

Module 2: Strategic Planning. Creation and Operation of the Technical Department



Acá va la introducción a la lectura (justificar texto).

☰ Unit 2.1 Sports Management

☰ Unidad X.2 Título

☰ References

Unit 2.1 Sports Management

Sports Management

The sports management is responsible for assembling the current squad, analysing the player's performance, selecting the right coach for the club, and negotiating the financial aspects of future signings, renewals, and departures. This department includes various workers and roles. Within the sports management lies the technical department, which is tasked with analysing external players who could be potential signings and align with the club's current philosophy.

The scouts and analysts are employees of the club, supervised by the technical secretary or sports manager. Their goal is to identify players with potential for the club.

Scouts must have the same objectives and work uniformly to ensure that all teams share a consistent playing style and player's profile.

When the sporting management team joins a club, their first task is to understand the current state of the first team, the reserve team, and

the youth categories. This is crucial for identifying the club's short- and long-term needs.

Within the technical department, there are different types of scouts. These can be classified into professional football scouts, including European and international scouts, meaning some scouts are responsible for monitoring domestic leagues, while others focus on the main leagues worldwide. Additionally, there are scouts dedicated to non-professional football and emerging young players.

The scouts responsible for professional football are organised by the technical secretary. Each scout is assigned specific leagues depending on the available human resources. The club's purchasing power and the markets it can access will significantly influence how these markets are organised.

For example, if we are part of the sports management of a Spanish club, our European scouts will be responsible for monitoring various leagues across the continent. There will also be scouts responsible for other continents.

In a professional structure, making the right decisions about potential players' signings requires the ability to analyse and scout. The terms "analyse", and "scout" are inseparable; though they are often considered separate aspects, we firmly believe these two processes must be unified in the recruitment of a footballer.

We understand the term “analyse” as evaluating a footballer based on technical, tactical, physical, and psychological aspects. In this analysis, the following elements should be considered:

1. **Technical Skills:** It is imperative to assess the player’s technical abilities thoroughly. This involves understanding the player’s dominant foot, their proficiency with the non-dominant foot, and their mastery over ball control, dribbling, shooting accuracy, as well as short and long-range passing capabilities.
2. **Physical Abilities:** We analyse the player’s running technique. Speed, endurance, jumping strength, agility, and their capacity to sustain repeated high-intensity efforts are aspects we must consider when analysing a player.
3. **Tactical Awareness and Positioning:** This involves observing how a player reads and interprets the game in various phases of a match.
4. **Decision Making:** Assess the player’s ability to make the right decisions in diverse game situations. It is also important to observe whether they can anticipate to unfolding actions on the field.
5. **Attitude and Mentality:** We must consider the player’s commitment to the team, before the match, and on and off the field. Their response to pressure and adversity is also crucial.

Scouting is the process through which a scout or club determines whether a player fits the club's needs or, conversely, does not meet the current requirements.

To scout, we must consider the following:

1. **Adaptation:** We must anticipate how a player will acclimatise to our club. There are numerous external factors beyond our control that could affect a player's adaptation. Hence, it's essential to accurately gauge and foresee how well the player will integrate into our environment.
2. **Development** and Progression: It's crucial to project the player's growth trajectory once they join our club. It is key to set expectations for the player once they are part of the club.
3. **Recruitment:** Negotiation plays a pivotal role in the scouting process of a player. Understanding the player's contractual situation is vital to determining whether their acquisition presents a market opportunity or not.

It is important to note that the processes of analysing and scouting are inseparable when determining whether a player is suitable for our club. In this case we must consider both variables. Analysis tends to be more straightforward, while scouting is more complex and complicated. Not everyone possesses the ability to make these crucial decisions.

SWOT Analysis

In business analysis, we use the SWOT analysis as a tool to study the internal and external situation of the organisation in relation to its environment. This technique is used to identify the strengths, opportunities, weaknesses, and threats that the organisation faces in comparison to its competitors.

In the process of analysing and scouting a football player, we can use this tool to assess whether the player being scouted is suitable for our club or not.

Image 1: SWOT Analysis



Source: [Image without title about SWOT analysis], n.d., <https://bit.ly/3y65J0W>.

TRADUCTION Image 1

INTERNO: INTERNAL

EXTERNO: EXTERNAL

NEGATIVO: NEGATIVE

POSITIVO: POSITIVE

Strengths: Attributes that the player excels at and should continue to enhance, including physical, technical, tactical, and psychological aspects.

Weaknesses: Physical, technical, tactical, and psychological attributes that need improvement.

Opportunities: Favourable contractual situation, position needing reinforcement, agent/representative with strong relationship, affordable salary.

Threats: Contractual situation, internal competition within the team, agent/representative, salary cap.

The sports manager is responsible for conducting the player's SWOT analysis based on the reports prepared by their technical department.

Player Report

The player report is a detailed document that provides a comprehensive assessment of the football player's physical, technical, tactical, and psychological characteristics, with the aim of describing the player through a final written evaluation.

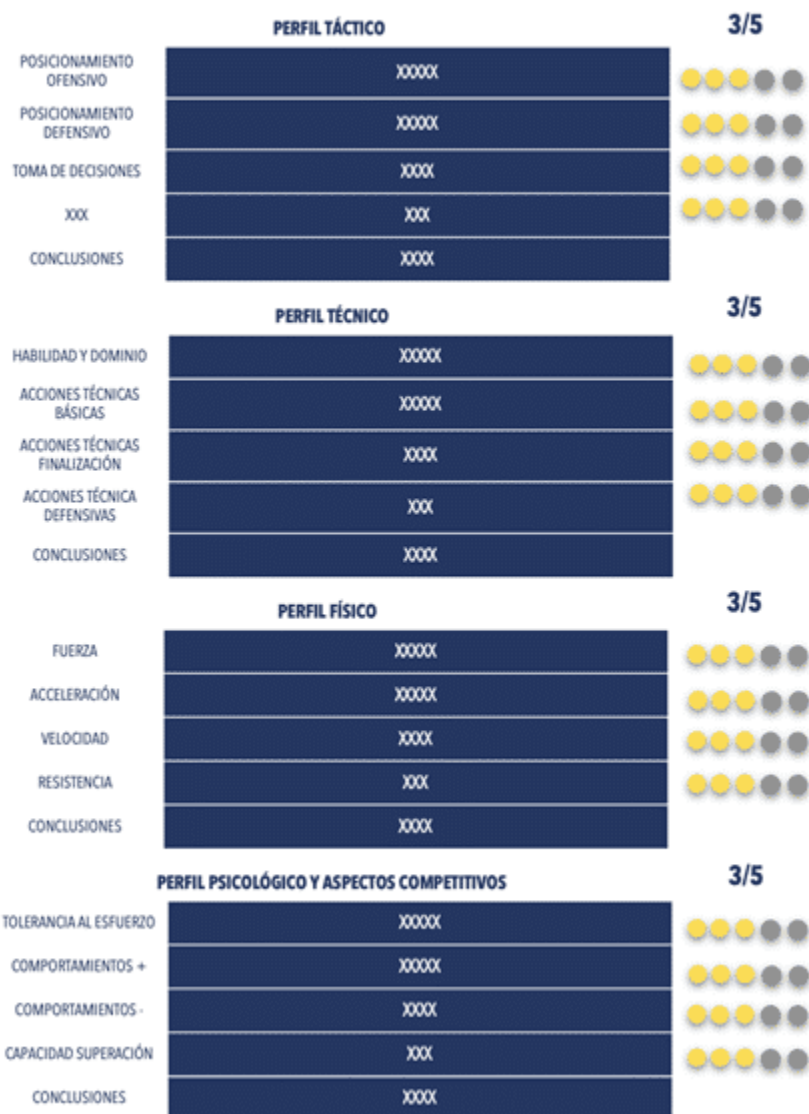
The individual player report should include the following aspects:

