



Module 2. Management and Monitoring of Processes within Sports Management



☰ Unit 3.1 Processes in Training Football

☰ References

Unit 3.1 Processes in Training Football

1

RECRUITMENT

“Talented” players

Player's profile and the different positions

Scouting network

Information gathering

Selection/decision process

2

TRAINING

“Good coaches”

Coaches, profile, education, background, training

Comprehensive and individualised training

No two players are alike

Training, competition

3

PROMOTION

“Defined club policies”

Promotion procedures

Succession planning

Individualised career paths

The youth academies produce players, not teams.

Departures (loans or transfers)

In order to train professional football players to reach the elite, we must have and promote a formative football project that includes three key processes: recruitment, training and promotion.

Recruitment

Its objective is to obtain the raw material that we will try to recruit for our club. What we are looking for is the talented player, for this we

must define what talent is for us. Albert Valentín, former member of the FCB technical department defines it as: 'generally talented player would be one who has the skills, the personality to use them and perform in competition, and the commitment to become a footballer along with the costs involved'" (Espionza Pure, 2019, <https://shre.ink/DfR6>).

When we know and look for players with this talent, we can create a general profile according to the club we are working with, or we can be more specific, with profiles by position.

We must also take into account the origin of the player. Identify the player's profile and knowledge of the geographical area where he comes from (local, national, international). The network of internal and external scouts is key to this detection process and the information and updating of these players.

Finally, how to proceed in that incorporation; first contact, reports on the evolution of this, follow-up, knowledge of the closest environment to the player, agents, times of action and contextualise them the adaptation to the interested club.

Training

It is the process by which we will promote the improvement and evolution of our players, based on two pillars:

1. Football philosophy of the club.
2. Comprehensive formation (values and academic formation).

For this, the club must have and continuously develop a training program that should include general collective and individual objectives. The management of the coaches and the conjugation “club idea plus training” and contributions of the coach. All this must have a line in terms of method that is enriched by the contribution of all those who are involved in the process (Espionza Pure, 2019).

“Having good coaches is fundamental, since they are the ones who transmit the concepts and values to our players. The coach must find in the club an environment that forms them and gives them work parameters so that their work is enhanced and not, as in many cases, where coaches are entrusted with a team without any instruction” (Espionza Pure, 2019, <https://shre.ink/DfR6>). Competing is a concept included and implicit within training.

Promotion

This is the process by which we take our players towards professional football, i.e. the first team. It is here where we can see the fruit of all the work done previously: the consolidation of the player in the 1st team and/or their transfer to a professional team.

It is necessary that the club defines a promotion policy that specifies the participation and requirements for youth players in the main squad, that they do not serve to 'put out fires' and that their training process is respected. A very useful tool is the succession planning, which is a map of players with potential in the youth categories by position that allows identifying potential relays for the 1st team.

The club must present a career line to the player so that they reduce uncertainty regarding their future, they feel they are valued and that they have a project with them, this plan may include loans or transfers to other clubs.

Accelerate processes in players, as long as they are ready. From the bottom up, it is always a driving force. When they have to go backwards, it is a much more complicated process with significant and influential variables in performance: which, many moments, are very difficult to explain.

Working well in [these] three aspects will allow us to have talented people who, after going through a human and football training, have the tools and opportunities to perform at the highest level. This will bring us economic and social benefits, since there is no better identification mechanism than having the club represented by someone from within." (Espionza Pure, 2019, <https://shre.ink/DfR6>).

3.1.1 Processes in Professional Football

The management, follow-up and control of processes should be based on the objectives of the department and its needs. Different management styles may require different types of processes, as well as different types and timing of reporting and control. However, there are some reports that help to understand the current status of the situation (i.e., individual and collective performances of teams, recruitment, medical, financial, administrative, among other services).

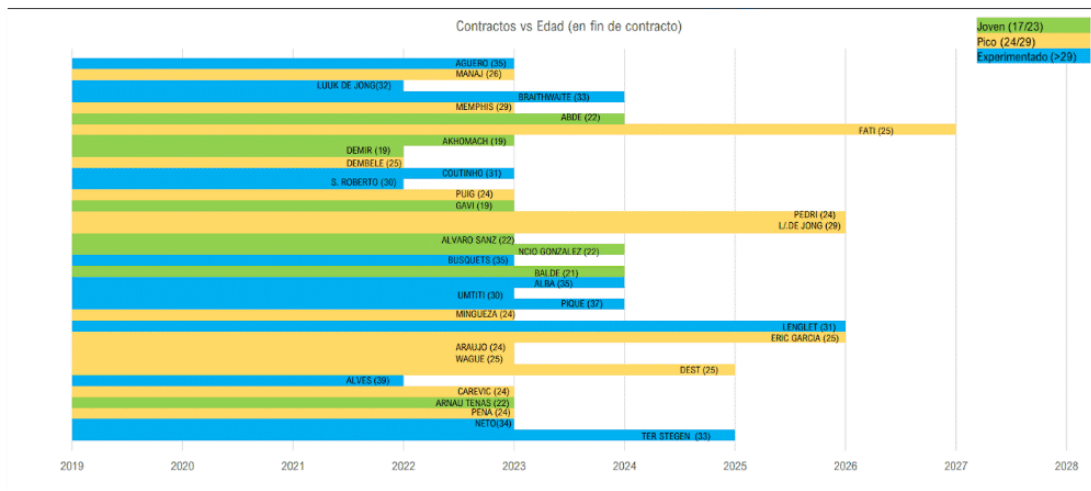
As for the Technical Department in particular, which is the area in which a Sports and Technical Manager is going to spend most of their time, not only because of its multiple areas, but also because in modern sport, results influence the perception of the health of a club.

In turn, there are some reports that should be done on a regular basis (in addition to occasional specific information) that help decision-makers understand the health of different areas.

These are as follows:

- Squad contractual situations (duration of contracts, players' current age and their age at the end of contracts). This provides an understanding of where the club is in relation to the optimal age targets for professional teams. It should be done every 6 months or after each transfer window.

Image 1: Example 1



Source: Own elaboration.

