



# Module 1 Set the basis for action



The *scouting* process refers to the entire chain of tasks that are related in some way to the monitoring of players. This monitoring is not carried out randomly, but rather follows a plan that is guided and conditioned by a number of factors. In this chapter we will define these factors.

Therefore, as mentioned above, it is necessary to define the bases of the *scouting* process, those key aspects that influence the planning and execution of the process.

These aspects are common to both men's and women's soccer, as well as to *amateur*, professional and grassroots soccer.

The key aspects are:

1. The context of the club.
2. The club's system and playing style.
3. Profiles of the players. The benefit of the process. The concept of *scouting* requirements.
4. The organization of the *scouting* department.

These aspects are discussed below in detail.



**Unit 1.1 The context of the club**



**Unit 1.2 The club's system and playing style**



**Unit 1.3 Player profiles: how useful are they? The concept of scouting requirements**



**Unit 1.4 Scouting Department Organization**



**References**

## Unit 1.1 The context of the club

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In any *scouting* task, it is important to know the context of the club we are working with. As a result, all the departments of the club, and more specifically in our case, the members of the *Scouting* Department, work together with the same approach.

**We can classify soccer clubs and their context according to different criteria.** —

- **The ownership of the club**
  - They can be private, owned by companies, investors or individual investors.
  - They can be owned by a community: either by the members or by the contributors.
- **The league or association in which they participate**
  - National leagues: they compete in their country's leagues.
  - International leagues: they compete in international leagues or championships (UEFA Champions League, Copa Libertadores, among

others).

- Amateur leagues: they are not associated with professional leagues and they compete in local or regional leagues.
- Female/male: we can find clubs with only women's teams; clubs with only men's teams; and clubs with both types of teams, including mixed teams, especially in younger categories.
- **Economy**
  - Small clubs: They have very limited financial resources and depend on public subsidies and the income from players' fees from grassroots soccer. They have the necessary economic and human resources to develop soccer activities.
  - Mid-level clubs: they also have few economic resources, but enough to participate in more important tournaments and benefit from more and better material and human resources.
  - Elite financial clubs: clubs that are financially strong and may be backed by wealthy investors or multimillionaire owners.
- **Their story based on their sporting successes**
  - Historical clubs: they are teams or clubs having a long tradition in soccer and with many successes, objectively assessed by the titles won, and also by fans' memories of the game and games they have played.
  - Popular clubs: these are the teams and clubs that, although they have not been at the forefront in recent years, they have set a trend by achieving good sporting performance and some outstanding sporting successes over the years.
- **The business model**

- Business model: These are clubs that are managed as businesses, that is, their business approach is focused on financial profitability and is combined with the achievement of certain sporting successes.
- Social model: these are those that focus on providing a service to the community, in other words, on social well-being.

**Other important contextual aspects could include:** —

- **Soccer culture of the country or region:** it is possible to have one's own soccer culture, which develops over time, historical rivalries, preferred playing styles, among others. This culture influences the way soccer is played and experienced in each place.
- **Ages or categories** of the players we are looking for: mental and physical level of maturity, as well as the requirements of the category in which they will be playing.
- **Technology and data analysis:** they play an increasingly important role in soccer. Teams use player tracking systems, performance analysis and *scouting software* to improve their decision making and to identify talented players. In non-professional or low-income clubs or teams, there is usually no access to this type of resources.
- **Investment and economy:** the finances of the club determine the organization and structure of the *Scouting* Department: number of *scouts*, travel resources, a club's ability to recruit high-quality players, and so on.

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## Unit 1.2 The club's system and playing style

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This aspect is another important conditioning factor at the time of looking for players to join our team or club, since, based on his features as a player (physical, technical, tactical or personality), he could adapt better or worse to a specific playing style. Playing style can define the identity of the team or club.

### Differences between system of play and style of play

**The system of play** refers to the order and distribution of the players on the field, referred to as “the drawing” of the team according to soccer language. Although the development of the match and the circumstances of the game may cause occasional variations in the position of some players, they are usually positioned according to the chosen system of play based on a more or less stable position.

