in connection to main sponsors and other companies and the new "professional" office design.

Within the Sport Unit's office, the training facilities, the symbol-based controls were designed to enhance a football-centric culture. The training facilities were located in a rather disconnected area, which allowed managers within the Sport Unit to make sure that no non-football related issues affected the players. Other symbols enhancing this culture included the sports-based dress code and the interior design of the training facilities, which, similar to the office location, allowed employees within the Sport Unit to fully focus on the sport. Moreover, the many common areas allowed for interaction and communication among the players as well as administrative personnel, which further enhanced the team-centric culture.

How do they manage the co-existence of sport logic and business logic?

In contrast to the theoretical framework, the empirical findings from our case study showed that cultural controls were designed and used for a sports-oriented purpose as well as for a business-oriented purpose.

Institutional logics have been defined as "macro-level belief systems" (McPherson & Sauder, 2013, p. 167) and from the discussion above it was found that the sport logic was most evident within the Sport Unit, whereas the business logic was most evident in the headquarters. When analyzing the cultural controls applied in the different offices, we find that these were used to reinforce the different institutional belief systems. The cultural controls in the headquarters enhanced a professional and business-oriented culture, in line with the business logic, whereas cultural controls in the training facilities reinforced a team-oriented culture with focus on sport matters, in line with the sport logic.

Furthermore, the way in which these two separate sets of cultural controls were designed and used can be compared to Ouchi's (1979) clan controls, which is also the third category of cultural controls in our theoretical framework. Applying the concept of clan control to Public F.C., the common beliefs, values and agreements of proper behavior that Ouchi (1979) recognizes as the basis for clan controls can be compared to the two different institutional logics in Public F.C. The socialization processes suggested by Ouchi (1979) inhabits the same function as the different symbol-based controls applied in the training facilities and headquarters, as they maintain and reinforce the different values and beliefs of the clans, or logics.

Thus, rather than narrowing the use of cultural controls to the sport-based operations, as suggested by the theoretical framework, we find that these controls were used within the headquarters as well as in the training facilities. Further, by reinforcing the shared values and beliefs of the different logics in Public F.C., these controls also facilitated a separation of the different institutional identities in the organization, specifically reflected in the CSO's statement with regards to the issues discussed in the headquarters;

> "If everyone who works with these issues resigned today it wouldn't affect the outcome of the next game at all. It's important for you, sure, but not for the game. Sometimes when I'm at the headquarters I wonder what the relevance of the discussed questions are." (CSO)

Finding 4: Contrary to the theoretical framework, the cultural control systems are used both for a business-oriented and sports-oriented purpose. The use and design of different cultural controls within each unit facilitated the separation of different institutional identities in Public F.C.

5.3   Summary and discussion of findings

Our case finding number one confirms that Public F.C. is a hybrid organization, where the sports- and business logics compete at a means-level, rather than objective-level (Pache & Santos, 2010). For the aim of this study, it implies that the theoretical perspectives included in our theoretical framework are in line with the contextual setting of our case study. Moreover, Pache & Santos (2010) predict that

when the conflict emerges on means-level and both sides of the institutional demands are represented internally, collaboration between different institutional identities is most likely to occur. This can partly serve as an explanation for some of the remaining findings, as the following discussion will highlight.

The second, third and fourth finding should be viewed in the light of our theoretical framework. The framework proposed that co-existence of sports- and business logics was enabled by allowing organizational members to maintain their separate institutional identities, while also providing forums for collaboration and negotiation. Additionally, it suggested that this was facilitated by the MCS package in mainly three ways. First, the framework proposed that the administrative controls were designed and used as organizers of collaboration between organizational members adhering to different logics. Second, the framework suggested that the classic formal controls were designed and used for a business-oriented purpose, and third, that the cultural controls were designed and used for sports-based purposes. Figure 9 describes our theoretical framework. However, the findings from our case study show that the MCS package managed the co-existence of sports- and business logics in Public F.C. in a quite different manner.

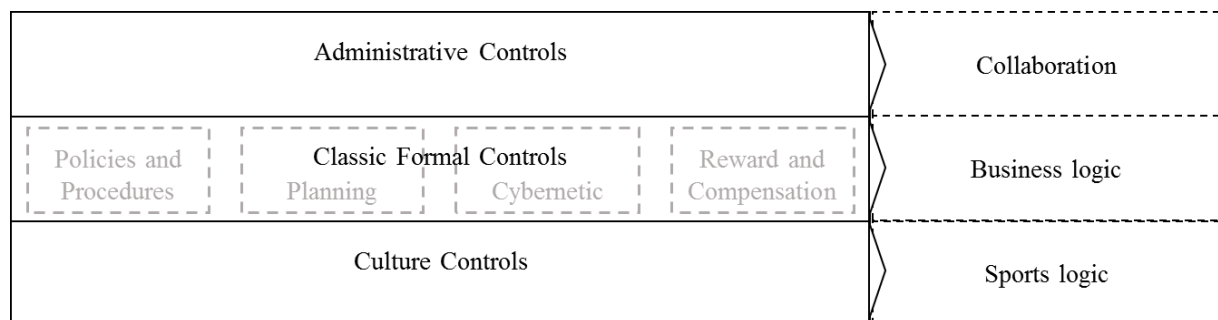| Administrative Controls				Collaboration
Policies and Procedures	Classic Formal Controls Planning	Cybernetic	Reward and Compensation	Business logic
Culture Controls				Sports logic

