NEXUS F.A.

GLOBAL SPORT MANAGEMENT

FACULTY OF MEDICINE, HEALTH AND SPORTS

Student's Names: Álvaro Aguinaco and Carlos de la Vega

Academic year: 2025-2026

Tutor: Silvio Addolorato

Area: Business Plan

Abstract

Nexus Football Advisory is a specialized consulting agency that supports professional football clubs through an integrated 360° operational and financial optimization approach. The project responds to the increasing complexity of the football industry, where clubs must manage growing operational costs, demanding competition schedules, and stricter financial regulations that impact their ability to remain competitive.

At the same time, many clubs underutilize key revenue sources, particularly in matchday operations and stadium experiences, where income often remains highly dependent on ticket sales. In addition, some organizational structures lack advanced expertise in financial and operational management, limiting their capacity to optimize performance.

To address these challenges, Nexus Football Advisory offers a model structured around three core service lines: travel logistics optimization, stadium revenue and fan engagement strategies, and financial advisory focused on planning and regulatory compliance. This integrated approach allows clubs to improve efficiency, diversify revenue streams, and strengthen financial sustainability.

Initially focused on professional clubs in Spain's top divisions, the project aims to expand to other European leagues through a scalable consulting model. By combining operational efficiency, enhanced fan engagement, and structured financial planning, Nexus Football Advisory seeks to position itself as a strategic partner for clubs pursuing sustainable sporting success and long-term economic stability.

Keywords: fan engagement, financial fair play, financial sustainability, football consulting, sports operations, stadium monetization

Table of Contents

1 Introduction ..... **¡Error! Marcador no definido.**
1.1 The Economic Structure of Professional Football 8
1.2 Operational and Financial Challenges in Modern Football Clubs 8
1.3 The Need for Specialized Advisory Services in Football 9
1.4 Objective of the Study 9
2 PROJECT DEFINITION OR IDENTIFICATION 9
2.1 Idea of the Project 9
2.2 Core Purpose 11
2.3 Target Audience 12
2.4 Service Structure 12
2.5 Mission, Vision, and Values 15
2.6 Entrepreneur Profiles 15
3 STRATEGIC ANALYSIS 16
3.1 Internal Analysis 17
3.2 External Analysis 19
3.3 SWOT Analysis 23
3.4 Strategic Objectives 24
4 MARKETING PLAN 25
4.1 Market Investigation and Service Definition 26
4.2 Pricing 32
4.3 Pricing Strategy 33
4.4 Distribution (Place) 35
4.5 Promotion 36
4.6 Activations 37

5 Operations Plan 38
5.1 Service Delivery Process 38
5.2 Operational Model 39
5.3 Organizational Structure and Human Resources 40
5.4 Tools and Technology 40
5.5 Service Duration and Client Relationship 41
5.6 Operational Differentiation 41
6 Human Resources 41
6.1 Founders and Core Team 42
6.2 External Collaborators and Freelancers 42
6.3 Organizational Growth Plan 43
6.5 Recruitment Strategy 43
6.6 Company Culture and Values 43
7 Legal Plan 44
7.1 Legal Structure 45
7.2 Regulatory Environment 45
7.3 Contracts and Client Agreements 46
7.4 Data Protection and Compliance 46
8 Financial Plan 47
8.1 Revenue Model 47
8.2 Cost Structure 48
8.3 Profitability and Break-Even 48
8.4 Financial Growth Projections 49
8.5 Financial Risks and Sustainability 49
9 Corporate Social Responsibility (CSR) 49
9.1 Environmental Responsibility 50

9.2 Social Responsibility 50
9.3 Ethical Standards 50
10 Timeline 50
10.1 Short-Term Phase (Year 1) 50
10.2 Medium-Term Phase (Years 2–3) 51
10.3 Long-Term Phase 51
11 Conclusions 51
12 References 53

List of Tables

Table 1: Service Lines 13

Table 2: Competitors 22

Table 3: Service Portfolio 31

Table 4: Key Elements of the Nexus Football Advisory Business Model 52

Table of Figures

Figure 1: Business Model Canvas 11

Figure 2: Nexus 360 Advisory Model 32

Figure 3: Homepage for our website 37

Figure 4 Service Delivery Process 39

Figure 5: Steps for Constitution of the company 44

Figure 6: Projection for 5 years 49

Figure 7: TimeLine 51

1 INTRODUCTION

Professional football has evolved into a highly complex global industry in which clubs must manage not only sporting performance but also increasingly sophisticated financial, operational, and commercial structures (Kuper & Szymanski, 2022). Over the past decades, the economic dimension of football has grown significantly, with clubs generating revenue through broadcasting rights, sponsorship agreements, matchday income, and commercial activities (Deloitte, 2025). However, despite this growth, many professional clubs continue to face structural inefficiencies in the management of operational processes and financial planning

1.1 The Economic Structure of Professional Football

The modern football industry operates through a diversified revenue model that typically includes broadcasting income, commercial partnerships, and matchday revenues (Deloitte, 2025). According to Deloitte's Football Money League, broadcasting rights represent the largest source of income for many clubs, while commercial activities and stadium-related revenues also play a significant role in financial sustainability. However, the distribution of these revenues is highly unequal across the football ecosystem, with mid-tier clubs operating under significantly more limited financial conditions (Szymanski, 2017).

1.2 Operational and Financial Challenges in Modern Football Clubs

In recent years, football clubs have faced increasing operational complexity driven by congested competition calendars, international travel demands, and rising operational costs (García & Rodríguez, 2002; Kuper & Szymanski, 2022). Travel logistics for professional teams require careful coordination of flights, accommodation, and scheduling in order to protect player performance while controlling expenses. At the same time, clubs must operate under strict financial regulations such as UEFA's Financial Fair Play and domestic profit and

sustainability rules, which impose constraints on spending and require balanced financial management (Franck, 2014).

1.3 The Need for Specialized Advisory Services in Football

As the football industry continues to professionalize, clubs are required to manage increasingly complex operational and financial environments (Szymanski, 2017). While large clubs possess specialized internal departments, many professional organizations lack the internal expertise or resources required to fully optimize these areas. This creates a clear opportunity for specialized advisory services capable of supporting clubs in improving operational efficiency, strengthening financial planning, and identifying new revenue opportunities.

Nexus Football Advisory operates through a hybrid model that combines strategic advisory with direct operational execution, allowing clubs not only to identify inefficiencies but also to implement practical solutions.

1.4 Objective of the Study

The objective of this study is to develop a business plan for Nexus Football Advisory; a consulting firm specialized in supporting professional football clubs through integrated operational and financial optimization services. The project explores how a specialized advisory model focused on travel logistics efficiency, stadium revenue development, and financial planning can help clubs operate more effectively while maintaining long term financial sustainability.

2 PROJECT DEFINITION OR IDENTIFICATION

2.1 Idea of the Project

Nexus Football Advisory is a specialized consulting agency created to support professional football clubs through an integrated approach that addresses three key operational and financial challenges within the modern football industry. These challenges include inefficient travel logistics, the underutilization of stadium revenue opportunities, and the increasing complexity of complying with financial regulations.

The project is based on the identification of a structural gap within professional football. In recent years, clubs have faced growing operational complexity as the industry has become more commercialized, globalized, and financially regulated (Kuper & Szymanski, 2022; Franck, 2014). Despite these changes, many clubs still lack access to specialized external advisory services capable of addressing these challenges in a comprehensive and integrated manner.

Travel costs have increased significantly due to congested domestic and international competition calendars, forcing clubs to manage more complex travel schedules and higher operational expenses. At the same time, stadium revenues in many clubs remain largely dependent on ticket sales, even though fan engagement strategies (Dobson & Goddard, 2011), hospitality services, and improved matchday experiences offer important opportunities to generate additional income. Furthermore, the tightening of UEFA Financial Fair Play and Profit and Sustainability regulations has placed increasing financial pressure on clubs, limiting their ability to register players and maintain competitive squads. Recent situations involving clubs such as FC Barcelona, Sevilla FC, and Getafe CF illustrate how financial constraints can directly affect sporting planning and squad management.

In this context, Nexus Football Advisory seeks to provide professional football clubs with specialized expertise that helps them optimize operational processes, expand revenue opportunities, and strengthen their long term financial sustainability.
Unlike traditional consulting firms, the project is designed to go beyond analysis by actively supporting the execution of operational improvements.



Figure 1: Business Model Canvas
Note. Own elaboration.
Source. Adapted from Osterwalder and Pigneur (2010).

Figure 1: Business Model Canvas for Nexus Football Advisory Note. Own

2.2 Core Purpose

The core purpose of Nexus Football Advisory is to help professional football clubs improve their operational efficiency and financial sustainability. The company supports clubs in optimizing key areas such as travel logistics, stadium revenue generation, and financial planning while ensuring compliance with Financial Fair Play and domestic financial regulations.

By improving cost management and expanding revenue opportunities, Nexus Football Advisory aims to provide clubs with greater financial flexibility and stability. This allows them to strengthen their competitive performance while maintaining long-term economic sustainability.