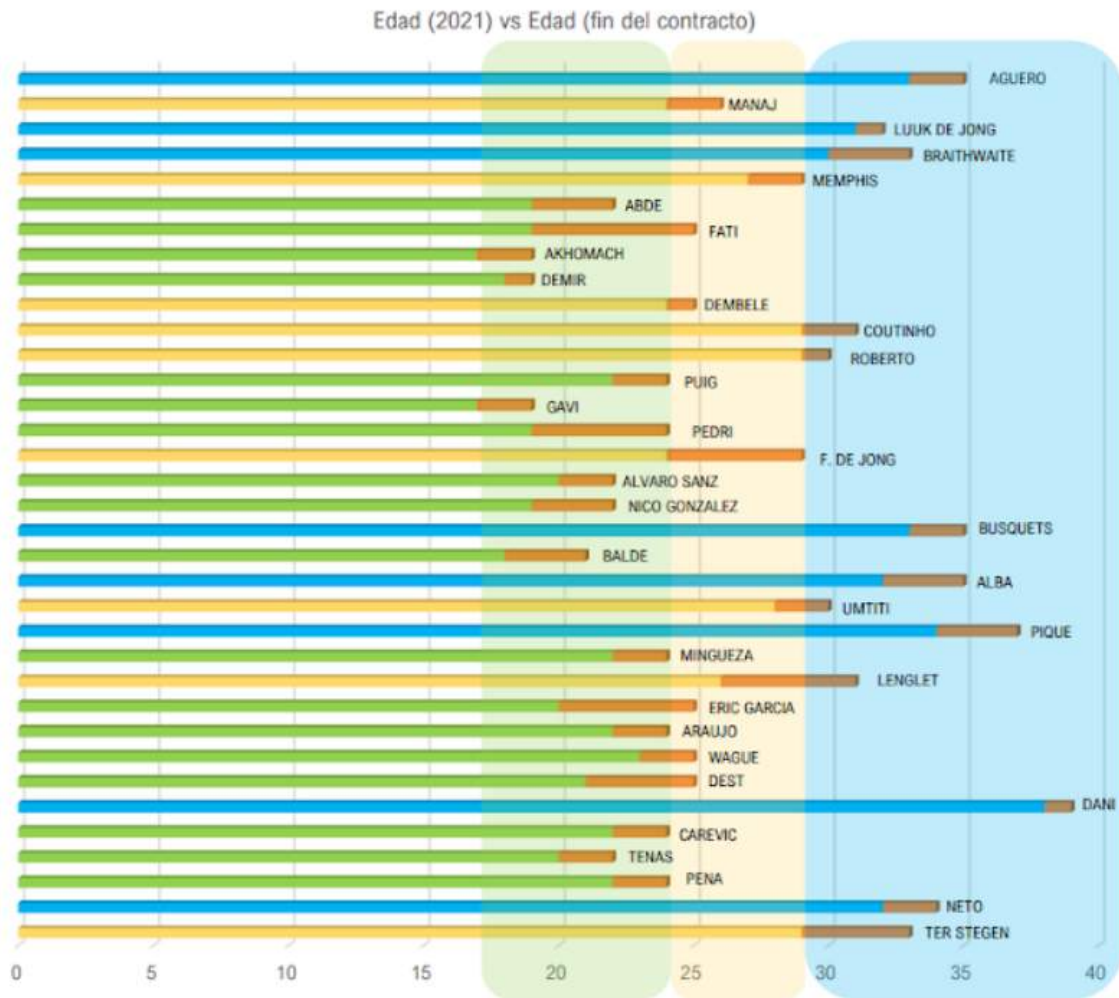
CONTRACTOS VS EDAD (EN FIN DE CONTRACTO): CONTRACTS VS AGE
(AT END OF CONTRACT)

JOVEN (17/23): YOUNG (17/23)

PICO (24/29): PEAK (24/29)

EXPERIMENTADO (>29): EXPERIENCED (>29)

Image 2: Example 2



Source: Own elaboration.

EDAD (2021) VS EDAD (EN FIN DE CONTRACTO): AGE (2021) VS AGE (AT END OF CONTRACT)

- General analysis of each professional squad performance, as well as the individual performance of the players including detailed reports on contract players on loan to other clubs.

Performance analysis is an integral part of the modern game. To reach the highest performance levels, the deployment of analysis must be precise and structured to ensure its effectiveness in influencing both the game and the individual or collective performance of the respective squads.

What is match analysis and performance analysis? Performance and match analysis are fundamental in the world of football, but what do these terms really mean and what differentiates them?

Performance analysis identifies tactical, technical, physical and mental trends to measure the player's performance. It evaluates the player's decision-making and analyses that information to recognise whether the team is executing the game plan and whether players are maintaining their performance levels throughout the season. This analysis ultimately serves to improve and optimise performance. It is not limited to the field, it can also be used for player recruitment, among other applications and this is where it holds more value for a manager, as it can give an accurate view of existing team members, identify their strengths and weaknesses, allowing planning to address any potential problems.

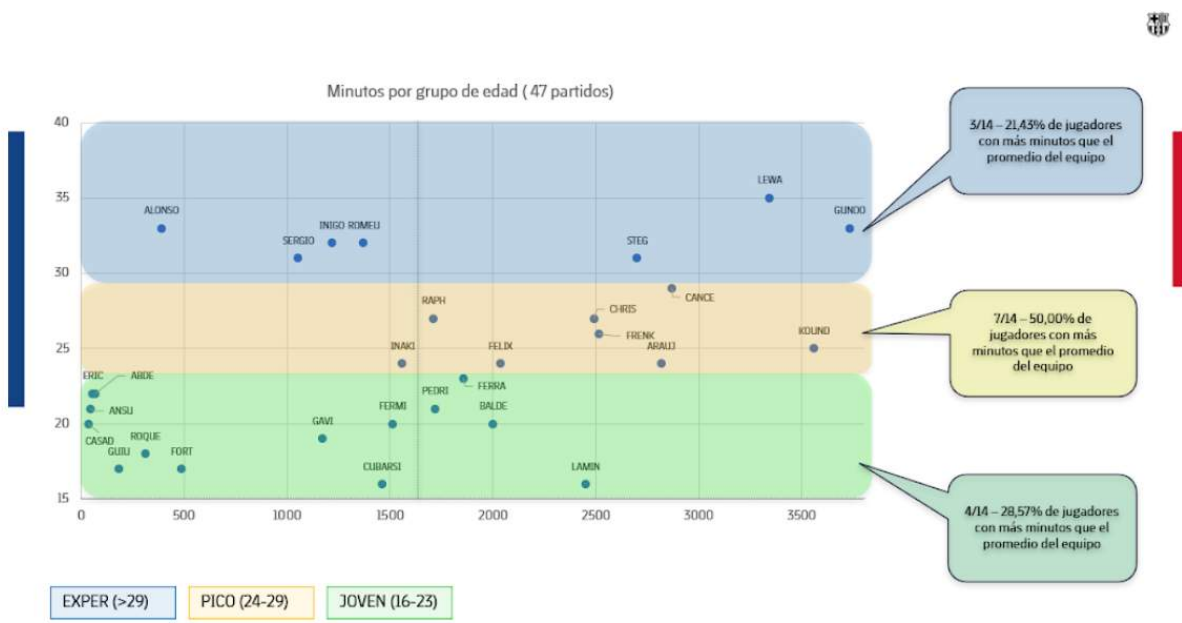
In contrast, match/training sessions focus on evaluating quantitative data conveyed through performance metrics. These metrics help as a tool for examining behaviours and decision

making, covering information that might not be easily perceptible during a match. While its primary focus is on matches, it can be considered a type of performance analysis.

These reports should be done on a monthly basis.

Examples of individual performance:

Image 3: Example 3



Source: Own elaboration.

MINUTOS POR GRUPOS DE EDAD (47 PARTIDOS): MINUTES BY AGE GROUP (47 GAMES)

3/14- 21,43% DE JUGADORES CON MÁS MINUTOS QUE EL PROMEDIO DEL EQUIPO: 3/14- 21,43% OF PLAYERS WITH MORE MINUTES THAN THE TEAM AVERAGE

7/14-50,00% DE JUGADORES CON MÁS MINUTOS QUE EL PROMEDIO DEL EQUIPO: 7/14-50,00% OF PLAYERS WITH MORE MINUTES THAN THE TEAM AVERAGE