1. **Player's Personal Information:** Full name, nickname, current club and career trajectory over the past five years, approximate height and weight, and preferred foot.
2. **Match Observed for the Report:** Date, league match day, stadium, competition in which the match was observed, and opponent.
3. **Contract Information:** It is important to know when the contract ends, the last renewal date, the release clause, and the agent representing the player.
4. Primary position and other positions the player can adapt to.
5. Strengths and weaknesses.
6. Threats and opportunities.
7. Brief written report on the player.
8. Observations: For example, international experience or the player's non-verbal communication on the field.
9. Assessment by the scout or technical department member preparing the report.

Reports must be prepared on a computer and stored in the club's database. All members of the technical department should have access to them. The information belongs to the club, and we must be transparent in everything we do.

It is important for players to have more than one report to help decide whether to sign them or not. It is also beneficial for the same player to be evaluated by different members of the technical department. We always work as a team, with the sports manager serving as the leader. In another module, we discuss the social skills a sports manager should possess.

Image 2: Example of an Individual Player Report



Source: Own elaboration.

TRADUCTION IMAGE 2

PERFIL TÁCTICO: TACTICAL PROFILE

POSICIONAMIENTO OFENSIVO: OFFENSIVE POSITIONING

POSICIONAMIENTO DEFENSIVO: DEFENSIVE POSITIONING

TOMA DE DECISIONES: DECISION-MAKING

XXX:XXX

CONCLUSIONES: CONCLUSIONS

3/5: 3/5

PERFIL TÉCNICO: TECHNICAL PROFILE

HABILIDAD Y DOMINIO: SKILL AND PREFERENCE

ACCIONES TÉCNICAS BÁSICAS: BASIC TECHNICAL ACTIONS

ACCIONES TÉCNICAS FINALIZACIÓN: FINISHING TECHNICAL ACTIONS

ACCIONES TÉCNICAS DEFENSIVAS: DEFENSIVE TECHNICAL ACTIONS

CONCLUSIONES: CONCLUSIONS

3/5: 3/5

PERFIL FÍSICO: PHYSICAL PROFILES

FUERZA: STRENGTH

ACCELERACIÓN: ACCELERATION

VERLOCIDAD: SPEED

RESISTENCIA: ENDURANCE

CONCLUSIONES: CONCLUSIONS

3/5: 3/5

PERFIL PSICOLÓGICO Y ASPECTOS COMPETITIVOS: PSYCHOLOGICAL
PROFILE AND COMPETITIVE ASPECTS

TOLERANCIA AL ESFUERZO: EFFORT ENDURANCE

COMPORTAMIENTOS+: + BEHAVIOURS

COMPORTAMIENTOS -: - BEHAVIOURS

CAPACIDAD DE SUPERACIÓN: ABILITY TO IMPROVE

CONCLUSIÓN: CONCLUSION

Image 3: Example of an Individual Player Report

AUTOR Y FECHA DEL INFORME:

INFORME INDIVIDUAL DE JUGADOR

NOMBRE JUGADOR: XXXXXXXX

CLUB (COMPETICIÓN): XXXXXXXX

FECHA Y LUGAR DE NACIMIENTO	LATERALIDAD
ALTURA	PESO
FIN DEL CONTRATO	AGENTE (TELÉFONO)

LINK XXXXXX

POSICIÓN PRINCIPAL 

POSICIÓN SECUNDARIA 

POSICIÓN



FORTALEZAS	DEBILIDADES

OBSERVACIONES

PARTIDOS VISUALIZADOS
CONTEXTOS DE JUEGO
ETC.

Source: Own elaboration.

TRADUCTION IMAGE 3

AUTOR Y FECHA DEL INFORME REPORT AUTHOR AND DATE

INFORME INDIVIDUAL DEL JUGADOR: INDIVIDUAL PLAYER REPORT

NOMBRE DEL JUGADOR: PLAYER NAME

XXXXXX: XXXXXX

CLUB (COMPETICIÓN): CLUB (COMPETITION)

XXXXXX: XXXXXX

FECHA Y LUGAR DE NACIMIENTO: BIRTH PLACE AND DATE

LATERALIDAD: LATERALITY

ALTURA: HEIGHT

PESO: WEIGHT

FIN DEL CONTRATO: END OF CONTRACT

AGENTE (TELÉFONO): AGENT (PHONE NUMBER)

LINK: LINK

XXXXXX: XXXXXX

POSICIÓN: POSITION

POSICIÓN PRINCIPAL: MAIN POSITION

POSICIÓN SECUNDARIA: ALTERNATIVE POSITION

FORTALEZAS: STRENGTHS

DEBILIDADES: WEAKNESSES

OBSERVACIONES: OBSERVATIONS

PARTIDOS VISUALIZADOS: WATCHED MATCHES

CONTEXTOS DE JUEGO: GAME CONTEXTS

ETC.: ETC.

A scouting department must adhere to the objectives and strategies set by the sports manager (market needs and goals for all squads) and the head coach regarding the player profiles to target and recruit.

The scouting department must be fully aware of these objectives and profiles when searching for specific targets.

However, there are different stages in the player acquisition process: one stage that disregards immediate needs and focuses solely on player'S profiles (which lasts throughout the year), and another more objective stage that considers not only profiles but also specific positions (and profiles by position), as well as financial constraints and a sense of realism. This stage generally takes place closer to the recruitment windows.

Any scouting and recruitment process **must be** integrated with the rest of the club'S departments and work closely, especially with the head coach (regarding required roles and profiles) and the academy.

The individual player report must be visual and easy to understand for all members working in the technical department.

Player Assessment

It is essential to assess players according to the criteria established by the members of the technical department. Everyone must share their opinion, respect others' viewpoints, and establish consensus between the sports manager and the members/scouts of the technical department. It is mandatory for everyone who submits a player report to include their assessment regarding the player's potential incorporation into the club.

We will assess players in the following manner:

1. Player to Sign **FCB**: A player with the technical, tactical, and psychological level required to be part of our club.
2. Interesting Player **SEG-FCB**: A player with a very good technical, tactical, and psychological level, worthy of consideration for incorporation into our club, depending on possible needs.
3. Player to Monitor **SEG**: A player of good level who should be continuously observed and kept under control.
4. Insufficient Player **CON**: A player who does not meet the required level to play for our club.

The summary of this evaluation system can be expressed as follows: FCB players are high-level players who are ready to play and perform in the first team.