2.3 Target Audience

The primary market of Nexus Football Advisory consists of mid-tier professional football clubs competing in LaLiga EA Sports and LaLiga Hypermotion that frequently face Financial Fair Play restrictions while still possessing untapped stadium revenue potential and increasingly complex travel schedules. The company initially focuses on Spanish clubs with stadium capacities between 15,000 and 40,000 seats and annual revenues between €20 million and €80 million, as these organizations often encounter financial constraints that limit their ability to fully optimize operations and revenue streams.

In the longer term, the project may expand to similar clubs in other European leagues such as the EFL Championship, Ligue 2, and the 2. Bundesliga, where clubs operate under comparable financial and operational conditions.

These clubs often lack the internal resources required to efficiently manage complex operational processes such as travel logistics or revenue optimization. As a result, they represent an ideal segment for external support that combines both strategic advisory and direct operational execution.

2.4 Service Structure

Nexus Football Advisory delivers its services through a hybrid structure that combines strategic advisory with operational execution in order to address key challenges faced by professional football clubs. The company focuses on areas where clubs often experience inefficiencies or lack specialized expertise, providing not only analytical insights but also direct support in the implementation of solutions.

By integrating operational management with financial advisory, Nexus Football Advisory offers practical and measurable solutions that improve efficiency, increase revenue opportunities, and strengthen long-term financial sustainability.

2.4.1 Service Lines

The company operates through three main service lines that address different aspects of club management. The first focuses on travel logistics optimization, where Nexus Football Advisory supports clubs in planning, coordinating, and managing transportation, accommodation, and scheduling. In addition to advisory, the company works with external providers to identify cost-efficient solutions, while all third-party costs are paid directly by the client clubs.

The second service line focuses on stadium revenue and fan engagement, aiming to increase matchday income by enhancing the overall fan experience and maximizing spending per spectator. Nexus supports both the design and implementation of initiatives such as hospitality improvements, fan engagement strategies, and commercial activations, with the objective of extending time spent around the stadium.

The third service line provides financial advisory services related to financial planning and regulatory compliance, including cost monitoring, transfer budgeting, and adherence to Financial Fair Play regulations. This service is primarily analytical and strategic, helping clubs maintain financial stability while preserving flexibility for sporting decisions.

Table 1: Service Lines

Package	Price (EUR)	Scope of Services	Type of Service	Client Relationship	Key Features
BASIC	25,000	• Financial advisory • 1 selected area (Travel / Stadium / Operations)	Advisory only	Short-term / Specific problem	• Focused analysis • Tailored recommendations • Limited scope
STANDARD	60,000	• Financial advisory • 1 operational area (Travel or Stadium or Operations) • Partial implementation support	Advisory + Partial Execution	Medium-term support	• In-depth analysis • Strategy implementation • Performance monitoring
	90,000	• Financial advisory • Travel optimization • Stadium revenue optimization	Advisory +	Long-term	• Comprehensive approach • Full execution

Table 1: Service Lines Note.

Prices and service structures are estimated for academic and illustrative purposes.
Source. Own elaboration.

2.4.2 Financial and Operational Model

Nexus Football Advisory operates through a service-based model structured around advisory and operational support agreements. Clients can contract individual services or adopt integrated service packages that combine multiple areas of expertise.

The company's business model is based on consulting and management fees, which cover advisory and coordination services provided by Nexus. Importantly, these fees do not include third-party operational costs such as transportation, accommodation, or external providers. These expenses are paid directly by the client clubs, while Nexus focuses on optimizing and managing these processes to generate value.

From an operational perspective, the company follows a lean and flexible structure supported by digital tools and a scalable organizational model. During the initial phase, the firm is managed directly by its founders, allowing for low fixed costs and high adaptability. As the company grows, additional specialized staff may be incorporated to support operational and analytical activities.

This model allows Nexus Football Advisory to combine high-value expertise with operational efficiency, positioning the company as an active partner in both strategic decision-making and execution.

2.4.3 Long Term Vision

In the long term, Nexus Football Advisory aims to expand its services beyond the Spanish market and collaborate with professional clubs across several European leagues.

As financial regulation and operational complexity continue to increase within the football industry, the company seeks to position itself as a specialized advisory and operational partner. By combining strategic expertise with execution capabilities, Nexus aims to support clubs in improving efficiency, maximizing revenue opportunities, and achieving sustainable sporting and financial performance.

2.5 Mission, Vision, and Values

2.5.1 Mission

The mission of Nexus Football Advisory is to help professional football clubs transform operational and financial challenges into sustainable competitive advantages. Through specialized expertise in operational efficiency, stadium revenue development, and financial planning, the company supports clubs in optimizing their structures while maintaining regulatory compliance and long-term financial stability.

2.5.2 Vision

The vision of Nexus Football Advisory is to become a leading specialized advisory firm within the European football industry. By combining operational expertise, financial discipline, and industry knowledge, the company aims to support clubs in achieving sustainable sporting success while strengthening their long-term organizational stability.

2.5.3 Values

Efficiency: the company focuses on maximizing performance and results through optimized processes and resource management.

Expertise: Nexus Football Advisory prioritizes specialized industry knowledge and analytical approaches in order to deliver practical and effective solutions tailored to the football industry.

Partnership: the firm builds long-term relationships with clubs, working as a strategic partner rather than a short-term consulting provider.

2.6 Entrepreneur Profiles

Carlos – Logistics and Operations Lead

The first founder brings experience in sports operations and athlete management through professional exposure to international sports organizations. This includes experience at Creative Artists Agency (CAA) in the United States and involvement with the Yale Athletics Department, where operational processes within high performance sports environments were closely observed. This background provides valuable insight into sports logistics, performance related travel management, and operational coordination within professional sports organizations.

Alvaro – Finance and Revenue Lead

The second founder contributes experience in the sports management industry through work with a sports management firm in Madrid, gaining exposure to the commercial and financial dynamics of professional sport. This experience provides knowledge in areas such as revenue generation strategies, financial planning, and the broader business environment surrounding professional football clubs.

Together, the founders combine complementary experience in sports operations, financial management, and the international sports industry, covering the key areas addressed by the consulting services offered by Nexus Football Advisory.

3 STRATEGIC ANALYSIS

The strategic analysis evaluates both the internal capabilities of the project and the external environment in which Nexus Football Advisory operates. The professional football industry has become increasingly complex in recent years due to stricter financial regulations, rising operational costs, and growing expectations from supporters and commercial partners (Franck, 2014; Deloitte, 2025). Understanding these dynamics allows the project to identify opportunities and challenges within the market and determine how the company can position itself effectively as a specialized advisory firm.

3.1 Internal Analysis

The internal analysis examines the resources, capabilities, and organizational structure that will enable Nexus Football Advisory to deliver its services effectively. As a consulting firm, the company relies primarily on knowledge, industry expertise, and analytical capabilities rather than large physical infrastructures. The organization is therefore designed to operate with a lean structure supported by specialized expertise and digital tools that facilitate efficient service delivery.

3.1.1 Value Chain

The value chain of Nexus Football Advisory focuses on transforming industry knowledge and analytical capabilities into consulting services that improve the operational and financial performance of professional football clubs.

The first stage of the value chain involves the collection and analysis of operational and financial information from client clubs. This includes travel schedules, matchday operations data, and financial structures related to squad costs and revenue streams. Accurate data collection allows the company to identify inefficiencies and opportunities for optimization.

The second stage consists of the development of tailored advisory solutions. These solutions include travel logistics planning, stadium revenue strategies, and financial planning models designed to improve operational efficiency and regulatory compliance.

The final stage focuses on implementation support and performance monitoring. Nexus Football Advisory works alongside clubs to ensure that recommended strategies are applied effectively and that operational improvements generate measurable results over time.

Support activities include organizational management, technology utilization for data analysis, human resource coordination, and partnerships with industry suppliers such as travel providers and hospitality operators. These support functions

allow the company to deliver specialized services while maintaining a flexible and efficient organizational structure.

3.1.2 McKinsey 7S Framework

The McKinsey 7S framework allows the analysis of how the internal elements of the organization align with the strategic objectives of the company. This model examines seven key components that influence organizational performance: strategy, structure, systems, shared values, style, staff, and skills.

The strategy of Nexus Football Advisory focuses on delivering specialized advisory services for mid-tier professional football clubs that face operational inefficiencies and increasing financial regulatory pressure. By concentrating on a specific market segment, the company is able to provide tailored solutions that address the particular needs of these organizations.

The organizational structure is intentionally flat and founder-led, allowing for fast decision making and close collaboration with client clubs. As the company grows, additional specialists may be incorporated in areas such as logistics analysis, stadium commercial development, and financial modeling.
The systems used by the company rely on digital tools that support data analysis, financial modeling, and operational planning. These systems allow the firm to generate insights and provide practical recommendations to client organizations.

Shared values within the company emphasize efficiency, expertise, and long-term collaboration with client clubs. These values guide the consulting approach and reinforce the company's positioning as a specialized partner within the football industry.

The management style of the firm prioritizes collaborative consulting. Rather than acting solely as an external advisor, the company aims to work closely with club executives and operational departments to implement practical solutions.

