

# Team Value Management & Talent Development

Ariël Jacobs - Talent Development Expert  
Koen Put - Managing Director



# TALENT DEVELOPMENT

double  
pass

OPTIMISING  
PLAYER  
POTENTIAL

6 CONTINENTS  
130 COUNTRIES



FOUNDED IN 2002



SPIN-OFF UNIVERSITY OF BRUSSELS



BASED IN BELGIUM



50 STAFF MEMBERS



15 NATIONALITIES



“

**The quality of the academy system is decisive for the future success of the MA, the professional league and the national teams.** ”

**Arsène Wenger**

FIFA Chief of Global Football Development

# WHAT IS THE STRATEGIC VISION OF THE MA?



## FEEDER SYSTEM



 MA STAKEHOLDERS

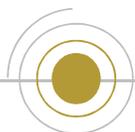
# CLUB MODEL: BEST PRACTICES



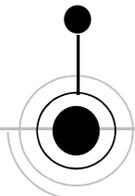
## PRACTICE-BASED EXPERIENCE

*In more than 130 Countries and more than 1000 clubs*

2000



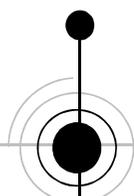
2002



2004



2006



## SCIENTIFIC-BASED EVIDENCE

*20 years of Research on Talent Development Systems*



# UEFA EURO 2000

Germany finished bottom of Group A :  
1 point & 1 scored goal

**Talent Development  
Action Plan**




2012

2001

**35%**  
Bundesliga players came  
through the youth academies

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27 yrs to 24 yrs  
average age of the league



QUALITY ASSURANCE  
& MANAGEMENT  
by Audits




Mandatory for all

**54**  
Professional clubs to run a  
youth academy

## 2010 FIFA World Cup



4

-

1



## 2014 FIFA World Cup



1

-

0



14 out of the 23 players who won the World Cup were 25-year-old or younger

“

Crucial for this development is the 'Foot PASS Deutschland Project', a 'Zertifizierungsprojekt' run by Double Pass in German youth academies.

This project has not only put these centra in the spotlight, thereby creating discussion and progress, but also systematically professionalized the way these academies work.

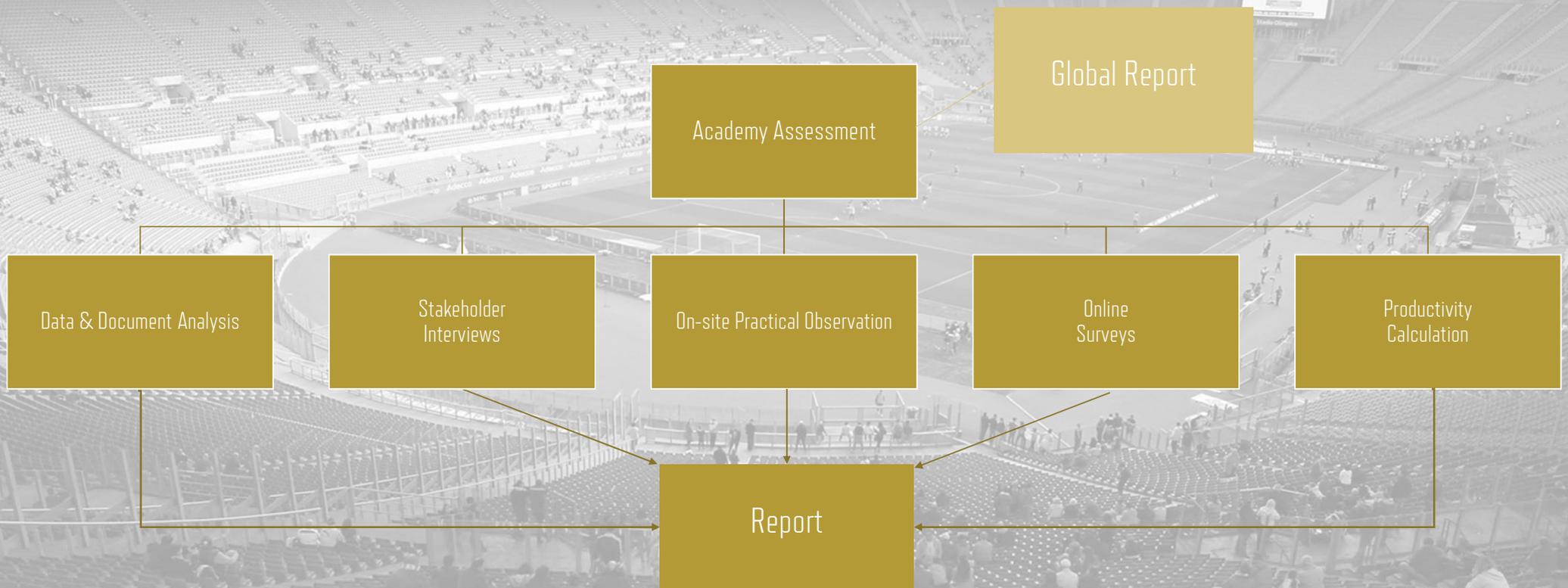
**It's crucial to base evaluations on objective and relevant facts**, thereby allowing correct and specific support. ”

