

Club & Academy Management

The cornerstone of successfully delivering sporting success within a sustainable business model !



THE FUTURE OF YOUTH DEVELOPMENT
13/12/2020





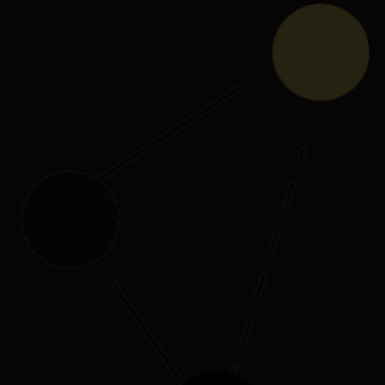
Dr. Koen Put

Head of Consulting
@double pass



Hans Vander Elst

Head of Football
@double pass



Club & Academy Management

1. Double Pass Club Model

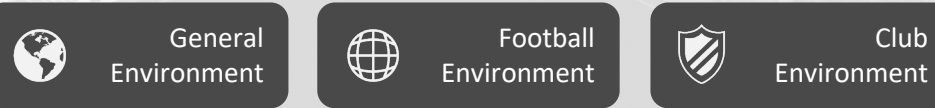
2. Football Business Model

- Player Pathways
- Talent BM (Focus)
- Squad Management Strategy

3. Connection & Integration: Academy - 1st Team

4. Productivity & ROI

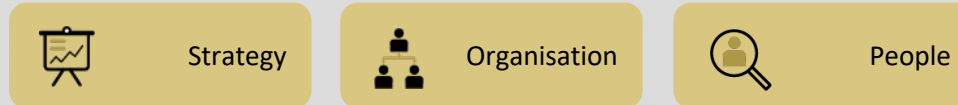
Context



Strategic Enablers



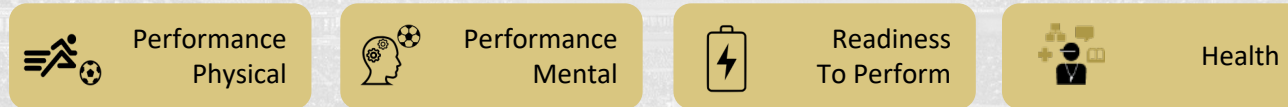
Club & Academy Management



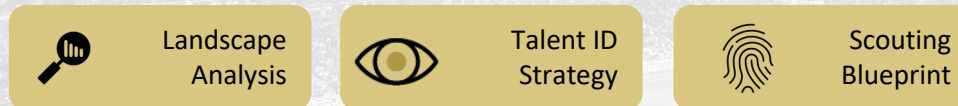
Football



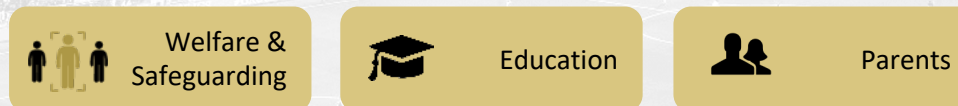
Health & Performance