Figure 9 - Theoretical framework for understanding MCSs in an elite football organization

The second finding is partly in line with the theoretical framework, as the organizational structure in Public F.C. was designed and used for a collaborative purpose. In line with Malmi & Brown's (2008) definition, this control tool encouraged certain types of contact and thereby allowed employees adhering different institutional logics to meet, collaborate and negotiate (Reay & Hinings, 2009). With respect to this finding, the form of these collaborations and negotiations are arguably contingent on the nature of the conflicting demands and the level of internal representation, as set out by Pache & Santos (2010). However, the case findings also showed that the administrative controls were used and designed to facilitate a separation of different institutional identities, as the organizational structure intentionally separated employees adhering to the sports logic from those adhering to the business logic. Similarly, the governance structure was primarily used and designed to define decision mandates and formal lines of accountability (Malmi & Brown, 2008), separating business decisions from sport decisions. This allowed experts to be experts in their field, which further enhanced the separation of different institutional identities (Reay & Hinings, 2009).

With regards to the third and fourth finding, contrary to the theoretical framework, these show that the classic formal controls and the cultural controls were used within both logics. Our framework proposed that the separation of different institutional identities was maintained by using the cultural controls within the sport logic, and the classic formal controls within the business logic. In contrast, the case findings show that separate institutional identities were maintained by designing and using a unique set of classic formal controls and cultural controls within each logic. That is, classic formal controls were used within both logics, however, designed for a business-purpose within the business-operations and for a sports-purpose within the sports-operations. Similarly, cultural controls were used within both logics, however, designed to enhance a "business culture" in the headquarters and "sports culture" in the training facilities. Figure 10 below describes these findings. Moreover, two of the classic formal controls also took on a more coordinating role between the different logics; the resource allocation feature of the budget, which contributed to further separation of institutional identities, and the planning control, which contributed to balance and mediate the sports- and business based targets.

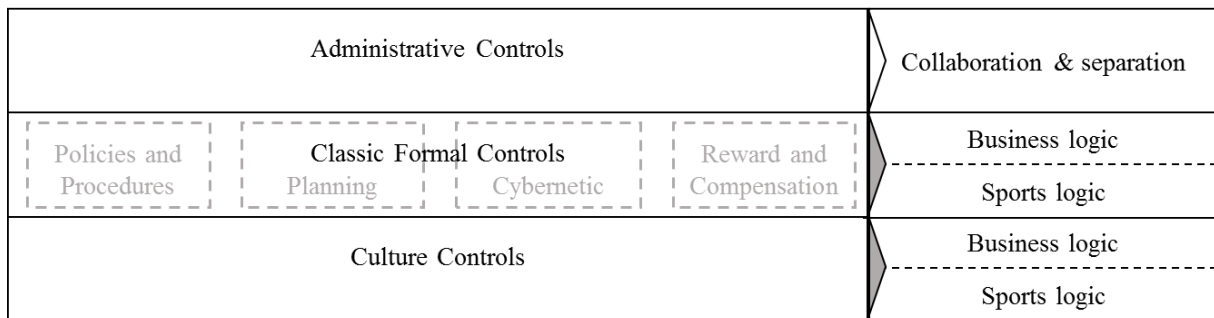| Administrative Controls				Collaboration & separation
Policies and Procedures	Classic Formal Controls Planning	Cybernetic	Reward and Compensation	Business logic
				Sports logic
Culture Controls				Business logic
				Sports logic

Figure 10 - Findings from case study: how the design and use of the MCS package manage the co-existence of sports- and business logic in Public F.C.

We can thus conclude that co-existence between sports- and business logics in Public F.C. was enabled by allowing organizational members to maintain their separate institutional identities, while also providing forums for collaboration and negotiation. This is in line with previous research in hybrid organizations (Reay & Hinings, 2009 and Fiol et al., 2009) and our theoretical framework. However, the way in which the design and use of the MCS package facilitated this in Public F.C. differed from our theoretical framework, as figure 9 and 10 above highlight.