**Christian Seifert**  
former CEO DFL



# Quality Assurance & Management

Productivity Improvement



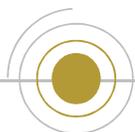
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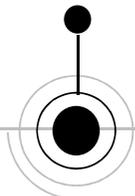
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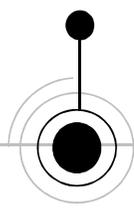
2002



2004



2006



2011



## SCIENTIFIC-BASED EVIDENCE

*20 years of Research on Talent Development Systems*



2010 FIFA World Cup



4 - 1



2011

Launch of the Elite Player Performance Plan (EPPP)



QUALITY ASSURANCE & MANAGEMENT by Audits  
double pass  
DRIVING PLAYER POTENTIAL



2017  
FIFA U-20 - World Cup Champions &  
FIFA U-17 - World Cup Champions



2018 FIFA World Cup - Semi Final  
Euro 2020 - First time Runners-up

Finance

double pass  
OPTIMISING PLAYER POTENTIAL

Staff

Football



CLUB MODEL



Club & Academy Management



Talent ID & Recruitment



Productivity & ROI



Player Care



Health & Performance

Transition to 1st Team



Data Analytics



Club Environment

Football Environment

Data & Technology

General Environment

Facilities

SCIENTIFIC-BASED EVIDENCE  
20 years of Research on Talent Development System

PRACTICE-BASED EXPERIENCE  
In more than 130 Countries and more than 1000 clubs

## 1250+ Key Criteria & Standards

Club & Academy Management

80+ Strategy

45+ Organisation

70+ People

Football

100+ Football  
Philosophy

65+ Team  
Development

75+ Individual  
Development

180+ Practice  
On-Field

40+ Coaching

35+ Practice  
Off-Field

Talent ID & Recruitment

15+ Landscape  
Analysis

25+ Talent ID  
Strategy

35+ Scouting  
Blueprint

Health & Performance

20+ Readiness  
To Perform

30+ Performance  
Physical

25+ Performance  