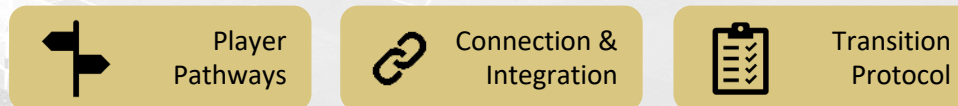
Talent ID & Recruitment



Player Care




Transition to 1st Team



Productivity & ROI




Benchmarking

STRATEGIC ENABLERS

CAPABILITIES

OUTPUT

*ALL ROADS LEAD TO
ROME*

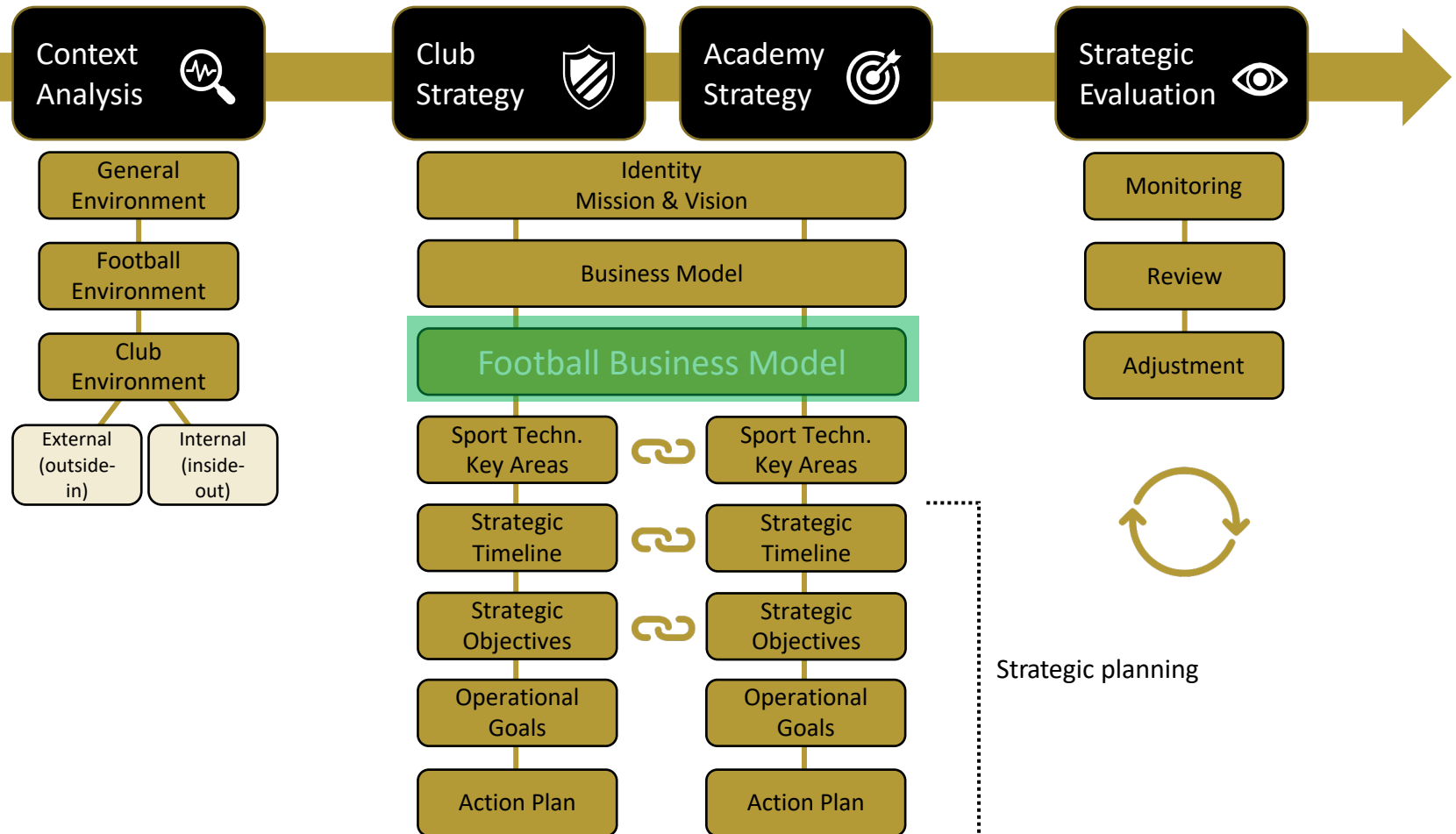
BUT

*ROME WASN'T BUILT
IN A DAY....*



STRATEGIC FRAMEWORK

A conceptual framework for applying a Football Technical Strategy through Club and Academy.



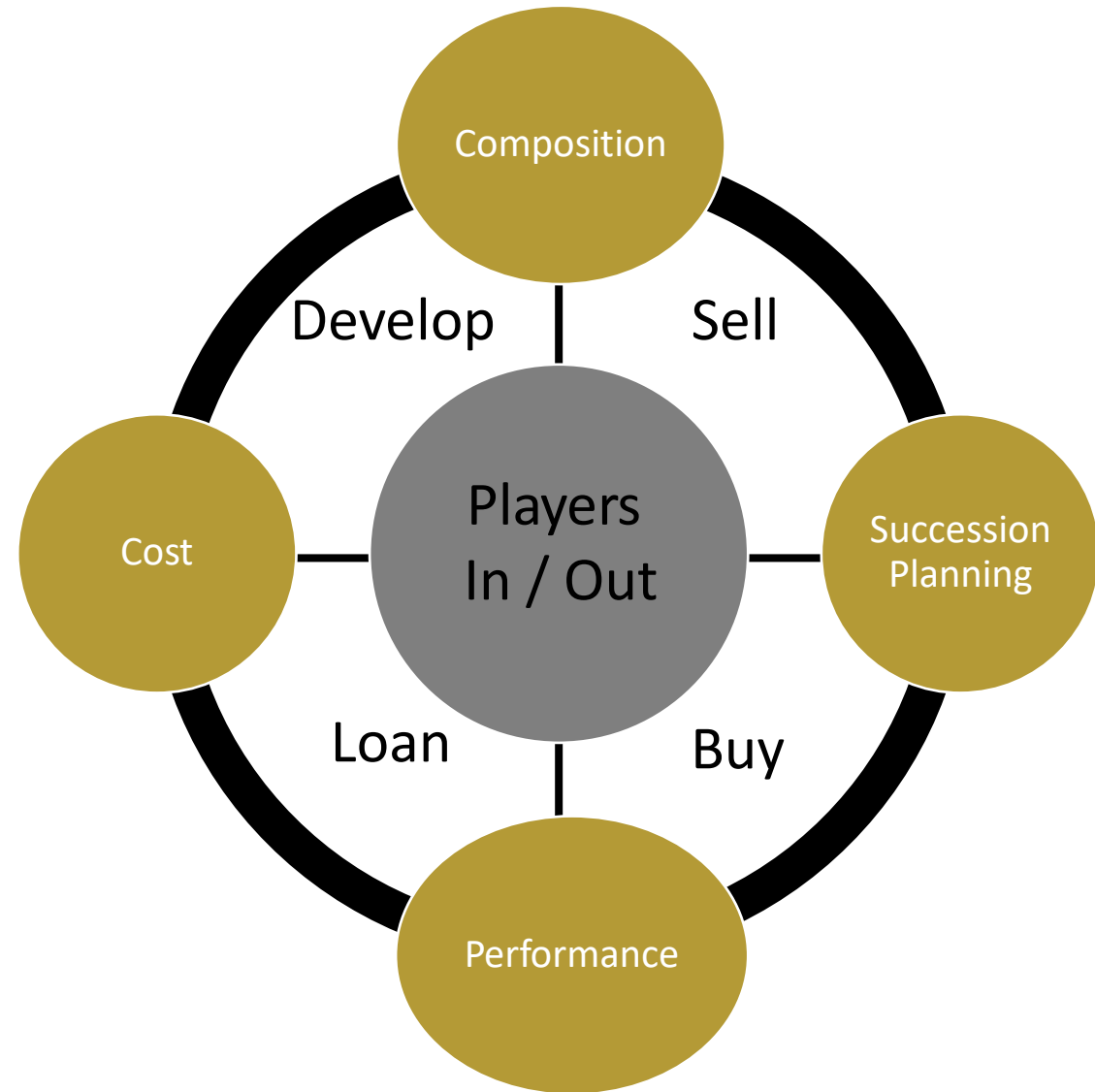
CLUB STRATEGIC PLAN – Football Business Model

Cornerstones of successfully delivering sporting success within a sustainable business model

PLAYER
PATHWAYS

FOCUS

PRINCIPLES



PLAYER PATHWAYS



PLAYER PATHWAYS

There are more ways for an academy player to break into professional football and there are also more ways for a Club to strengthen their First Team squad.