Staff members are selected based on domain expertise rather than general consulting experience. The company focuses on individuals with knowledge of sports operations, stadium management, or financial analysis within professional sport.

Finally, the core skills of the organization lie in football specific operational analysis, financial planning within regulated environments, and the development of revenue strategies linked to stadium operations and fan engagement.

3.2 External Analysis

The external analysis evaluates the broader environment in which Nexus Football Advisory will operate. The professional football industry has become increasingly complex in recent years due to financial regulation, rising operational costs, and evolving fan expectations. Understanding these external dynamics is essential to determine the market opportunity for specialized consulting services.

Unlike travel agencies that focus primarily on execution and consulting firms that focus on strategic advice, Nexus Football Advisory integrates both dimensions into a single service model. This hybrid approach represents a key competitive advantage within a fragmented market.

3.2.1 PESTEL Analysis

The political environment surrounding professional football is increasingly shaped by financial regulation and governance structures established by institutions such as UEFA and domestic leagues. In recent years, regulatory frameworks have been strengthened in order to promote financial sustainability and reduce excessive spending across clubs (Franck, 2014). This regulatory pressure increases the need for specialized advisory services capable of supporting clubs in maintaining compliance while preserving competitive performance.

From an economic perspective, football clubs face rising operational costs, particularly in areas such as player wages, travel logistics, and stadium operations.

At the same time, revenue growth is unevenly distributed across the football ecosystem, with top-tier clubs benefiting from significantly higher income levels than mid-tier organizations (Deloitte, 2025). This imbalance forces many clubs to adopt more efficient cost management strategies and to explore new revenue streams in order to remain financially sustainable.

Social trends within football highlight the growing importance of fan experience and stadium engagement. Supporters increasingly demand enhanced matchday experiences, including hospitality services, digital interaction, and entertainment offerings beyond the match itself. As a result, clubs are under pressure to transform stadiums into multi-purpose entertainment environments that generate higher value per spectator (Dobson & Goddard, 2011).

Technological developments are playing a critical role in the transformation of football operations. Digital tools and data analytics allow clubs to improve decision-making processes, optimize travel logistics, and enhance revenue management strategies. The use of technology in areas such as performance analysis, ticketing systems, and fan engagement platforms has become essential for maintaining competitiveness within the industry. (Rein et al., 2006).

Environmental considerations are becoming increasingly relevant as football organizations face growing pressure to reduce their environmental impact. Issues such as travel-related emissions, energy consumption in stadiums, and sustainability practices are gaining importance within the strategic planning of clubs, particularly in the context of broader European environmental policies.

Finally, the legal environment continues to evolve through the introduction of stricter regulations related to financial transparency, squad cost control, and operational governance. Financial Fair Play and similar domestic regulations impose clear constraints on spending and require clubs to maintain balanced financial structures, increasing the importance of professional financial planning and compliance management (Franck, 2014).

3.2.2 Competitor Analysis

The competitive landscape of the sports consulting industry is characterized by fragmentation, with different types of organizations providing services that address specific aspects of football club operations. However, few firms offer an integrated approach that combines operational efficiency, revenue optimization, and financial advisory tailored specifically to professional football clubs.

The main competitors of Nexus Football Advisory can be grouped into three categories: sports travel agencies, sports marketing and fan engagement agencies, and large consulting firms specialized in financial and strategic advisory.

Sports travel agencies such as *BCD Sports* and *ATPI Sports Travel* provide logistics services for professional teams, including transportation, accommodation, and scheduling. While these companies benefit from strong supplier networks and operational experience, their focus is primarily on execution rather than strategic optimization or performance-related decision making.

In the area of fan engagement and stadium revenue, agencies such as *Legends International* and *Lagardère Sports* offer expertise in hospitality, sponsorship activation, and event management. These firms contribute to enhancing the commercial value of stadium operations, but they often operate in isolated areas and do not provide integrated financial or operational advisory services.

Large consulting firms such as *Deloitte Sports Business Group* and *PwC Sports Advisory* provide high-level strategic consulting and financial expertise, particularly in areas such as financial regulation, valuation, and governance. However, their services are typically oriented toward large organizations and involve high-cost structures, which may limit accessibility for mid-tier football clubs.

This fragmented competitive landscape creates a clear market gap for a specialized advisory firm that integrates multiple service areas into a single framework. Nexus Football Advisory aims to position itself within this gap by offering a coordinated approach that combines travel optimization, stadium revenue development, and

financial planning, specifically tailored to the needs and constraints of mid-tier professional football clubs.

Table 2: Competitors

Competitor	Type	Core Services	Strengths	Weaknesses	Relevance to Nexus
BCD sports	Travel Agency	Travel logistics, accommodation	Strong supplier network	No strategic optimization	Partial competitor
ATPI Sports Travel	Travel Agency	Team logistics management	Experience in elite sports	Execution-focused	Partial competitor
LEGENDS GLOBAL	Stadium & Revenue	Hospitality, stadium monetization	Strong commercial expertise	No financial advisory	Partial competitor
Lagardère SPORTS	Marketing Agency	Sponsorship, fan engagement	Global network	Limited operational integration	Partial competitor
Deloitte.	Consulting	Financial advisory, FFP, strategy	High expertise, credibility	High cost, not specialized	Indirect competitor
pwc	Consulting	Financial planning, governance	Strong analytical capability	Limited football specialization	Indirect competitor
NEXUS FOOTBALL ADVISORY	Football Advisory	Strategic advisory, FFP, financial planning, operations, growth	Integrated approach, football specialization, agile & flexible	New brand, limited track record	Self (Unique Value Proposition)

Table 2: Competitors
Note. The comparison evaluates selected competitors based on their service specialization, operational focus, and strategic positioning within the football and sports consulting industry.
Source. Own elaboration based on company websites, industry reports, and market analysis.

3.2.3 Demand Analysis

The demand for specialized consulting services in professional football has increased as clubs face growing financial and operational pressures (UEFA, 2024; Buraimo et al., 2006). According to UEFA reports, many European clubs operate under strict financial sustainability rules that require improved financial planning and cost control.

Within Spain, clubs competing in LaLiga EA Sports and LaLiga Hypermotion

operate in highly competitive environments where financial efficiency is critical. Many mid-tier clubs operate with moderate revenue levels while still facing the operational demands of professional competition schedules.

As a result, there is an increasing demand for advisory services that support football clubs in reducing operational costs, identifying new revenue opportunities, and ensuring compliance with financial regulations.

3.3 SWOT Analysis

The SWOT analysis summarizes the main internal strengths and weaknesses of the project, as well as the external opportunities and threats within the football industry.

The main strength of Nexus Football Advisory lies in its integrated consulting approach. By combining operational optimization, stadium revenue development, and financial planning expertise, the firm offers a service structure that is not commonly available within the current consulting market.

However, as a new venture, the company initially faces limitations related to brand recognition and the need to build credibility within the football industry. Early client relationships and successful case studies will therefore play a critical role in establishing the company's reputation.

From an external perspective, increasing financial regulation and the modernization of stadium operations create significant opportunities for specialized advisory services. At the same time, potential threats include economic downturns affecting club budgets and the presence of established consulting firms within the sports industry.

3.4 Strategic Objectives

The strategic objectives of Nexus Football Advisory define the medium-term goals of the project and establish the direction for the company's development during its early stages.

3.4.1 Market Positioning

Nexus Football Advisory aims to position itself as a specialized advisory partner for professional football clubs seeking to improve operational efficiency and financial sustainability. The company focuses particularly on mid-tier clubs that require expert support but may not have access to large consulting firms or specialized internal departments.

By combining industry knowledge with practical implementation support, the firm seeks to differentiate itself from both general consulting firms and fragmented service providers.

3.4.2 Strategic Objectives

During its initial phase, the company aims to establish partnerships with several professional football clubs in Spain in order to validate its integrated advisory model.

In the medium-term, Nexus Football Advisory aims to expand its client base within the Spanish football industry and strengthen its reputation as a specialized consulting firm for operational and financial optimization.

Once the model is established, the company plans to explore expansion opportunities in other European football markets where clubs face similar operational and financial challenges.

3.4.3 Operational Objectives

From an operational perspective, the company aims to generate measurable improvements in the efficiency of client clubs. These improvements may include reductions in operational travel costs, increased matchday revenue through improved fan engagement strategies, and stronger financial planning processes that support regulatory compliance.

By focusing on practical results and long-term collaboration with client clubs, Nexus Football Advisory aims to demonstrate the value of specialized advisory services within the professional football industry.

4 MARKETING PLAN

The marketing plan of Nexus Football Advisory is designed to support the commercial development and positioning of the company within the professional football industry. Given the specialized and business-to-business nature of the project, the marketing approach is not based on mass communication but on targeted relationship building, industry credibility, and direct interaction with key decision-makers within football clubs.

The objective of this section is to analyze the market environment, define the target audience, and establish the strategic approach through which the company will attract, acquire, and retain clients. The marketing strategy is therefore closely linked to the identification of real industry needs and the development of a value proposition that aligns with the operational and financial priorities of professional football clubs.