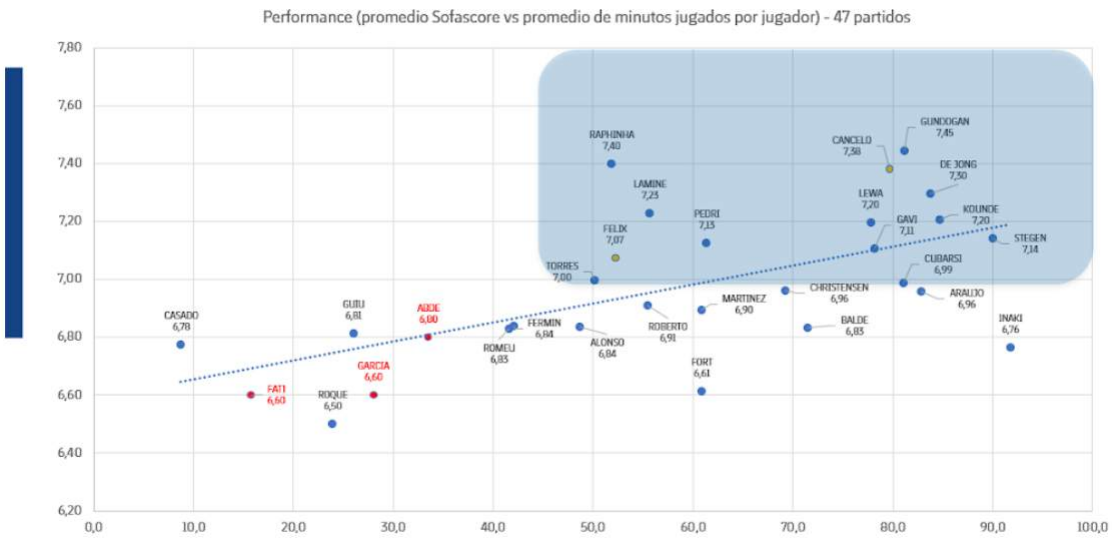
4/14-28,57% DE JUGADORES CON MÁS MINUTOS QUE EL PROMEDIO DEL EQUIPO: 4/14-28,57% OF PLAYERS WITH MORE MINUTES THAN THE TEAM AVERAGE

EXPER (>29): EXPERIENCED (>29)

PICO (24/29): PEAK (24/29)

JOVEN (17/23): YOUNG (16/23)

Image 4: Example 4



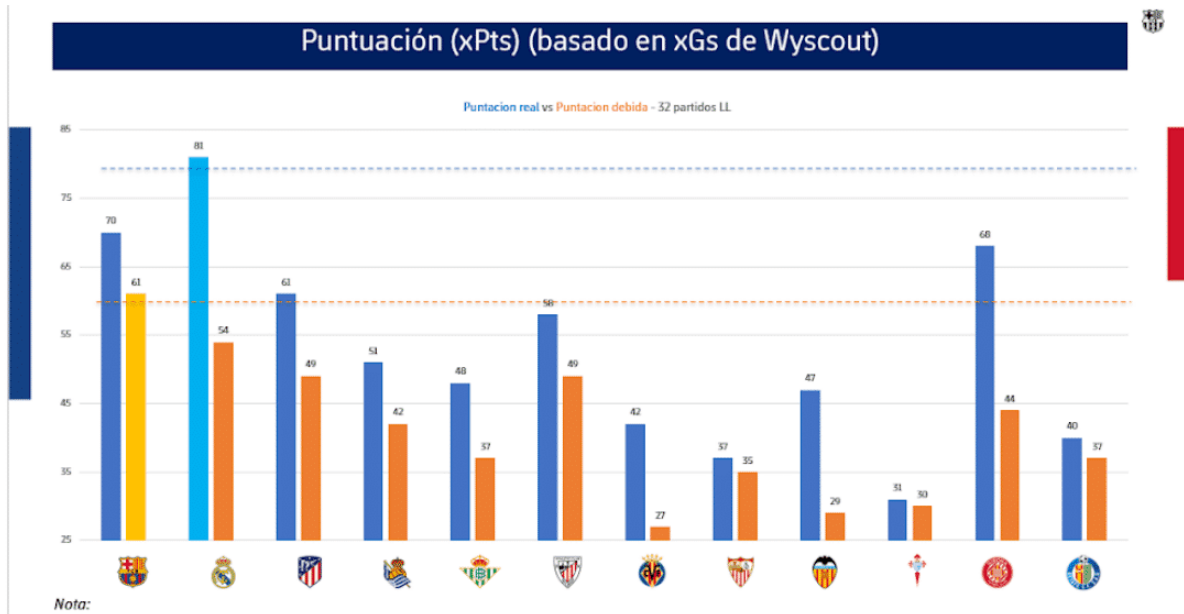
Source: Own elaboration.

PERFORMANCE (PROMEDIO SOFAScore VS PROMEDIO DE MINUTOS JUGADOS POR EL JUGADOR): PERFORMANCE (SOFAScore AVERAGE VS AVERAGE MINUTES PLAYED BY THE PLAYER)

47 PARTIDOS: 47 GAMES

- Overall analysis of the squads performance in each competition, against rivals. This helps to understand the area of strengths and weaknesses of past events, and allows planning for future improvements.

Image 5: Example 5



Source: Own elaboration.

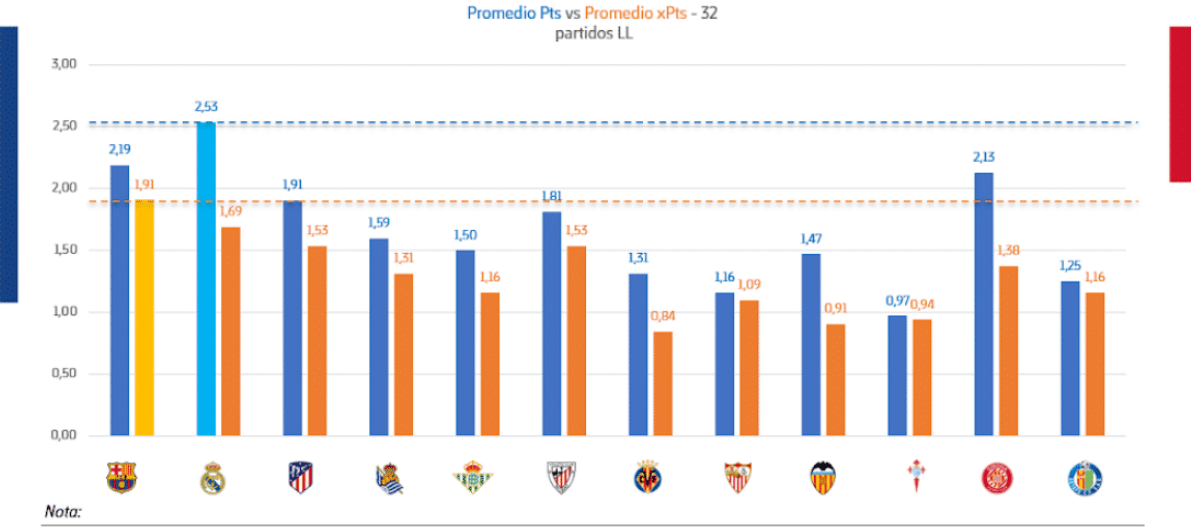
PUNTUACIÓN (xPTS) (BASADO EN xGs de WYSCOUT): SCORING (xPTS) (BASED ON xGs FROM WYSCOUT)

PUNTUACIÓN REAL VS PUNTUACIÓN DEBIDA – 32 PARTIDOS LL: REAL SCORE VS EXPECTED SCORE - 32 LL MATCHES

NOTA: NOTE

Image 6: Example 6

Puntuación (xPts) (basado en xGs de Wyscout)



Source: Own elaboration.