**The style of play** is related to the behavior of the players in the development of the games, especially regarding the balance between the offensive and defensive intentions of the team. The style of play in soccer can vary greatly depending on several factors, such as the soccer culture of a country, the philosophies of the coaches or the qualities of the players available.

Initially, both concepts (system of play and style of play) are independent. It is possible to modify a system of play while maintaining the style of play. Theoretically, they do not condition each other, but it is true that the use of certain systems of play favors the application of certain styles of play over others.

In general terms, since the beginnings of soccer, both the systems of play and the styles and ideas of play have evolved greatly. We will look at both.

### **Evolution of the game systems** —

First, we will focus on the game systems, and here we provide a brief sample of their evolution, following the dates given by Lovrincevich (2002), in his article "Analysis of the evolution of game systems":

#### **19th century (between 1860 and 1870)**

- Primitive system: 1 goalkeeper and 10 offensive players (1-10).
- 2-line system: 1 goalkeeper, 1 defensive player and 9 offensive players (1-1-9).
- 3-line system: 1 goalkeeper, 1 defensive player, 1 midfielder, and 8 offensive players (1-1-1-8).

The progressive evolution from the primitive system (1-10) to the three-line system is justified by an evolution from an exclusively offensive approach to the emergence of a slight defensive approach and, especially, a more balanced distribution of players on the field, something that has continued until today.

Other changes in the regulations, such as the offside rule (in 1866) or the possibility of making passes to a teammate (1875) introduced conditioning factors that would shape the systems of play.

### **The evolution continues in 1880 to 1930:**

- 1880. Pyramidal system: 1 goalkeeper, 2 defensive players, 3 midfielders and 5 offensive players (1-2-3-5)
- 1925. WM System: 1 goalkeeper, 3 defensive players, 4 midfielders and 3 offensive players (1-3-4-3).

The WM system, using current terms, could be considered as the first balanced game system. It is also the system in which the bases for a more collective than individual game are already established.

### **Subsequent developments (1940-1970)**

- The "bolt" system (1940s): 1 goalkeeper, 4 defensive players, 3 midfielders and 3 offensive players (1-4-3-3).
- 1-4-2-4 system (1950s): 1 goalkeeper, 4 defensive players, 2 midfielders and 4 offensive players.
- "Catenaccio" system (1960s): 1 goalkeeper, 5 defensive players, 3 midfielders and 2 offensive players.
- 1-4-3-3 system (1970s): 1 goalkeeper, 4 defensive players, 3 midfielders and 3 offensive players.

### **1974 to present**

- "Total soccer" system (1974): 1-4-3-3 or different variations.
- 1-4-4-2 System (1978): 1 goalkeeper, 4 defensive players, 4 midfielders and 2 offensive players.

- This 1-4-4-2 system has several variants, depending on the position of the midfielders: in a rhombus, midfield line, horizontally, in a square.
- 1-3-5-2 System (1986): 1 goalkeeper, 3 defensive players, 5 midfielders and 2 offensive players.

### **Conclusions:**

Once we have seen and analysed the evolution of the game systems since the beginning of soccer (with official regulations) we can draw some conclusions:

- There was a tendency to **progressively strengthen the defensive line** instead of the attacking line.
- The trend of evolution shows us that there is an attempt to have more control and **dominance of the midfield.**
- Another aspect observed is the tendency towards the **positional variability** of the players, including more flexible and coordinated movements and functions.
- And, finally, as a consequence of the previous points, the trend has been to **score fewer goals and also to concede fewer.**

### **Styles of play** —

Now, focusing on playing styles, some of the main current playing ideas, regardless of the playing system, are:

1. **Possession playing style:** this style of play is focused on creating scoring chances through possession of the ball, long-term possession and passing the ball around, with few touches and quick, short passes. Generally, it is said that it is the ball that has to “run” and that,

therefore, there must be a good balance of space through the positions of the players and their position on the field so that the team gets the necessary width and depth. This means that ball control and the wearing down of the opponent through patience and precise passing is the basis of the game. These teams are known for possessing the ball and handling it well. This can be associated, mainly, with FC Barcelona and the Spanish national team in the 2000s.

