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**BUSINESS PLAN OF INNOVATIVE FOOTBALL ACADEMY IN
CASTELLÓN DE LA PLANA**

MASTER IN MANAGEMENT

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ABSTRACT

This Master's Thesis focuses on the building of a business plan for a football academy. The primary goal of this initiative is to create an academy that offers complete and high-quality training to young football players, boosting their technical, tactical, and personal development.

The theoretical framework covers key concepts of sports management, including strategic planning, leading, and talent management. In addition, theories related to the development of soccer talent are researched, seeing aspects such as talent detection, technical and tactical training, and the physical and psychological development of the players.

The TFM is based on a qualitative research methodology and supports the academy's operational and strategic planning by utilizing market research and economic feasibility studies. The necessary resources are planned, student recruitment and promotion strategies are created, and the project's financial sustainability is assessed.

The findings of this TFM will serve as a useful manual for business owners and industry experts interested in starting and operating a profitable football academy. Additionally, it will aid in the growth and training of aspiring football players by providing them with a setting in which they can realize their full athletic potential.

In conclusion, this TFM discusses the development of a soccer academy from a sports management viewpoint, utilizing pertinent ideas and concepts. The created business plan provides a strong framework for establishing a reputable academy that will offer top-notch instruction and aid in the growth of young football players.

1 INTRODUCTION

The present project's primary objective is to develop a commercial blueprint for the establishment of a football training school. In today's world, where sports skills are increasingly being developed, especially football skills.

In TFM, we are going to analyze different important areas in order to have a concrete image of the football sector in the city. Precisely, I'm going to do the analysis of the market and the potential clients. I will analyze different categories and which of them may be more interesting for our company. I'm going to study the possible competitors of the city. Furthermore, I'm also going to perform SWOT analysis on them. Where I would like to present our Marketing plan with different strategies. I'm going to present the structure of the company. Finally, in our business project, I present the economic plan with possible future expenses and income of the academy.

TFM motivation behind the writing of this TFM originates from our passion for football and our arousal to impart to the modification and training of young football players. Passim, our career as a football fan and following the growing economic process for football academies. As well, through this TFM, we have the opportunity to explore and apply knowledge in the field of sports administration and management. To create a football academy implies specific challenges, from strategic planning to operational organization and financial management.

The goals of this TFM are the following:

- Investigate and analyze the environment and demand for football academies. A careful investigation of the market and the competitive environment.
- Establish promotion and recruitment strategies for students.
- Analyze the customers and create marketing strategies.
- Analyze and create financial plan

The goals of this TFM are to create a comprehensive business plan for the creation of a football academy. Establish effective promotion and recruitment strategies, investigate the market and demand, and plan the necessary infrastructure and resources.

2. THEORY OF BUSINESS PLAN

The theoretical model for a business plan includes different elements and concepts that engage a foundation for developing and implementing a successful business strategy. The influential part of business plan such as “Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers” (2020).

1. Entrepreneurship: Explore theories associated with entrepreneurship, such as the entrepreneurial process, opportunity recognition, and value creation.
2. Market Analysis and Competitive Strategy: Analyze theories and models that focus on market analysis, considering, SWOT analysis, and market segmentation.
3. Marketing and Communication: Investigate theories and concepts associated with marketing and communication, considering the marketing mixture (product, price, place, promotion), customer relationship management, branding, and integrated marketing communication.
4. Operations Management: Discourse theories and models related to operations management, such as lean principles, value chain analysis, and logistics.
5. Financial Management: Analyze theories and concepts related to financial management, admitting financial planning, budgeting, financial forecasting, and investment analysis.
6. Human Resources Management: Investigate theories and practices related to human resources management, adding recruitment, training, performance management, and organizational culture.
7. Risk Management and Sustainability: Talk about theories and models associated with risk management, such as risk assessment, mitigation strategies, and contingency planning, such as “Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers” (2020).

Well, for any business plan, it is very important to have a concrete strategy. Here we are going to present different business strategies that may exist, as such Harvard Business Review (2023):

1. **Cost Leadership:** Offering lower prices than competitors while still maintaining quality can be a powerful way to attract customers. (Harvard Business Review, 2023)
2. **Differentiation:** Providing unique programs or services that set the soccer school apart from competitors can be an effective way to attract and retain customers.
3. **Focus on Quality:** Providing high-quality training and coaching can help build a positive reputation and attract new customers.(Entrepreneur, 2022).
4. **Customer Service:** To establish a strong and devoted customer base, it is essential to prioritize the delivery of top-notch customer service. (Entrepreneur, 2022).
5. **Community Involvement:** Building strong relationships with the local community can help the soccer school establish a loyal customer base.(Entrepreneur, 2022)
6. **Digital Marketing:** Utilizing digital channels such as social media, email marketing, and search engine optimization can help reach a wider audience and increase visibility (Harvard Business Review, 2023)

3.PROJECT SUMMARY OF FOOTBALL SCHOOL “ALEXEY FLOREZ”

To create the business, it is always good to know who will be the team of promoters. Soccer and the soccer academy are no exception. Our academy will have the name “Alexey Florez Academy”. Our academy will be located in the city of Castellón de la Plana in the province of Castellón in the Valencian Community.

The academy is dedicated to providing high-quality football training and development programs for aspiring young players in the region. We believe in fostering a passion for the sport and helping our students unlock their full potential on and off the field.

At Football Academy “Alexey Florez”, we understand the importance of a comprehensive and well-structured business plan to guide our operations and ensure the success of our

academy. This business plan outlines our vision, mission, objectives, and strategies for establishing and growing our football school in Castellón.

Our academy aims to create a positive and inclusive environment where players of all skill levels can thrive. We have carefully designed our training programs to focus on technical skills, tactical understanding, physical conditioning, and character development. Through expert coaching, state-of-the-art facilities, and a strong emphasis on teamwork and sportsmanship, we aim to nurture well-rounded individuals who are not only skilled footballers but also responsible and respectful members of the community.

In this business plan, we will delve into the key aspects of our academy, including our target market, unique selling proposition, services and pricing, marketing strategies, operations and logistics, financial projections, and more. We have conducted extensive research and analysis to ensure that our football school meets the needs and expectations of young players and their families in Castellón.

We are excited about the potential of our football academy and the positive impact it can have on the local football community. By providing top-notch training, guidance, and support, we believe we can help young players develop their skills, foster a love for the game, and even pursue higher levels of competition if they so desire.

What services does our soccer academy provide?

- We organize training sessions for boys and girls aged 5-18
- We organize training sessions for adults. The training groups will be of different ages. First group, 18–40 years. Second group, 40–70 years
- We are also going to have adult girl groups. First group, 18–40 years. Second group, 40–70 years.
- We organize tournaments for amateurs
- We organize tournaments for cyber sportsmen

The objectives of our academy.

- Being an academy with good qualifications
- Being a second home for our clients

- Being an innovative company
- Present the best service in the sports sector
- Have adequate and accessible prices.
- And that our customers are happy.

In comparison with other academies that only focus on a group of clients. Our 3 groups will be the following groups of the inhabitants of the province and city of Castellón de la Plana are:

- Boys and girls from 5 to 18 years old
- Adult men and adult women, ages 18-100
- Children and adults from 10 to 100 years old for cyberspaces, especially serious EA Sports soccer.

We will also provide an environment for children to develop their skills in teamwork, sportsmanship, and camaraderie. To ensure all children are given the best possible opportunity to progress and thrive in the sport of football, the school staff will have the necessary qualifications, experience, and expertise. We will be equipped with excellent facilities, equipment, and a curriculum that is tailored to the individual needs of each student. The goal of the school is to ensure that all students are given the necessary foundation to succeed in the sport of football.

4 PRESENTATION OF THE PROMOTERS

As our academy is not planned to be very big, and its main mission will be the entertainment of boys and girls and the only second will be to create professional soccer players. For this reason, for the initial stage, the academy will have only one promoter who will be the founder of the company, Alexey Florez. In the following image 1 we can see the photo of the founder. The photo is presented from the time of work in the professional football club of Russia, FC Krasnodar.