In this context, Nexus Football Advisory positions itself between traditional consulting firms and operational service providers by combining advisory expertise with direct execution capabilities, offering a more complete and practical solution for professional football clubs

4.1 Market Investigation and Service Definition

The market for football consulting services is driven by the increasing need for professional clubs to balance sporting performance with financial sustainability and operational efficiency. In recent years, clubs have faced growing pressure to comply with financial regulations while maintaining competitive squads, making financial control and revenue generation key strategic priorities.

4.1.1 Industry Overview and Market Context

For mid-tier professional clubs, particularly those competing in LaLiga EA Sports and LaLiga Hypermotion, the main objective is not only to improve sporting performance but to ensure financial stability and regulatory compliance. Clubs operate under financial constraints that directly impact their ability to register players, invest in infrastructure, and compete at higher levels. As a result, decision-makers prioritize solutions that provide financial control, revenue growth, and operational stability (Woratschek et al., 2014).

4.1.2 Target Market and Demand Drivers

One of the key challenges in the current football industry is that many clubs lack the internal resources or expertise required to fully optimize areas such as financial planning, stadium revenue generation, or operational logistics. While larger organizations possess specialized internal departments, mid-tier clubs often operate with limited structures, creating demand for external advisory services that can improve efficiency and decision-making. The demand is particularly strong among clubs that face Financial Fair Play restrictions, inefficient operational structures, or underdeveloped commercial strategies, as these factors directly affect both sporting performance and financial outcomes.

4.1.3 Competitive Context and Market Gap

The football consulting market is highly fragmented. Existing providers typically specialize in isolated areas such as travel logistics, marketing, or financial advisory.

However, very few organizations offer an integrated approach that combines these services into a single strategic framework tailored specifically to professional football clubs. This fragmentation creates a clear market gap for a consulting firm capable of delivering coordinated solutions that address multiple areas of club management simultaneously.

4.1.4 Service Definition and Value Proposition

In this context, the value proposition of Nexus Football Advisory is based on providing clubs with operational and financial stability by allowing them to externalize non-sporting functions. This enables club management to focus on sporting performance while relying on a specialized partner to optimize revenue generation, cost control, and regulatory compliance. The service model is designed to adapt to the specific needs of each club rather than applying a standardized solution. For example, a club facing financial restrictions may prioritize financial advisory, while another may focus on increasing matchday revenue or reducing travel costs. This flexibility increases the perceived value of the service and improves its applicability across different types of clubs.

4.1.5 Business Logic and Market Validation

The commercial logic behind the service is supported by existing industry practices, where clubs collaborate with external partners to improve financial outcomes. A relevant example is the partnership between Real Madrid and Legends, where external expertise is used to maximize stadium revenue in exchange for a share of generated income. This demonstrates that clubs are willing to outsource key functions when the expected financial return justifies the cost. From a pricing perspective, the willingness to pay depends on the perceived impact on revenue generation and cost reduction. Mid-tier clubs are unlikely to engage with high-cost consulting firms but may consider specialized advisory services if they provide measurable financial value.

4.1.6 Client Acquisition and Market Access

Client acquisition in this market is primarily relationship driven. Decisions are typically made by senior executives such as general managers, sporting directors, or financial directors. As a result, the most effective acquisition channels include networking, industry events, and direct professional relationships. Digital communication plays a secondary role, mainly supporting visibility and credibility rather than acting as the primary acquisition channel.

4.1.7 Strategic Positioning

Overall, the combination of financial pressure, operational complexity, and fragmented service providers creates a favorable environment for a specialized consulting firm offering integrated solutions. Nexus Football Advisory positions itself as a strategic partner that delivers tailored advisory services to improve efficiency, generate revenue, and ensure financial compliance, while allowing clubs to focus on their core sporting objectives.

4.2 Product/Service

Nexus Football Advisory offers a specialized knowledge-based service designed for professional football clubs that require support in non-sporting areas of management. Since the company does not sell a physical product, its value proposition is based on expertise, coordination capacity, industry knowledge, and the ability to transform advisory recommendations into practical implementation. The service is structured to help clubs improve operational efficiency, identify new revenue opportunities, and strengthen financial planning without distracting internal staff from sporting performance.

The product offering is built around the Nexus 360 Advisory Model, which integrates three complementary service lines: travel logistics optimization, stadium revenue and fan engagement, and financial advisory. These areas are closely connected because operational costs, commercial income, and financial compliance all influence the club's ability to remain competitive. For this reason, Nexus Football

Advisory does not present its services as isolated consulting reports, but as a coordinated advisory and execution model adapted to the specific needs of each club.

4.2.1 Travel Logistics Optimization

The first service line focuses on travel logistics optimization. Professional football clubs face increasingly demanding competition calendars, requiring careful coordination of transportation, accommodation, recovery time, and scheduling. Nexus Football Advisory supports clubs in planning and coordinating team travel across domestic and international competitions with the objective of improving efficiency while protecting player comfort and performance.

The differentiating element of this service is that Nexus does not only identify cost-saving opportunities, but also supports the coordination of external providers such as hotels, transport companies, and travel agencies. All third-party operational costs are assumed directly by the client club, while Nexus Football Advisory acts as the optimization and coordination layer. This allows the company to reduce its own operational risk while helping clubs make better decisions regarding travel planning, supplier selection, and cost control.

4.2.2 Stadium Revenue and Fan Engagement

The second service line addresses stadium revenue and fan engagement. Many mid-tier professional clubs remain highly dependent on ticket sales as their main source of matchday income, leaving additional revenue opportunities underdeveloped. Nexus Football Advisory helps clubs analyze their stadium operations and design strategies to increase revenue through hospitality improvements, food and beverage optimization, commercial activations, premium experiences, and fan engagement initiatives.

This service combines analytical advisory with implementation support. Instead of only recommending improvements, Nexus assists clubs in turning these ideas into practical actions that can be applied on matchdays. This may include redesigning

fan zones, improving hospitality packages, identifying sponsorship activation opportunities, or increasing the commercial use of stadium spaces. The aim is to help clubs increase the value generated from their existing infrastructure without depending exclusively on sporting results or ticket sales.

4.2.3 Financial Advisory and Regulatory Compliance

The third service line provides financial advisory focused on planning, cost control, and regulatory compliance. Professional football clubs operate under strict financial rules, including UEFA Financial Fair Play and domestic profit and sustainability regulations. These rules directly affect squad planning, transfer spending, salary structures, and player registration capacity.

Nexus Football Advisory supports clubs by helping them monitor financial commitments, plan transfer budgets, control squad-related costs, and maintain compliance with relevant regulations. Unlike broad financial consulting firms, this service is specifically adapted to the football industry and its regulatory environment. The objective is to provide clubs with greater financial clarity and flexibility, allowing them to make better sporting decisions while reducing the risk of financial restrictions.

4.2.4 Integrated Service Design

The main strength of the product is its integrated design. Clubs may contract one individual service line depending on their most urgent need, but the full value of Nexus Football Advisory is achieved when the three areas are coordinated together. For example, savings generated through travel optimization can improve financial flexibility, while increased stadium revenue can support squad investment and reduce pressure on financial compliance.

This integrated approach allows Nexus Football Advisory to position itself as more than a traditional consulting provider. The company acts as an external strategic partner that supports clubs in managing non-sporting functions with a clear focus on measurable results. By combining advisory work with execution support, the service

becomes practical, adaptable, and directly connected to the operational reality of professional football clubs.

Table 3: Nexus F.A. Service Portfolio

Service Line	Club Challenge	Nexus Intervention	Main Output
Travel Logistics Optimization	High travel costs, congested schedules, and inefficient coordination of transport and accommodation.	Travel planning, provider coordination, route and accommodation optimization, and scheduling support.	Travel optimization plan and supplier coordination framework.
Stadium Revenue and Fan Engagement	Heavy dependence on ticket sales and underused matchday commercial potential.	Hospitality improvements, commercial activations, fan experience strategies, and revenue optimization initiatives.	Matchday revenue strategy and fan engagement action plan.
Financial Advisory and Regulatory Compliance	Pressure to control costs, plan transfers, and comply with financial regulations.	Budget planning, cost monitoring, compliance support, and financial decision-making guidance.	Financial planning tool and compliance monitoring dashboard.

Note. Own elaboration.

Table 3: Service Portfolio
Note. Own elaboration.

4.2.5 Service Delivery and Outputs

The service is delivered through a structured process that begins with an initial diagnostic analysis of the club's operational and financial situation. Based on this assessment, Nexus Football Advisory develops a tailored advisory roadmap, defines priorities, and establishes measurable objectives. The company then supports the implementation of the agreed actions and monitors results through regular reporting.

The main output delivered to client clubs include diagnostic reports, operational improvement plans, supplier coordination support, stadium revenue strategies, financial planning tools, and performance dashboards. These outputs ensure that the service is not limited to strategic recommendations, but provides clubs with practical tools and continuous support throughout the contract period.