Mental

Player Care

15+ Welfare &  
Safeguarding

25+ Education

20+ Parents

Transition to 1<sup>st</sup> Team

25+ Player  
Pathways

45+ Connection &  
Integration

15+ Transition  
Protocol

Data Analytics

35+ Data &  
Innovation

25+ Process  
Analytics

40+ Football  
Analytics

OPTIMISING PLAYER POTENTIAL  
TEAM VALUE MANAGEMENT

double pass  
OPTIMISING PLAYER POTENTIAL

CLUB MODEL



# FOOTBALL PHILOSOPHY

Sub-dimensions & Topics



EXAMPLE GUIDELINES

## SUB-DIMENSION

### FOOTBALL PHILOSOPHY OF THE CLUB

#### TOPIC

Guidelines on Football DNA and style of play of the Club

Guidelines on System of Play and Formations Club

Guidelines on Set Plays Club

Guidelines on Profiles Club

## SUB-DIMENSION

### FOOTBALL PHILOSOPHY OF THE ACADEMY

#### TOPIC

Guidelines on Style of play Academy

Guidelines on Playing principles Academy 11v11

Guidelines on Game Situations Academy 11v11

Guidelines on Playing principles Academy SSG

Guidelines on System of Play and Formations Academy

Guidelines on Set Plays Academy

Guidelines on Profiles Academy



SCIENTIFIC-BASED EVIDENCE  
20 years of Research on Talent Development System

PRACTICE-BASED EXPERIENCE  
In more than 130 Countries and more than 1000 clubs

## 1250+ Key Criteria & Standards

Club & Academy Management

66% Strategy

41% Organisation

53% People

Football

81% Football  
Philosophy

78% Team  
Development

39% Individual  
Development

52% Practice  
On-Field

69% Coaching

26% Practice  
Off-Field

Talent ID & Recruitment

93% Landscape  
Analysis

45% Talent ID  
Strategy

60% Scouting  
Blueprint

Health & Performance

34% Readiness  
To Perform

41% Performance  
Physical

18% Performance  
Mental

Player Care

22% Welfare &  