0 Player gets signed from another First Team

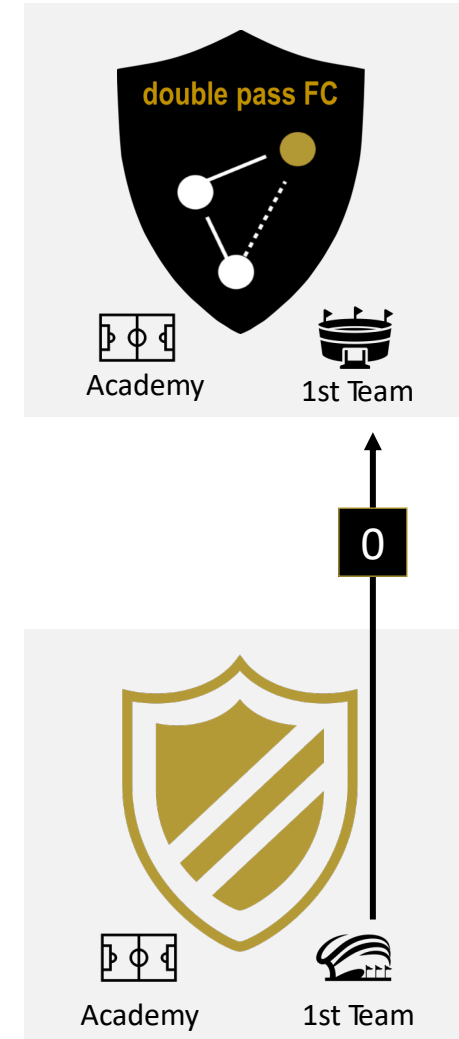
1

2

3

4

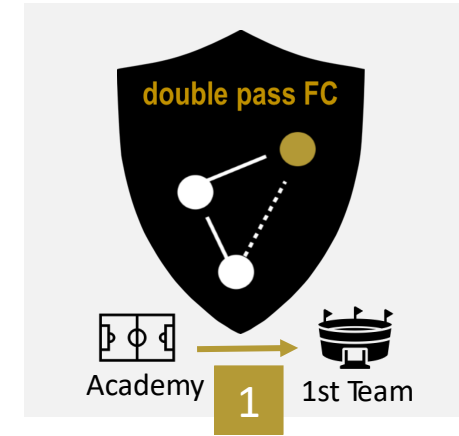
5



PLAYER PATHWAYS

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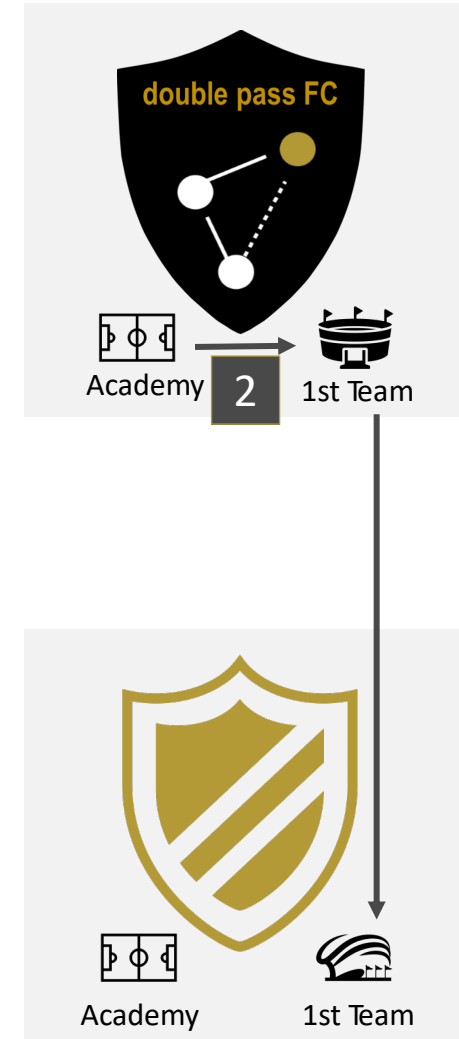
- 0 Player gets signed from another First Team
- 1 Academy player is integrated into the Club's First Team
- 2
- 3
- 4
- 5