Figure 2: Nexus 360 Advisory Model

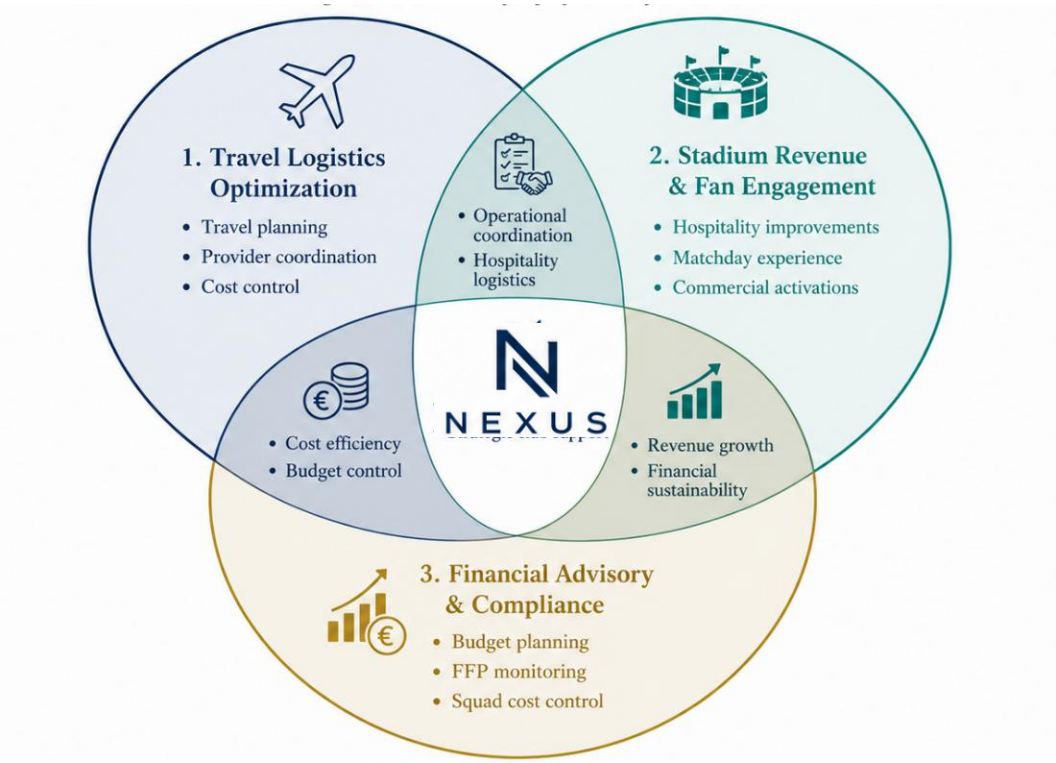

Figure 2: Nexus 360 Advisory Model
Note. Own elaboration.

4.3 Pricing

The pricing strategy of Nexus Football Advisory is directly linked to the analysis of the existing competitive landscape. Although there is no direct competitor offering an integrated 360° consulting model, several organizations provide services that partially overlap with the company's value proposition. Travel management agencies such as BCD Sports and ATPI typically operate on service-based fees, focusing on logistics execution. Marketing and stadium-focused firms such as

Legends or Lagardère generate revenue through commercial agreements or percentage-based models linked to revenue generation. In contrast, large consulting firms such as Deloitte or PwC provide high-level advisory services at significantly higher cost structures, often targeting top-tier organizations.

Given this landscape, the pricing strategy of Nexus Football Advisory is positioned between execution-focused providers and high-cost consulting firms. The objective is to offer a specialized and integrated service at a cost level that remains accessible for mid-tier clubs while still reflecting the strategic value and financial impact of the advisory provided.

The pricing model is therefore based on a tiered structure that allows flexibility depending on the level of service required. This structure reflects both the scope of services included and the expected financial return for the client, ensuring that pricing remains aligned with value creation rather than solely with service delivery.

Importantly, pricing is based on advisory and operational management services provided by Nexus Football Advisory. These fees do not include third-party operational costs such as transportation, accommodation, or external suppliers, which are paid directly by the client clubs. As a result, the company's pricing reflects the value generated through optimization, coordination, and strategic support rather than the cost of external services.

4.4 Pricing Strategy

4.4.1 Short-Term Pricing Strategy

In the short-term, the company adopts a market entry pricing strategy aimed at attracting initial clients and building credibility within the industry. The pricing structure is based on three service tiers. The Basic package is priced at €25,000 per year, the Standard package at €60,000 per year, and the Premium package at €90,000 per year.

These price levels are designed to reflect the specialized and strategic nature of the service while remaining more accessible than those of large consulting firms. This

approach allows Nexus Football Advisory to position itself as a high-value but attainable solution for mid-tier clubs with limited budgets but clear operational needs.

4.4.2 Medium- and Long-Term Pricing Strategy

In the medium and long-term, pricing is expected to evolve in line with the company's reputation, accumulated case studies, and the increasing complexity of services provided. As the firm strengthens its credibility and expands its client base, it will be able to justify gradual price increases based on demonstrated value creation and stronger brand positioning.

Additionally, the pricing model may incorporate performance-based components, where part of the fee is linked to measurable outcomes such as revenue growth or cost reduction. This approach aligns the company's incentives with those of the client and reinforces the value-driven nature of the service.

4.4.3 Revenue Distribution by Service

In the initial phase, revenue is expected to be relatively balanced across the three service areas, as each of them addresses key operational and financial needs within football clubs. Travel logistics and financial planning are likely to generate a significant share of revenue due to their direct impact on cost control and regulatory compliance, while stadium revenue advisory may grow progressively as clubs develop more advanced commercial strategies.

This balanced distribution supports the integrated nature of the advisory model and reduces dependency on a single service line.

4.4.4 Sponsorships and Partnerships

In addition to direct client contracts, the company may strengthen its market position through strategic partnerships with organizations linked to sports travel, stadium technology, and financial or legal advisory within football. These partnerships would

enhance service delivery, expand professional networks, and reinforce the credibility of the company, particularly during the early stages of development.

4.5 Distribution (Place)

The distribution strategy of Nexus Football Advisory is based on direct access to professional football clubs through a flexible consulting model that combines digital communication with selective in person presence. As the company provides specialized advisory rather than physical products, its distribution depends primarily on how effectively it can connect with decision makers in football organizations.

4.5.1 Initial Market Entry

The company will be based in Madrid, which represents a strategic location for entering the Spanish football industry. Beyond being one of the main institutional and business centers of the country, Madrid provides proximity to important clubs, sports agencies, advisory networks, and football related events. This makes it an appropriate starting point for a consulting firm whose development depends heavily on professional relationships and industry visibility.

4.5.2 Expansion Strategy

The initial focus will be placed on Spanish professional clubs, particularly those competing in LaLiga EA Sports and LaLiga Hypermotion. Once the company has validated its advisory model and built a portfolio of client relationships in Spain, it may gradually expand toward clubs in other European leagues facing similar operational and financial challenges. This phased strategy reduces initial risk and allows the company to build credibility in a manageable market before pursuing international growth.

4.5.3 Distribution Channels

The main distribution channel of the company will be direct contact with football club executives, particularly sporting directors, financial managers, and senior decision makers. This approach reflects the reality of the industry, where trust, credibility,

and professional relationships are essential for commercial access. Networking within the football ecosystem will therefore be the most important channel, supported by selective digital communication through professional platforms such as LinkedIn and by the visibility generated through industry events and partnerships.

4.6 Promotion

The promotional strategy of Nexus Football Advisory is based primarily on industry driven the promotional strategy of Nexus Football Advisory is based primarily on industry-driven networking rather than mass marketing. In the football consulting sector, commercial credibility is built through professional visibility, expert positioning, and direct interaction with relevant stakeholders. For this reason, the company's communication strategy will focus on building trust within the football industry and reinforcing its image as a specialized advisory partner for professional clubs.

The principal promotional actions will include attendance at football business events, relationship building with club executives and intermediaries, and the development of professional content that demonstrates expertise in operational optimization, financial planning, and stadium-related revenue opportunities. Since the company operates in a business-to-business market, promotion will not be directed at a mass audience, but at decision-makers within football clubs, including general managers, financial directors, operations managers, and commercial departments.

Digital presence will play a secondary but important role in supporting this positioning. Nexus Football Advisory will develop a professional website designed to present its value proposition, service lines, advisory process, and contact channels in a clear and credible way. The website will function as a trust-building platform where potential clients can understand the company's 360° advisory model before requesting a diagnostic meeting. A visual proposal of the website homepage is shown in the next figure.