Safeguarding

40% Education

19% Parents

Transition to 1<sup>st</sup> Team

54% Player  
Pathways

39% Connection &  
Integration

29% Transition  
Protocol

Data Analytics

62% Data &  
Innovation

47% Process  
Analytics

51% Football  
Analytics

OPTIMISING PLAYER POTENTIAL  
TEAM VALUE MANAGEMENT



**EXAMPLE**

double pass  
OPTIMISING PLAYER POTENTIAL

CLUB MODEL

SCIENTIFIC-BASED EVIDENCE  
20 years of Research on Talent Development System

PRACTICE-BASED EXPERIENCE  
In more than 130 Countries and more than 1000 clubs

## 1250+ Key Criteria & Standards

Club & Academy Management

66→78%

Strategy

41→68%

Organisation

53→59%

People

Football

81→89%

Football  
Philosophy

78→85%

Team  
Development

38→71%

Individual  
Development

52→86%

Practice  
On-Field

69→76%

Coaching

26→48%

Practice  
Off-Field

Talent ID & Recruitment

93→93%

Landscape  
Analysis

45→71%

Talent ID  
Strategy

60→65%

Scouting  
Blueprint

Health & Performance

34→55%

Readiness  
To Perform

41→68%

Performance  
Physical

18→39%

Performance  
Mental

Player Care

22→45%

Welfare &  
Safeguarding

40→56%

Education

19→81%

Parents

Transition to 1<sup>st</sup> Team

54→72%

Player  
Pathways

39→63%

Connection &  
Integration

29→73%

Transition  
Protocol

Data Analytics

62→75%

Data &  
Innovation

47→61%

Process  
Analytics

51→92%

Football  
Analytics

OPTIMISING PLAYER POTENTIAL  
TEAM VALUE MANAGEMENT



EXAMPLE

double pass  
OPTIMISING PLAYER POTENTIAL

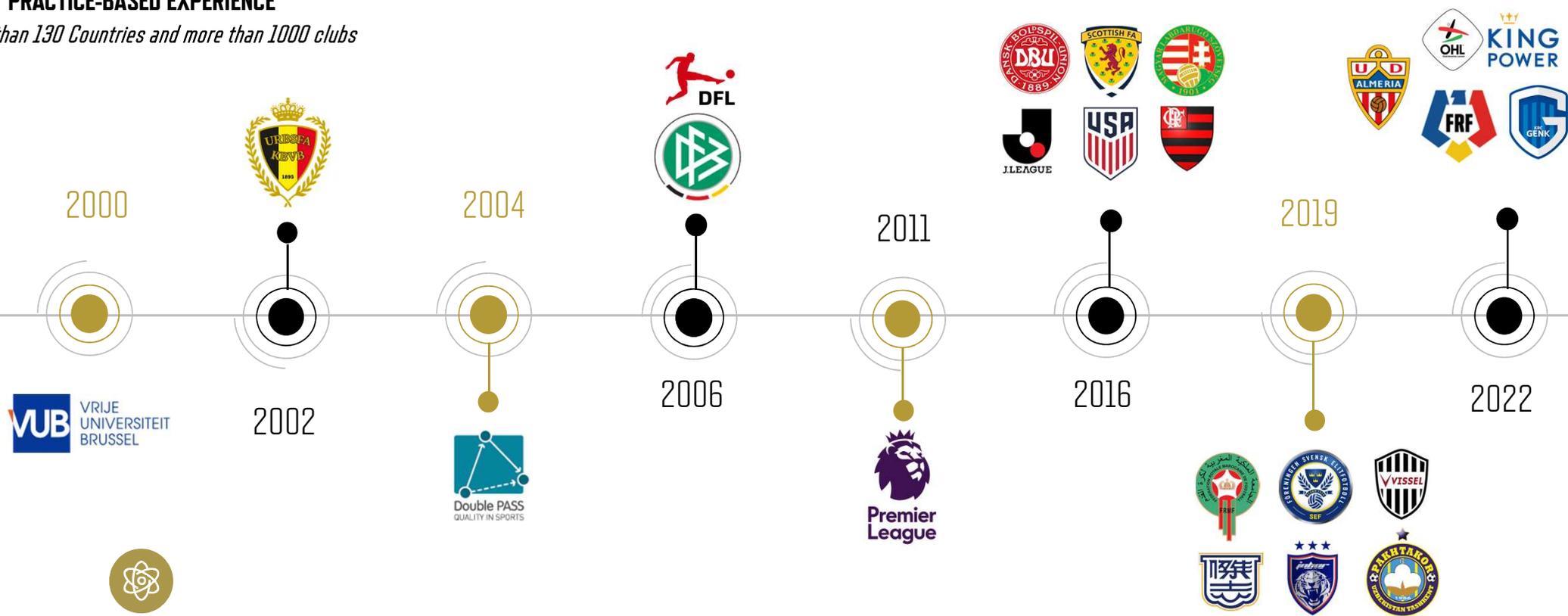
CLUB MODEL

# CLUB MODEL: BEST PRACTICES



## PRACTICE-BASED EXPERIENCE

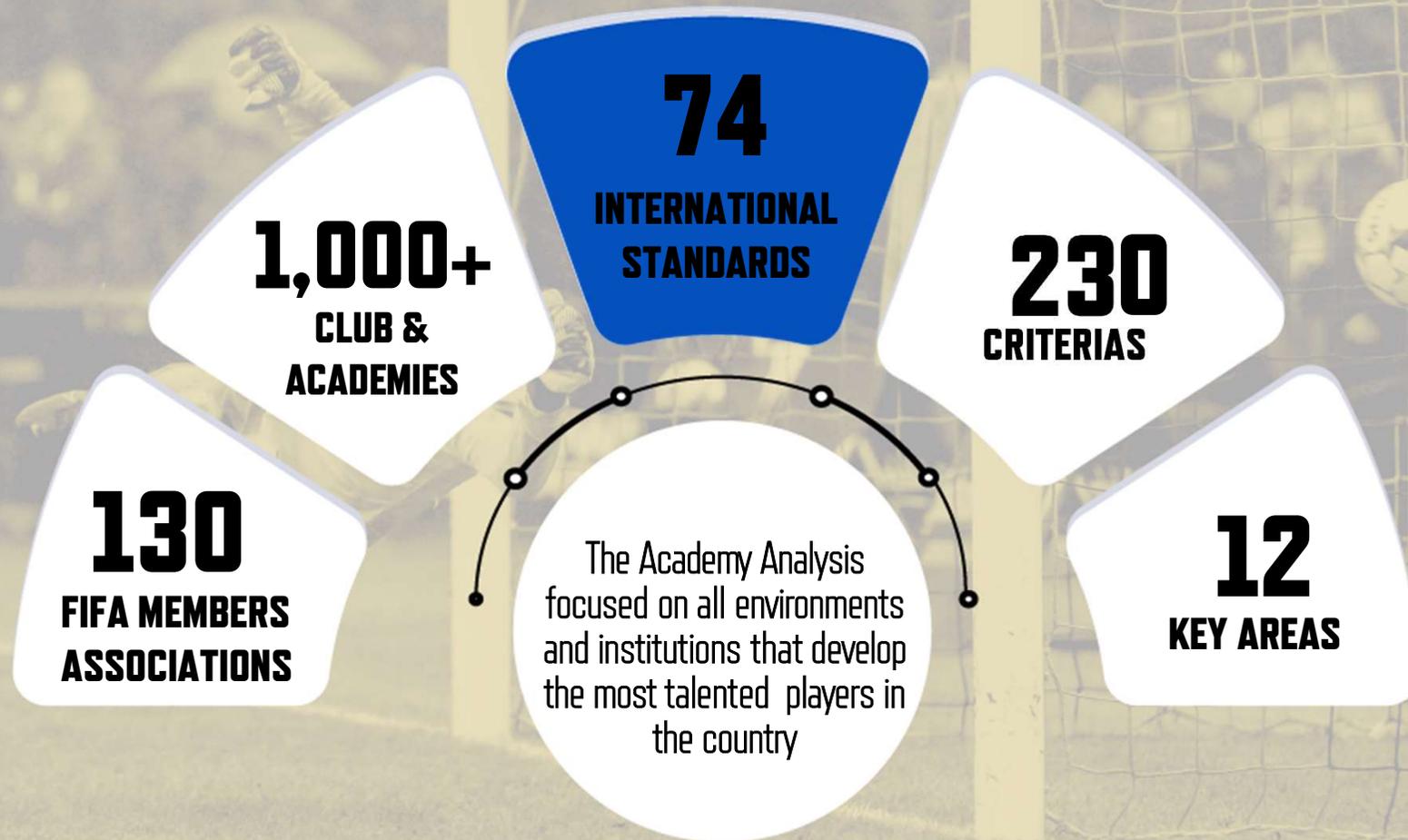
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## SCIENTIFIC-BASED EVIDENCE