Image 1 “Founder of academy”



Source. Own elaboration

The second Co-founder of our academy will be professional football player Christian Ramirez. He's an Ecuadorian football player, and he plays for his national team and plays for FC Krasnodar. This team plays in the Premier League of Russia. We can see our co-founder in image 2 “Co-founder of academy” We can consider our founders have big experience in football and this will be a great point for our academy.

Image 2 “Co-founder of Academy”



Source. Own elaboration

It can be considered that they have a lot of experience in the soccer sector that can help you a lot to understand the market deeply. We can also confirm that we have the following experiences and skills:

- We have experience in soccer, more than 6 years
- We have sports education as a coach and the UEFA coach certificate, C license
- It is important to add that we have a degree and a master's degree in business administration
- We speak 6 languages, which can help to communicate with different people in the world
- We have different courses approved for soccer
- We have experience in professional football in the maximum level

5 ANALYSIS OF THE BUSINESS IDEA

5.1 Description of the Business Idea

Like all projects and academies, they must have a logo in order to be recognized among future clients. We have decided to name our academy after the founder. Because we think that this way the academy will have more personalization and will be closer to the public and the clientele. To start our business idea we studied a lot of literature about business plans, description, goals, process, etc. One of the most important source for us was *The road to entrepreneurial success: business plans, lean startup, or both* (2021).

We have also decided to choose the color of the academy, green, because other colors are already taken. Black is associated with CD Castellón and yellow with FC Villarreal. Also, other competitors have other colors from their academies. For us, it is very important to identify and be recognized by our name, logo, and colors. For these reasons we have decided to create our logo that can be seen in image 2 “Academy logo”.

Image 3 “Academy logo”



FC ALEXEY FLOREZ

Source. Own elaboration

The main ideas of the academy are to make the services interactive and very interesting for children. The “Alexey Florez” academy is not only football but also an activity for children of different ages.

What services does our soccer academy provide?

- We organize training sessions for boys and girls aged 5-18. The age difference between players should not be more than one year, so as not to have a physical imbalance.
- We are going to have a mixed group of boys and girls up to 11 years old. From the age of 12, boys and girls are separated into their groups. And they will also train until they are 18 years old.
- We organize individual technique training for different groups of boys and girls tactical classes for adolescents, it is an important course to have a better knowledge of the game for future soccer players
- We organize training sessions for adults. The training groups will be of different ages. First group, 18–40 years. Second group, 40–70 years
- We are also going to have adult girl groups. First group, 18–40 years. Second group, 40–70 years.
- We organize tournaments for amateurs
- We organize tournaments for cyber sportsmen

Every year we present a new uniform model for our academy teams. Moreover, we present every month an electronic report of all the data of players with their physical abilities and with development graphs or not. For this reason, we will use one modern and very interesting application program, “Junistat”. This app can help us control and revise the parameters of speed, stamina, force, shooting force and other physical parameters. Thanks to this program, we will have weekly information about our students.

We are also going to have very current data on each one and their physical development. Each of our clients will have access to the app, where they can see their data and analyze their profile. It is also very comfortable because the data is analyzed thanks to the camera and artificial intelligence. Thanks to very fast calculations, they can have very specific information. It is only necessary to have a mobile with a good camera. Learning is quite fast. The program is very inexpensive, it costs only 6–7 euros per subscription. In image 3, you can see how it works. Other information can be found on the official website of the company.

Image 4. Junistat

Smart testing system

Allows clubs to quickly and efficiently find talented players and conduct digital scouting



Source. Official website of the company Junistat

We will use other good application and coaching systems, which can help to develop the skills of our football players. Because of a good training system, it's fundamental for the future of football players. For this reason, we decided to use the tactics of the coaching platform “The coaching Manual”. (2023). This resource will help us to develop our players with maximum potential. In combination with a good statistical system like Junistat and The coaching Manual, it's possible to have good results.

5.2 Objectives

The objectives of our academy.

- Being an academy with good qualifications
- Being a second home for our clients
- Being an innovative company
- Present the best service in the sports sector
- Have adequate and accessible prices.
- And that our customers are happy.

We decide what our mission of football academy will be: friendly, interesting, innovative, progressive and professional. As we said before, for us, it's very important what our clients are happy with when playing football.

For the first period of our company and academy, we are going to form and clarify the first objectives that are always short-term. They are very significant and highly valued because the functioning of the academy depends on the achievement of these objectives. That's why I think short-term goals have a lot of value. In the following table 1 “Academy objectives” we can see the objectives that we have considered very significant. We formed our objectives thanks to the important source of “The economics of football” (2001).

After being able to achieve the short-term objectives, our academy must stabilize the medium-term goals, in order to promote a new strategy for academy development. As we can see in table 1 “Academy objectives”. And the long-term objectives are fundamental and depend a lot on different circumstances. It is very influential to have these objectives because they can motivate development, you can also see all the objectives in table 1 “Academy objectives”.

Table 1 Academy objectives.

Time period	The time	The goals
Short Term Objectives	1–2 years	<ul style="list-style-type: none"> ● Establish a reputation in the local football community. ● Develop a comprehensive coaching program for players of all ages and levels. ● Build a strong and committed team of coaches. ● Develop relationships with local clubs, schools, and organizations.
Medium Term Objectives	2–5 years	<ul style="list-style-type: none"> ● Establish a presence in the regional football scene. ● Provide a comfortable range of programs to run into the demands of players, parents, and coaches. ● Amplify the coaching staff and create a pathway for players from the academy to join professional teams. ● Create and maintain a network of local and regional sponsors.

Long Term Objectives	5+ years	<ul style="list-style-type: none"> ● Create the international department, to be able to bring boys and girls from other countries to do professional training in Spain. It is also important to increase profits. ● Become a leading football academy in the region. ● Establish a presence in the national and the international football scene. ● Develop and offer a range of strategic partnerships and initiatives with professional clubs, schools, and organizations.
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Source. Own elaboration

6 MARKET STUDY

This market study is an assessment of the possibility for a football academy in Castellón de la Plana, Spain. The study will analyze the market size, key demographics, competition, and potential for success. A key area of opportunity will be identified as it evaluates the potential for the academy to become a profitable business. Castellón de la Plana has a population of approximately 175,000 people, according to the data of the National Institute of Statistics of Spain (INE 2022).

Castellón city is famous for its football culture and has big academies in the city and the province. Many other football academies in Castellón de la Plana, including the CD Castellón and Villarreal FC youth academies.

6.1 Description of the Reference Market.

To begin our demographic analysis, we need to know the size of the children's football market in the province. Castellón de la Plana is a city in the Valencian Community of Spain, located on the Mediterranean coast. It is an important destination for tourists and is home to several football academies.

The football academy should also be captivating to local schools, universities, and youth clubs, who could profit from the training and education provided. Local footballers and

coaches could benefit from the academy's quality training and equipment, as well as the opportunity to learn from experienced coaches. It is also significant that the academy be attractive to children and adults of all ages, offering them the chance to learn the fundamentals of the game, as well as to hone their skills and develop their abilities.