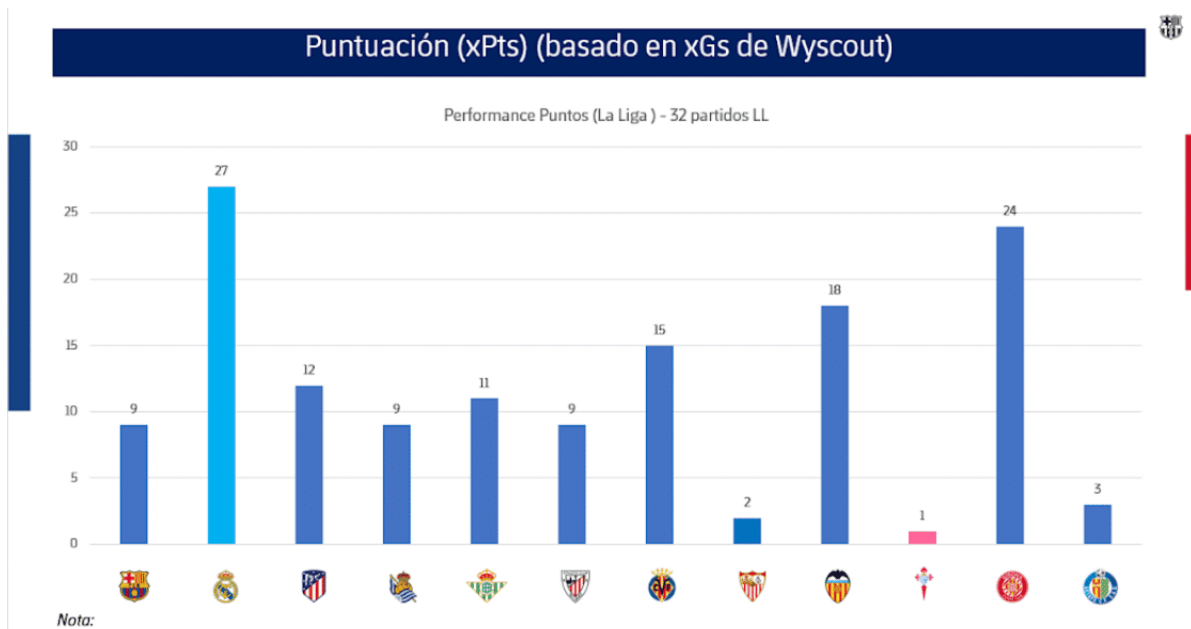
PUNTUACIÓN (xPTS) (BASADO EN xGs de WYSCOUT): SCORING (xPTS)
(BASED ON xGs FROM WYSCOUT)

PROMEDIO Pts vs PROMEDIO xPts: AVERAGE Pts vs AVERAGE xPts

32 PARTIDOS LL: 32 LL MATCHES

NOTA: NOTE

Image 7: Example 7



Source: Own elaboration.

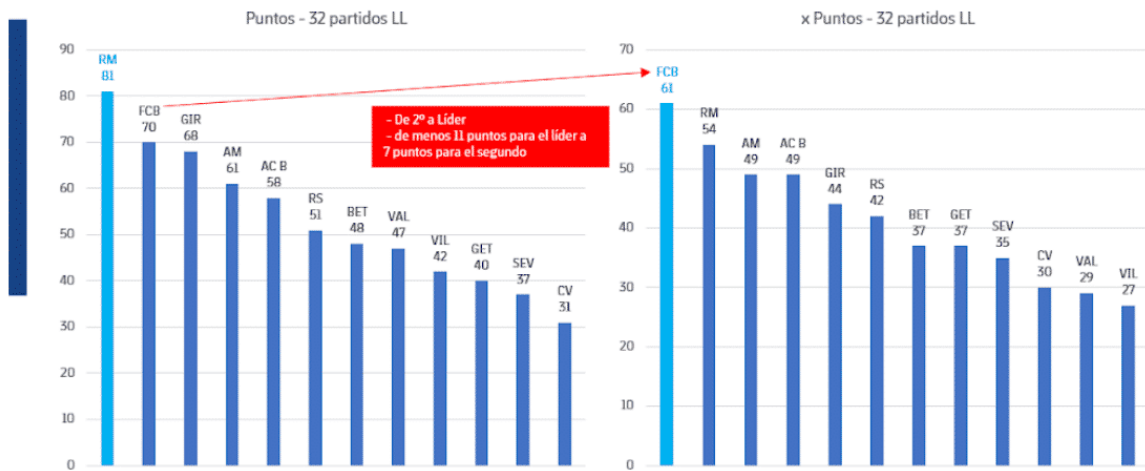
TRADUCCIÓN DEL CUADRO:

PUNTUACIÓN (xPTS) (BASADO EN xGs de WYSCOUT): SCORING (xPTS)
(BASED ON xGs FROM WYSCOUT)

PERFORMANCE PUNTOS (LA LIGA)- 32 PARTIDOS LL: PERFORMANCE
POINTS (LA LIGA)- 32 LL MATCHES

Image 8: Example 8

Puntuación (xPts) (basado en xGs de Wyscout)



Source: Own elaboration.

PUNTUACIÓN (xPTS) (BASADO EN xGs de WYSCOUT): SCORING (xPTS)
(BASED ON xGs FROM WYSCOUT)

PUNTOS- 32 PARTIDOS LL: POINTS -32 LL MATCHES

X PUNTOS - 32 PARTIDOS LL: X POINTS -32 LL MATCHES

-DE 2do A LÍDER: FROM 2nd TO LEADER

-DE MENOS 11 PUNTOS PARA EL LÍDER A 7 PUNTOS PARA EL SEGUNDO:
FROM MINUS 11 POINTS FOR THE LEADER TO 7 POINTS FOR THE
RUNNER UP

Image 9: Example 9



Source: Own elaboration.

EFICACIA (LA LIGA): EFFECTIVENESS (LA LIGA)

EFICACIA (PUNTOS VS X Pts) – 32 PARTIDOS: EFFECTIVENESS (POINTS VS XPTS) – 32 LL MATCHES

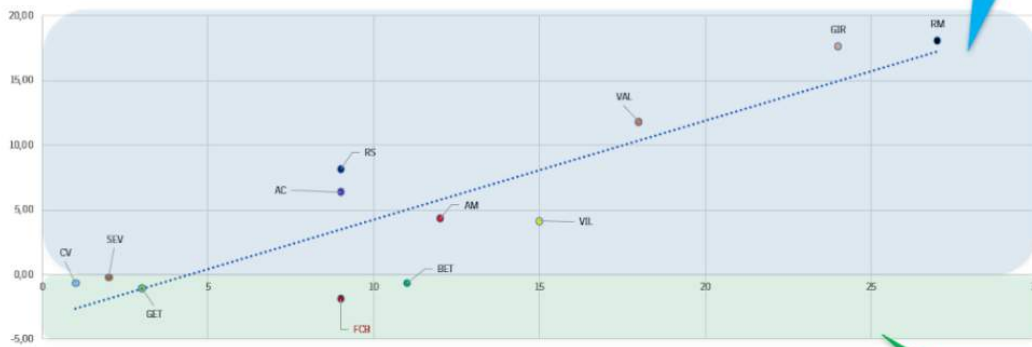
NOTA: PUNTOS vs PUNTOS ESPERADOS – NOTE: POINTS vs. EXPECTED POINTS

Image 10: Example 10

Eficacia (La Liga)



Eficacia (Puntos vs Goles) (Puntos reales vs xPts + Saldo de goles vs xGls)



Nota: Puntos esperados (xPts) basados en la diferencia entre saldo de goles vs saldo de goles esperados (Perf Goles)

Source: Own elaboration.