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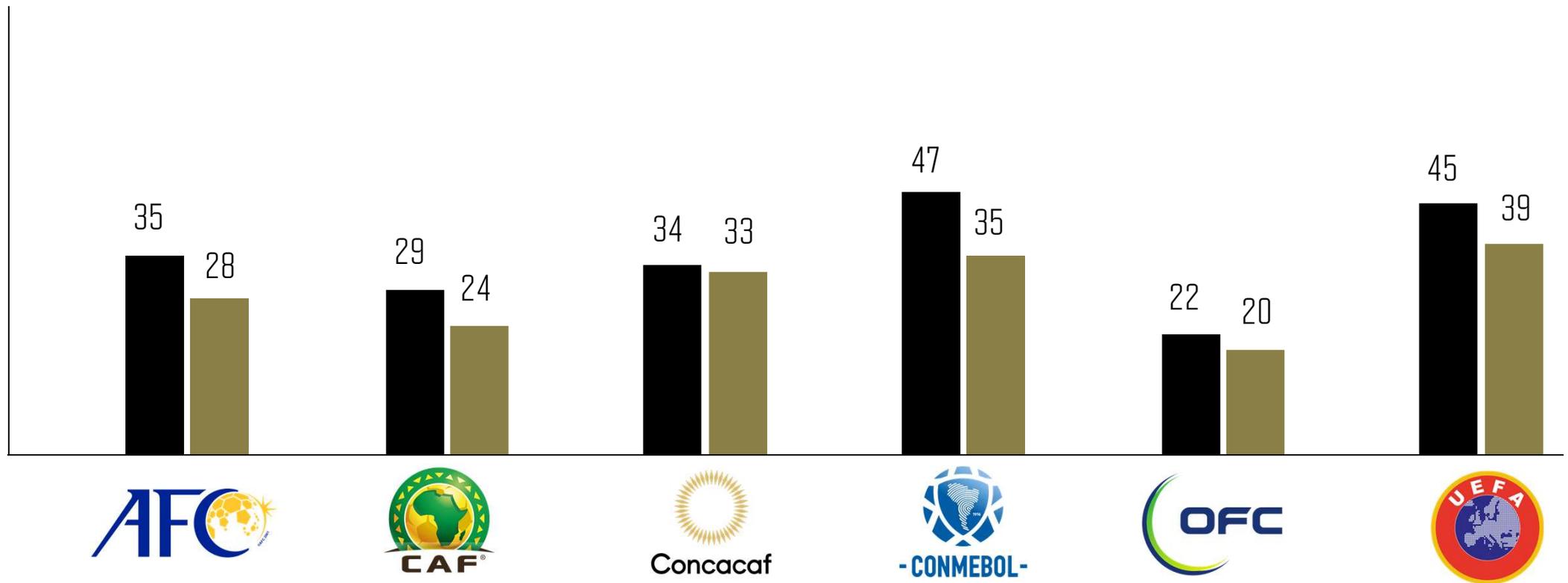
# FIFA Eco-System Analysis