2. **Fast counterattacking style of play:** this style focuses on defending firmly, using a low block, and then taking advantage of counterattacking opportunities to quickly attack the opposing goal, counterattacking fast and accurately, taking advantage of the spaces left by the opposing teams as they advance up the field.
3. **Direct style of play:** also known as “direct soccer” or *kick and rush*, this style emphasizes long, quick forward passes, focusing on speed and physical power. These teams usually try to get the ball as quickly as possible into the opponent's area, often avoiding possession play in the middle of the field. It is often associated with the usual style in English soccer, especially decades ago.
4. **Ball possession and high-pressure style of play:** this style is characterized by keeping possession of the ball, but also by applying pressure on the opposing team when it is not in possession. The aim is to regain the ball quickly after losing it, which requires great physical and mental capacity on the part of the players.
5. **Total soccer style:** inspired by the legendary Ajax and the Dutch national team of the 1970s, this style involves a combination of individual technical skills, fluid team movements and an offensive spirit in all positions. Players constantly shift, they cover defensive spaces and attack collaboratively.

The term “total soccer” is an important step in the evolution of both playing system and style of play. It was introduced and promoted by

coach Rinus Michels and put into practice by the Netherlands national team, including Johan Cruyff as the most emblematic player. It was characterized by:

- a dynamic game;
- a fluent movement of the players;
- applying a lot of pressure,
- an active defense,
- coordination and teamwork;
- individual technique;
- the players are all involved in the offensive and defensive roles and are very committed to recovering the ball quickly.

6. **Defensive style of play:** some teams prefer to focus primarily on defense, using a compact and tight team formation to limit space and scoring opportunities for the opposing team. This style can be very effective to frustrate opponents and obtain positive results using a very limited offensive resources.

Certainly, it is possible to combine different elements of different styles of play, depending on many factors: time of the season, age or category of the players, opposing team, result during the match, situation of the team, players' profile and features (strengths and weaknesses, among others).

Soccer is constantly evolving, and the generational change in both technical direction and team composition can lead to new ideas and innovative styles of play with different strategic approaches. Coaches and players often adapt to current trends and the demands of the modern game.

In summary, the context in soccer encompasses a wide range of factors that influence the way soccer is played, managed and perceived. This also impacts on the characteristics that players must have in these different contexts: different periods, different systems of play, different styles of play, different coaches, different economic and sporting situations of the clubs, and so on.

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# Unit 1.3 Player profiles: how useful are they? The concept of scouting requirements

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**UNDERSTANDING PROFILES:  
WHAT ARE THEY USED FOR,  
WHAT IS THEIR PURPOSE, AND  
WHY ARE THEY USED IN THE  
SCOUTING PROCESS?**

**DEFINING THE PROFILE OF A  
SOCCER PLAYER**

**PHYSICAL/CONDITIONAL  
PROFILE**

The profile of a soccer player is the set of physical, technical, tactical and psychological characteristics that define the type of player he or she is.

Although in general we always look for the most talented players and those who have the best qualities to play soccer, in the *scouting* work we must focus on those players who have specific characteristics required by the sporting management, and whose search is considered a priority. They are those players who will cover the deficiencies detected, those who will cover areas that have less protection in the team, either due to lack of personnel or because the level of the players in that area is not considered ideal for the team's objectives. The cost-effective use of the *Scouting* Department's work makes it possible to focus on what is really needed. This is what is commonly referred to in *scouting* as "needs", which guide the entire *scouting* process.

Profiles are the vehicle used by the different sporting structures to communicate with each other when they want to define a certain type of player. It is, therefore, the way in which the sports management and the *Scouting* Department communicate in order to define the type of player they are looking for.