6.2 Potential Customers

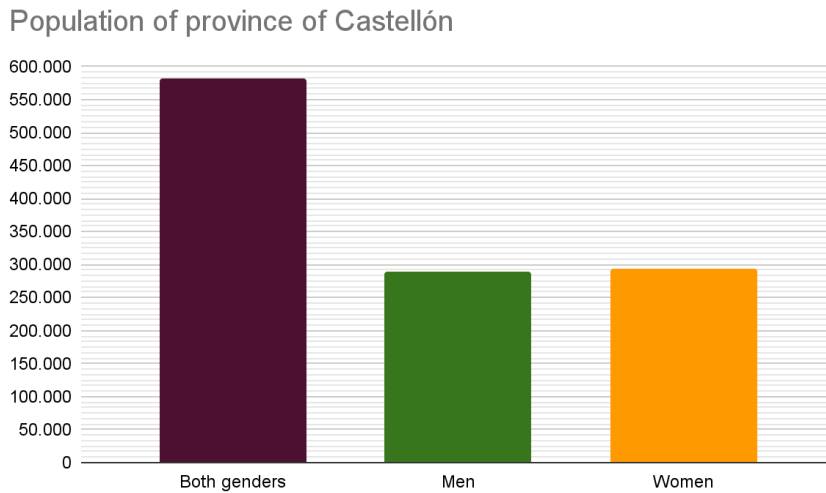
Our academy, as we have said before, is going to be called the "Alexey Florez" academy. Our difference from other academies is that we are going to have 3 client groups in the local market. In comparison with other academies that only focus on a group of clients. Our 3 groups will be the following groups of the inhabitants of the province and city of Castellón de la Plana are:

- Boys and girls from 5 to 19 years old
- Adult men and adult women, ages 20-70

As we can see, approximately 582,000 people live in the province of Castellón, according to the data that are presented on the official website of the National Institute of Statistics of Spain (INE) in the year 2022.

As we can see according to the National Institute of Statistics in the year 2022, the province of Castellón has 582,434 inhabitants where there are 294,047 women and 288,386 men. The difference between men and women is around 6000 inhabitants. These data can be observed in graph 1 "Gender population of province of Castellón in 2022".

Graph 1. Gender population of province of Castellón in 2022



Source. National Institute of Statistics of Spain (2022)

We present the population data for the province of Castellón de la Plana, but these data are not relevant enough. Because we still need to know the number of people who may be interested in our services as an academy and group training that we can offer. That is why we have to present other, more specific information and choose the age group that may have more interest in football.

Of course, all ages can train in football and want to play, but our goal for the first time would be the group of younger people. But since we propose adult classes, we cannot erase this group of people from our interests and forget them as our potential clients in the future.

Another very significant point is that in the Province there are 2 big clubs Villarreal which plays in the First Spanish professional soccer league and Castellón CD which is in the third division of professional rank in Spain.

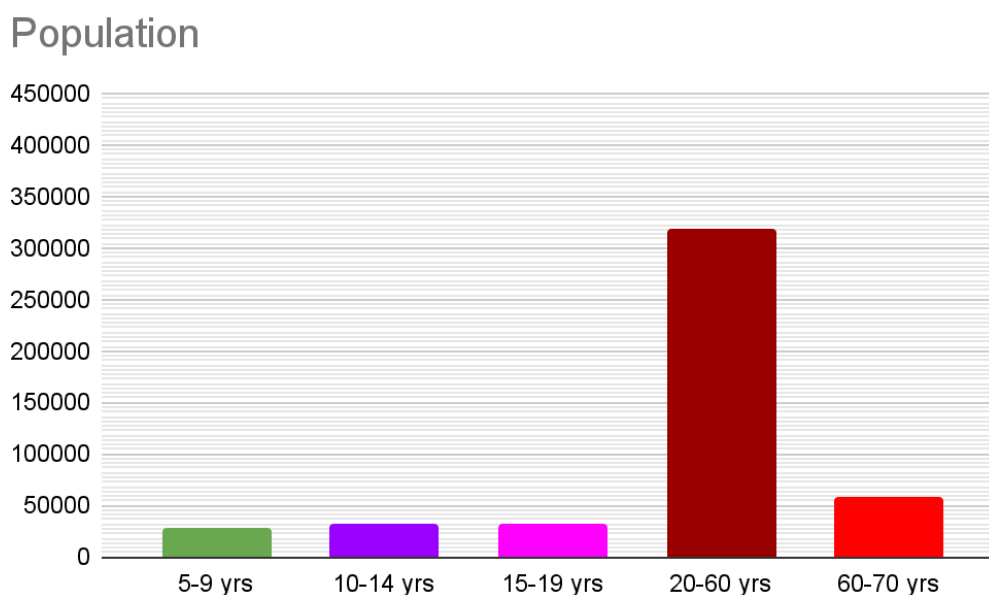
This means that the province has a high level of soccer culture and many fans of this sport. We would like to clarify more about our possible clients and present a more fixed statistic depending on gender and age. In the following graphs, we will be able to see the grouping by age in the province of Castellón.

As we can see in graph 2 “The age population of the province of Castellón in 2022” our focus group would be 3 categories. The main ones could be between 5–19 years old because this group of people is very important for any soccer academy. After all, at this age, the players grow up. In these 3 categories, we have around 90,000 boys and girls living in the province who could potentially be our clients.

Of course, it is a very exaggerated measure, and we will have to discard many and put more filters. But our academy not only focuses on children and adolescents, but also adults of different ages. As we can see in graph 2 “The age population of the province of Castellón in 2022”, the group between 20-60 is quite large.

This age is quite active and has many hobbies that can interest us. The second category is a large population, and also a significant one that has a high ability to pay. And the third, last category for us would be from 60-70, the highest category, but it can be very relevant and profitable because many active people are interested in doing the sport and football. Of course, our focus will be on people 5–19 ages. Because it's the time of preparation for future football players. For this reason, we decide to focus on 3 groups:

Graph 2. “The age population of the province of Castellón in 2022”



Source. National Institute of Statistics of Spain (2022)

After analyzing the demographics of the province of Castellón and different age groups, we want to be more specific. Because the groups presented above are not enough and are too broad to do a customer analysis.

That's why we need to reduce the number of potential customers and focus on more likely groups that could be our future customers. To continue, I would like to mark the following groups that in our opinion can be groups:

- Youth ages 5-19 looking to learn the fundamental principle of football, build up their skills.
- Adult players searching to improve their skills or join an adult league
- Coaches, trainers, and instructors searching for a facility to host their camps and clinics
- Corporations and organizations that are looking for team-building activities
- Parents who want their children to learn the facts of football and improve their skills

6.3 SWOT ANALYSIS

In the next stage of our business plan, we are going to analyze the possible competitors of our soccer academy in the province of Castellón. Our focus will be on the cities that are more or less up to 40 minutes by car from the academy. For these criteria, we have chosen the following academies with different statuses and budgets.

We are going to analyze in depth the 4 strongest competing companies for our academy. Our plan is to carry out the analysis of each competitor and find out how the strong and weak points of each of the competitors are presented. This analysis should help us find criteria and points where we can develop our strategy and the points where we have to be more careful because the competitors in this aspect are very strong.

The first competitor that we are going to analyze in the SWOT method will be the next soccer academy, CD San Lorenzo. This academy is located in the city of Castellón de la Plana near the San Lorenzo neighborhood. We have decided on this academy because it has a good structure and modern training methodology and individual treatment for soccer players. The CD San Lorenzo academy focuses only on children and does not have a professional adult club, and does not have a women's club either.

We can note that the academy focuses a lot on training children of different ages. In the image 1 “CD San Lorenzo” you can see their shield. Also, more information about the academy can be found on the official website of the San Lorenzo sports club.

Image 5 “Logo of CD San Lorenzo”



Source. Official web page of CD San Lorenzo

The second competitor that we are going to analyze is CD Roda, the club logo can be seen in image 2 “Logo de CD Roda”, this team is located in the city of Villarreal. He is also training in the field of FC Villarreal. We have chosen this club and academy because it has a good structure and only works with children, but also has a professional club that plays in Spanish competitions.

It may be that CD Roda is one of the strongest competitors that we have selected. Because the club also has many agreements with large regional organizations such as FC Villarreal or University Jaume I. Of course this academy has a good organization and good equipment. For us, maybe the CD Roda will be a big competitor in some years. Because of goals, it makes competition to the best academies. For this reason CD Roda can be a good point of orientation for our academy.

Image 6 “Logo of CD Roda”



Source, Official web page of CD Roda 1974

The third competitor that we are going to analyze is CF Primer Toque, the club logo can be seen in image 3 “CF Primer Toque Logo”, this team is located in the city of Castellón de la Plana. We have decided on this club and academy because it has a good structure and only works with children, and for the first stage of foundation our club will be one of the main competitors.