Figure 3: Homepage for our website

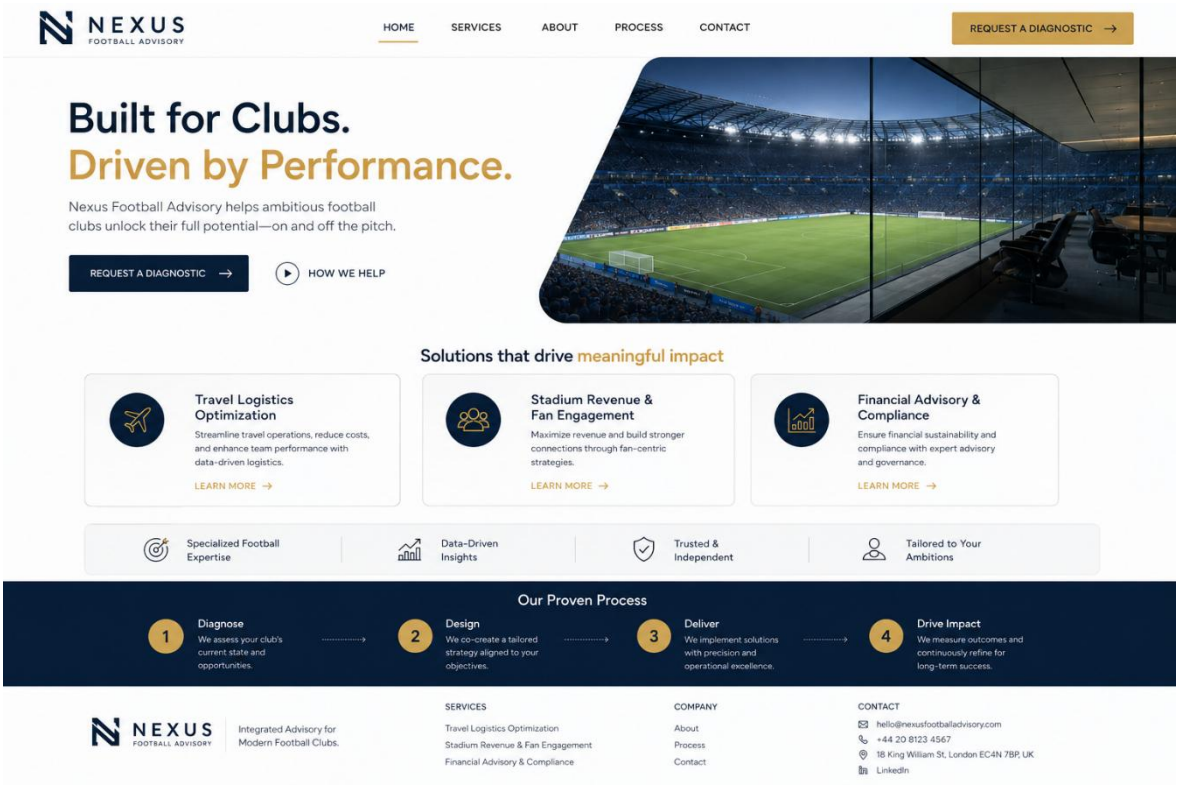

Figure 3: Homepage for our website
Own elaboration.

4.7 Activations

The activation strategy is intended to generate visibility, facilitate professional contact, and strengthen the company's credibility within the football industry. Given the relationship-based nature of the market, activations should be selective and directly connected to relevant stakeholders rather than broad promotional actions.

4.7.1 Event Activation

One of the main activation initiatives will be participation in major business football events such as World Football Summit in Madrid. Events of this kind provide access to club executives, sports service providers, and other relevant actors within the football ecosystem. Participation in these environments allows the company to

present its advisory model, demonstrate its understanding of industry challenges, and establish direct contact with potential clients and strategic partners.

4.7.2 Networking Activation

A second activation initiative will consist of small-scale private networking sessions aimed at football decision makers. These meetings may take the form of executive breakfasts, closed roundtables, or focused industry discussions around topics such as financial sustainability, matchday revenue development, or operational efficiency in club management. This type of activation is especially valuable because it supports the creation of trust-based relationships, which are essential for commercial development in specialized football consulting.

5 OPERATIONS PLAN

The operations plan of Nexus Football Advisory is designed to ensure efficient service delivery while maintaining flexibility and adaptability to the specific needs of each client. Given the consulting nature of the business, operations are structured around a hybrid working model that combines remote analysis with on-site interaction when necessary. The service delivery process follows a structured methodology (Davenport, 1993) that allows the company to work systematically with each client while maintaining a high level of customization.

5.1 Service Delivery Process

The operational process begins with client acquisition through networking, industry events, or direct outreach. After identifying a potential client, Nexus Football Advisory holds an initial meeting with key club decision-makers to understand their needs, challenges, and strategic priorities.

The company then conducts a diagnostic analysis covering operational structures, financial limitations, travel logistics, and stadium revenue opportunities. This assessment may combine remote data analysis with on-site visits when necessary.

Based on the findings, Nexus develops a tailored proposal defining the scope of services, expected outcomes, and implementation plan.

Once approved, Nexus moves into the implementation phase, actively supporting the execution of the proposed strategies. This includes coordinating external providers, optimizing logistics, supporting stadium revenue initiatives, and assisting with financial planning. Third-party costs are paid directly by the client clubs, allowing Nexus to focus on coordination, efficiency, and value creation.

Finally, the company monitors results through regular communication and performance tracking, adjusting strategies over time to ensure measurable and sustainable impact.

Figure 4. Service Delivery Process of Nexus Football Advisory

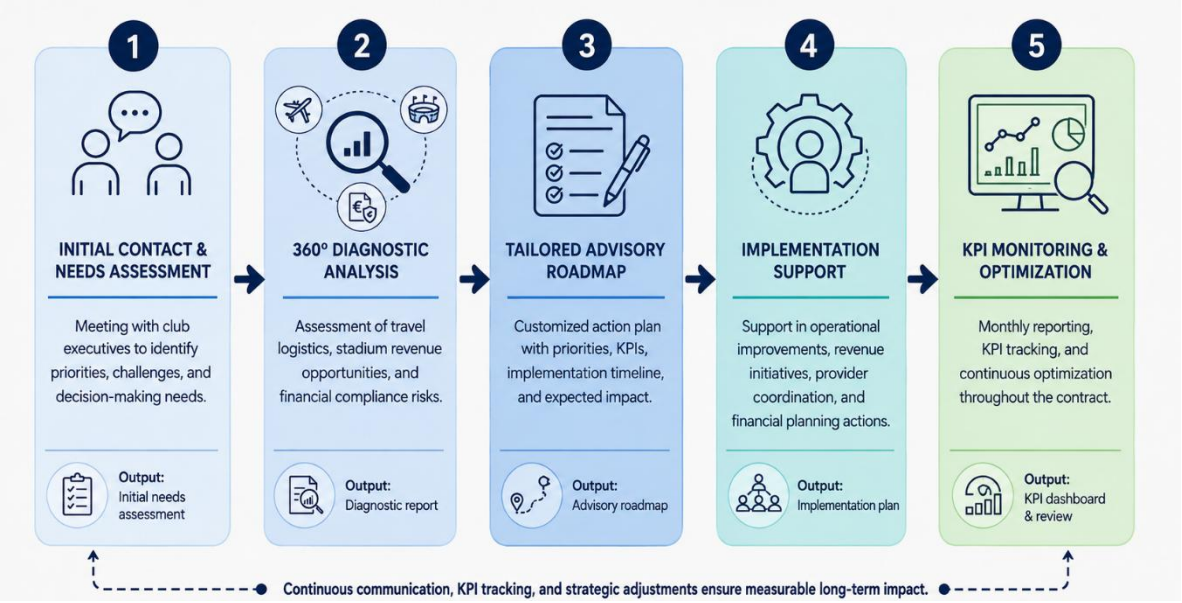

Figure 4 Service Delivery Process
Own Elaboration.

5.2 Operational Model

The company operates under a hybrid model that combines remote work with selective on-site presence. Most analytical and strategic tasks are performed remotely, allowing for efficient cost management, flexibility, and scalability.

However, on-site visits are conducted when required, particularly for stadium analysis, operational assessments, and key implementation phases.

In addition to its advisory role, Nexus Football Advisory actively participates in the execution of operational activities. The company coordinates with external providers such as travel operators, hotels, and service partners to implement solutions related to travel logistics, stadium operations, and revenue optimization.

Importantly, while Nexus manages and optimizes these processes, all third-party operational costs are paid directly by the client clubs. This allows the company to maintain a lean cost structure while focusing on coordination, efficiency, and value creation rather than capital-intensive operations.

This hybrid and scalable model enables Nexus Football Advisory to work efficiently with multiple clients while maintaining a high level of service quality and operational involvement.

5.3 Organizational Structure and Human Resources

In the initial phase, Nexus Football Advisory is led by its two founders, who are responsible for managing all core activities of the business. Each founder focuses on specific areas such as operations, financial planning, and commercial strategy. To support service delivery, the company relies on a flexible network of external collaborators and freelancers, including specialists in data analysis, sports marketing, travel logistics, and financial advisory. This structure allows the company to scale its operations depending on client demand without incurring high fixed costs.

5.4 Tools and Technology

The operational model is supported by digital tools that facilitate data analysis, communication, and project management. These include financial modeling spreadsheets, data visualization dashboards, and project management platforms to coordinate tasks and timelines. Additionally, the company may use specialized tools

for travel planning, ticketing analysis, and revenue optimization depending on the client's needs. The use of technology improves efficiency and supports data-driven decision making.