EFICACIA (LA LIGA): EFFECTIVENESS (LA LIGA)

EFICACIA (PUNTOS VS GOLES) (PUNTOS REALES VS xPts + SALDO DE GOLES VS xGls): EFFECTIVENESS (SCORE VS GOALS) (REAL POINTS VS. XPts + GOAL BALANCE VS xGls)

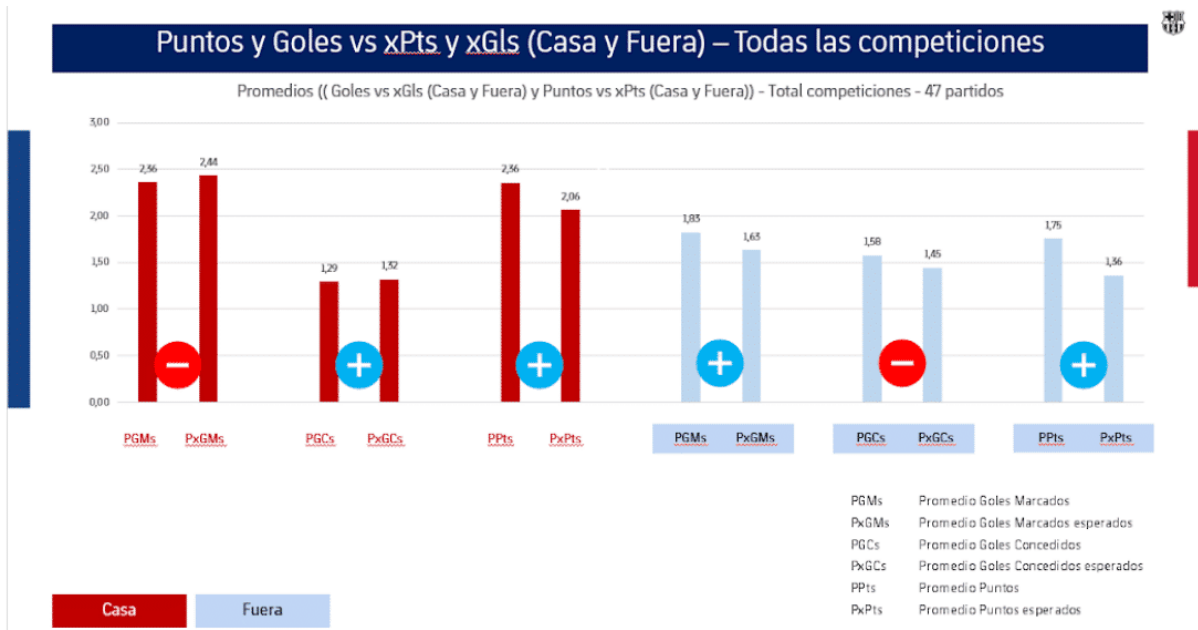
PUNTOS + (VS xPts): POINTS + (VS xPts)

GOLES + (VS xGls): GOALS + (VS xGls)

NOTA: PUNTOS ESPERADOS (xPts) BASADOS EN LA DIFERENCIA ENTRE SALDO DE GOLES VS SALDO DE GOLES ESPERADOS (PERF GOLES) >NOTE:

EXPECTED POINTS (xPts) BASED ON THE DIFFERENCE BETWEEN GOALS BALANCE VS EXPECTED GOALS BALANCE (PERF GOALS)

Image 11: Example 11



Source: Own elaboration.

PUNTOS Y GOLES VS xPts Y xGls (CASA Y FUERA) – TODAS LAS COMPETICIONES: POINTS AND GOALS VS xPts AND xGls (HOME AND AWAY) – ALL COMPETITIONS

PROMEDIO GOLES VS xGls (CASA Y FUERA) Y PUNTOS VS xPts (CASA Y FUERA)- TOTAL COMPETICIONES – 47 PARTIDOS: AVERAGE GOALS VS

xGls (HOME AND AWAY) AND POINTS VS xPts (HOME AND AWAY)-
TOTAL COMPETITIONS – 47 MATCHES

PGMs PROMEDIO GOLES MARCADOS: AVERAGE GOALS SCORED

PxGMs PROMEDIO GOLES MARCADOS ESPERADOS: AVERAGE EXPECTED
GOALS SCORED

PGCs PROMEDIO GOLES CONCEDIDOS: AVERAGE GOALS CONCEDED

PxGCs PROMEDIO GOLES CONCEDIDOS ESPERADOS: AVERAGE
EXPECTED GOALS CONCEDED

Ppts PROMEDIO PUNTOS: AVERAGE POINTS

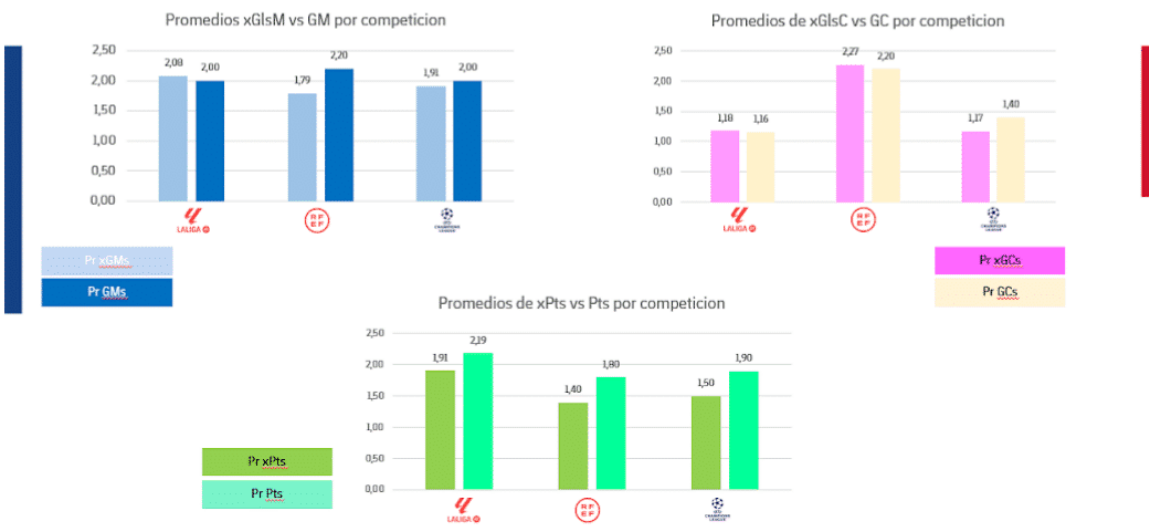
PxPts PROMEDIO PUNTOS ESPERADOS: AVERAGE EXPECTED POINTS

CASA: HOME

FUERA: AWAY

Image 12: Example 12

Promedios por competición



Source: Own elaboration.