The FC Primer Toque academy focuses only on children and does not have a professional club for adults, nor does it have a professional club for women. For us, this academy can be

very interesting because, for the first time, we are also going to focus only on training children without forming a professional club for adults.

Image 7 “Logo of C.F. Primer Toque”



Source, Official web page of C.F. Primer Toque.

The fourth competitor that we are going to analyze is the Futshuku academy, the club logo can be seen in image 4 “Futshuku academy logo”. This academy is located in the city of Castellón de la Plana and organizes its training sessions on a sports campus of the Jaume I University. We have chosen this academy because it has a good structure and modern training methodology and individual treatment for soccer players.

Futshuku academy focuses only on children and does not have an adult professional club, nor does it have a women's professional club. Also, a curious fact that differs from other academies that we have already talked about, Futshuku focuses a lot on individual player training. For us, this academy can be very interesting because it has a different training style than other academies.

Image 8 “Logo of “Futshuku”



Source, Official web page of “Futshuku”

In our SWOT analysis, we are looking at and checking the 4 soccer academies that are represented in table 2 “SWOT Analysis”. As we have said before, we only chose academies that are located in the city of Castellón de la Plana and the city of Villarreal. We argued that it would be very good for footballers to be able to arrive as quickly as possible and spend less time on the road.

That is why we have selected these 4 academies that are located in these 2 cities. We also did not decide to take the 2 large provincial academies into the analysis. The first most famous is from FC Villarreal and the second is from CD Castellón. Why did we decide not to compare with them? Well, I think that we, with a young and new project, cannot compare with academies and clubs that have a budget of more than 100 million euros if we talk about FC Villarreal. Moreover, our objective as an academy would be not to compete with these 2 giants, but to collaborate with them and sign some agreements with these clubs to have our benefits.

We have chosen all the clubs that do not have a high-ranking professional team and focus on preparing players. They do not have programs for adult amateur clubs. And not all of them have pieces of training for girls. Among the clubs presented, we can consider that the academy with the highest rank for us would be CD Roda. It has a high level of training,

different clubs of different age groups, and also has a professional club, another advantage is that it has a very important agreement with FC Villarreal.

In our opinion, it is the strongest competitor with very strong and stable possessions in the market and sector. If we talk about other academies, they are all in the same city of Castellón. We can also consider that the 3 have different problems, of course, they are strong competitors with their own youth soccer development programs. The CD San Lorenzo and Primer Toque academies are strong competitors, but both do not have a good structure for young teams.

We can also consider that they do not have a good level of work with social networks. Another competitor that we would like to mention is Futshuku, the academy that does training at the UJI sports complex. It has an interesting training program, but it does not have a strong club structure and focuses a lot on personal training.

After analyzing all competitors, we decided to create one table with all conditions and descriptions with all academies. With information of strengths, weakness, opportunities, theaters. In Table 2 we can see the SWOT analysis of 4 principal competitors for our opinion. Of course, in the province of Castellón there are more academies, but we decided to choose these 4 academies. For our academy it can be a good point because it's possible to develop this aspect. To begin, it's a good opportunity to be new and different from other academies. For this reason, SWOT analysis of competitors has big importance for us.

Table 2 SWOT Analysis of competitors

	S trengths	W eakness	O pportunities	T heaters
CD Lorenzo	<ul style="list-style-type: none"> Well-known and respected academy Highly experienced team of coaches Excellent facilities High-level competitions Good localization Transport available Has online shop Has many teams of different ages 	<ul style="list-style-type: none"> Limited resources Little regional recognition Lack of modern training methods Not good work in social media Doesn't have the professional team Doesn't have the woman professional team 	<ul style="list-style-type: none"> Opportunity to partner with top clubs and academies Potential to attract top talent from around the world Opportunity to expand into other cities 	<ul style="list-style-type: none"> Competition from other academies Risk of losing top talent to other academies Lack of financial resources to invest in modern and progressive methods
CD Roda	<ul style="list-style-type: none"> High level of football installations High quality coaching and facilities Competitive tournaments and leagues High quality of training system Collaboration with FC Villarreal and UJI High level of social media 	<ul style="list-style-type: none"> Lack of regional recognition Limited resources Difficult localization Doesn't have the woman professional team Doesn't have programs for adult amateur clubs. 	<ul style="list-style-type: none"> Opportunity to partner with top clubs and academies Potential to attract top talent from around the world Opportunity to expand into other cities of Valencian Community Opportunity to play in higher leagues 	<ul style="list-style-type: none"> Competition from other academies Risk of losing top talent to other academies Lack of financial resources to invest in modern training methods
PRIMER TOQUE	<ul style="list-style-type: none"> Collaboration with FC Villarreal Highly experienced team of coaches 	<ul style="list-style-type: none"> Limited resources Little international recognition 	<ul style="list-style-type: none"> Opportunity to partner with top clubs and academies 	<ul style="list-style-type: none"> Competition from other academies Risk of losing top talent to other academies

	<ul style="list-style-type: none"> ● Modern training methods ● High-level competitions ● Has many sponsors 	<ul style="list-style-type: none"> ● High prices for kids ● Doesn't have many teams ● Doesn't have the professional team 	<ul style="list-style-type: none"> ● Potential to attract top talent from around the world ● Opportunity to expand into other cities ● Potential to open new academies 	<ul style="list-style-type: none"> ● Lack of financial resources to invest in modern training methods
Academia Futshuku	<ul style="list-style-type: none"> ● Modern training methods ● Highly experienced team of coaches ● High level of social media ● Good localization ● Has individual and personal training 	<ul style="list-style-type: none"> ● Limited resources ● Little regional and city recognition ● Doesn't have teams ● Doesn't have the professional team 	<ul style="list-style-type: none"> ● Opportunity to partner with top clubs and academies ● Potential to attract top talent from around the province ● Opportunity to expand into other cities 	<ul style="list-style-type: none"> ● Competition from other academies ● Risk of losing top talent to other academies ● Lack of financial resources to invest in modern training methods

Source. Own elaboration

6.4 Entry Barriers.

As in any economic sector, there may be different barriers to entering the market. We can consider that soccer is not an exception, especially in a province with such a high soccer level. Here below we are going to analyze and express the main barriers to entry.

- **Licensing and Permits:** We will need to obtain the necessary licenses and permits from local government authorities to operate a soccer academy in Castellón.
- **Facility and Equipment:** We will need to secure a facility and get the necessary equipment such as football balls etc.
- **Financial Resources:** Securing financial resources may be the biggest barrier in setting up a football academy in Castellón.
- **Local and High Competition:** There may be other soccer academies in the city, which may present a challenge in terms of competition.

- Marketing and Promotion: We will need to develop an effective marketing and promotion plan to build awareness of your soccer academy.
- Staff. Football is a very complicated business with many obstructions and specifications.

6.5 Influence of the Administrations.

The first difficulty that we may encounter is obtaining the necessary licenses and permits. We may be required to obtain permission from the local government and/or other regulatory bodies. In some cases, we may also need to meet certain safety and health standards. And we will have more responsibility because we will work with kids. And of course we will need to do health insurance for kids. The cost is 135 euros for one person for 1 year. We decided to take insurance from Sanitas. Because it's one of the best and biggest insurance companies in Spain. Information about prices and programs we took from the official web page of Sanitas (2023).

The second difficulty will be what we could involve submitting paperwork, to hire our staff, coaches especially. For us, the question of hiring staff and bureaucracy can be one of the most difficult. And we will need to hire this position to start our business activity:

- Sales Manager
- Marketing Manager
- Facility Manager
- Head Coach
- Assistant Coach
- Goalkeeper Coach

For the first time, Alexey Florez, the founder will work and 2 positions more, Facility Manager and Assistant Coach. And other coaches we will need to hire for a temporary contract or contract for hours. And maybe it will be a problem to find some good coaches who can deal with these conditions. For this reason our focus will be on students of sports faculty and young coaches. About Sales Manager and Marketing manager we will need to find somebody with experience because it depends on these people, can work our project or

not. Some problems can happen with hiring these managers, our football academy will not have a good reputation and will be a new company in the province of Castellón.