SEG-FCB players are talented individuals who, in the short term, can reach the first team.

Reserve Team, Youth Academy, and Loaned Players

FB-FCB Players: These are players who meet the standards of our **formative football** programmes.

It is a mandatory requirement to inform the coordinator, manager, or superior when drafting a report on a player considered for signing. It is also necessary to know the player's contractual situation and who

represents them. If this information is unknown or cannot be found, it should never be left blank; instead, a scout should be consulted. It is the responsibility of the manager or head of the technical department to obtain this information.

Another method of evaluating a player can be using the traffic light or colour-coded technique.

Image 4: Traffic Light Technique



Source: Own elaboration.

TRADUCTION IMAGE

Jugador Fichar: Sign Player

Jugador Interesante: Interesting Player

Jugador a seguir: Player to Follow

Jugador Insuficiente: Do not meet standard Player

Jugador Sin valorar: Player with no Assessment

Match Observation

Understanding the challenges of watching live matches, it is also possible to opt for watching videos provided by various platforms. However, the final decision must always be made after observing the player in a live match.

For video match analysis, we will use: Wyscout, Mediacoach, or InStat.

- **Wyscout:** This programme allows us to watch recorded matches from many leagues worldwide. It also has a section dedicated to player search, showcasing their key actions. It is a very useful tool for reviewing matches after they have been played or to compare what we have observed live with information from other games.
- **Mediacoach:** This is a video analysis tool that generates videos, reports, and statistics for the first and second divisions of the

Spanish league.

- **InStat:** A video and data platform that provides access to a vast database of matches, teams, and players.
- **Hudl:** It is a pioneer company in performance analysis technology, currently assisting over two hundred thousand teams from more than forty sports worldwide in their preparation and staying ahead of the competition.
- **Eric Sports:** Offers qualitative information, unified scout reports, and qualitative filters.

As a club or sporting management team, we must have access to these platforms to compare what we observed live with video analysis.

These tools can serve as an initial filter before conducting live match scouting. They help reduce travel costs, but the final decision must always be made based on live observation.

Big Data

It has become very popular to talk about data and big data. As a sports management, it is crucial to understand and use data according to the specific aspects we want to assess.

We can use data for an initial filter, such as identifying all under-23 players in a particular league, or to track the number of injuries a specific player has had.

These are two examples of how data can be utilised in a sports management context. While data alone does not provide a basis for decision-making, it can certainly complement the decision-making process. Moreover, it can serve to support the opinions and assessments of the technical department members, understanding that everything must be contextualised—considering the league, the player's background, the level and profile of teammates, areas of influence, etc.

Data Companies in Football: Driblab, StatsPerform, and Opta.

Internal Club Analysis

As a sports management, we must have a thorough understanding of the players within our club, from the first team to the reserves, U-19, U-18, and U-17 squads. Before looking outside, we must evaluate what we have internally. Players within the club reduce recruitment costs and are valuable assets. We should invest in players for positions we do not have covered within our club's structure.

After understanding the squad, we must analyse all the players in our youth teams to identify those with the potential to play in our

first team (succession planning).

When designing our first-team squad, we always double up on positions, meaning we should have at least twenty outfield players and three goalkeepers.

A scouting department must adhere to the objectives and strategies set by the sports manager (market needs and goals for all squads) and the head coach regarding the player profiles to target and recruit. The scouting department must be fully aware of these objectives and profiles when searching for specific targets. However, there are different stages in the player acquisition process, one stage that disregards immediate needs and focuses solely on player profiles (which lasts throughout the year), and another more objective stage that considers not only profiles but also specific positions (and profiles by position), as well as financial constraints and a sense of realism. This stage generally takes place closer to the recruitment windows.

Any scouting and recruitment process **must be** integrated with the rest of the club's departments and work closely, especially with the head coach (regarding required roles and profiles) and the academy.

Therefore, any scouting and recruitment process must consider various steps, which can be conducted simultaneously and continuously:

- Qualitative analysis of the existing squads.
- Complete understanding of the development paths of exceptional players in the club.
- Awareness of the contractual obligations of the existing squads.
- Assessment of squad needs by position and required profiles (related to the development of existing talent in the club to avoid hindering their progress if there are players of exceptional level).
- Different stages of the scouting process (from raw to refined).
- Several checkpoints with the head coach and the sports manager to maintain an objective search for talent.
- Collecting information on players, their contractual situations, and individual goals, as well as market information (there is no point wasting time on a player who has already signed with another club).
- Constant information provided to decision-makers on player reports (both technical and contractual).

Taking all the above into account, how do we set it up and make it work?

There are several fundamental areas that must be established for it to function effectively.

Image 5: Obligations, Principles, and Challenges



Source: Own elaboration.

TRADUCTION IMAGE

OBLIGACIONES: OBLIGATIONS

Trabajo: Work

Integridad: Integrity

Perseverancia: Persistence

Ilusión: Hope

PRINCIPIOS Y VALORES: PRINCIPLES AND VALUES

Respeto: Respect

Discreción: Discretion

Proceso: Process

Jerarquía: Hierarchy

Equipo: Team

Actitud positive: Positive attitude

Objetividad: Objectivity

Entender la realidad: Understand reality

Salir de la zona de confort: Get out of the comfort zone

Modernizar: Update

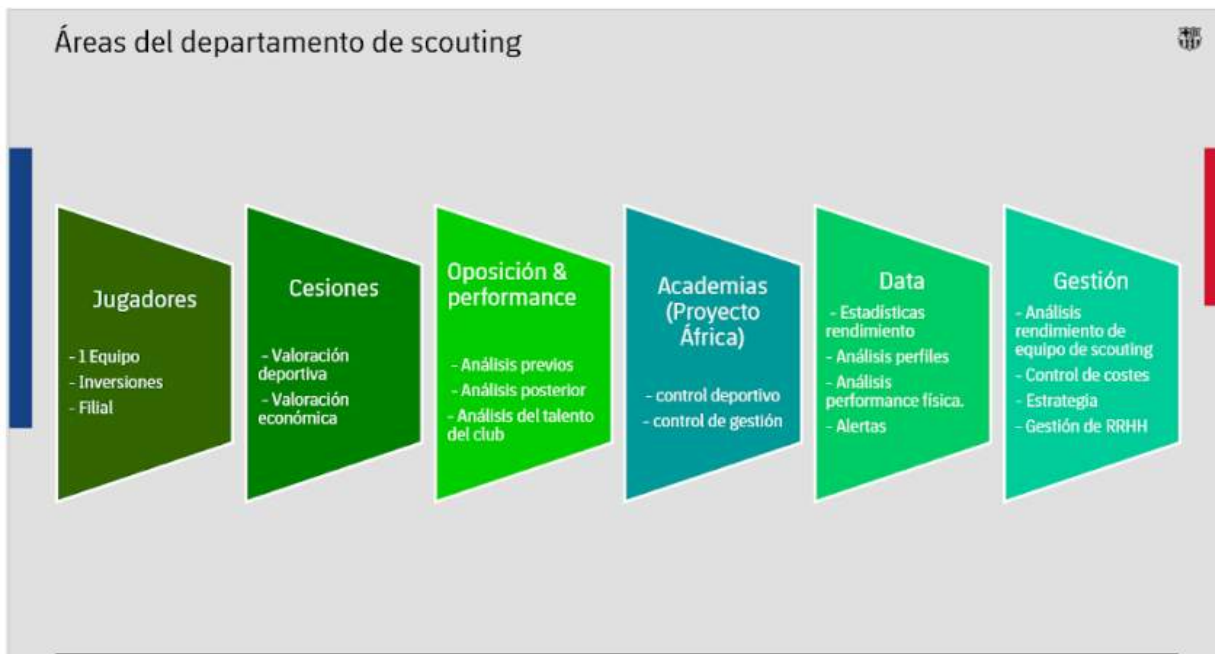
Evaluar nuestra performance: Assess our performance

It is crucial that, for effective performance within the technical department, all members understand not only their objectives but also their responsibilities, principles, and values.