The profile is not only limited to the position the player occupies, but also to the qualities that allow him to develop a certain style of play within that position. There are several profiles, or rather, many profiles, in each position, and each one of them will be more suitable for a certain style of play or another. For example, there are more positional, more defensive players, who play more in line with center backs, who risk less; and there are players who play longer distances and have more attacking capabilities. A certain style of play will define one or another profile of lateral player as being the most suitable for him.

The Soccer Department, sports management, coordinators, coaches and all those departments with sporting competencies in the club are responsible, to a greater or lesser extent, for indicating those positions on the field that need to be reinforced, improved or simply expanded in order to have more competitive teams and squads.

Once this information is processed and filtered by the sports management, the *Scouting* Department is informed of the main needs to be covered in each of the squads, in order to give priority to the search for the desired profiles and positions.

Based on this information, the *Scouting* Department defines its work in the short and medium term, aiming to provide names of players that meet the positions and profiles required by the sporting management.

Even though there must be a certain fidelity between the profiles requested and the characteristics of the players provided by the *Scouting* Department, sometimes, some players who vary in terms of the suggested profile are proposed: they change or expand the characteristics that are sought, especially depending on their age, their physical and mental maturity and stage of development. However, there must always be an excellent match between the type of player that is in demand and the type of player whose name is offered as a possibility for incorporation.

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### 1.3.2. Defining the profile of a soccer player

The following section describes the characteristics that define the profile of a soccer player and help us to define more specifically the type of player we are looking for.

#### Physical/structural profile

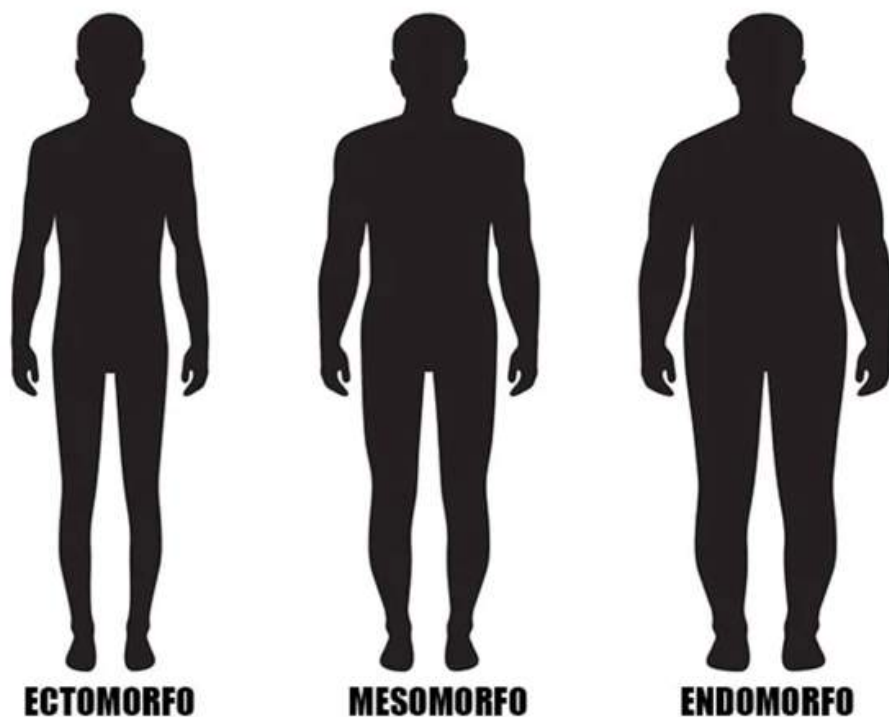
One that define the profile of a soccer player is the physical structure, his biotype, also called somatotype. Generally, a classification into three biotypes, the so-called somatotypes of Sheldon, creator of the classification, is used:

- **Ectomorphic biotype:** characterized by having a slender body, with long extremities, fine bone structure and a stylized appearance.
- **Mesomorphic biotype:** this biotype is characterized by a proportionate, balanced and athletic physical body, with good muscle development and a strong bone structure, strong and robust bodies, broad shoulders and narrow waist.
- **Endomorph biotype:** this biotype is characterized by a greater accumulation of body fat, a thicker bone structure, and consequently a more rounded appearance compared to the ectomorph and mesomorph biotypes.