The third difficulty, another difficulty that can be, is obtaining the permits of the soccer federation of Spain and the regional federation of the Valencian Community. Because without these permits, our teams will not be able to compete in national tournaments organized by these organizations.

The fourth difficulty, we may need to pay taxes to the local government to operate our soccer school. This could involve submitting tax forms and paying taxes on any income generated by your business.

7. DEFINITION OF STRATEGIES

7.1 Basic Competitive Strategies.

After analyzing various strategies presented before. We have chosen a differentiation strategy. Because the city of Castellón is very competitive in the sports and football sector.

You should focus on developing unique features and qualities in your products or services that will help them stand out from the competition. In the case of a soccer academy, differentiation would involve developing a curriculum that is distinct from other soccer academies in the area, offering specialized training facilities, or focusing on a particular age group or skill level.

Also, differentiating the soccer academy may help you attract and keep customers. The academy's unique and valuable offerings will enhance its brand image and establish a loyal customer base.

Community involvement could involve partnering with local schools or sports organizations to create awareness and promote the academy's programs, whereas digital marketing could involve creating an online presence through social media and other digital platforms.

In summary, differentiation is the best business strategy for creating a successful soccer academy in Castellón. By developing unique qualities and offering specialized services, the academy can set itself apart from the competition and attract and retain customers, leading to long-term success.

7.2 Sales Forecast

We would like to present the report of how many clients we can expect in our first months of our activity. To be able to predict and plan all the variants. We are going to present 3 types of future for our company:

- Negative scenario.
- Neutral scenario
- Positive scenario

In order to see it better, we are going to create a scenario table. In table 3 “Possible scenario”, we are going to analyze and present the possible numbers of future clients of our soccer academy.

Table 3 “Possible scenario”

	Customer groups	Costs (1 month)	Incomes (1 month)	Total Incomes
Negative scenario	1 group of 10 children. 1 group of 10 adults. 2 individual classes (kids) 2 individual classes (adults) 26 tuition payments (“matricula”). 14 kids uniforms 12 adult uniforms	€100 per session in kid group €150 per session in adult group Registration fee: €20 per team or per	kids groups: €1500 adult groups: €1900 Registration fee: €570 Individual group for kids: €400 for adults: €500 Uniforms for kids: €140 Uniforms for adults: €240	€6300

Neutral scenario	2 groups of 20 children. 1 group of 14 adults. 4 individual classes (kids) 2 individual classes (adults) 42 tuition payments (“matricula”). 24 kids uniforms 16 adult uniforms	player €200 per month for kids, individual training €250 per month for adults, individual training Kids uniform €70 per set Adult Uniform €90 per set	kids groups: €3000 adult groups: €2400 Registration fee: €800 Individual group for kids: €800 for adults: €500 Uniforms for kids: €240 Uniforms for adults: €320	€8560
Positive scenario	2 groups of 24 children. 1 group of 18 adults. 6 individual classes (kids) 4 individual classes (adults) 64 tuition payments (“matricula”). 30 kids uniforms 22 adult uniforms		kids groups: €2400 adult groups: €2700 Registration fee: €520 Individual group for kids: €1200 for adults: €1000 Uniforms for kids: €300 Uniforms for adults: €440	€10760

Source. Own elaboration

Possible sales forecast scenarios:

1. Negative scenario: In the first year, this would result in an average monthly revenue of €4,300 – €5,500 and total annual revenue of €55,000 – €60,000.
2. Neutral scenario: In an average monthly revenue of €6,000 – €7,000 and total annual revenue of €90,000 – €95,000.
3. Positive scenario: This would result in an average monthly revenue of €8,500 – €9,500 and total annual revenue of €115,000 – €120,000.

After presenting the data in a table, we can note that we have created 3 different plans. The 3 plans we have chosen have 3 different future scenarios. Future results depend on many conditions and circumstances. That is why we have presented the variants from the most pessimistic to the most optimistic. But for us, the positive objective would be to carry out the neutral scenario.

7.3 Marketing Strategy

7.3.1 Product or service strategy

Based on the information provided at the beginning of our project, it could be to focus on providing a comprehensive and flexible set of programs that cater to students of all ages and skill levels. Additionally, the academy could differentiate itself by focusing on providing high-quality instruction and creating a positive learning environment that motivates students to improve. We present here some product or service strategies for the football academy:

1. **Offer a variety of programs:** To attract a diverse range of students, the academy could offer a variety of programs, youth, and adult programs.
2. **Focus on quality instruction:** One strategy to establish a devoted customer base and encourage positive word-of-mouth
3. **Provide a positive learning environment:** To attract and retain students, the academy could focus on creating a positive learning environment.
4. **Utilize technology:** To enhance the learning experience, the academy could utilize technology to provide students with additional resources and feedback. For example, the academy could use video analysis software like Junistat, which we will contract for our academy.
5. **Focus on community involvement:** To build a loyal customer base and generate positive word-of-mouth, the academy could focus on community involvement.

But we focus on 2-3 instruments, because it all depends on the budget. But we will focus on creating a good reputation to call more students. We will focus in 2 instruments like are:

- Google advertising
- SEO-optimization
- Local influencers
- Promotion sport events in the city

7.3.2 Pricing strategy.

Here we are going to present the following points that are very important. In the following table, we will present the services that we will offer for children and adults. We need to say what we use the information of source “Pricing strategies of sports clubs: Insights from professional football” (2019). Thanks to this source we could modulate the adequate prices for our academy. Of course all prices are more or less approximate. In table 3 you can see the service and the possible price.

Table 3 Service and price of our academy.

Services	Prices	Description
Football training sessions	€15 per 1 training €100 per 1 month (5-17 year)	Group sessions are typically conducted in groups of 10–15 children and are designed to develop soccer skills, coordination, and teamwork.
	€25 per 1 training €150 per 1 month (18-99 year)	
One-on-one coaching	€30 per 1 training €200 per 1 month (5-17 year)	For children who want to focus on specific areas of improvement, one-on-one coaching is a more personalized approach.
	€40 per 1 training €250 per 1 month (18-99 year)	
Summer camps (only 5–17 yrs)	Half-day: €50-€100 per week Full-day: €100-€200 per week	The summer camps are a great way for children to improve their soccer skills, make new friends and stay active during the school holidays.
Tournaments and competitions	Registration fee:€20 (5-17 year)	Tournaments and competitions are a good way for children to use their skills in a competitive setting. Registration fees can vary depending on the type of competition.
	Registration fee:€20 (18-99 year)	
Birthday parties	€100-€200 for a two-hour party for up to 10 children	Birthday parties are an activity and specific way to celebrate a child's specific day. Party packets usually consider a 2-hour event with a mix of football games, skills sessions.
Uniforms and equipment	€50 per set	Uniforms frequently admit a jersey, shorts, and socks, and can be purchased as a set. Equipment such as soccer balls, cones, and goalposts can be rented on a per-session basis.
	€70 per set	

“Register tax”	€25 for member of academy	The pre-registration service is very good and necessary to approve the real interest of the client, and to be able to monetize it.
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Source: Own elaboration

The elasticity of demand for our academy could be affected by the presence of competitors such as CD Roda, CD San Lorenzo, FC Primer Toque, and Futshuku. If these competitors offer similar programs, the demand for our academy may be more elastic.

Nevertheless, if our academy provides specific programs that evaluate out from those of our competitors. The request for our academy may be less bouncy, intending that parents may be willing and able to pay higher prices for the increased value of our unique offerings.

7.3.3 Distribution strategy

Our distribution strategy for our football academy in Castellón de la Plana must focus on reaching our target market through effective channels. We can use different distribution mechanisms for our football academy. For example, the following instruments:

- **Online Advertising:** We can use social media platforms such as Facebook, Instagram.
- **Local Events:** We can act in local sports events and competitions.
- **Partnerships with Schools and Community Organizations:** We can partner with local schools and community organizations to offer our services
- **Word-of-Mouth:** We can promote our current customers to refer their friends and family to our academy by providing recommendation discounts or other incentives.
- **Website and Online Directories:** We can create a website for our academy to showcase our services and allow potential customers to register online.