5.5 Service Duration and Client Relationship

The standard service agreement is based on annual contracts, allowing the company to build long-term relationships with clients and generate sustained impact. This structure is particularly relevant in football, where operational and financial improvements require continuous monitoring. Through this model, Nexus Football Advisory positions itself as a long-term strategic partner rather than a short-term consultant.

5.6 Operational Differentiation

The key operational differentiation of Nexus Football Advisory lies in its integrated and hands-on approach. While many consulting firms focus on high-level recommendations, the company emphasizes implementation and continuous involvement. By externalizing non-sporting functions, clubs can focus on sporting performance while relying on a specialized partner to manage operational and financial complexity. This combination of integration, adaptability, and execution capability represents a core competitive advantage.

6 HUMAN RESOURCES

The human resources plan of Nexus Football Advisory is designed to ensure efficient service delivery while maintaining a flexible and scalable organizational structure. Given the consulting nature of the business, the company adopts a lean model that combines a small core team with external specialized support, a structure commonly observed in knowledge-intensive professional service firms

6.1 Founders and Core Team

6.1.1 Role of the Founders

In the initial phase, the company is led by its two founders, who are responsible for both strategic and operational activities. Each founder contributes complementary expertise in areas such as operations, financial planning, and commercial strategy. Their responsibilities include client acquisition, service delivery, and relationship management, ensuring direct involvement in all projects.

6.1.2 Strategic Importance of Founder-Led Structure

Founder-led structures are particularly effective in early-stage consulting firms, as they enhance flexibility, trust, and client-specific adaptation. This model allows the company to maintain close relationships with clients while ensuring high levels of service customization (Greenwood et al., 2005).

6.2 External Collaborators and Freelancers

6.2.1 Use of External Expertise

To support service delivery, Nexus Football Advisory relies on a network of external collaborators and freelancers engaged on a project basis. These professionals include specialists in data analysis, sports marketing, travel logistics, and financial advisory.

6.2.2 Operational Advantages of Flexibility

This flexible model allows the company to access high-level expertise without increasing fixed costs, which is a key advantage in project-based consulting environments (Burke, 2015). Furthermore, outsourcing specialized functions enables organizations to improve efficiency and focus on core competencies (Quinn, 1999).

6.3 Organizational Growth Plan

As the company expands its client base, the organizational structure is expected to evolve progressively. In the medium-term, Nexus Football Advisory may incorporate full-time specialists in key areas such as financial advisory, operations, and business development. This transition reflects the typical growth path of professional service firms, where increasing demand leads to greater internalization of expertise while maintaining external flexibility (Maister, 2012).

6.4 Roles and Responsibilities

The internal structure of the company is defined by a clear division of roles and responsibilities. The founders oversee strategic decision-making and client relationships, while external collaborators focus on the execution of technical tasks. This division improves efficiency and allows for higher levels of specialization, which is essential in knowledge-based organizations where expertise is a primary source of competitive advantage (Grant, 1996).

6.5 Recruitment Strategy

The recruitment strategy focuses on selecting professionals with specific expertise in football-related operations and advisory services rather than generalist profiles. Priority is given to candidates with backgrounds in sports management, financial analysis, or operational planning. Recruitment is primarily conducted through professional networks, industry events, and referrals, reflecting the importance of social capital in professional services (Nahapiet & Ghoshal, 1998).

6.6 Company Culture and Values

The organizational culture of Nexus Football Advisory is based on efficiency, adaptability, and collaboration. The company promotes a results-oriented approach, where performance is measured through the impact generated for clients. In consulting environments, organizational culture plays a key role in aligning team

performance with client outcomes, particularly in dynamic industries (Alvesson, 2004).

7 LEGAL PLAN

The legal framework of Nexus Football Advisory is designed to ensure compliance with both general business regulations and the specific requirements of operating within the professional football industry. Given the consulting nature of the business and its initial scale, the company adopts a legal structure that balances flexibility, risk limitation, and credibility.

Figure 4: Steps for the Constitution of the company



Figure 5: Steps for Constitution of the company
Note. Own elaboration based on the standard company registration process in Spain.
Source. Adapted from the Spanish Commercial Registry and Spanish Tax Agency (AEAT) procedures.

7.1 Legal Structure

7.1.1 Choice of Legal Form

Nexus Football Advisory is established as a limited liability company (Sociedad Limitada), which is one of the most common legal structures for small and medium-sized enterprises in Spain. This form is characterized by limited liability, meaning that the founders are not personally responsible for the company's debts beyond their initial investment. It also requires relatively low minimum capital and allows for operational flexibility (Spanish Companies Act, 2010).

7.1.2 Implications for Business Operations

This legal structure provides a solid foundation for professional activity, particularly when working with institutional clients such as football clubs. It also facilitates potential future expansion, including the incorporation of new partners or investors, while maintaining control within the founding team.

7.2 Regulatory Environment

7.2.1 General Business Regulation

As a consulting firm operating in Spain, the company must comply with standard regulatory requirements, including tax obligations, commercial registration, and labor legislation. These requirements ensure that the company operates legally and transparently within the national economic framework.

7.2.2 Football Industry Regulation

In addition to general regulations, the company operates within the context of the professional football industry, which is subject to specific governance structures. Organizations such as UEFA and domestic leagues impose financial and operational rules, including Financial Fair Play regulations, which directly influence club management and, consequently, the advisory services provided (Franck, 2014).

7.3 Contracts and Client Agreements

7.3.1 Structure of Service Contracts

The relationship between Nexus Football Advisory and its clients is formalized through annual service agreements. These contracts define the scope of services, pricing conditions, duration, and performance expectations. This structure provides stability for both the company and its clients.

7.3.2 Confidentiality and Professional Responsibility

Given the sensitive nature of financial and operational information within football clubs, confidentiality clauses are a key component of all agreements. These clauses ensure that all data is protected and used exclusively for advisory purposes, reinforcing trust and professional integrity.

7.4 Data Protection and Compliance

7.4.1 GDPR Compliance

Nexus Football Advisory must comply with the General Data Protection Regulation (GDPR), which governs the processing and protection of personal and organizational data within the European Union. This includes implementing appropriate security measures and ensuring that data is handled in accordance with legal requirements (European Parliament, 2016).

7.4.2 Data Management Practices

The company adopts internal protocols to manage sensitive information, including restricted access, secure storage, and controlled communication channels. These practices reduce legal risk and ensure compliance with data protection standards.

7.5 Legal Risks and Risk Mitigation

7.5.1 Main Legal Risks

The primary legal risks associated with the business include contractual disputes, data protection breaches, and potential misalignment with regulatory frameworks within football. These risks are inherent in consulting activities involving strategic and financial advisory.

7.5.2 Risk Mitigation Measures

To mitigate these risks, the company establishes clear contractual agreements, maintains transparency in its advisory processes, and ensures continuous alignment with regulatory requirements. This proactive approach minimizes legal exposure and strengthens the company's credibility within the industry.

8 FINANCIAL PLAN

The financial plan of Nexus Football Advisory evaluates the economic viability of the project and establishes a sustainable growth model. Given the consulting nature of the business, the financial structure is characterized by low fixed costs and revenue generated through service-based contracts with professional football clubs.

8.1 Revenue Model

The company generates revenue through a structured business model (Zott et al., 2011) based on annual consulting agreements structured in three tiers: Basic (€25,000), Standard (€60,000), and Premium (€90,000). This model allows flexibility depending on client needs while ensuring predictable income streams. In the first year, the company is expected to secure between 3 and 5 clients, generating estimated revenues between €150,000 and €360,000. As credibility and market presence increase, both the number of clients and the average contract value are expected to grow progressively.

8.2 Cost Structure

The cost structure of Nexus Football Advisory is designed to remain highly flexible and efficient, reflecting the nature of its service-based business model. Fixed costs are limited and include administrative expenses, software tools, and legal and accounting services.

In the initial phase, the company operates without fixed salary expenses, as it is managed directly by its founders. This allows Nexus Football Advisory to maintain a very lean cost structure and minimize financial risk during market entry.

Variable costs are relatively low and are mainly associated with occasional use of external collaborators or project-specific support when required. Importantly, the company does not incur costs related to travel, accommodation, or other operational services, as these are paid directly by the client clubs.

This structure enables the company to align costs closely with revenue generation, ensuring high operational efficiency and strong profitability potential as the business scales.

8.3 Profitability and Break-Even

Due to the nature of its business model, Nexus Football Advisory operates with a very low fixed cost structure, particularly during its initial phase, where the company is managed directly by its founders.

As the company does not assume third-party operational costs and has no fixed salary expenses in the first year, profitability can be achieved from the first client contract. Revenue generated through service fees translates almost directly into profit, with only minimal administrative and operational expenses.

As the company grows, additional costs will be introduced, particularly through the hiring of specialized staff in areas such as operations and data analysis. However,

the scalable nature of the model ensures that revenue growth is expected to outpace cost increases, maintaining strong profitability over time.

8.4 Financial Growth Projections

In the short-term, the company focuses on acquiring initial clients and building credibility. In the medium-term, growth is driven by an expanded client base and higher-value contracts. In the long-term, the company may enter new markets and increase its operational capacity, leading to higher revenue potential.