To put it simply, height and physical width parameters, the relationship between them and the muscle development and proportionality between the different body segments (trunk and extremities) define the biotype of a soccer player, and are, therefore, important data to be observed in players.

After discussing the different biotypes, we shall now take a brief look at the characteristics that soccer players may have, at a physical, technical and personality/psychological level, taking into account the positions on the soccer field.

**Figure 1: Biotypes**



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First, it is important to remember that, regarding this issue, it is particularly important to always assess the player's age and his growth capacity in proportion to the player's age.

Regardless of the position played, it is important that players are in the best possible physical condition for all levels. However, depending on the position occupied in the field, some physical aspects will be more demanding than others.

- **Height:** it is an especially important characteristic for goalkeepers, central defenders and defensive midfielders, especially for aerial balls.
- **Strength and power:** it is important for ball strikes, jumps and challenges against opponents and/or to protect the ball. At early ages, players with more strength and power tend to play a leading role.
- **Speed:** it involves movement, reaction and gestural speed. Even though they are important in all positions, we can highlight that reaction speed is key for goalkeepers; gestural speed is key for midfielders, interiors and forwards; and movement speed is key for wingers, full backs and forwards.
- **Resistance:** it is important for a high level of performance throughout the game, especially in positions that demand a lot of running or long runs, such as wing players (wingers and fullbacks) or players with a lot of participation with or without the ball (midfielders and inside players).
- **Agility and flexibility:** it is important for fast movements, turns and changes of direction to avoid injuries, in any position.

### **Technical profile**

In any position, the richer the technical quality, the better. However, some positions will naturally be of greater importance than others.

- **Ball control:** all players on the field, including the goalkeeper, must have good control of the ball in order not to lose possession of it or to direct it for the next action optimally.

- **Passing:** it is important for any player to make accurate passes, both short and long, but those who play in the middle of the field (defensive midfield, inside midfielders and, especially, the organizing midfielder) usually have a greater participation in this technical action. This aspect is directly related to good decision making (when, where, how to make the pass).
- **Driving:** it involves above all, a progress through the field of play (fast or not), to perform a one-on-one situation (1x1) or to attract opponents, either with the ball close to the foot or with longer contacts, depending on the situation (proximity of the opponent). Most players, except the goalkeeper, can make good use of this technical action.
- **Crosses:** whether they are long, vertical or from the wings, they must be precise and well-measured in order to generate opportunities to get close to the opponent's area or to score a goal for your team. The players most likely to use this action are the midfielders and, above all, the wingers and fullbacks. Teams usually have specialists handling set-piece crosses.
- **Shots on goal:** it is important that players have a good shooting technique to have more chances of success in goal, especially those who are closer to the opponent's goal, i.e. forwards, wingers, attacking midfielders and inside midfielders. Teams also tend to have specialists trained for direct shots on goal from set pieces (free kicks and penalties).
- **Aerial play:** both defensively and offensively, it is a technical action that can allow us to stop or recover balls, prevent goals or score them. Goalkeepers are allowed to use their hands (inside the area) to catch, deflect, extend or clear the ball, whether it is a shot on goal, a cross or an opponent's shot. In other positions, it is important for aerial duels, to prevent the ball from reaching an opponent or to get close to one's own goal; also, for the opposite, i.e. to head the ball to a teammate, to get close to the opponent's goal or to score a goal.

At a defensive level, we can highlight the aerial play of the goalkeepers,

defensive midfielders and central defenders; and at an offensive level, those of the forwards.