Fulfillment ratio

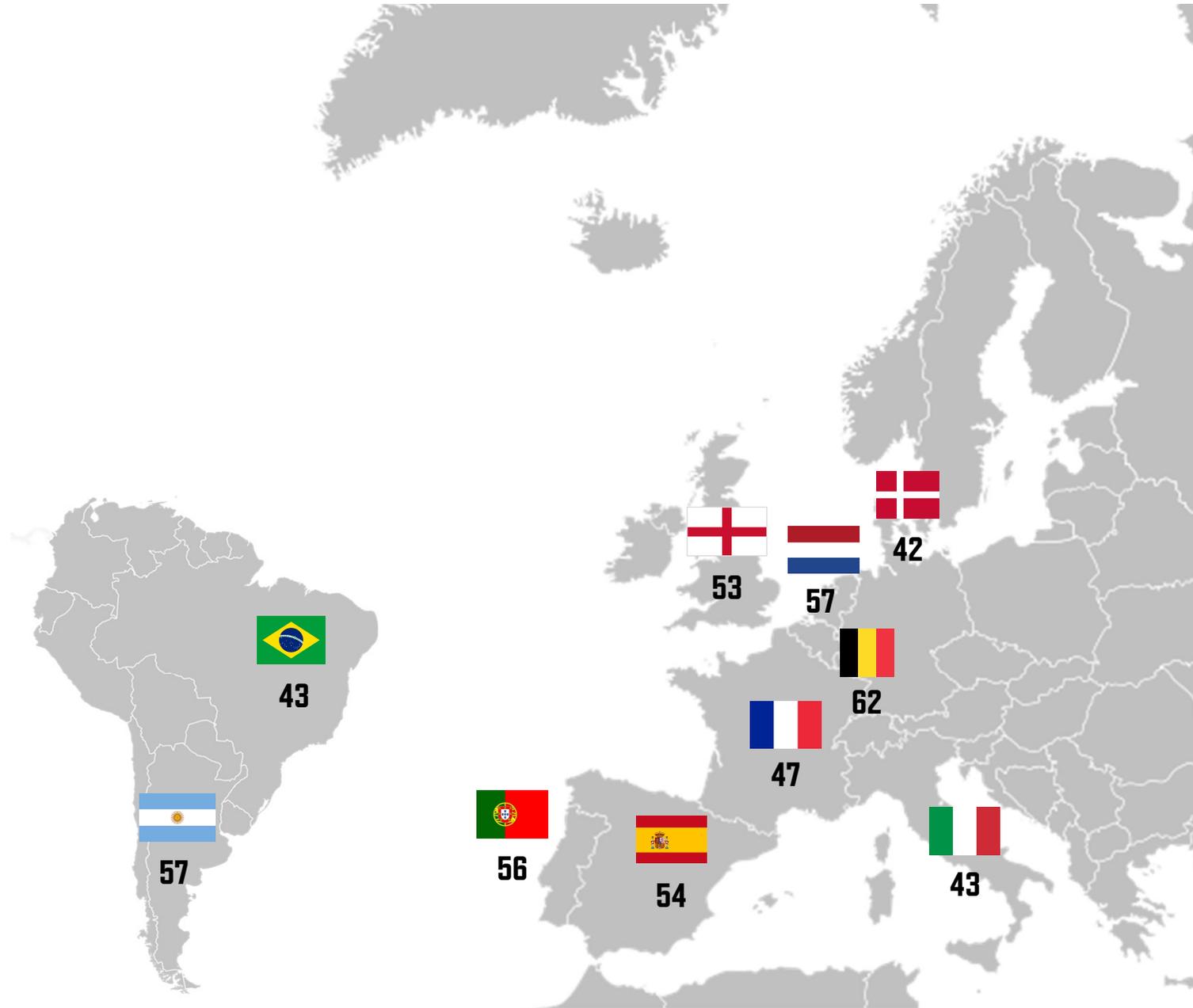
# 74

international standards

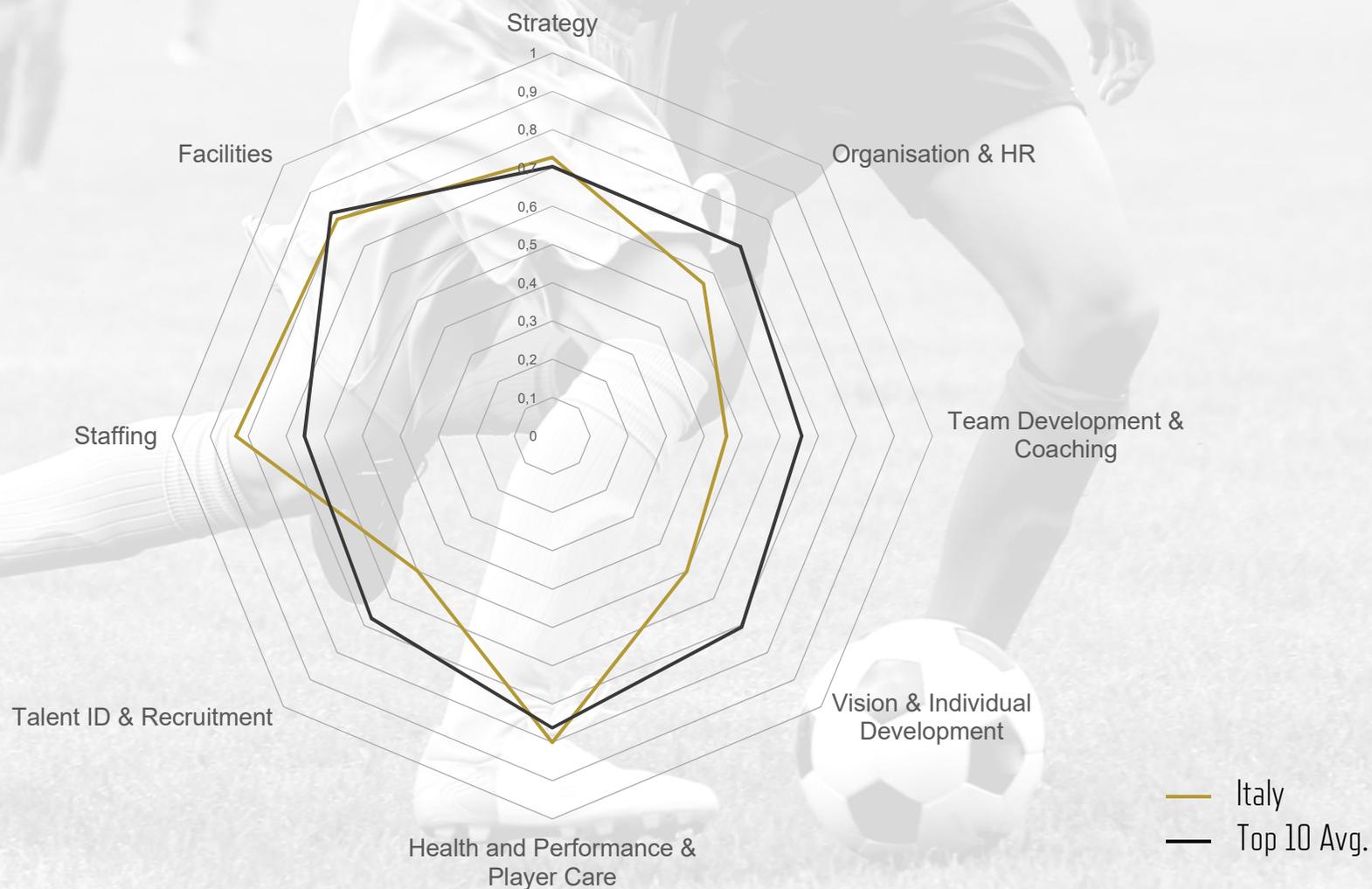


# FEDERATION SCORES

| Mean per federation for top 10 countries on a total of **74** **International Standards** with a significant impact on the productivity of an academy.



# ITALY: DIMENSION SCORES



# RECOMMENDATIONS





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