PLAYER PATHWAYS

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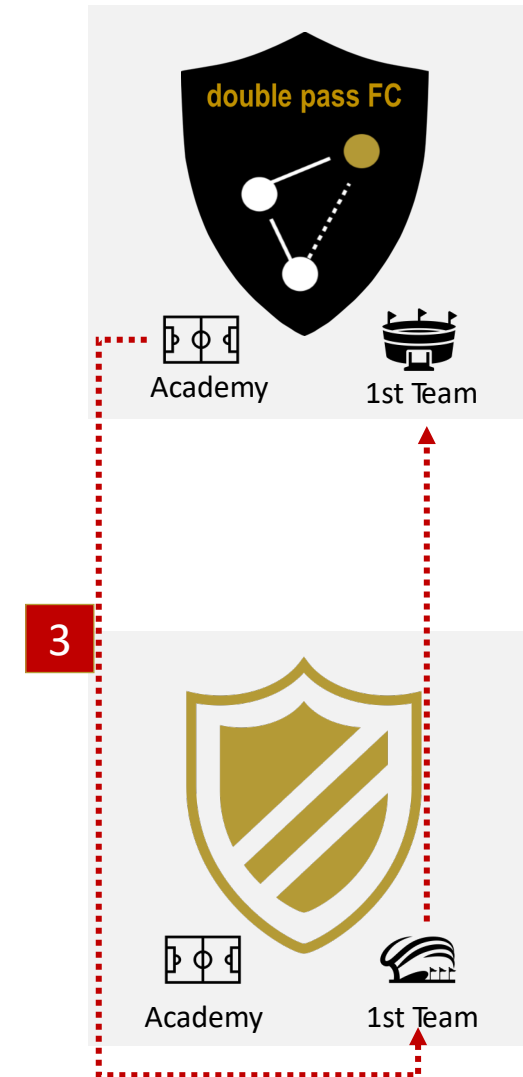
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- 1 Academy player is integrated into the Club's First Team
- 2 Home-grown player is sold from First Team
- 3
- 4
- 5



PLAYER PATHWAYS

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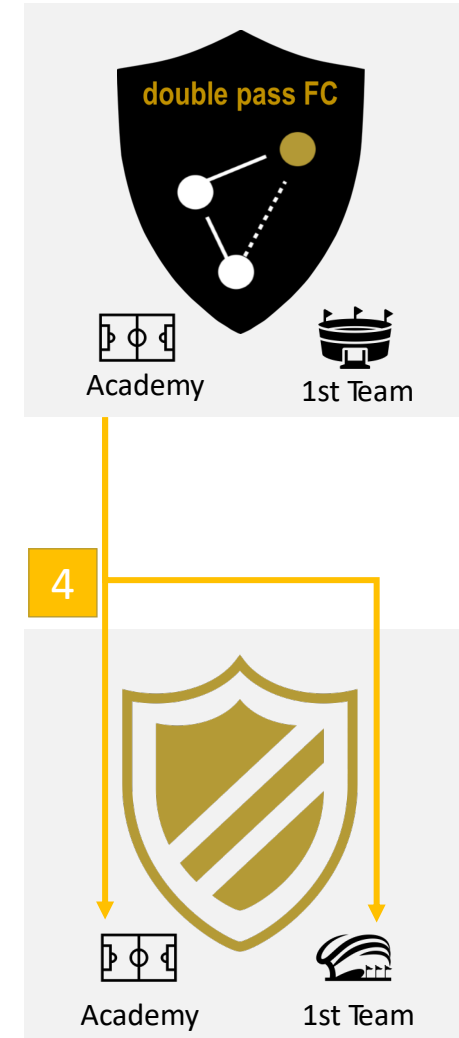
- 0 Player gets signed from another First Team
- 1 Academy player is integrated into the Club's First Team
- 2 Home-grown player is sold from First Team
- 3 Academy player loaned out to lower league Club as a stepping stone
- 4
- 5



PLAYER PATHWAYS

There are more ways for an academy player to break into professional football and there are also more ways for a Club to strengthen their First Team squad.

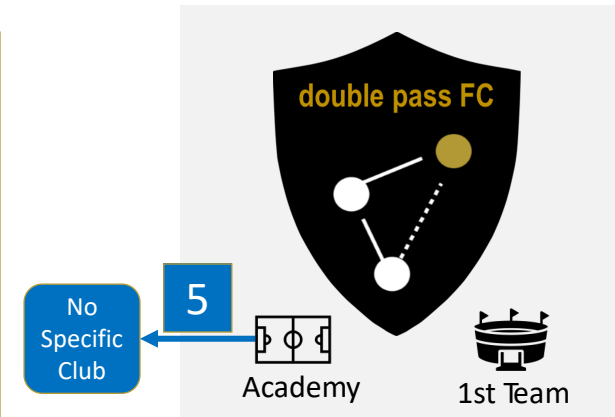
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- 1 Academy player is integrated into the Club's First Team
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- 4 Academy player sold to another Club's Academy or First Team before playing any senior games
- 5



PLAYER PATHWAYS

There are more ways for an academy player to break into professional football and there are also more ways for a Club to strengthen their First Team squad.

- 0 Player gets signed from another First Team
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- 5 Academy player released before being offered a professional contract