- **Dribbling:** the ability to dribble can be useful to overcome an opponent and move up the field. A good player must have the ability to *dribble* and *get* past defenders, when necessary, especially players from midfield forward, such as attacking midfielders, inside midfielders, forwards and, above all, wingers. Fullbacks as well, especially if the team's style of play demands it. The positions that make the least use of dribbling are usually the goalkeepers and center backs, among other things, because of the risk involved in the event of losing the ball, as they are usually the closest players in their team to their own goal.
- **Tackle:** players must be able to perform defensive tasks effectively. This includes the ability to make clean tackles, position oneself correctly to intercept passes and take the ball away from opponents. The action of the tackle is important both technically and in terms of *timing*, i.e. when to make the tackle. Any player on the field can do it, especially players with defensive functions, such as midfielders, center backs and full backs.
- **Ball protection:** this is another important technical action, as it can occur on multiple occasions, near or far from the area itself, and often with little space to play, either in central positions of the field or on the wings. Any player on the field can make use of it during the game, either to let the ball go out of play, to let another teammate get hold of it or to gain time by waiting for support from one of his teammates.

### **Tactical profile**

In general, this refers to the importance of decision making at a defensive and offensive level, with and without the ball: when to pass the ball (where and how); when to drive the ball (where and how); when to dribble... The parameters that indicate a high tactical level would be:

- **Positioning:** ability to be correctly positioned, both in defensive and offensive functions, depending on where teammates, the ball and opponents are. Sometimes, getting closer to the ball; other times, moving away, doing it from one side or the other, from the front or the back. Anticipate the movements of the opposing team and occupy key spaces to intercept passes or recover the ball.
- **Game reading and peripheral view:** a good peripheral view allows them to have a better situational awareness and thus take more accurate decisions, according to the moment of the game. Also directly linked to positioning, the ability to read or understand the game allows for good anticipation to foresee the movements of the opposing team and provide good passing opportunities for teammates. This allows them to intercept passes, anticipate plays and close spaces before they become a threat. We could also discuss how to detect when to speed up the pace of the game or slow it down, play forward or backward for a good distribution of the game.

It is important for all players in a team to have this virtue, although we could highlight midfield players, who must be constantly looking around them, when they have the ball in their possession and when they don't, to have as much information as possible about what is happening (position of teammates and opponents, where the ball is, in order to make the best possible decisions depending on each situation).

- **Marking:** marking opposing players optimally, preventing them from receiving the ball and closing spaces to prevent them from creating goal-scoring opportunities. Players must also be able to cover for other colleagues when necessary. All players, except the goalkeeper, must be good markers (center backs, full backs, defensive midfielders and inside players). Those who are a little less demanding in this respect are the most offensive players (center forwards and wingers).
- **Progression:** in offensive aspects, a player must be able to recognize when it is the right moment to move the ball up the field -either by passing or

crossing, driving the ball-, joining the attack and/or providing support to other players.

To conclude the tactical issue is related to how the player adapts to the game and how he decides, we can also refer to the individual or selfish actions that can be made during a match, such as dribbling, driving or shooting at goal, or giving the ball to a teammate to have more chances of success.

Sometimes, in the earliest stages, we frequently see this type of actions, since the evolutionary stage of the youngest players is marked by it.

As time goes by, these situations fade away with maturity and coaching instruction.

### **Personality/psychological profile**

- **Communication:** constantly communicating with teammates to organize the game is important for all players, regardless of their position. Defensive players and, most importantly, the goalkeeper, tend to be players who see the entire field of play in front of them, so they are very important positions in terms of communication with teammates, both defensively and offensively.

On the other hand, midfield players can find a wide variety of playing situations around them: in the center, on the right wing, on the left wing, near their own or the opposing team's penalty area. This also implies a significant communication level.

- **Leadership:** ability to inspire and motivate teammates, regardless of the position occupied on the playing field. One should have a charismatic personality that allows him/her to motivate teammates and lead them, especially in difficult moments. They must lead by example, when it comes to commitment in the game, concentration and attitude.

- **Concentration:** all players must obviously stay focused and ready to intervene at any time, as they may not be directly involved in the game at some moments, and then suddenly, the situation may change, there may be a rapid progression of the ball, either in conduction or by moving forward.