As with any team, a lack of understanding of the team's core values can disrupt its functioning and, consequently, its return on investment.

From a specific team dynamics perspective, it is imperative that there is a high level of respect for hierarchy and established processes.

Image 6: Identification of the Department's Areas of Operation



Source: Own elaboration.

TRADUCTION IMAGE 6

Jugadores: Players

1 Equipo: 1st Team

Inversiones: Investments

Filial: Reserve Team

Cesiones: Loans

Valoración deportiva: Sports assessment

Valoración económica: Financial assessment

Oposición & performance: Opposition & Performance

Análisis previous: Previous analysis

Analysis posterior: Later analysis

Análisis del talento del club: Analysis of the club talent

Academias (Proyecto África): Academies (Project Africa)

Control deportivo: Sports control

Control de gestión: Management control

Data: Data

Estadísticas rendimiento: Performance statistics

Análisis perfiles: Profile analysis

Análisis performance física: Physical performance analysis

Alertas: Warnings

Gestión: Management

Análisis rendimiento equipo de scouting: Scout team performance
análisis

Control de costes: Cost control

Estrategia: Strategy

Gestión de RRHH: Human Resources management

Within a technical department, there are different specific areas of intervention, all converging towards a single goal: achieving the best possible sporting results. The most obvious, from an external point of view, is the scouting and recruitment area for players of all different age groups. However, the other areas are also very important.

Monitoring and controlling the performance of our loaned players is crucial to understanding their potential to be part of our squads in the future, or their potential value if we do not see a future for them at the club.

The analysis of rival teams and players is also important, though the primary focus should always be the analysis of our own teams and players.

Managing and monitoring any special project in partnership with external clubs/academies aims to recruit extraordinary talent they may have earlier and at lower costs than rival clubs.

Equally fundamental is the management of data concerning our teams and players, the rival teams and players, and potential target players.

Furthermore, central to the department's operation is the overall management of the division, encompassing human resources management, performance monitoring and evaluation of our human resources and tools, cost control and management, as well as planning the structure and processes for the future.

Image 7: Identification of Player Priorities

Prioridades por grupos (jugadores)

Group	Criteria
1 EQUIPO	<ul style="list-style-type: none">Talento de primer nivel listo para ser titular inmediato o parte de la plantilla del primer equipo.
INVERSION	<ul style="list-style-type: none">Talento global de primer nivel con potencial para jugar en el primer equipo del FC Barcelona en 24 meses.Edad entre los 16 y 19 años
FILIAL	<ul style="list-style-type: none">El mejor talento en España para ser un titular inmediato del filial y con el potencial de ser una reserva para el primer equipo si es necesario.Edad entre los 17 y 20 años.

Source: Own elaboration.

TRADUCTION IMAGE 7

Prioridades por grupo (jugadores): Group Priorities (Players)

1 EQUIPO: 1ST TEAM

Talento de primer nivel listo para ser titular inmediatamente o parte de la plantilla del primer equipo: Top level talent ready to play in the first team or to be part of the first team squad.

INVERSIÓN: INVESTMENT

Talento global de primer nivel con potencial para jugar en el primer equipo del FC Barcelona en 24 meses: Top global talents who are expected to reach the FC Barcelona first team within 24 months.

Edad entre los 16 y 19 años: Ages between 16 and 19.

FILIAL: RESERVE TEAM

El mejor talento en España para ser titular del filial y con el potencial de ser una reserva para el primer equipo si es necesario: Best talents in Spain ready to immediately play in the reserve team, and with potential to support the first team if needed.

Edad entre los 17 y 20 años: Ages between 17 and 20.

Image 8: Market Priorities



Source: Own elaboration.

TRADUCTION IMAGE 8

Prioridades de mercado: Market Priorities

1 EQUIPO: 1ST TEAM

Top 5 ligas: Top 5 leagues

Portugal: Portugal

Países Bajos: the Netherlands

Bélgica: Belgium

Brasil (18-20): Brazil (18-20)

Argentina (18-20): Argentina (18-20)

INVERSIÓN 16-19: INVESTMENT 16-19

Top 5: Top 5

Portugal: Portugal

Países Bajos: the Netherlands

Bélgica: Belgium

Escandinavia: (Suecia, Noruega, Dinamarca): Scandinavia (Sweden, Norway, Denmark)

Sudamérica (Brasil, Argentina, Uruguay): South America (Brazil, Argentina, Uruguay)

Norteamérica (México, USA): North America (Mexico, the USA)

África (Senegal, Mali, Costa de Marfil, Ghana, Camerún, Nigeria):
Africa (Senegal, Mali, Ivory Cost, Ghana, Cameroon, Nigeria)

Talento especial en otros mercados: Special talents in other markets

FILIAL 17-20: RESERVE TEAM 17-20

España: Spain

To establish a functional talent scouting department (the area where the most time and costs are invested), it is essential to identify and set priorities that optimise our return on investment.

Key types of priorities should be clearly identified.

For a top-tier football club like FC Barcelona, we identify four main types of priorities:

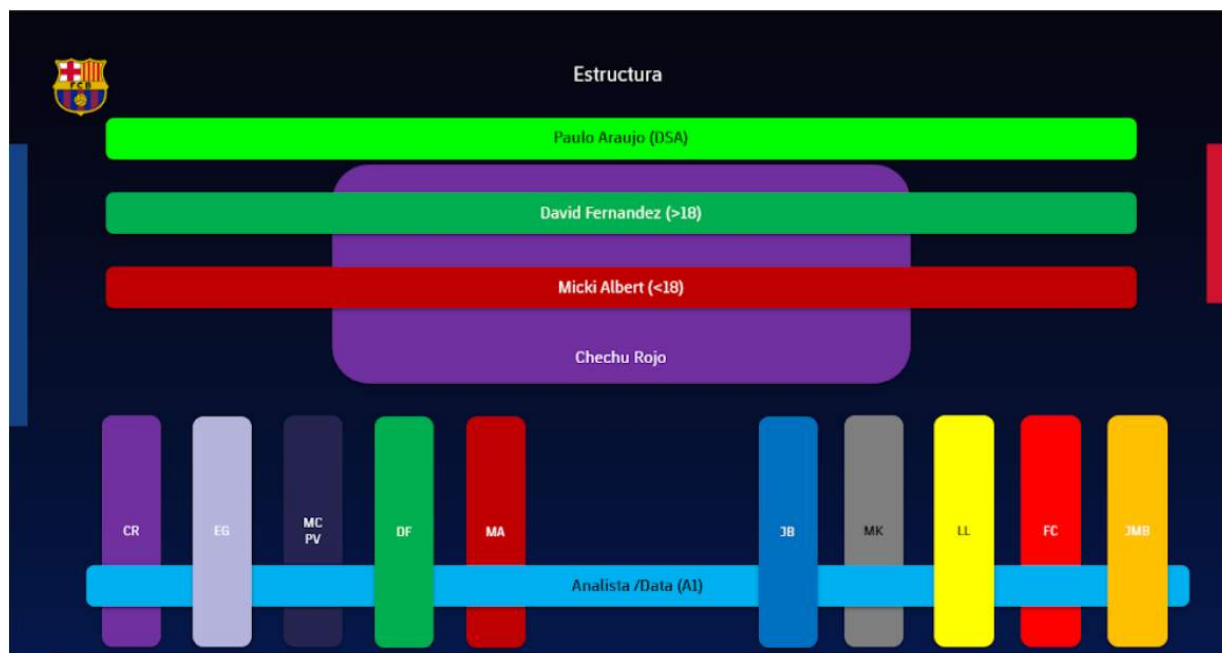
1. First-Team Players with immediate or short-term impact.
2. Exceptionally talented players who are expected to reach the first team within 24 to 36 months, even if they need to spend some time in the B team or be loaned out for further development.
3. Players recruited primarily to strengthen the B team, with the objective of competing at a decent level in their division and supporting the first team in case of injuries or suspensions.
4. Young talents recruited for the club's youth teams, with the potential to reach the professional teams once they are eligible to

sign professional contracts. This is the responsibility of the scouting team under the academy manager.

It's essential to identify the markets from which potential players could be sourced, not only based on the strength of the respective market or league but also considering FIFA regulations (e.g., age restrictions for player's signings).

Identifying age group priorities by market/league: This is crucial because, in some strong markets, players or their producers tend to move abroad at a young age. This means that while a market may be a priority, a specific age group within that market should be the focus.

Image 9: Structure (Markets and Functions)



Source: Own elaboration.

TRADUCTION IMAGE 9

Estructura: Structure

Paulo Araujo (DSA): Paulo Araujo (Scouting Department Manager)

David Fernandez (>18): David Fernandez (>18)

Micki Albert (<18): Micki Albert (<18)

Chechu Rojo: Txetxu Rojo

Analista/Data (AI): Analyst/Data (AI)

CR: CR

EG: EG

MC: MC

PV: PV

DF: DF

MA: MA

JB: JB

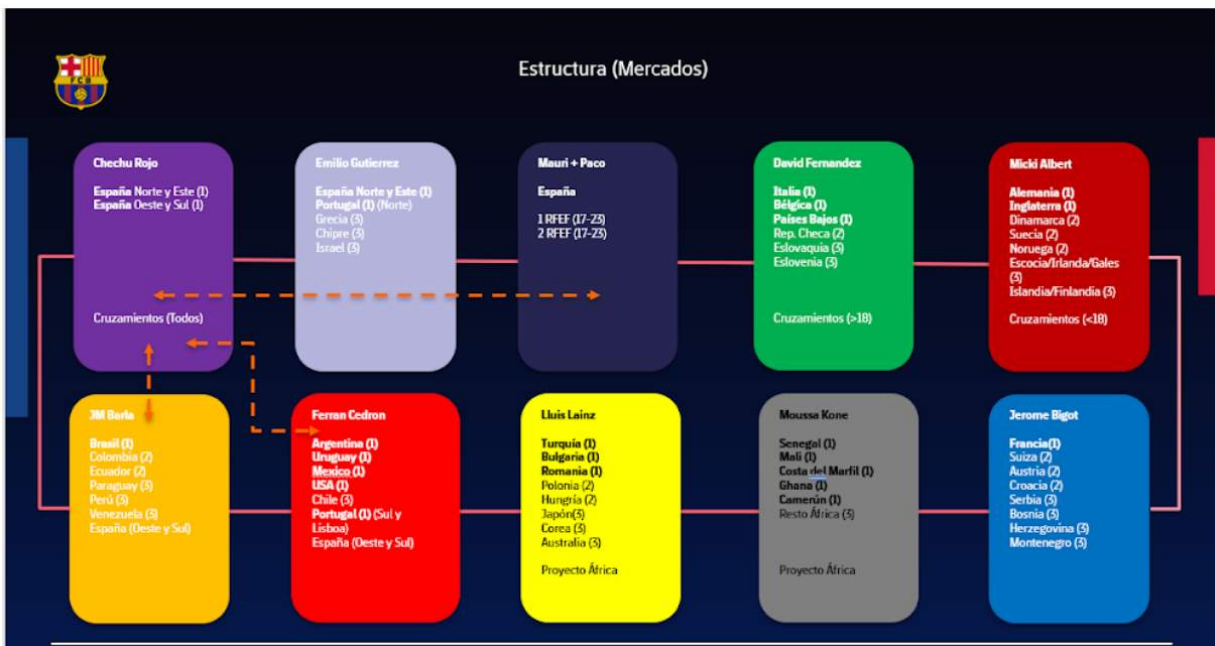
MK: MK

LL: LL

FC: FC

JMB: JMB

Image 10: Structure (Markets)



Source: Own elaboration.

TRADUCTION IMAGE 10

Estructura (Mercados): Structure (Markets)

Checu Rojo: Txetxu Rojo

España Norte y Este (1): Northern and Eastern Spain (1)

España Oeste y Sul (1): Western and Southern Spain (1)

Emilio Gutierrez: Emilio Gutierrez

España Norte y Este (1): Northern and Eastern Spain (1)

Portugal (1) (Norte): Portugal (1) (Northern)

Grecia (3): Greece (3)

Chipre (3): Cyprus (3)

Israel (3): Israel (3)

Mauri + Paco: Mauri + Paco

España: Spain

1 RFEF (17-23): 1 RFEF (17-23)

2 RFEF (17-23): 2 RFEF (17-23)

David Fernandez: David Fernandez

Italia (1): Italy (1)

Bélgica (1): Belgium (1)

Países Bajos (1): the Netherlands(1)

Rep. Checa (2): Czech Republic (2)

Eslovaquia (3): Slovakia (3)

Eslovenia (3): Slovenia (3)

Cruzamientos (>18): Crossover (>18)

Micki Albert

Alemania (1): Germany (1)

Inglaterra (1): England (1)

Dinamarca (2): Denmark (2)

Suecia (2): Sweden (2)

Noruega (2): Norway (2)

Escocia/Irlanda/Gales (3): Scotland/Ireland/Wales (3)

Islandia/Finlandia (3): Iceland/Finland (3)

Cruzamientos (<18): Crossovers (<18)

JM Barla: JM Barla

Brasil (1): Brazil (1)

Colombia (2): Colombia (2)

Ecuador (2): Ecuador (2)

Paraguay (3): Paraguay (3)