TALENT BUSINESS MODEL



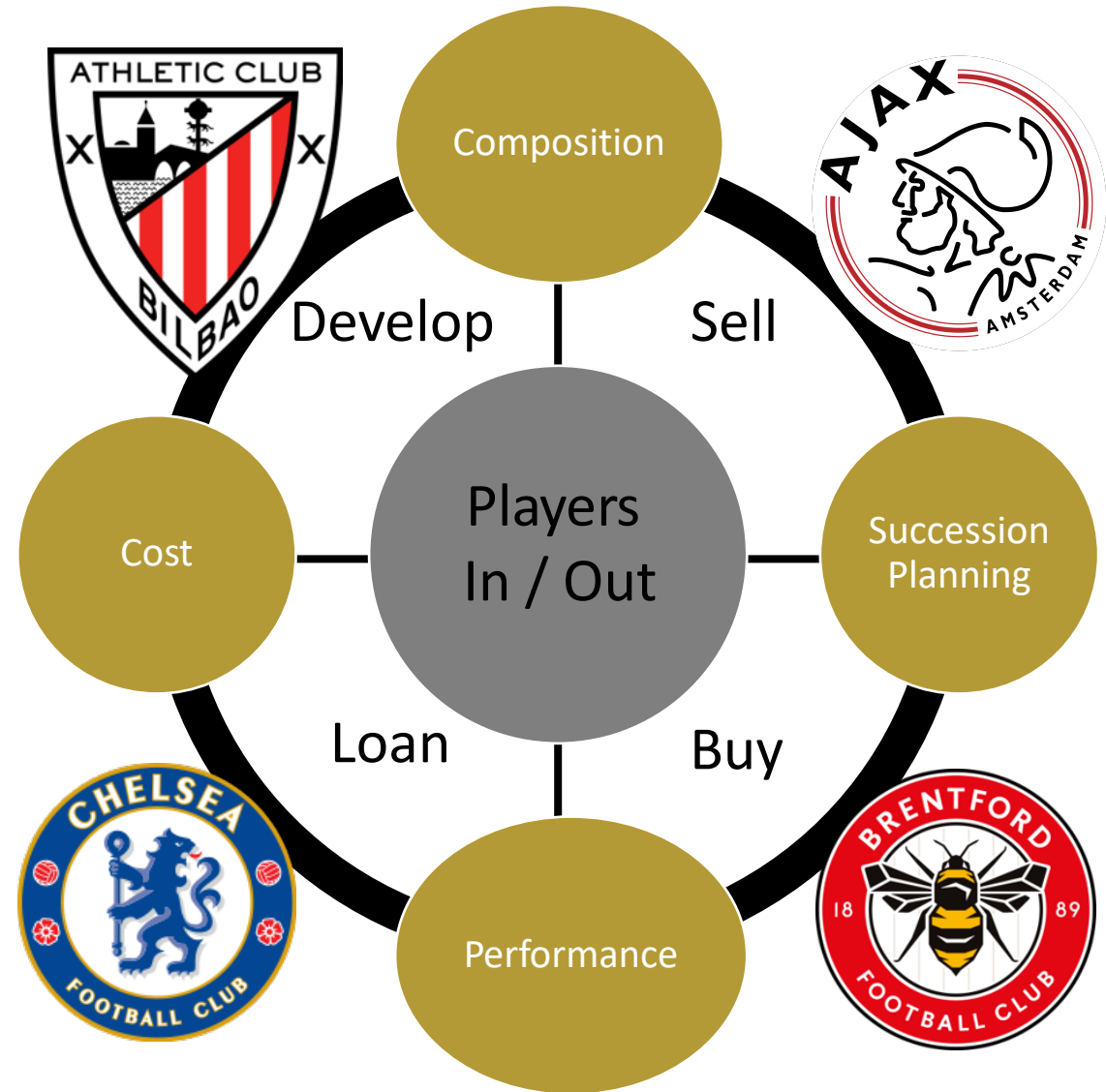
CLUB STRATEGIC PLAN – Football Business Model

Cornerstones of successfully delivering sporting success within a sustainable business model

PLAYER
PATHWAYS

FOCUS (%)

PRINCIPLES



SQUAD MANAGEMENT STRATEGY



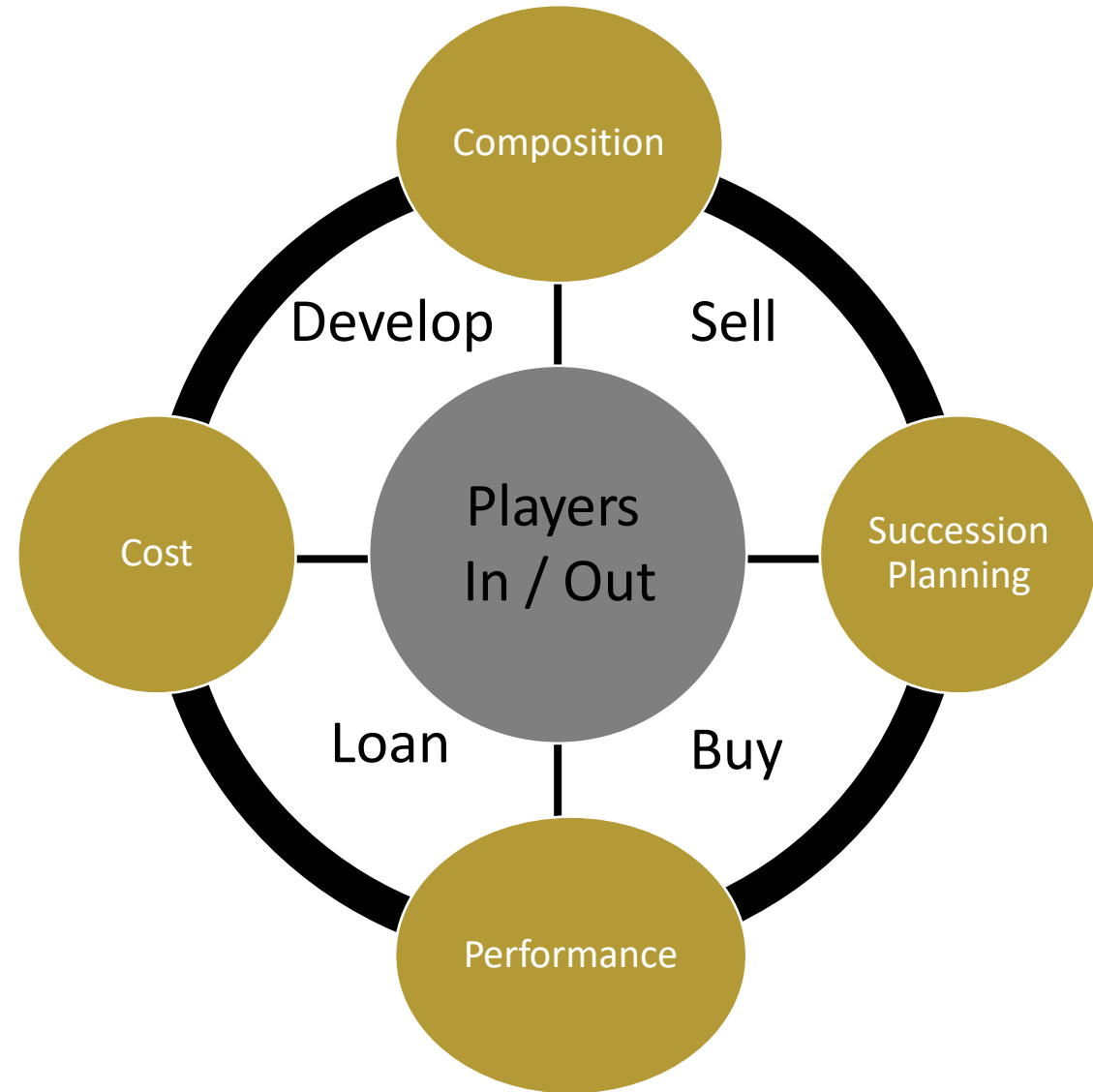
CLUB STRATEGIC PLAN – Football Business Model