Figure 3: Growth Trajectory 5 years

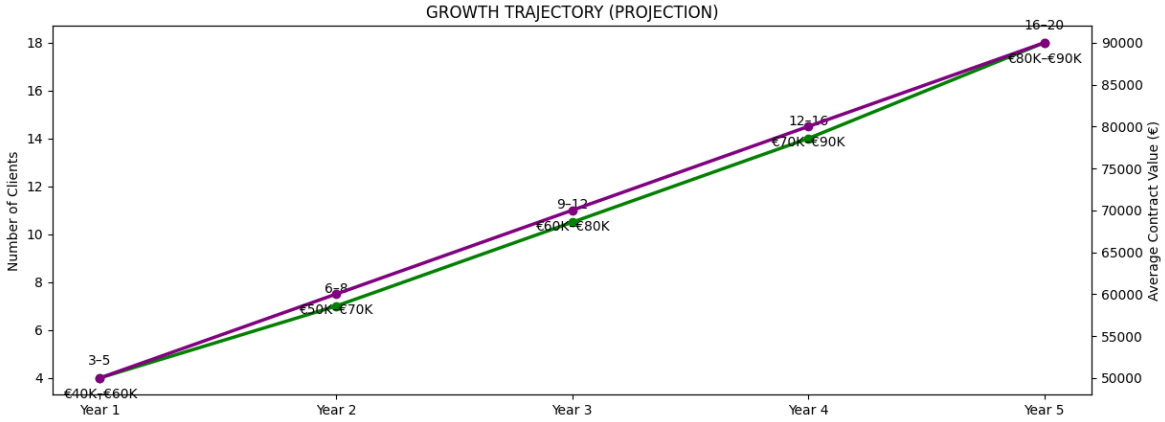

Figure 6: Projection for 5 years
Note. Financial and client growth projections are estimated for academic and illustrative purposes based on the proposed business model and market assumptions.
Source. Own elaboration.

8.5 Financial Risks and Sustainability

The main financial risks include dependency on a limited number of clients and variability in demand. To mitigate these risks, the company focuses on long-term contracts, diversification of clients, and maintaining a flexible cost structure. This approach supports financial stability and long-term sustainability

9 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Nexus Football Advisory recognizes the importance of corporate social responsibility within the professional football industry. The company aims to

contribute positively by promoting sustainable practices, ethical decision-making, and responsible business conduct.

9.1 Environmental Responsibility

The company encourages sustainable travel planning and operational efficiency, helping clubs reduce unnecessary travel costs and environmental impact. This aligns with broader industry trends toward sustainability in sports operations (European Commission, 2020).

9.2 Social Responsibility

Nexus Football Advisory supports initiatives that enhance fan experience while promoting inclusivity and accessibility within stadium environments. By improving matchday operations, the company contributes to creating more engaging and inclusive experiences for diverse audiences.

9.3 Ethical Standards

The company operates under strict ethical guidelines, ensuring transparency, confidentiality, and integrity in all client relationships. Given the sensitivity of financial and operational information, maintaining high ethical standards is essential to building trust and credibility.

10 TIMELINE

The implementation of Nexus Football Advisory follows a phased approach to ensure structured growth and effective market entry.

10.1 Short-Term Phase (Year 1)

The first phase focuses on market entry, brand positioning, and acquisition of initial clients. Key activities include networking, participation in industry events, and development of initial case studies.

10.2 Medium-Term Phase (Years 2–3)

During this phase, the company aims to expand its client base, strengthen its market position, and increase service capacity. This includes hiring additional specialists and improving internal processes.

10.3 Long-Term Phase

In the long-term, the company plans to expand into international markets and establish itself as a recognized advisory firm within the European football industry.

Figure 4: TimeLine



Figure 7: TimeLine
Note. Timeline projections are estimated for academic and strategic planning purposes based on the proposed expansion objectives of Nexus Football Advisory.
Source. Own elaboration.

11 CONCLUSIONS

Nexus Football Advisory presents a viable and scalable business model that addresses key challenges within the professional football industry. The increasing complexity of club management, combined with financial pressure and operational inefficiencies, creates a clear demand for specialized advisory services.

The project demonstrates strong potential for growth due to its integrated approach, flexible structure, and focus on value creation. By combining operational efficiency, revenue optimization, and financial planning, the company is well-positioned to support clubs in achieving both sporting and financial objectives.

While the business faces typical risks associated with early-stage consulting firms, such as client acquisition and market entry, these risks are mitigated through a clear strategy focused on networking, adaptability, and long-term relationships.

Overall, Nexus Football Advisory represents a realistic and sustainable business opportunity within a growing and evolving industry.

Table 4: Key Elements of the Nexus Football Advisory Business Model

Area	Key Element	Value for Clubs
1. Business Model	Advisory + Execution	Practical implementation of strategies
2. Cost Structure	No operational costs assumed	Low financial risk and high margins
3. Revenue Model	Fixed consulting fees	Predictable and scalable income
4. Service Offering	Travel, Stadium, Financial	Integrated 360° solution
5. Competitive Advantage	Coordination + football specialization	Efficient and tailored solutions
6. Growth Potential	Scalable business model	High profitability and expansion capacity
7. Nexus Football Advisory	Integrated advisory and execution model	Strategic partnership with measurable impact

Table 4: Key Elements of the Nexus Football Advisory Business Model
Note. The table summarizes the main strategic and operational value drivers of the proposed business model.
Source. Own elaboration.

12 REFERENCES

Scientific Articles

Buraimo, B., Simmons, R., & Szymanski, S. (2006). English football. *Journal of Sports Economics, 7*(1), 29–46. https://doi.org/10.1177/1527002505282911

Franck, E. (2014). Financial fair play in European club football: What is it all about? *International Journal of Sport Finance, 9*(3), 193–217.

García, J., & Rodríguez, P. (2002). The determinants of football match attendance revisited. *Journal of Sports Economics, 3*(1), 18–38. https://doi.org/10.1177/152700250200300103

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal, 17*(S2), 109–122. https://doi.org/10.1002/smj.4250171110

Greenwood, R., Li, S. X., Prakash, R., & Deephouse, D. L. (2005). Reputation, diversification, and organizational explanations of performance in professional service firms. *Organization Science, 16*(6), 661–673. https://doi.org/10.1287/orsc.1050.0159

Peeters, T., & Szymanski, S. (2014). Financial fair play in European football. *Economic Policy, 29*(78), 343–390. https://doi.org/10.1111/1468-0327.12031

Woratschek, H., Horbel, C., & Popp, B. (2014). The sport value framework. *European Sport Management Quarterly, 14*(1), 6–24. https://doi.org/10.1080/16184742.2013.865776

Yoshida, M., & James, J. D. (2010). Customer satisfaction with game and service experiences. *Journal of Sport Management, 24*(3), 338–361. https://doi.org/10.1123/jsm.24.3.338

Zott, C., Amit, R., & Massa, L. (2011). The business model: Recent developments and future research. *Journal of Management, 37*(4), 1019–1042. https://doi.org/10.1177/0149206311406265

Books

Alvesson, M. (2004). *Knowledge work and knowledge-intensive firms*. Oxford University Press.

Dobson, S., & Goddard, J. (2011). *The economics of football* (2nd ed.). Cambridge University Press.

Davenport, T. H. (1993). *Process innovation: Reengineering work through information technology*. Harvard Business School Press.

Kuper, S., & Szymanski, S. (2022). *Soccernomics* (Updated ed.). Nation Books.

Maister, D. H. (2012). *Managing the professional service firm*. Free Press.

Nagle, T. T., & Müller, G. (2018). *The strategy and tactics of pricing*. Routledge.

Quinn, J. B. (1999). Strategic outsourcing: Leveraging knowledge capabilities. *Sloan Management Review, 40*(4), 9–21.

Rein, I., Kotler, P., & Shields, B. (2006). *The elusive fan: Reinventing sports in a crowded marketplace*. McGraw-Hill.

Szymanski, S. (2017). *Money and football: A soccernomics guide*. Nation Books.

Industry Reports

Deloitte. (2025). *Annual review of football finance 2025*. Deloitte Sports Business Group. https://www.deloitte.com/global/en/industries/tmt/research/annual-review-of-football-finance.html

UEFA. (2024). *Club licensing and financial sustainability regulations*. UEFA. https://www.uefa.com/insideuefa/protecting-the-game/club-licensing/

Council of the European Union. (2020). Resolution on the European Union Work Plan for Sport (2021–2024). https://eur-lex.europa.eu/legalcontent/EN/TXT/?uri=CELEX:42020Y1204(01

Legal & Institutional

European Parliament & Council of the European Union. (2016). *Regulation (EU) 2016/679 (General Data Protection Regulation).* https://eur-lex.europa.eu/eli/reg/2016/679/oj

Gobierno de España. (2010). *Real Decreto Legislativo 1/2010, de 2 de julio, por el que se aprueba el texto refundido de la Ley de Sociedades de Capital.* https://www.boe.es/buscar/act.php?id=BOE-A-2010-10544

–