Scouting 4.0: An Innovative Talent Identification Model

Global Sports Management

FACULTY OF PHYSICAL ACTIVITY AND SPORTS SCIENCES



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Abstract

Every weekend, thousands of football matches are played across Spain's non-professional leagues. None of the data they generate is organised, searchable, or accessible to the people who need it.

Professional football has spent the last decade building sophisticated scouting infrastructure. Grassroots and youth football has not. The result is a structural blind spot at the base of the football pyramid: clubs cannot consistently document their players, scouts cannot efficiently evaluate talent they haven't physically attended, and a significant number of emerging players remain invisible to the recruitment systems that could change their careers.

SCOUTING 4.0 was created to close this gap. The platform transforms raw match footage into structured, searchable football intelligence converting unorganised video into player profiles, categorised event records, and longitudinal performance histories that clubs, scouts, and agents can actually use.

The project is initially focused on the Madrid football ecosystem: over 130 active non-professional clubs across four competition tiers, representing one of the densest concentrations of non-professional football players in Europe. Through a structured operational model that combines human-assisted video analysis with progressively integrated automation, SCOUTING 4.0 builds a database that deepens in value for every match processed.

The platform was co-founded by Gianmarco Santoro and Niccolò Ferrari, two final-year students at Universidad Europea de Madrid who spent time in the Spanish non-professional football environment and saw this problem from the inside. Their proximity to the game is not incidental, it is the foundation on which the product, the partnerships, and the operational model are built.

Keywords: football scouting, talent identification, youth football, video analysis, sports technology, grassroots football.

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1. INTRODUCTION

1.1 The Structural Problem in Grassroots Football Data

Weekend after weekend, Spanish non-professional football produces an enormous volume of competitive activity. Almost none of it leaves a trace. At the grassroots level, whether a player gets noticed still comes down to who was physically in the stands, who they happen to know, and whether their club recorded the match at all. For a large number of players, this means remaining completely off the radar of the scouts, agents, and clubs who could realistically change their path not because they lack ability, but because no system exists to make that ability visible.

The raw material is not the problem. Spain's non-professional pyramid generates continuous football activity at scale. What is missing is the infrastructure to convert that activity into something usable: organised records, searchable profiles, accessible performance data. Without it, clubs struggle to document their players in any consistent way. Scouts are confined to the matches they physically attend, leaving entire sections of the market they have never been able to assess.

1.2 The Opportunity: Structuring the Invisible Market

Few football ecosystems in Europe are as dense as Madrid's. Over 130 active non-professional clubs compete across four tiers, a constant flow of matches, players, and performance data that goes almost entirely unrecorded in any structured form. At the professional level, digitisation is essentially complete. Below it, the infrastructure gap is near-total.

This is where the opportunity sits. The growing adoption of digital tools across European football has widened rather than closed the divide between professional and non-professional environments. SCOUTING 4.0 does not create football activity that already exists. What we do is build the layer that organises it, making it accessible and useful for every stakeholder in the ecosystem.

1.3 The Solution: SCOUTING 4.0 as a Structured Intelligence Layer

We built SCOUTING 4.0 specifically for the environment that professional scouting platforms were never designed to serve: non-professional and youth football.

How it works is straightforward. Clubs we partner with upload their full match recordings directly into our cloud infrastructure. From there, our processing workflow takes over starting with human analysis and progressively integrating AI-assisted tools tagging football events, cutting individual player clips, classifying performance contexts, and linking every action to the right player profile.