Cornerstones of successfully delivering sporting success within a sustainable business model

PLAYER
PATHWAYS

FOCUS (%)

PRINCIPLES



CLUB STRATEGIC PLAN – Football Business Model



Example: Squad Management

Squad make up

Composition

- Squad size
- Share of Homegrown talents
- Nationality
- Experience

Cost

- Financial sustainability

Succession Planning

- Transfer out

- Each season we aim to have a first team squad of 21 outfield players and 3 goalkeepers. 2 players for each position and a floating player in the midfield (6/8/10) areas. In addition to this we want 2 Academy graduates to be at the level to step in and support the squad as we have no loan window this season.
- For the 2016/17 season we have no young player to step in to help the 21 outfield players.
- Make up of the squad is to always have 3 senior (over 30) British players to help develop our young players. Squad to incorporate a high number of 21 – 26 year old players with the age of 26 seen as the optimum time to sell. Within the squad we need to leave room for the Academy to breathe.
- With the financial challenges faced for us as a football club we need to change the demographic of where we sign players from. This has been reflected on our work in the foreign transfer market in line with our first team scouting and recruitment strategy.
- We need a minimum of 6 home grown players on our match day squad. This has upped the importance of the balance between foreign signings and produce home grown players. The challenge for the Academy is to produce 1 player a year who can get into our 21 outfield squad and 2 players to join the overall squad.

CLUB STRATEGIC PLAN – Football Business Model

Example: Squad Management

Succession Planning

- Stability (churn)
- Transfer/Loan in
- Homegrown



CONNECTION & INTEGRATION



CONNECTION & INTEGRATION

A key to benefit from your Youth Development System is to foster a strong **CONNECTION** between the Club's **FIRST TEAM** and the **ACADEMY**.

The better the connection, the more opportunities are there for **INTEGRATION** – the process of turning youngsters into regulars.



CONNECTION & INTEGRATION

There are many ways to optimize your player pathways...

We define the options of process and system level to improve connection & integration

FOOTBALL PROCESS LEVEL



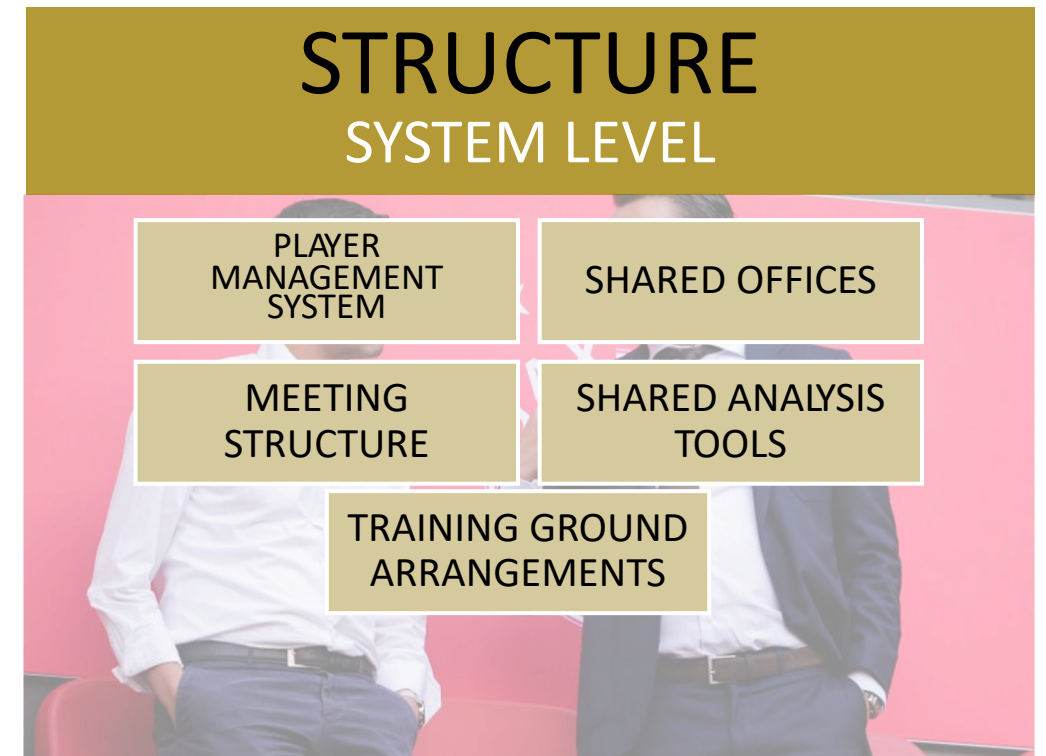
STRUCTURE SYSTEM LEVEL



CONNECTION & INTEGRATION

There are many ways to optimize your player pathways...