Additionally, our case findings suggest that in Public F.C. the administrative controls laid the foundation for the design and the use of the classic formal and cultural controls. The organizational structure, separating the Sport Unit from the headquarters, made it possible for each unit to design and use their own unique set of classic formal and cultural controls. The governance structure further enhanced this, as it separated business decisions from sports decisions. Moreover, the classic formal controls and cultural controls within each unit's set of controls were designed and used for similar ends; sports-based in the Sport Unit and business-based in the headquarters. Thus, according to

Abernethy & Chua's (1996, p. 573) these sets of controls can be regarded as individual control packages, as they are internally consistent; "Control systems operate as 'packages' when they are internally consistent – that is, they are designed to achieve similar ends". Our findings thus suggest that within the large MCS package in Public F.C., two smaller, individual packages are found. These packages are connected, but also held separate, by the administrative controls.

Finally, if we return to the co-existence of sports- and business logics, the discussion above would imply that the design and use of the two smaller control packages within each separate unit enhances the separation of different institutional identities while, as stated above, the administrative controls allow for both collaboration and separation. We can thus conclude that our findings confirm the interrelations existing between various controls in the MCS package, as argued by previous researchers (e.g. Chenhall, 2003, Malmi & Brown, 2008 and Otley, 1980). Our findings also highlight how these interrelations can contribute to managing the co-existence of competing logics in hybrid organizations. This, in turn, confirms our initial argument that a holistic and integrated approach is preferred when examining MC practices in hybrid organizations.

6. Conclusions and contributions

This section will contextualize our findings and outline the conclusions and contributions that can be drawn from this study. We will also discuss the limitations of our study, and suggest future areas for research.

The aim of this thesis was to answer the research question; how do the design and use of the MCS package manage the co-existence of sports- and business logics in Public F.C.? The question was answered in three parts, firstly we examined the characteristics of sports- and business logics and whether or not they are competing in Public F.C.. Secondly, we analyzed the design and use of the MCS package. Finally, we built on the finding from the first two questions and examined how the design and use of the MCS package managed the co-existence of sports- and business logics. The analysis concluded that Public F.C. is a hybrid organization with sports- and business logics competing at a means-level. Furthermore, the design and use of MCS package managed the co-existence of these competing logics by, in various ways, facilitating the maintenance of separate institutional identities, while also enabling collaboration and negotiation between employees adhering to different logics. In contrast to our theoretical framework, this was made possible in two ways primarily. Firstly, by designing and using a unique set of classic formal and cultural controls within each logic, employees were able to maintain their separate institutional identities. And secondly, by designing and using the administrative controls to encourage certain types of contacts (Malmi & Brown, 2008), employees adhering to different logics were separated but also provided with forums for collaboration and negotiation. To extend the analysis further, we drew upon Abernethy & Chua's (1996) definition of internal consistency, and suggested that the two different sets of controls could be considered smaller, individual control packages, within the large MCS package.

For the purpose of the thesis, Malmi & Brown's (2008) MSC package framework was identified as a holistic and integrated framework, including formal as well as informal control systems and providing insight in how various controls are interrelated and work together. Our case findings from Public F.C. confirmed the existence of all of Malmi & Brown's (2008) control categories. Specifically, our case findings highlight the control mechanism of organizational structure and cultural controls (suggested by e.g. Ahrens & Mollona, 2007 and Chenhall, 2003), two categories within Malmi & Brown's (2008) framework that previous research often have classified as contextual factors rather than controls (see e.g. Bruns & Waterhouse, 1975 and Merchant 1981). Our findings also suggest support for Flamholtz's (1983) claim that functional specialization is one way the organizational structure works to control behavior. Moreover, our findings are in line with the claims of several researchers arguing that MCSs do not operate in isolation (e.g. Chenhall, 2003, Flamholtz, 1983, Langfield-Smith, 1997, Malmi & Brown, 2008 and Otley, 1980), as our study highlighted the inter-relations between various control systems. For example, we showed how the administrative controls laid the foundation for the use and design of the classic formal and cultural controls.

Furthermore, the contextual setting of our case study in the form of a hybrid organization is an area that has remained unexplored in prior MC research. Our study thus opened up a new perspective in the field of MC, and showed how the co-existence of competing logics was managed by the MCS

package when logics were competing at a means-level, and both sides of the conflict were represented internally. According to Pache & Santos (2010) these two aspects of the institutional conflict are the main determinants of the organizational response, why it could prove interesting for future MC research to examine how the MCS package manages the co-existence when logics compete at objective-level, or when only one side is represented internally.