PROMEDIOS POR COMPETICIÓN: COMPETITION AVERAGES

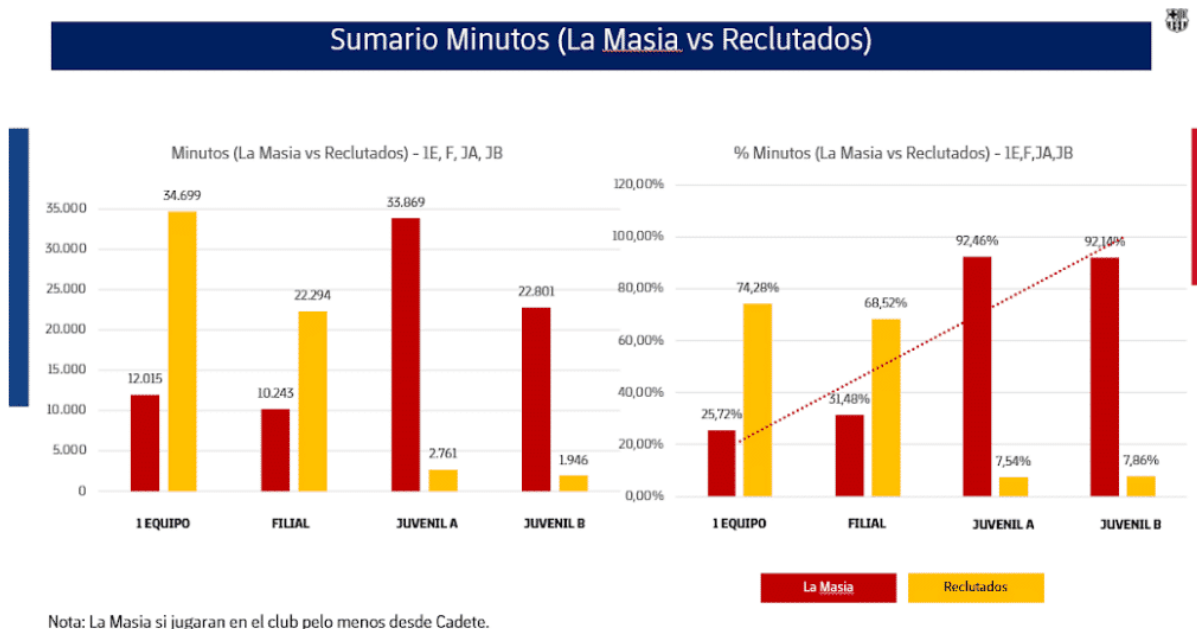
PROMEDIOS xGlsM VS GM POR COMPETICIÓN: xGlsM AVERAGES VS GM BY COMPETITION

PROMEDIOS xGlsC VS GC POR COMPETICIÓN: xGlsM AVERAGES VS GC BY COMPETITION

PROMEDIOS xPts VS Pts POR COMPETICIÓN: COMPETITION xPts VS Pts AVERAGES

- Analysis of the use of “home-made” players or players recruited for squads. This is a monthly report.

Image 13: Example 13



Source: Own elaboration.

SUMARIO MINUTOS (LA MASIA VS RECLUTADOS): TIME ANALYSIS (LA MASIA VS RECRUITED)

MINUTOS (LA MASIA VS RECLUTADOS) – IE, F, JA, JB: MINUTES (LA MASIA VS RECRUITED) –FIRST TEAM, RESERVE TEAM, JUVENILE A, JUVENILE B

% MINUTOS (LA MASIA VS RECLUTADOS) IE, F, JA, JB: % MINUTES (LA MASIA VS RECRUITED) –FIRST TEAM, RESERVE TEAM, JUVENILE A, JUVENILE B

NOTA: LA MASIA SI JUGARAN EN EL CLUB PELO MENOS DESDE CADETE:
NOTE: LA MASIA IF THEY PLAYED IN THE CLUB AT LEAST SINCE CADET
CATEGORY

- Pre-match analysis of opponents (preparation for the match and work with the media before and after it). This is a report made before each match. This helps the Sports Manager and the Technical Manager to have a perception of the rival and the internal perception (coach, analysts) of the rival.

Image 14: Example 14



Source: Own elaboration.

VARIANTE OFENSIVA: OFFENSIVE VARIANT

VARIANTE DEFENSIVA: DEFENSIVE VARIANT

ÚLTIMA ALINEACIÓN: LAST LINEUP

MAYO 2024: MAY 2024

Image 15: Example 15



The graphic displays the FC Barcelona logo and crest on the left. To the right, a table lists the starting eleven for five matches. The matches are: Betis (1) vs Sevilla (1) on 28/04/2024; Sevilla (3) vs Granada (0) on 05/05/2024; Villarreal (3) vs Sevilla (2) on 11/05/2024; Sevilla (0) vs Cádiz (1) on 15/05/2024; and Athletic (2) vs Sevilla (0) on 19/05/2024. The starting eleven for each match is listed in the rows below.

Betis, 1 Sevilla, 1 28/04/2024	Sevilla, 3 Granada, 0 05/05/2024	Villarreal, 3 Sevilla, 2 11/05/2024	Sevilla, 0 Cádiz, 1 15/05/2024	Athletic, 2 Sevilla, 0 19/05/2024
13. Nyland	13. Nyland	13. Nyland	13. Nyland	13. Nyland
16. J. Navas	16. J. Navas	16. J. Navas	16. J. Navas	16. J. Navas
22. Loïc Badé	22. Loïc Badé	14. Nianzou	22. Loïc Badé	22. Loïc Badé
4. S. Ramos	4. S. Ramos	4. S. Ramos	4. S. Ramos	4. S. Ramos
19. Acuña	2. Kike Salas	2. Kike Salas	2. Kike Salas	2. Kike Salas
7. Suso	19. Acuña	19. Acuña	19. Acuña	19. Acuña
24. Soumaré	17. Lamela	42. Agoume	5. Ocampos	5. Ocampos
42. Agoume	24. Soumaré	24. Soumaré	24. Soumaré	42. Agoume
5. Ocampos	42. Agoume	7. Suso	42. Agoume	28. M. Bueno
20. Isaac R.	15. En-Nesyri	5. Ocampos	15. En-Nesyri	15. En-Nesyri
15. En-Nesyri	11. Lukebakio	15. En-Nesyri	11. Lukebakio	11. Lukebakio

Source: Own elaboration.

ONCES INICIALES: STARTING ELEVEN

(ÚLTIMOS 5 PARTIDOS): (LAST 5 MATCHES)

MAYO 2024: MAY 2024

- Post-match analysis, includes the physical performance of our players individually and collectively against opponents and their physical metrics in that match versus their overall physical performance. It is a report that is done after each match.

Examples of performance analysis include scrutinising a player's key performance indicators during the match and/or training sessions. In physical matters, this may involve the use of GPS data and heart rate monitors to assess and monitor the fitness levels of players rehabilitating from injuries and also to analyse their physical performance during matches/training.

Today, there are specialised tools (specialised companies) to monitor the physical performance levels of each player/team in the context of a match and a season.

Image 16: Monitoring physical performance



Source: Own elaboration.

For example, they can provide, among other data:

- Number of meters covered by each individual for the time of the game.
- Amount of meters covered by each individual in specific parts of the game compared to their teammates and compared to their team's possession and out-of-possession.
- They can compare the date of a specific player in a specific game with their average data during the season and against previous seasons.
- They can measure the amount and intensity of metres covered by each individual at different intensity levels.

- They can measure the amount of actions performed by each individual at different types of intensity.
- They can measure the amount of sprint activities of a specific individual.
- They can measure the top speed of a specific individual and the number of times they do it in a given match or over the course of the season.

Images 17, 18 and 19: Examples of Individual Performance.



Source: Own elaboration.

REAL MADRID VS BARCELONA - DISTANCIA TOTAL POR MINUTO CON Y SIN POSESIÓN DE CUBARSI (-) COMPARADA CON LAS DISTANCIAS MEDIAS DEL EQUIPO: REAL MADRID VS BARCELONA - TOTAL DISTANCE

PER MINUTE WITH AND WITHOUT CUBARSI'S POSSESSION (-)
COMPARED TO THE TEAM'S AVERAGE DISTANCES

ACCIONES CON BALÓN: ACTIONS WITH THE BALL

% DE POSESIÓN: % OF POSSESSION

DISTANCIA (M/MIN): DISTANCE (M/MIN)

ACCIONES CON BALÓN: ACTIONS WITH THE BALL

% DE POSESIÓN: % OF POSSESSION



Source: Own elaboration.

PROMEDIO DE DISTANCIA (METROS POR MINUTO) VS % DE DISTANCIA A ALTA INTENSIDAD (A/I) – MEDIA – ÚLTIMA JORNADA: AVERAGE DISTANCE (METERS PER MINUTE) VS % OF DISTANCE AT HIGH INTENSITY (H/I) - AVERAGE - LAST DAY

% A ALTA INTENSIDAD: % HIGH INTENSITY

DISTANCIA POR MINUTO: DISTANCE PER MINUTE



Source: Own elaboration.