7.3.4 Communication strategies.

First, we can say that, in reality, to intercommunicate with consumers we have a lot of instruments. We show whatever communication strategies, instruments, and devices that our football academy in Castellón can use to effectively attain its target assemblage:

- **Social Media Marketing:** Social media platforms such as Facebook, Instagram, and Twitter are great tools for promoting a football academy, such as Social Media Examiner (2022). We will focus more on the public in these social networks. Because, in our opinion, it's the most efficient instrument of publicity,
- **Email Marketing:** Email marketing can be a powerful way to connect with prospective customers, as well as to stay in touch with existing ones, such as Mailchimp (2022). This method we will use after starting our activity
- **Influencer Marketing:** Collaborating with influencers in the sports industry can help the academy reach a wider audience, as The Influencer Marketing Hub (2022). Influencers can promote the academy through their social media channels. It's a very interesting method for us, and maybe we will use it. But after starting the activity. It is very important for us to find the influencer who has an audience in Castellón and who lives in the province.
- **Advertising:** Traditional advertising channels such as print ads, radio spots, and billboards can also be effective in reaching a local audience, such as Mailchimp (2022). This method we will not be using, because we want to use only methods of publicity.
- **Website and SEO:** A well-designed website that is optimized for search engines can be a valuable tool for a football academy, such as Search Engine Journal (2023). The website will be for us, not a marketing instrument. We will use it more like the information desk for our clients.
- **Events and Sponsorships:** Hosting events such as tournaments, training camps, and clinics can help the academy gain exposure and attract new customers. We will use this method after the starting activity, such as Sports Business Journal (2022).

8 PRODUCTION PLAN

For our football academy “Alexey Florez” in Castellón, unusual processes and strategies are in place to present high-quality services to customers. Begin by figuring out the academy's goals and objectives, which are influential for making up one's mind the size and scope of the production process. The plan also explains the resources needed, such as people, equipment, and materials, and how to use them to be as efficient and cost-effective as possible.

Good management is crucial for identifying and diminishing threats that could have a negative impact on the institution's activities, such as harm to participants or destruction of equipment. Also, to describe the production plan we used various resources, but the main one was the document and the article “Guidelines for Football Facilities” (FIFA, 2023).

8.1 Service process

As a football academy, our production process involves the development and delivery of training programs. Our process can be divided into several stages:

1. Needs Assessment: Before starting any program, we conduct a needs assessment to determine the specific needs of our customers.
2. Program Design: Based on the results of the needs assessment, we design a program tailored to the specific needs of each customer.
3. Program Delivery: We deliver our programs through a combination of in-person training sessions and online resources.
4. Monitoring and Evaluation: Throughout the program, we monitor the progress of our customers and adjust the program as required.

In general, our production process is projected to offer high-quality training programs that are tailored to the specific needs of each consumer.

8.2 Facilities, equipment, and personnel

To run a football academy in Castellón, there are several facilities, equipment, and personnel required. Here are some of the standard responsibilities:

Facilities:

- **Training grounds:** This could be a football field with proper markings and equipment like goalposts, nets, and corner flags. We will need to buy 20 balls, other equipment will have the proprietary pitch. The balls we will buy in the Decathlon. The supermarket has the best prices for sports products.
- **Indoor facilities:** In addition to outdoor training grounds, indoor facilities like gymnasiums, locker rooms, and showers are necessary for player development and maintenance. All this equipment will be at the price of rent to the pitch, because normally the pitch has locker rooms and showers.
- **Medical facilities:** Access to medical facilities like a first aid kit, physiotherapy room, and medical personnel is crucial to ensure player safety and quick recovery in case of injuries. For this reason, we will buy medical insurance for our players and staff. Only we will need to pay for some basic medical things.

Equipment:

The most important and fundamental point of our project, it's the base and the pitch. Because it depends on the localization, the conditions, and the facility of the pitch. The project of our football academy can be successful or not. And for these reasons, we analyzed with great attention the situation in the city.

We made a thorough analysis of free offers of the pitch in the market of Castellón. And finally we decided to choose one of the best options in the province of Castellón. It's the football pitch of "Grand Via-CS", one of the best balance between price and the quality.

Another great point of this pitch, its localization. It's close to big roads and has all public transport connections. We can see the pitch in the next image 9 “The pitch of Grand Via” in the photo we can see the mayor of the city of Castellón, Amparo Marco.

Image 9 “The pitch of Grand Via”



Source: Castellón Diario (2023)

- Footballs: Football academies require a good supply of footballs in different sizes for different age groups.
- Cones and markers: These are essential for marking boundaries and setting up drills during training sessions.
- Training equipment: Agility ladders, hurdles, and resistance bands can be used to improve players' speed, agility, and strength.
- Goalkeeper equipment: Goalkeeper gloves, knee pads, and other protective gear are required for players in the goalkeeper position.

Personnel:

For start search the personal we will to understand, where will be better the search the personnel, and what quality will have the candidats. For this reason the best jobs platforms are Linkedin and Infojobs. Because we can find all the information of candidats. The position what we will need to find are:

- Head coach: One of the most important persons in our academy. We will contract some recently graduated student of the sports faculty and who has a coach license.
- Assistant coaches: For the first time, we will not have the assistant to economize our budget. The assistant coach will be the founder Alexey Florez. Who has the coach license and football experience
- Goalkeeper coach: we will contract some young coaches who graduated without experience.
- Medical personnel: We will not contract some medical staff. Because normally the proprietary of the pitch has medical personnel who can help players in the emergency situation.
- Administrative staff: How we plan in the first year, we will have only 2–3 groups. For this reason, we will not be the facility manager. And we decide what the founder Alexey Florez can do.

8.3 Production capacity

Determining the production capacity will depend on several factors, such as the number of teams, the number of players per team, the frequency, and duration of training sessions, and the availability of facilities and equipment.

To estimate the production capacity, we need to calculate the number of training sessions per week and multiply it by the number of players in each team. Then, we can determine the total number of hours per week required for the production process.

For example, if we have four teams with 15 players each and plan to have three training sessions per week for each team, the total number of training work time per week would be:

$$4 \text{ teams} \times 15 \text{ players/team} \times 3 \text{ sessions/week} \times 1.5 \text{ hours/session} = 270 \text{ hours/week}$$

In this example, we would need a production capacity of at least 270 hours per week to adapt all of our training sessions.

It's of import to remark that this is a reasonable approximation, and the current production capacity required may vary depending on causes such as the grade of play, the intensity of training sessions, and the accessibility of facilities and equipment. Day-to-day observation and improvement of the production plan can facilitate ensuring that our academy can converge the needs of its players and operate with efficiency.

8.4 Suppliers

As a football academy, we will require various suppliers to meet our production needs. These suppliers will provide us with equipment, supplies, and other necessary items to support our operations. Some key suppliers we may need to include:

1. **Sports equipment suppliers:** We will need to source high-quality equipment such as footballs, cones, hurdles, agility ladders, training bibs, and other training equipment. These suppliers will be essential to help us equip our facilities and provide our coaches with the necessary tools to train our players.
2. **Uniform suppliers:** We will require suppliers who can provide us with custom-made football uniforms and accessories such as socks, shin guards, and boots. These suppliers will play a crucial role in ensuring that our players look professional and feel comfortable during games and training sessions.
3. **Facility suppliers:** We will need to work with suppliers who can provide us with various items such as lighting, seating, fencing, and turf. These suppliers will be critical in helping us set up and maintain our training and playing facilities to the highest standards.
4. **Catering suppliers:** As a football academy, we will need to provide our players with nutritious meals and snacks to support their physical development.
5. **Medical suppliers:** We will need to work with medical suppliers who can provide us with medical equipment and supplies.