Perú (3): Peru (3)

Venezuela (3): Venezuela (3)

España (Oeste y Sul): Spain (Western and Southern)

Ferran Cedron: Ferran Cedron

Argentina (1): Argentina (1)

Uruguay (1): Uruguay (1)

México (1): Mexico (1)

USA (1): the USA (1)

Chile (3): Chile (3)

Portugal (1) (Sul y Lisboa): Portugal (1) (Southern and Lisbon)

España (Oeste y Sul): Spain (Western and Southern)

Lluis Lainz

Turquía (1): Turkey (1)

Bulgaria (1): Bulgaria (1)

Romania (1): Romania (1)

Polonia (2): Poland (2)

Hungría (2): Hungary (2)

Japón (3): Japan (3)

Corea (3): Korea (3)

Australia (3): Australia (3)

Projecto África: Poject Africa

Moussa Kone: Moussa Kone

Senegal (1): Senegal (1)

Mali (1): Mali (1)

Costa de Marfil (1): Ivory Cost (1)

Ghana (1): Ghana (1)

Camerún (1): Cameroon (1)

Resto África (3): rest of Africa (3)

Proyecto África: Project Africa

Jerome Bigot

Francia (1): France (1)

Suiza (2): Switzerland (2)

Austria (2): Austria (2)

Croacia (2): Croatia (2)

Serbia (3): Serbia (3)

Bosnia (3): Bosnia (3)

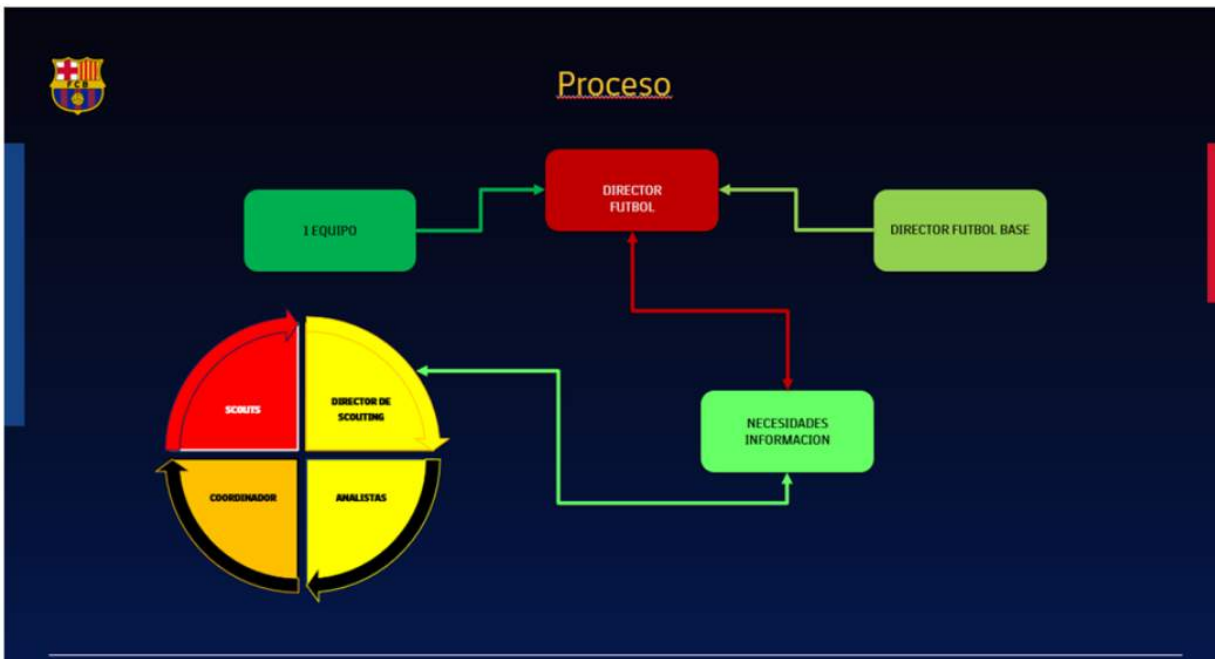
Herzegovina (3): Herzegovina (3)

Montenegro (3): Montenegro (3)

Once the areas and priorities have been identified, the best resources must be allocated to their respective functions.

This varies according to the club, its goals, and its resources. It should not be a fixed mindset but a flexible approach that allows assigning the best people to the necessary areas.

Image 11: Processes



Source: Own elaboration.

TRADUCTION IMAGE 11

Proceso: Process

1 EQUIPO: 1st TEAM

DIRECTOR FÚTBOL: FOOTBALL MANAGER

DIRECTOR FUTBOL BASE: YOUTH ACADEMY FOOTBALL MANAGER

NECESIDADES INFORMACIÓN: NEEDS INFORMATION

SCOUTS: SCOUTS

DIRECTOR DE SCOUTING: SCOUTING MANAGER

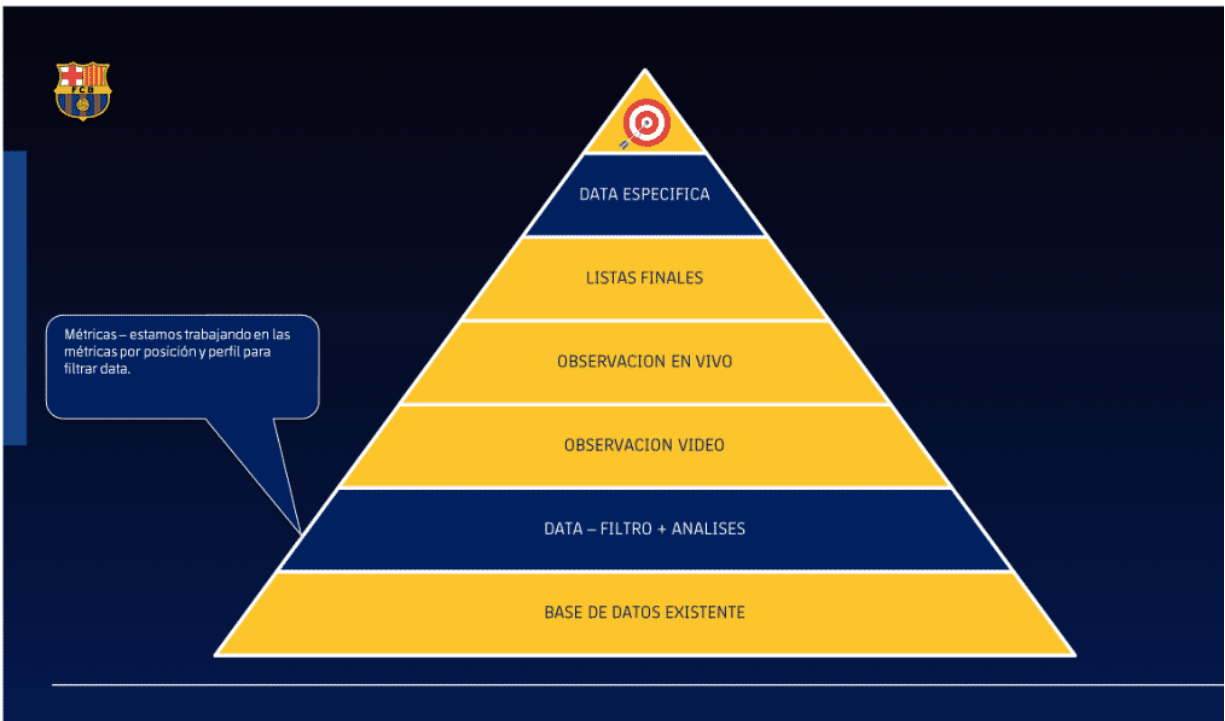
ANALISTAS: ANALYSTS

COORDINADOR: COORDINATOR

In simple terms, the process is cyclical, and everything starts with the sports manager based on the requests/needs from different areas (professional football or youth academy).