PROMEDIO DE SPRINTS POR MINUTO DE TIEMPO EFECTIVO Y JORNADA (MEDIA-ÚLTIMA JORNADA): AVERAGE NUMBER OF SPRINTS PER MINUTE OF EFFECTIVE TIME AND DAY (AVERAGE-LAST DAY)

Images 20 and 21: Examples of Collective Performance



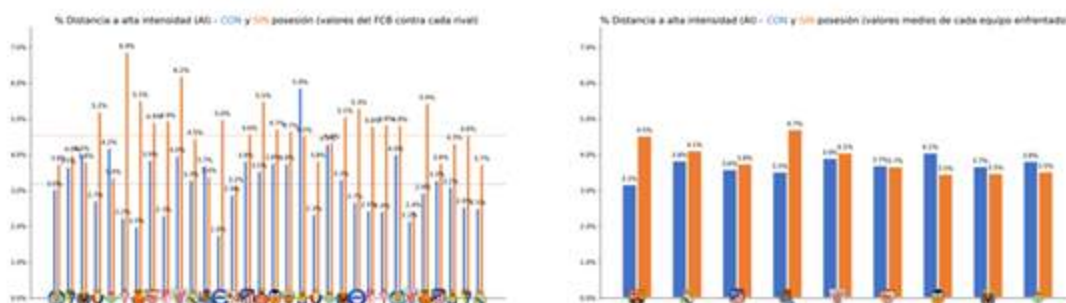
Source: Own elaboration.

DISTANCIA TOTAL POR MINUTO VS DISTANCIA A ALTA INTENSIDAD (AI) POR MINUTO EFECTIVO (FCB POR JORNADA VS MEDIAS RIVALES): TOTAL DISTANCE PER MINUTE VS DISTANCE AT HIGH INTENSITY (HI) PER EFFECTIVE MINUTE (FCB PER DAY VS. RIVAL AVERAGE)

ESCUDO RESALTADO: VALOR DEL FCB EN EL PARTIDO CONTRA EL RIVAL DEL ESCUDO: HIGHLIGHTED SHIELD: FCB'S VALUE IN THE MATCH AGAINST THE SHIELD'S RIVAL

ESCUDO DIFUMINADO: VALOR MEDIO DEL EQUIPO DEL ESCUDO: FADED
SHIELD: AVERAGE VALUE OF THE SHIELD'S TEAM

DISTANCIA A (AI) POR MINUTO: DISTANCE AT HIGH INTENSITY (H/I)
PER MINUTE



Source: Own elaboration.

DISTANCIA A ALTA INTENSIDAD (AI) –CON Y SIN POSESIÓN (VALORES
DEL FCB CONTRA CADA RIVAL): DISTANCE AT HIGH INTENSITY (HI) -
WITH AND WITHOUT POSSESSION (FCB VALUES AGAINST EACH
OPPONENT)

DISTANCIA A ALTA INTENSIDAD (AI) –CON Y SIN POSESIÓN (VALORES
MEDIOS DE CADA RIVAL): DISTANCE AT HIGH INTENSITY (HI) - WITH
AND WITHOUT POSSESSION (AVERAGE VALUES OF EACH OPPONENT)

These tools allow us to have a very clear physical picture of a specific athlete, whether it is one we have in our squad, to analyse their evolution throughout the season or career, or one we plan to add to a squad.

The overall analysis of the team's physical performance, over several matches and/or over the course of the entire season, allows us to identify strengths, but more importantly, potential weaknesses that the team may need to address.

These tools, therefore, become very important in the analysis of teams, a really important tool for managers in discussions with the respective coaches, as well as in the planning of the respective squads.

In addition, they also allow us to understand the collective physical performance of our teams against a particular opponent and/or against the general rivals our team faces during the season.

For example, if the team's physical performance levels are several points below those of the competition, the club may need to address a situation in the Physical Training Department.

It is also very important to understand and be very objective in these analyses, why?

It cannot be disassociated and ignored:

- The style and intensity of play of the team.
- The style and intensity of play of the league/competitions the team is participating.
- The style of play and intensity of the specific players we wish to bring in and where that fits within the overall needs of the team.
- The style of play and intensity of the specific players within the competitions they play.

The same principle of objectivity of performance analysis (physical, technical, tactical and mental) should be applied within the context of the competitions and/or environment in which the players/teams play.

Meanwhile, match analysis has evolved a lot in the modern game, concepts such as “expected goals, ‘pass value’, ‘dribbling value’ and many others that can be as simple or as detailed as desired have been introduced, allowing decision makers to make it as informed as possible.

Performance analysis, as a specialised discipline, involves systematic observations to improve performance and enhance decision making. This is achieved primarily through the provision of objective statistical data analysis and visual feedback through video analysis. The goal is

to empower teams to make informed decisions and improve performance.

We have to understand that when we do analysis, we are doing it on past events and we cannot do anything to alter the results of those events. However, these past events and their coincidences or consecutive events allow us to see and understand trends in the performance of a respective individual or the collective of a team, which helps to take actions to minimise or correct negative events, as well as to maximise positive ones.

One aspect that we must take into account when analysing performance in today's demanding sporting environment to obtain **either sporting or economic results**, is the analysis of efficiency, both individual and collective. The pressure in any competitive sports organisation is to obtain results.

These results are primarily sporting, but are directly related to the financial results of a sports organisation, because that means access to better and bigger competitions, as well as more financial rewards and access to media time, which in turn leads to more financially rewarding marketing contracts.

In specific cases, as in the case of FC Barcelona, but also of other top-level sports entities, the need to obtain results is accompanied by the need or demand from their followers/consumers of the product to

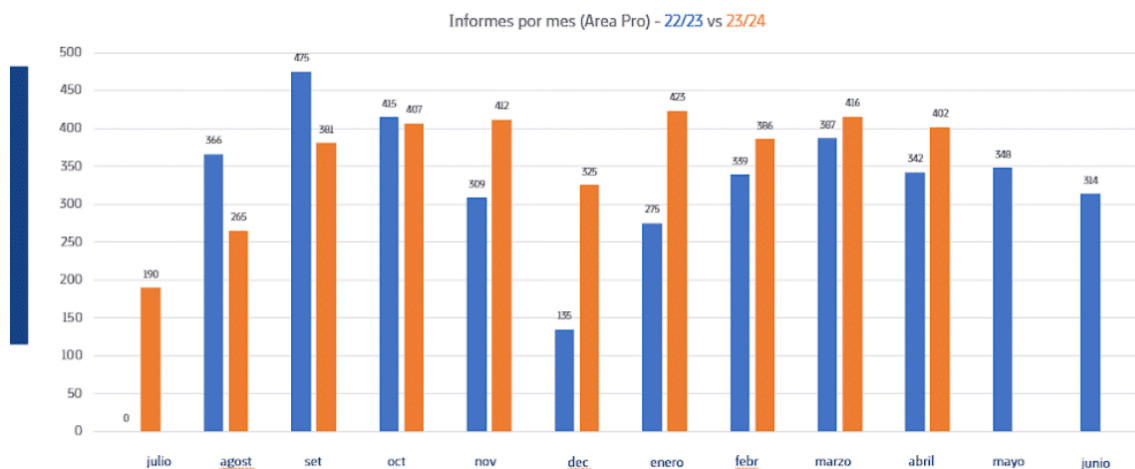
play in a certain way. This is due to the tradition of results and the way of playing that creates the expectations of the club's followers. While we can subjectively say that a certain player or team played well/badly, the efficiency can be analysed by the immense data providers in the market.