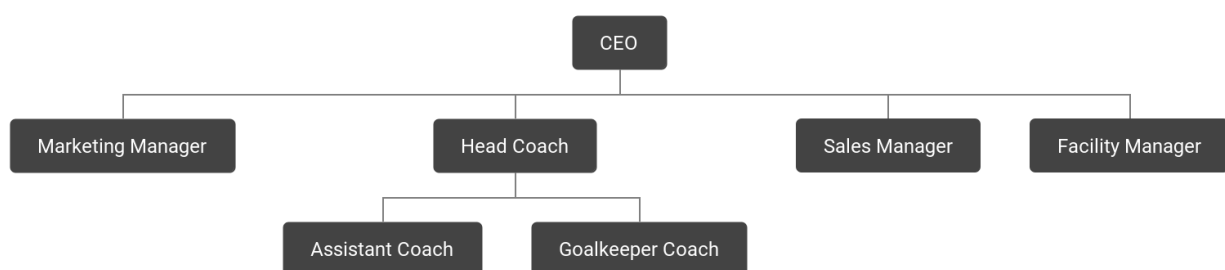
In determination, a well-trained and experienced coaching staff, as well as administrative personnel, will ensure the effective and existent business activity of the academy.

9. ORGANIZATION AND HUMAN RESOURCES

This affects the borderline of obligations, allocation of tasks, and management of staff to ensure the cost-effective functioning of the academy. In this section, we will talk about the borderline of responsibilities and staff for our football academy in Castellón, as well as the essential steps to ensure the success of our human resource management.

Also, as a small company, we are not going to have numerous employees, which is why our organizational structure is going to be more fixed and structured. Below, we create our Diagram 1 “Organizational Structure” with connections between different staff.

Diagram 1. Organizational Structure of academy “Alexey Florez”



Sources: Own elaboration

Well, after showing the structure in our academy we would like to explain how everything will work, and who will have what responsibilities. Describing them well is of great value because clarifying the functions of employees is essential. Because each future employee will have to know exactly what he is going to do so that the academy works well. It is also important to avoid any of the clutter. In the following table 4 “Stuff responsibilities” you can see the position and its responsibilities.

Table 4 “Stuff responsibilities”

Position	Responsibilities
CEO	<ul style="list-style-type: none"> ● Responsible for overseeing all operations of the academy ● Develops the academy's vision and strategy ● Manages finances and budget ● Developing and implementing policies and procedures to ensure efficient and effective operation of the academy ● Hiring and managing senior staff members and making decisions about their compensation and benefits ● Representing the academy in public and in dealings with external organizations.
Marketing Manager	<ul style="list-style-type: none"> ● Responsible for developing and implementing marketing strategies ● Manages social media accounts and website ● Coordinates events and outreach programs ● Building relationships with local media outlets and influencers to secure coverage for the academy. ● Organizing and coordinating events, such as open houses and showcases ● Monitoring and analyzing industry trends and competitive activity to identify areas for improvement
Sales Manager	<ul style="list-style-type: none"> ● Developing and implementing sales strategies ● Creating and managing sales budgets ● Overseeing sales forecasting and pipeline management, ● Developing and maintaining relationships with clients and partners,

	<ul style="list-style-type: none"> ● Responsible for tracking and analyzing sales data, reporting on sales ● Making recommendations for improvements in sales processes and strategies.
Facility Manager	<ul style="list-style-type: none"> ● Overseeing the maintenance and repair of the academy's buildings, fields, and equipment. ● Managing contracts with vendors for supplies, services, and maintenance. ● Ensuring that all facilities are safe and comply with health and safety regulations. ● Managing the cleaning and janitorial services for the academy. ● Developing and implementing policies and procedures for the use of facilities.
Head Coach	<ul style="list-style-type: none"> ● Develop training programs: The head coach is responsible for developing and implementing training programs for the players to improve their skills and performance. ● Conduct training sessions: The head coach conducts regular training sessions to help the players improve their skills, and work on their weaknesses. ● Evaluate players: The head coach is responsible for evaluating the performance of each player and identifying areas of improvement. ● Develop game strategies: The head coach develops game strategies, analyzes opponents, and prepares the team for upcoming matches. ● Manage team dynamics: The head coach is responsible for managing team dynamics, including player relationships, team morale, and communication.
Assistant Coach	<ul style="list-style-type: none"> ● Assisting the head coach in developing and implementing training sessions and game strategies. ● Analyzing performance data and video footage to identify areas of

	<p>improvement for individual players and the team as a whole.</p> <ul style="list-style-type: none"> ● Providing individualized coaching and feedback to players. ● Assisting with scouting and recruiting of new players. ● Ensuring that all players adhere to the academy's rules and regulations, including code of conduct,
<p>Goalkeeper Coach</p>	<ul style="list-style-type: none"> ● Developing training programs for goalkeepers that focus on improving their skills in areas such as handling, footwork, positioning, and shot-stopping. ● Conducting regular training sessions with the goalkeepers to work on their technique and help them improve their performance. ● Analyzing game footage to identify areas of strength and weakness for each goalkeeper and adjusting their training programs accordingly. ● Communicating with the head coach and assistant coaches to ensure that the goalkeeper training program is aligned ● Working with the medical staff to monitor the physical condition of the goalkeepers

Source: Own elaboration

The academy, sports or soccer business, in our case, has a lot of specifications in functions that are not found in traditional businesses. It must also be said that it is the ideal number of employees for our start. So that our academy in the future can function well and carry out its activities successfully, and then be profitable.

9.1 Staff

We are going to use 3 ways to hire staff. Each one can be useful, it depends on the specialist we are going to look for:

1. Job Postings: We can post job openings on online job boards such as Infojobs or LinkedIn. These job boards allow you to reach a wider audience of potential candidates.
2. Recruitment Agencies: We can also work with recruitment agencies that specialize in finding candidates for sports-related jobs. They have a database of potential candidates and can help you find the right fit for your academy.
3. Referrals: We can also ask for referrals from current staff members or other professionals in the soccer community, maybe, for example, Valencian's Football Federation. This can be a great way to find candidates who have already been vetted by someone you trust.

However, we can tell you that soccer coach salaries in Spain vary based on several factors, such as experience, certification level, geographic location, club size, and the division in which the team competes. In general, according to the Infojobs web portal (2023).

The average salary of a soccer coach in Spain ranges between **18,000 and 30,000** euros gross per year, depending on the category and the coach's previous experience. It should be noted that these data are an estimate and may vary according to different factors, such as those mentioned above. Of course, for the assistant coach, we are going to present a lower salary than for the main coach. We can consider the same situation with the goalkeeper coach.

According to data from Infojobs (2023), the average salary for a CEO in Spain is around 102,000 euros per year. However, the salary for a CEO of a small football academy may be lower than this, and can range from around 30,000 to 80,000 euros per year. It's important to note that salaries can also include additional benefits such as bonuses, profit sharing, and stock options, so the total compensation package may be higher than the base salary alone.

The salaries of marketing specialists, sales managers, and account managers in Spain with little experience (0-2 years) may vary depending on the industry and company size. However, according to data from InfoJobs (2023), here are the average salaries for these positions:

- Marketing Specialist: Average salary for entry-level position: €18,000 – €22,000 per year

- Sales Manager: Average salary for entry-level position: €20,000 – €25,000 per year
- Account Manager: Average salary for entry-level position: €17,000 – €20,000 per year

To summarize, we are going to present a table of all possible salaries that we are going to have in our academy. We are also going to say that we are going to focus on young specialists with experience between 0–3 years, depending on the position. All this can be seen in the table 5 “Academy Salaries”

Table 5 “Academy Salaries”

Position	Salary (Euro)	Experience required
CEO	25,000-30,000 per year	
Marketing Manager	14,000 – 17,000 per year	1–2 years in marketing area
Sales Manager	15,000 – 16,000 per year	2–3 years in sales area
Account Manager	14,000 – 15,000 per year	0-1 year, in sport area, it's possible without experience
Head Coach	18,000 – 19,000 per year	1–2 years in football area
Assistant Coach	15,000 – 16,000 per year	0-1 year, in sport area, it's possible without experience
Goalkeeper Coach	16,000 – 17,000 per year	0-1 year, in sport area, it's possible without experience

Source. Own elaboration

10 ECONOMIC-FINANCIAL ANALYSIS

10.1 Investment Plan

For us, the investment plan is one of the main points of our future soccer academy strategy. Like any business plan, we need to have concrete numbers. Any business plan cannot exist without figures. For us, it is very important to calculate it more concretely and true in order to

later avoid problems with financing. Next table 6 “Investment Plan” we are going to present the objects, services, instruments necessary for our academy with current prices. We will look for all the prices on the internet to have real data.