Once the requests/needs reach the technical department, it is their role to analyse all the information in their database and seek out all available information to then provide it to the sports manager in the most informed manner possible.

Image 12: Metrics



Source: Own elaboration.

TRADUCTION IMAGE 12

DATA ESPECÍFICA: SPECIFIC DATA

LISTAS FINALES: FINAL LISTS

OBSERVACION EN VIVO: LIVE OBSERVATION

OBSERVACIONES VIDEO: VIDEO OBSERVATION

DATA - FILTRO + ANALISES: DATA - FILTER + ANALYSES

BASE DE DATOS EXISTENTE: EXISTING DATA BASE

Métricas-estamos trabajando en las métricas por posición y perfil para filtrar data: Metrics – we're working on position and profile metrics to filter data.

The scouting process involves different steps, though some can be carried out simultaneously and continuously. From a theoretical perspective, the analysed and processed information flows from raw to refined data.

How is this typically done in most top-level clubs? It is important to note that this is not a uniform process, and each club must tailor its processes to its objectives and resources.

There is no one-size-fits-all approach, and slight variations exist across clubs.

- Everything starts with the existing database created by the club over many years, collecting information on players and staff. This is typically stored in the club's information management system.

To optimise the system's information, make it more objective, and use it efficiently, a classification can be established using a matrix based

on averages from independent perspectives, aggregating diverse subjective information.

- In addition to the database information, we can add metrics to filter the data to which we have access. These should be the same metrics used to identify a potential FC Barcelona player, helping to narrow down the number of players we need to monitor, focusing on objective tasks and reducing costs, time, and effort.
- The next step is video observation of the players. This is done to follow up on previously identified players in the existing database, conduct an initial analysis of players filtered through the metrics, and review any players recommended by agents whom we may not have seen before.

Given the abundance of available video footage this step saves a lot of time and unnecessary costs.

- Once the previously identified players have shown promising traits, it is time to see them live to confirm or discard the previous assessments.

Due to the costs involved (travel/accommodation/food), live observation should be maximised not only to observe identified

players but also to watch any other players participating in those games. This helps add even more information to the database.

If it is an international trip, whenever possible, it should be combined with other scheduled games to optimise costs and collect additional information.

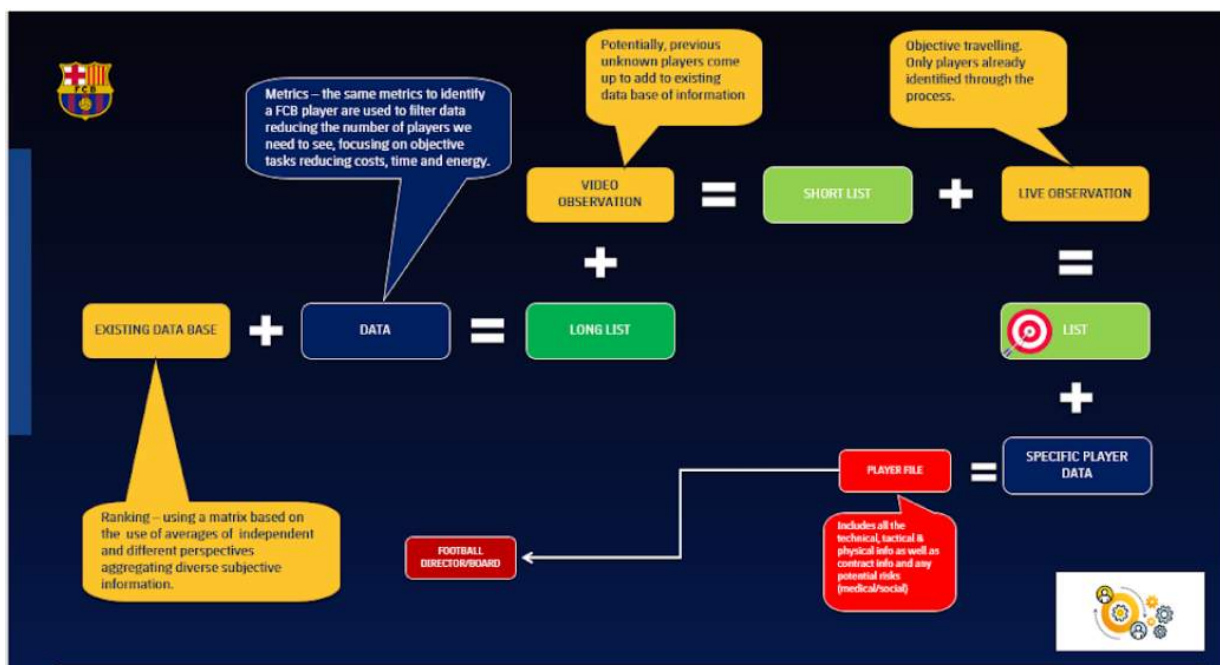
- Now, it is time to add the players to a concrete, objective, and concise target list and begin discussions with the technical or sports manager about the identified players.

This is a live process where the target player list and discussions with the technical or sports manager are continuously updated. However, there are specific times during the season when these discussions occur more frequently—namely, before and during the transfer season.

- Once again, data is used to analyse the small number of players identified as targets for the upcoming transfer window very thoroughly. This will provide an exact picture of the specific player from a data perspective.
- It is time to create player files for the target players to present to the decision-makers. These files should be as complete as possible, including technical, tactical, physical, and mental information, considering the subjective analysis of the scouts and the

objective analysis of the data. Additionally, they should contain, whenever possible, medical information on past injuries, basic performance statistics, agent fees and names, current and expected salaries, and expected transfer fees.

Image 13: Existing Data Base



Source: Own elaboration.

Tools

- The use of a performance management information system for tracking the technical and physical performance of our teams and players is essential. This can be an internal system like the one

used by FC Barcelona and other clubs or sourced from an external provider.

There are numerous specialised platforms available in the market for managing this type of information.