Furthermore, the findings from our study make a contribution to research within hybrid organizations. While previous research within hybrid organizations have focused on how competing institutional logics are managed by organizational developments and managerial actions (e.g. Battilana & Dorado, 2010, Jay, 2013 and Pache & Santos, 2013), previous research have not specifically examined the MCS's potential role in this. The findings from our case study suggest that the MCS package does play a role in the enabling (or disabling) of co-existence of competing logics. The design and use of the MCS package in Public F.C. managed the co-existence of competing logics by facilitating the maintenance of separate institutional identities, but also by enabling collaboration and negotiation between employees adhering to different logics. Thus, our findings are in line with Reay & Hinings (2009) study, highlighting the importance of maintaining separate identities but collaborating for a common purpose in a hybrid setting. The maintenance of separate identities in some types of collaborations is also pointed out by Fiol et al. (2009). However, these findings can also be viewed in contrast to other studies performed in hybrid organizations, suggesting that hybrid organizations manage the co-existence of competing logics by developing a common organizational identity that strikes a balance between the logics (Battilana & Dorado, 2010) or decoupling the formal processes form the ones actually implemented (Meyer & Rowan, 1977). As shown, prior research has reached different conclusions with regards to how hybrid organizations maintain the co-existence of competing logics, and we suggest that future research extend or challenge these findings in order to gain further insight in the nature of hybrid organizations.

Moreover, the contextual setting of our case study is a relatively unexplored area in previous research within hybrid organizations. While the business logic alone has been described in several empirical studies, the conflict of sports- and business logics in an elite sports organization has received less focus. Our study attempted to describe the characteristics of the sports logic and found that in Public F.C. the conflict emerged at means-level. We believe it would be interesting for future research to consider other types of elite sports organizations in order to learn more about the inherent conflict between sports- and business logics. Further insights in this field would arguably be useful for all managers of elite sports organizations, aiming to balance the business and sports focus.

6.1   Limitations

The findings from our study in Public F.C. should be viewed in the light of the study's limitations, which will be outlined in this section. Our aim was to investigate a previously unexplored area within MC research; hybrid organizations, and for this purpose we concluded that the method of a single case study would best suit our purpose and time horizon. However, as mentioned in chapter 3, this method implies that all findings have been derived under circumstances specific to our case and thus the generalizability of our findings can be limited. Moreover, our data was mainly collected through

interviews, which might make it difficult to replicate our study as the exact interview setting is hard to recreate and people's opinions may change over time. Another limitation of our study is that Public F.C. is an organization that is frequently covered in Swedish media, with regards to both positive and negative aspects. This may impact the interviewees' willingness to voice certain issues, potentially resulting in biased case findings, which in the end may have had impact on our conclusions. However, we have tried to mitigate the effects of this by anonymizing the organization and the interviewees.

7. List of references

The references are listed depending on the source format. The primary sources, the interviews, are listed according to date in section 7.1. Thereafter, the direct observations and internal documents are noted in 7.2 and 7.3 respectively, and lastly; the literature used is registered in section 7.4.

7.1   List of interviews

Chief Executive Officer (CEO), Public F.C.	2014-01-17
Chief Executive Officer (CEO), Public F.C.	2014-01-24
Senior Manager, Sports Business Group of Deloitte	2014-02-05
Chief Commercial Officer (CCO), Public F.C.	2014-02-06
Chief Executive Officer (CEO), Public F.C.	2014-02-06
Chief Executive Officer (CEO), Public F.C.	2014-02-13
Chief Financial Officer (CFO), Public F.C.	2014-02-13
Chief Sports Officer (CSO), Public F.C.	2014-02-20
Chairman of the Board, Football Section	2014-02-24
Chief Financial Officer (CFO), Public F.C.	2014-03-24
Supporter Liaison Officer (SLO), Public F.C.	2014-03-24
Chief Financial Officer (CFO), Public F.C.	2014-04-08
Chairman of the Board, Supporter Organization of Public F.C.	2014-04-08
Chief Executive Officer (CEO of SEF), SEF	2014-04-09
Former Chief Executive Officer (Former CEO), Public F.C.	2014-04-11
Head of Markets, Official Sponsor	2014-04-11
Chairman of the Board, Public F.C.	2014-04-14
PR-specialist, Freelance for Public F.C.	2014-04-14
Board Member, Public F.C.	2014-04-16
Sports Coordinator, Public F.C.	2014-04-24

7.2   Direct observations

Direct observation 1, Tour of the headquarters	2014-01-17
Direct observation 2, Annual Meeting for the Football Section	2014-03-06
Direct observation 3, Supporter Seminar	2014-03-15
Direct observation 4, Additional Supporter Meeting	2014-04-10
Direct observation 5, Attended home-game w. the Board of Directors	2014-04-13
Direct observation 6, Tour of the training facilities	2014-04-24

7.3   Internal documents

Budget template.
Code of conduct contract template.
Code of conduct, "Way to play".

Annual reports, 2001-2013.

Planning documents.

Description of the organization.

7.4 Literature

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