All players must be aware of the opposing team's threats and react quickly to counter them.

- **Mentality:** having a strong and competitive mentality is important for all players on the field, whether it is to recover quickly from a bad situation in the score, an individual mistake, an expulsion, a teammate's injury or their own. Maintaining confidence throughout the game can be key to success.
  - Players, especially professional players (although those in the training stage or amateurs as well, but to a different degree), often face stressful situations, especially when they are under constant attack from the opposing team, when they do not have good results or even more, if they face the challenge of moving up or down a category, winning a championship or trophy, and so on.
- **Courage:** this is important for all players, to face a variety of defensive and offensive situations, such as, for example, in the case of the goalkeeper, to come out of his area to intercept balls or face strikers in one-on-one situations and to look for aerial balls coming from crosses.
  - For other players, having courage means to make a tackle, to do a one-on-one (dribble), to duel with an opponent, to jump to touch the ball. In short, to have the courage to do actions with a certain risk, either at a physical level (risk of getting hurt or injured) or at a technical level, where, if a mistake is made, it can have negative consequences for the team. It is necessary to assume the risk that errors entail and understand them as an inherent part of the game.

- **Discipline:** players need to be disciplined concerning good hygiene and eating habits, as well as behavior with the entire sports community (teammates, staff, referees, public, among others) and also be disciplined tactically, in terms of their position and functions in the team, for example, avoiding joining the attack at the wrong time, maintaining the defensive line correctly, being attentive to defensive blocking and/or surveillance, among many other situations that may arise.
- **Competitiveness:** players also need to be highly competitive in order to improve, compete and win. They must be willing to fight and strive for every ball and never give up, both on defense and offense.
- **Resilience:** players may face difficult situations during the match, such as making mistakes that result in a goal against them or facing faster, stronger and/or more skilled players who have outplayed them on several occasions.
  - It is important that they are able to recover quickly from these setbacks and maintain confidence in their game, analyzing what they can improve in order to succeed or not fail on the following occasions.
  - In a sport as demanding as soccer, it is essential for a player to be able to recover quickly from mistakes and overcome adversity. Mental resilience allows them to keep going, even in difficult moments of the game.
- **Tactical intelligence:** it is important, in most positions on the field, to have a good understanding of the game and to understand the situations that occur on the field during it, in other words, to anticipate actions or movements of the opponent or the needs of his teammates in order to make the best decisions for each situation.

- An intelligent player with great tactical intelligence must be able to read the game, anticipate the opposing team's moves and make quick and accurate decisions on the field.
- Players who make few mistakes, not only because of good technical quality, but also because of their tactical intelligence without making special actions give us a great performance for the team, by the simple fact of playing easy, fast, without risks and without making mistakes.
- **Teamwork:** it is important that players have this mentality. They must be able to communicate effectively with their teammates, collaborate on defense and contribute to the collective success of the group.

In short, to be a good player, you need good physical abilities, technical skills, a good reading and understanding of the game and a personality with mental strength and adaptability to cope with the great variability of situations that can be found during the course of a game.

As always, all valuations must be relative or proportional depending on several factors: the age or maturity stage of the players, the category (professional, semi-professional or amateur) and the profile of the club involved.

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## Unit 1.4 Scouting Department Organization

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The following is an example of how a *Scouting* Department can be structured in a soccer club, bearing in mind that this organization can vary greatly according to the characteristics of the club involved, especially according to its category as a club and its economic possibilities for material, technical and human resources:

### ***Scouting Director***

- He is in charge of supervising the entire *scouting* process and all the agents involved in it.
- He coordinates the work of the *scouts* and analysts.
- He informs the sports director, coordinators and

## ***Scouting Coordinator***

- He organizes and schedules the work of the *scouts*.
- He checks that all the needs for the proper functioning of the department are covered.
- He is responsible for

## ***Scouts***

They are in charge of observing the players and making the assessment.