Image 14: Example

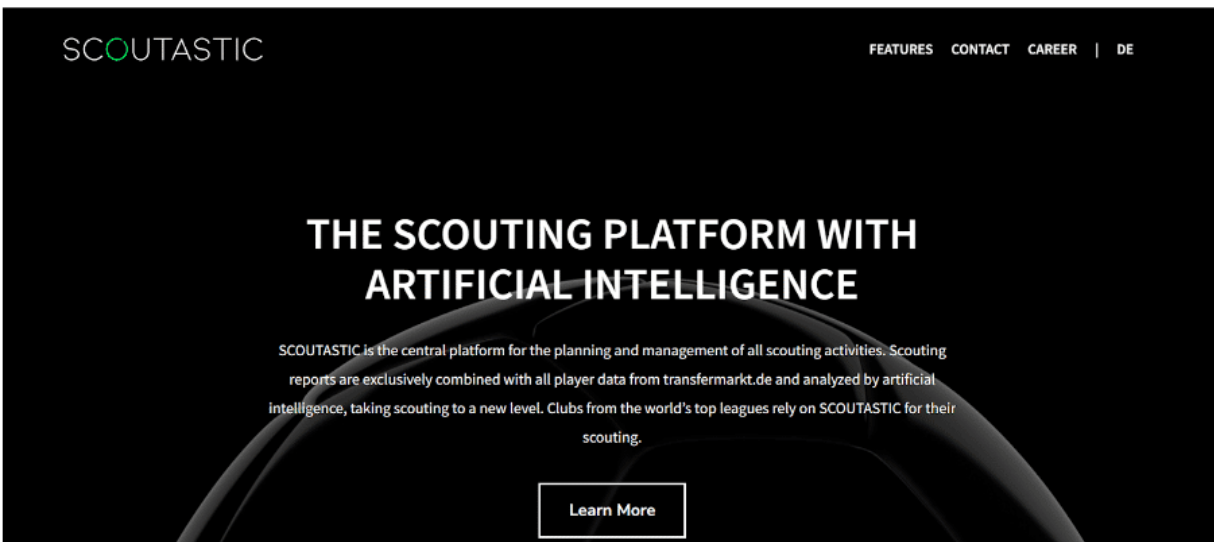


Source: <https://kinexon-sports.com/sports/football/>

- The use of a scouting information management system is also crucial. This can be an internal system like the one used by FC Barcelona and other clubs or sourced from an external provider.

There are numerous specialised platforms available in the market for managing this type of information.

Image 15: Example



Source: <https://scoutastic.com/en/>

The use of video analysis platforms allows us to analyse our teams and players, as well as those of rival teams and any other player we wish to scout and recruit.

There are many specialised platforms in the market providing video footage from a wide range of markets and age groups.

Image 16: Example

The screenshot displays the Wyscout website interface for FC Barcelona. The top navigation bar includes the club name, league (La Liga), and season (2023/2024). Below this, there are tabs for 'Partidos', 'Historia', 'Acciones', 'Estadísticas', 'Informe de Wyscout', 'Playlists', and 'Mis clips'. The main content area is divided into three sections:

- PARTIDOS ANTERIORES:** A list of recent matches, including Barcelona vs Rayo Vallecano (3-0), Almería vs Barcelona (0-2), and Barcelona vs Real Sociedad (2-0).
- JUGADORES:** A grid of player profiles, categorized by position (Atacante, Defensor, Portero). Each profile shows the player's name, position, and a small performance indicator.
- EVENTOS:** A list of key events such as 'Goles hechos', 'Goles recibidos', 'Ocasiones de gol', and 'Ocasiones recibidas'.

Source: <https://info.hudl.com/wyscout-agents-ebook>

- The use of specialised statistical tools provides a wide array of detailed information, ranging from technical and tactical data to physical data, allowing for an in-depth analysis of player and team performance.

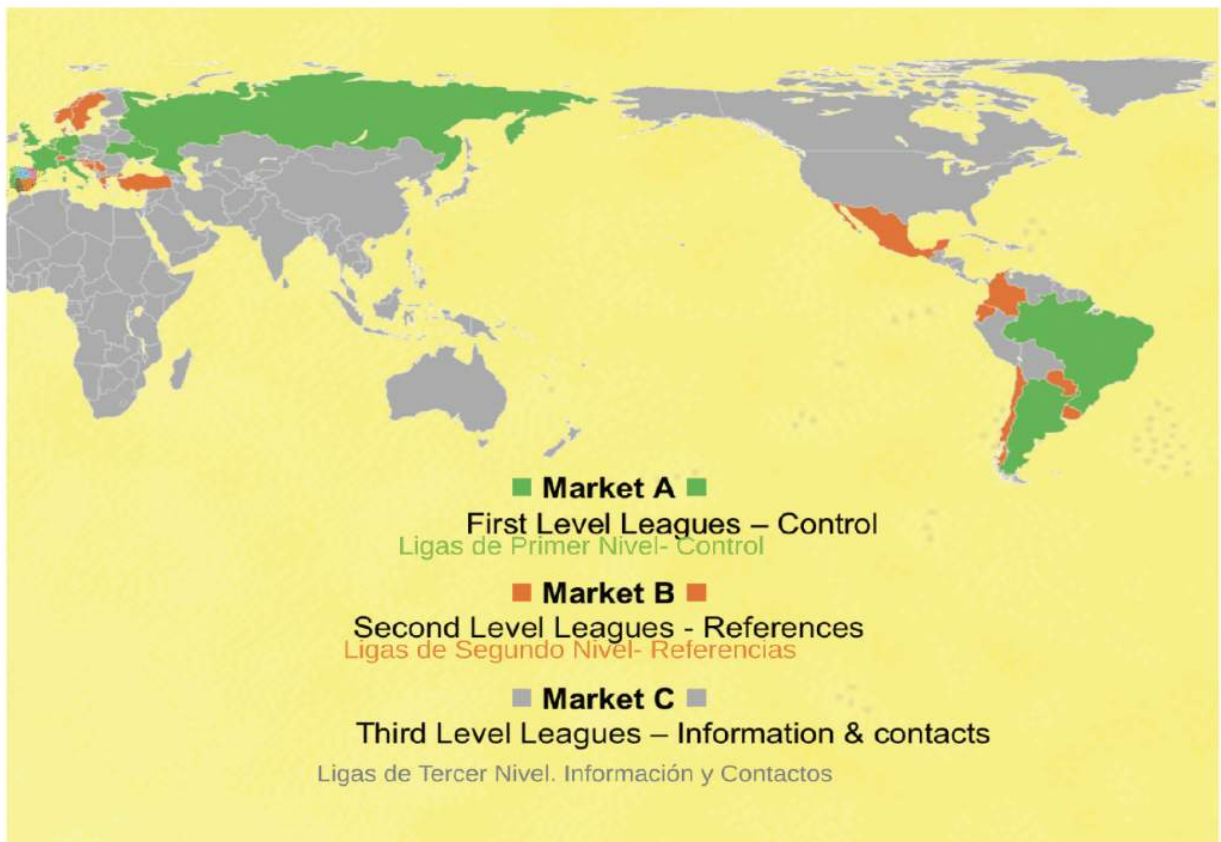
Image 17: Example



Source: <https://statsbomb.com/es/>

- “We are the only data provider that captures accurate pressure in an event, enabling an analysis of how players and teams apply and cope with pressure.”

Image 18: Markets A, B and C



Source: Own elaboration

CONTINUE

Lesson 2 of 3

Unidad X.2 Título

References

[Image without title about SWOT analysis] (n. d.).

<https://estrategem.com/blog/analisis-foda/>.

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