Table 6 “Investment Plan”

	CONCEPTS	COST (euro)	IVA (euro)	TOTAL
1	The soccer field (2 groups, 3 hours in the week)	30 euro (1 hour)	6,3 euro	720 euro (1 month)
2	Internet and phone	32,6 euro (1 month)	8,4 euro	40 euro
3	Footballs (different sizes and types)	158 euro	42 euro	200 euro
4	Cones, markers, and other training equipment:	326 euro	84 euro	400 euro
6	Training bibs and uniforms	395 euro (for 20 persons)	105 euro	500 euro
7	First aid kits and medical supplies	158 euro	42 euro	200 euro
8	Office equipment (computers, printers, etc.)	790 euro	210 euro	1000 euro
9	Football software programs (Junistat)	79 euro (every month)	21 euro	100 euro
10	Hire video operator (2 time a week)	23,7 euro (for 1 hour)	6,3 euro	60 euro
11	Local newspaper ads, flyers, and posters	790 euro, for first month	210 euro	1000 euro
12	Facebook/Instagram/TikTok and Google Ads	2370 euro for first month	630 euro	3000 euro
13	Legal and accounting fees	79 euro (every month)	21 euro	100 euro
TOTAL				7280 euro

Source. Own elaboration

After using different sources such as Decathlon, Idealista, El Corte Inglés. We can consider the total cost to start the operation of our academy. The cost will be approximately 7280 euros to start our academy. Keep in mind that in the second month, we will have fewer

expenses. Another point that must be taken into account, that the data is calculated with a forecast of 2 groups with training 3 times a week.

10.2 Financing plan

Also, it is very important for us to calculate future expenses for our academy. We have to indicate all parts of our expenses. Including the expenses of salaries, publicity, facilities, rents, etc. That is why we are going to present the expenses that we are going to have in the first month, first quarter, and first year. These expenses are very significant to be able to plan the strategy of our project well. That is why we are going to present the data in table 7 “The main expenses”.

Table 7 “The main expenses”

	For 1 month	Per quarter	Per year
Salaries	8,050 euro	24,150 euro	96,600 euro
Pitch	700 euro	2,060 euro	8,340 euro
Equipment	1500 euro	2,000 euro	3,000 euro
Advertising	2,000 euro	3,000 euro	4,500 euro
Other	1140 euro	1500 euro	2000 euro
Legal Fees	100 euro	300 euro	1200 euro
Total	13,490 euro	33,010 euro	115,640 euro

Source. Own elaboration

Here we are going to talk and plan our completion plan. Our resources are really limited and there is not much variety. As the founder is of foreign origin, it is almost impossible to obtain a loan at the national bank without having work experience in Spain. And since our plan is to open and start operating in the next 2 years, then there is no time to obtain the experience and permission to ask for the credit. All our resources will be from our own account with 2 different sources. Because they will have 2 origins:

- The first founder Alexey Florez will invest around 30% of amount and will operation work and will manage the project

- The second founder, Christian Ramirez, will invest 70% of the amount, and he will be included in the operation process of the academy. His point will be like an investor.

In summary, and to finish our football project, we would like to present the last table of our financial calculation. In the table, we will present all information of incomes and expenses. This table will also help us a lot to compare what the situation of our academy will be in the early days of our operation. We will be able to see the complete statistics. Of course, our project does not have the objective of being profitable in the first year, because all our objectives are long-term. For these reasons we would be happy, without in the first year of our operation we will be at zero.

For the second year we plan a customer growth of 20%-30% thanks to our soccer advertising and popularity program in the region. All these data can be seen in table 8. "Final calculations". As we can see in table 8, in our prognosis the first year will be negative. But it's normal for us, because for the first year it's a normal situation. All calculations that we can present a neutral scenario. The amount of expenses will maintain the same level in our opinion. We present neutral scenery because for us it's better to calculate everything. In the part of expenses we included all our expenses like salaries, facilities, rent of the pitch, etc. We can say that the incomes aren't big, but we need to explain our goals from a long perspective.

Table 8. "Final calculations".

	1 year	2 year	3 year
Expenses	115,640	110,350	110,350
Incomes	102,720	135,828	169,090
Total	-12,920	25,478	58,740

Source. Own elaboration

11 CONCLUSION OF BUSINESS PLAN

In conclusion, this business plan has explored the feasibility and structure of a soccer academy in the city of Castellón. The analysis of the local environment, the demand for sports academies and the characteristics of the football market in the region. It has been shown that there is favorable potential for the establishment and growth of a successful football academy in Castellón.

The business plan has outlined a clear and solid strategy for the creation of the academy, covering key aspects such as the definition of the mission and vision. In addition, an efficient organizational structure has been proposed to guarantee the proper functioning of the academy and the fulfillment of the established objectives.

Market research has revealed a significant demand for soccer academies in the Castellón region, supported by the growing interest of young people and their families in quality sports training. Likewise, an opportunity has been identified to differentiate the academy through the implementation of integral development programs, which not only focus on the sporting aspect, but also on the academic education, values, and well-being of the players.

It is essential to highlight that the success of the football academy in Castellón will depend to a large extent on proper management, effective promotion and constant adaptation to market needs and trends. Establishing strategic alliances with local clubs, educational institutions and sports organizations will be key to generating a solid network and ensuring the continuous flow of talent towards academia.

In summary, the business plan for the creation of a football academy in Castellón has shown that there is a solid basis for the success of this project. With a focus on the quality of training, an efficient organizational structure and an appropriate promotion strategy. The academy has the potential to become a recognized and respected institution in the region, providing opportunities for development and growth to young footballers from Castellón.

There are several clubs that can make us very competitive and at the beginning it may be difficult to be profitable and have positive financial results. But we also have to say that not all our opponents are our competitors. Many soccer academies are presented in the soccer market. There are great academies such as FC Villarreal or CD Castellón.

But we can consider them to be more partners than competitors for us. Another point of conclusion that we would like to mark is that in the province, there are numerous potential clients. That is why we consider the marketing project fundamental before opening and after in the first months. Because it depends on whether we survive or not. For us, the project can and should be successful because there is a high demand for soccer among the citizens of the province. I would like to say that with good organization and good planning, our academy can be profitable and successful.

12 TFM CONCLUSION

In conclusion, this TFM has comprehensively addressed the process of creating a soccer academy, from strategic planning to evaluating its economic viability. Through the analysis of the theoretical framework of sports management and the development of talent in soccer, the foundations have been laid to establish a quality academy that provides comprehensive training to young football players.

The development of a detailed business plan has made it possible to identify the key aspects that need to be considered when establishing a successful soccer academy. Strategies for the promotion and recruitment of students have been designed, the necessary resources have been planned and the financial viability of the project has been evaluated.

The value of this work lies in its contribution to the field of sports management, providing a practical guide for entrepreneurs and professionals interested in venturing into the field of football academies. In addition, the creation of a quality academy provides a favorable environment for the development and training of young footballers, promoting their technical, tactical and personal growth.

It is important to highlight that, although this TFM has laid the theoretical and strategic foundations for the creation of a soccer academy, its implementation and success will depend on the dedication, commitment and continuous monitoring of those responsible. The effective management of the academy, the hiring of qualified coaches and the adaptation to the changing needs of the market are fundamental aspects to ensure its long-term success.

In summary, this TFM has managed to design a complete and detailed business plan for the creation of a soccer academy, considering theoretical, strategic and operational aspects. By providing quality training and promoting the comprehensive development of young soccer players, this academy has the potential to become a benchmark in the field of sports, contributing to the growth and success of emerging soccer talents.

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