*Scouts* can be organized according to different parameters:

- Player ages: that is to say, according to years of birth, so that, for

## **Travel Department**

- Responsible for the necessary proceedings, if necessary:
  - Flights, trains or rental cars and/or parking.
  - Accommodation and per diem.

## **Reporting Department**

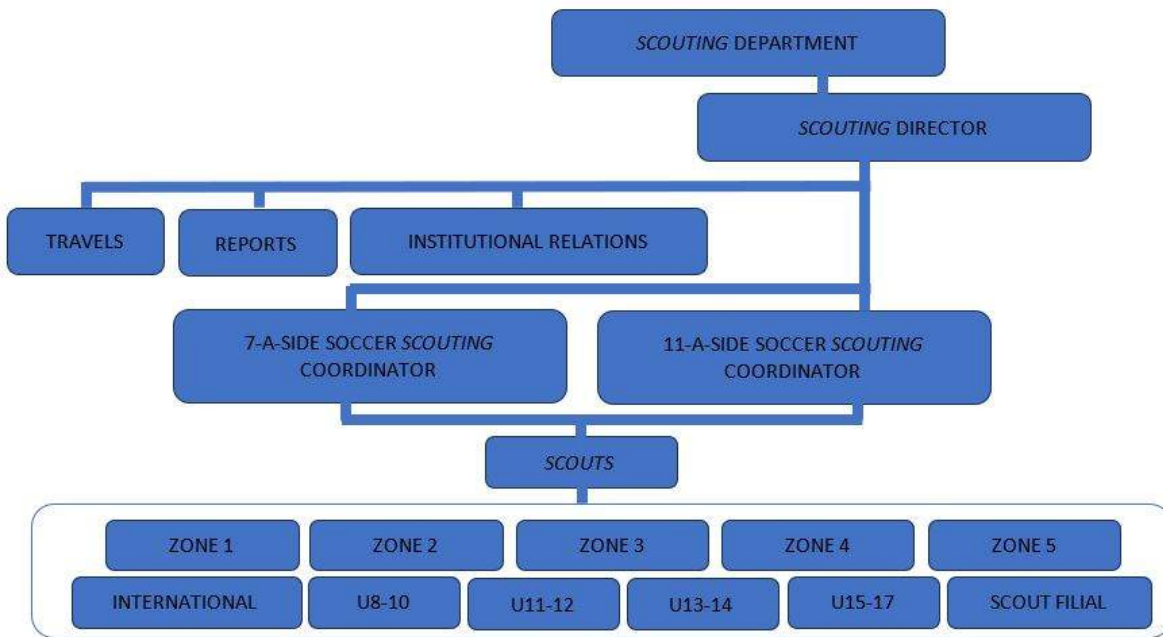
- The reports are written by the *scouts* themselves, but it is possible to have one or more people in charge of making a final report, based on the reports made by one or more *scouts* on the same player.

**Institutional Relations  
Department**

They manage relations with other clubs on possible transfers and/or negotiations.

In order to have a good coordination in the scouting work, it is important to have periodical internal meetings (weekly, monthly, and so on), either among the members of the department itself or of members of the department with other sports structures, so that the information flows smoothly and quickly, to be able to filter it and offer the best service to the Soccer Department for possible incorporations to the club involved.

**Figure 2: Example of an organizational chart of the *Scouting Department***



Source: own elaboration.

To conclude, we can say that *scouting* is very important for a club, for different reasons:

- To identify, discover and evaluate players for possible incorporation to our team or club and thus improve the quality of it and make it more competitive, balanced and more successful in the games.
- To plan short- or long-term transfers and analyze the team's needs.
- To save money on the long term by being able to bring in young, up-and-coming talented players, and

sometimes without cost to recruit them.

In summary, *scouting* in sports in generally, and in soccer specifically, is essential for talent identification and recruitment, team improvement, planning and financial savings. It is an essential tool for clubs seeking to become more competitive as well as to increase their chances of success.

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## References

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