In the end, results may mask some of the performance, but technical departments cannot ignore ongoing performance if we want to have a consistency of positive results in the end.

It is well known that, in sports, especially in football, results are overvalued and performance is under analysed, but objective performance analysis is the factor that allows technical departments to make the best or most informed decisions to enable the respective teams to get the results they want/need/expect.

- Reports on the quantity (individual and collective) and quality of the scouting department's work, including analysis of markets, positions and age groups.

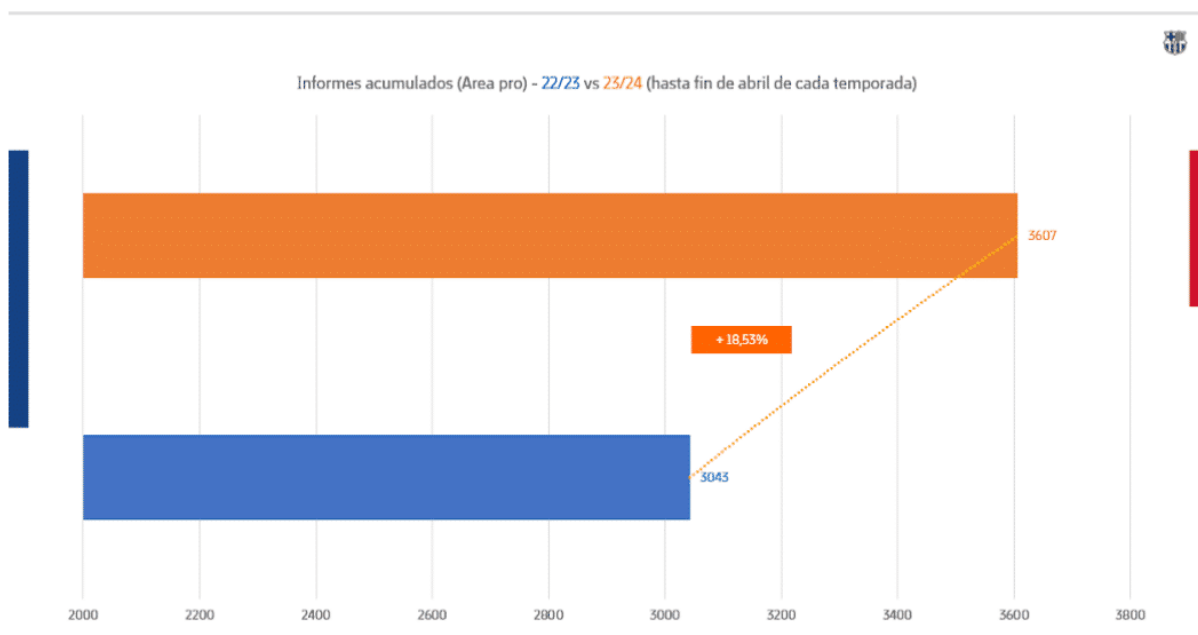
Images 22, 23 and 24: Quantity and Quality of Scouting Reports



Source: Own elaboration.

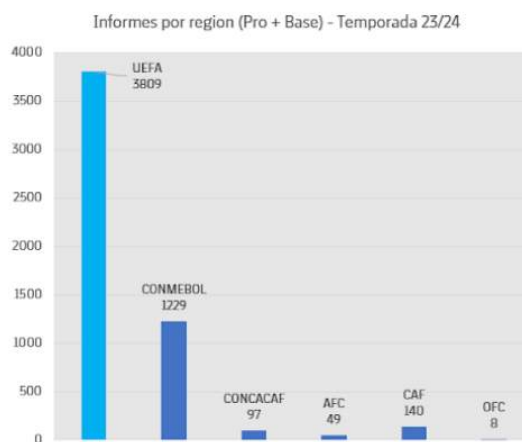
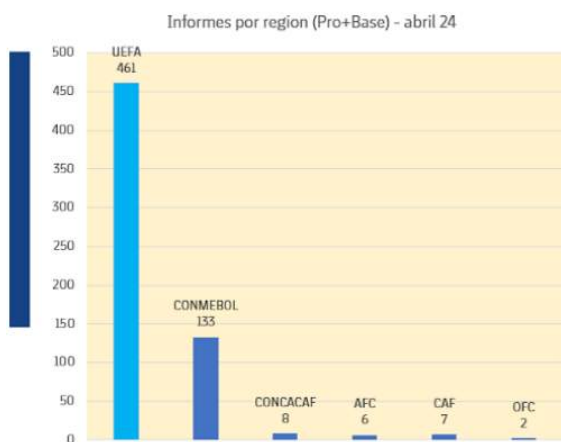
INFORMES POR MES (AREA PRO) – 22/23 VS 23/24: REPORTS PER MONTH (PRO AREA) – 22/23 VS 23/24

JULIO – AGOST - SET – OCT- NOV - DEC- ENERO – FEBR – MARZO –
 ABRIL – MAYO - JUNIO: JULY- AUGUST- SEPT- OCT- NOV- DEC-
 JANUARY- FEBR- MARCH – APRIL – MAY - JUNE



Source: Own elaboration.

INFORMES ACUMULADOS (AREA PRO)- 22/23 VS 23/24 (HASTA FIN DE ABRIL DE CADA TEMPORADA): CUMULATIVE REPORTS (PRO AREA)- 22/23 VS 23/24 (UP TO THE END OF APRIL OF EACH SEASON)



Nota: Australia pertenece a la confederación asiática de fútbol (AFC) , pero para los efectos de estos gráficos se incluye en Oceanía (OFC).
 Todos los informes de futbol base son de España, por lo tanto, de UEFA.

Source: Own elaboration.

INFORMES POR REGIÓN (PRO+BASE) – ABRIL 24: REPORTS BY REGION (PRO+FORMATIVE) - APRIL 24:

INFORMES POR REGIÓN (PRO+FORMATIVE) – TEMPORADA 23/24: REPORTS BY REGION (PRO+BASE) – 23/24 SEASON

NOTA: AUSTRALIA PERTENECE A LA CONFEDERACIÓN ASIÁTICA DE FÚTBOL (AFC), PERO PARA LOS EFECTOS DE ESTOS GRÁFICOS SE INCLUYE OCEANÍA (OFC): NOTE: AUSTRALIA BELONGS TO THE ASIAN FOOTBALL CONFEDERATION (AFC), BUT FOR THE PURPOSES OF THESE CHARTS, OCEANIA (OFC) IS INCLUDED

TODOS LOS INFORMES DE FÚTBOL BASE SON DE ESPAÑA, POR LO TANTO, DE UEFA: ALL FORMATIVE FOOTBALL REPORTS ARE FROM SPAIN, THEREFORE FROM UEFA

- Reports of the outstanding players of the scouting department work. This monthly information highlights the players that in the specific month have had a lot of work and very good reports. This is in addition to the list of players who have been previously highlighted as players who have the quality to play in the different teams of the club.
- Market trend reports and industry highlights (clubs, investments, transfers, leagues, etc.). These are occasional pieces of work that highlight market trends with the use of analytical data and/or external providers. They are also used irregularly to inform the Sports Manager of opportunities or news in the market, information gathered through the media as well as through agents.

CONTINUE

References

Espinoza Pure, J. (2019). How to train an elite football player? 3 key processes in a formative football project.

<https://www.linkedin.com/pulse/c%C3%B3mo-formar-un-futbolista-de-%C3%A9lite-3-procesos-claves-en-jes%C3%BAs/>

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