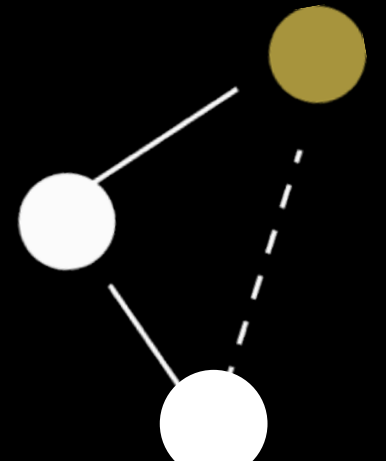
We define the options of process and system level to improve connection & integration



TRANSITION COACH



A transition coach is someone who is part of the first team coaching staff but especially in charge of the task oriented development of the young talented players who are part of the first team squad and need to perform in a result oriented environment



TECHNICAL BOARD



FORMAL COMMUNICATION



LOAN STRATEGY



Loan Strategy

Strategy on Loan Players & Clubs

Loan Manager

Club Evaluations

Loan Committee

Monthly Report

Player Data & Stats



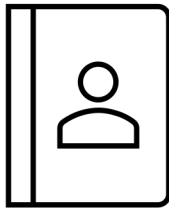
TRANSITION PROTOCOL



CONNECTION & INTEGRATION

We can build a TRANSITION PROTOCOL based on three different elements:

Generic Scenarios
Integration



Specific Scenarios
Training



Specific Scenarios
Games



CONNECTION & INTEGRATION

Specific Training Scenarios can consists out of the following topics.

Target Number

Target Day

Pre-season

Pre-season Tour

International Break

School Holiday

In-house Tournaments

Work Experience

Loan Programme

Specific Scenarios
Training



Once per month all U19/U21 players will mix with all First-Team players in a small sided (5-a-side) tournaments. This allows Academy players to showcase their ability and allows First-Team Manager to assess both Academy players ability and First-Team players mentality (in and around young players)

CONNECTION & INTEGRATION

Specific Game Scenarios can consists out of the following topics.

Target Number

Pre-season

Pre-season Tour

Friendlies

Cup Games

End of Season “Safe Policy”

Play-off policy

Game State Policy

Loan Programme

Specific Scenarios
Games



X amount of Academy players can be involved systematically during pre-season. This allows them to showcase their ability to First-Team staff.

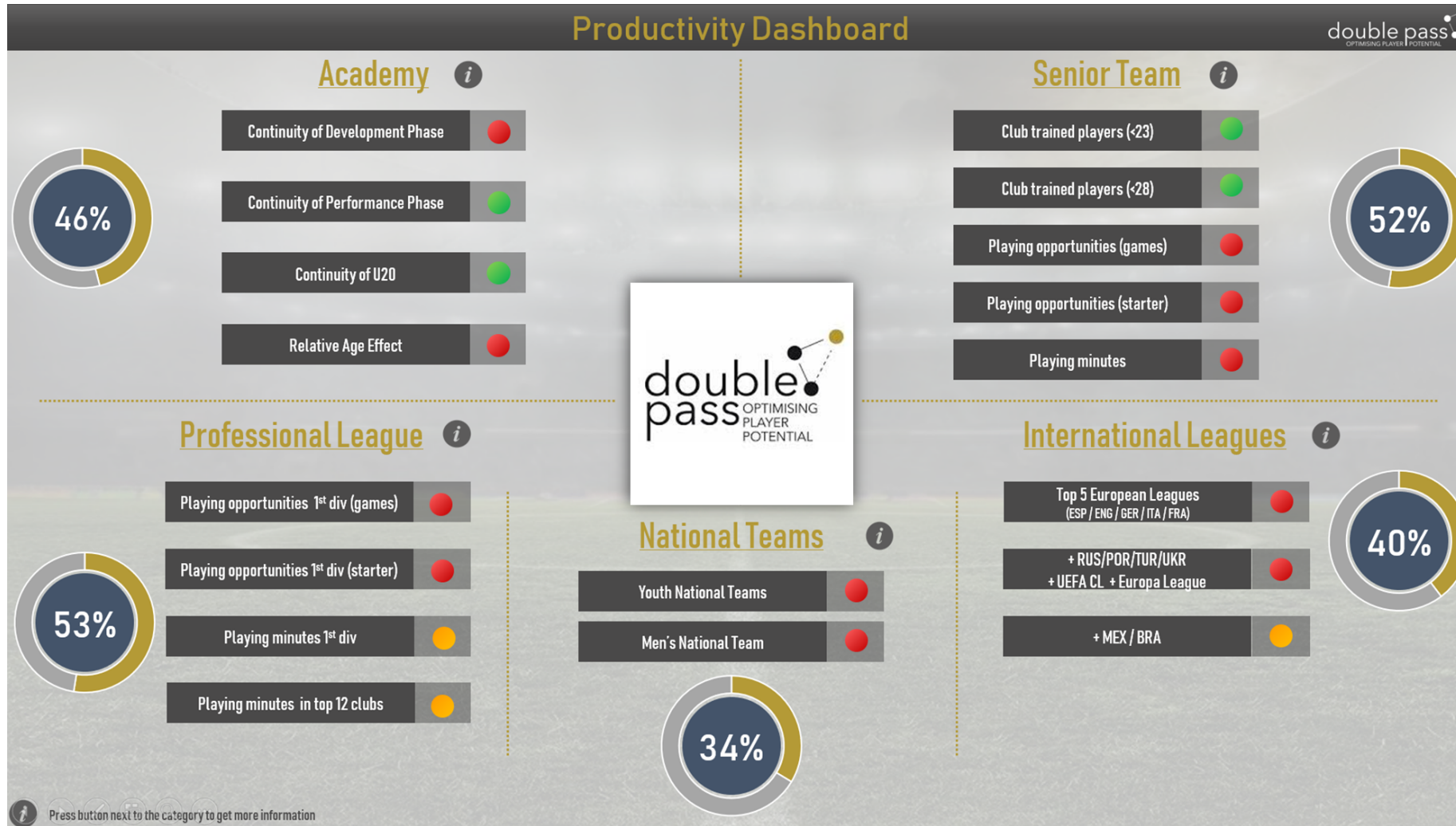


PRODUCTIVITY & ROI

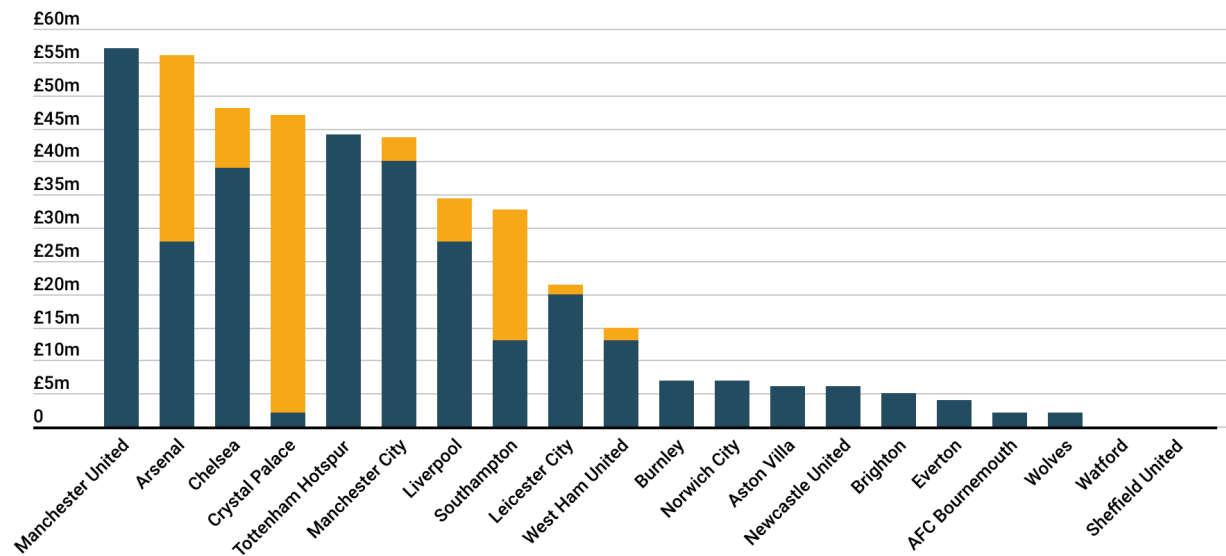


PRODUCTIVITY & ROI

All these KPIs should be monitored on a regular basis, especially during Technical Board meetings. A dashboard is a useful tool to implement when conducting these meetings.



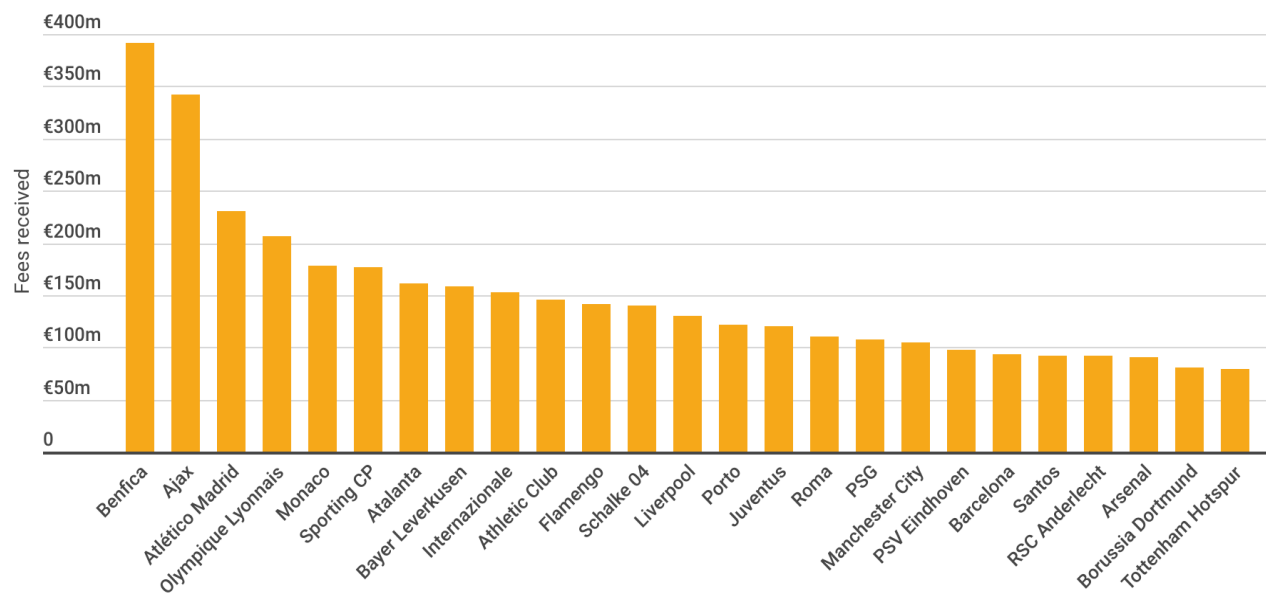
Premier League 2019/20: Realised revenue and cost savings from a club's academy



EXTERNAL ROI

INTERNAL ROI

Transfer fees received for academy-developed players



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OPTIMISING PLAYER | POTENTIAL