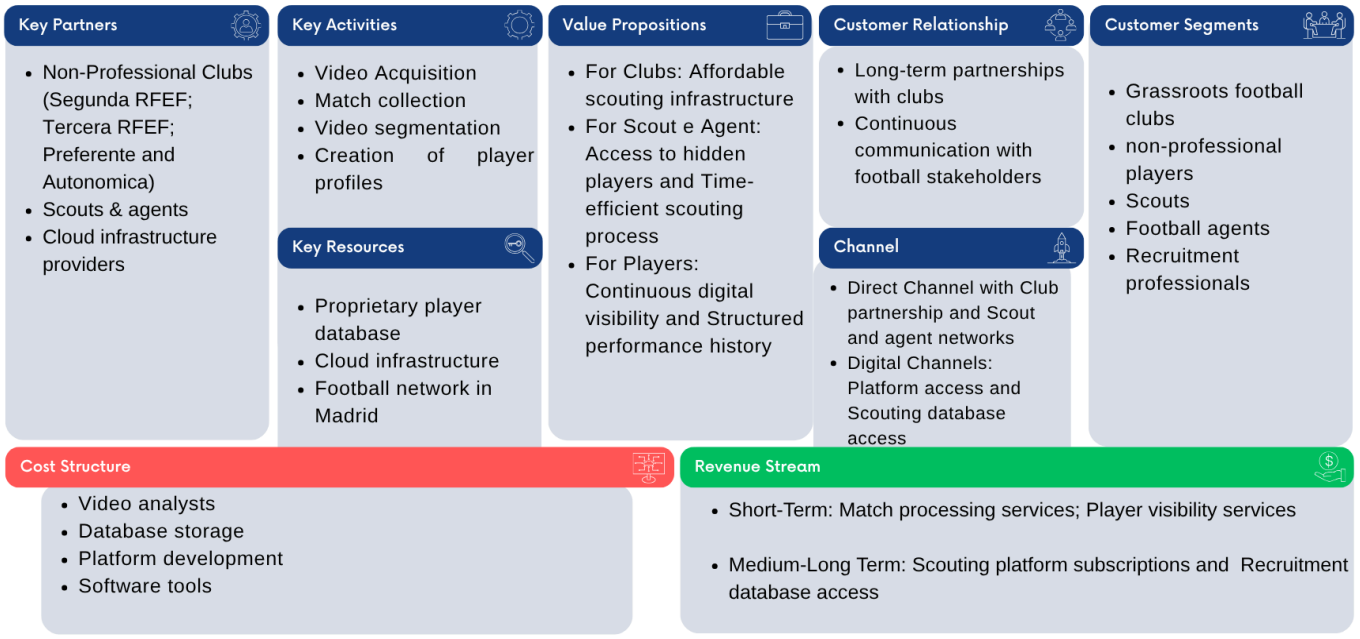
What comes out is not raw footage. It is a structured, searchable, living performance record for each player that runs through our system. Over time, profiles accumulate match data and categorised actions across different competitions and age groups building the kind of longitudinal digital presence that players outside professional football have never had access to before. The result is that clubs can present their players more effectively, scouts can evaluate more systematically, and recruitment decisions can be grounded in actual evidence.

1.4 Business Model

Our go-to-market model is B2B subscription-based, anchored in direct partnerships with non-professional clubs. From month one, partner clubs pay a recurring monthly fee in exchange for match processing, player profiling, and video segmentation delivered through the platform. This structure is designed to deliver two things at once: an immediate and predictable revenue stream, and the progressive construction of a proprietary football intelligence database.

In the early years, subscriptions drive all revenue. Over time, as the database reaches the depth and coverage needed to be genuinely useful for recruitment decisions, a second commercial layer opens: structured access for scouts, agents, and professional organisations through their own subscription tiers. That transition from operational service to intelligence infrastructure is the defining commercial shift in our business model. The full strategic and operational logic behind this structure is presented in the Business Model Canvas (see Table 1).

Table 1. ***CANVAS Model for SCOUTING 4.0.***



2. PROJECT DEFINITION OR IDENTIFICATION

Most scouting platforms were built for professional football — and that is exactly where they stop. SCOUTING 4.0 operates in the segment those platforms were never designed to serve: the non-professional and youth levels of the football pyramid.

We are not trying to take market share from Wyscout or Hudl. Those platforms work with data that already exists at the professional level they aggregate, distribute, and analyse it. Our work begins earlier. We go into environments where structured football data does not yet exist and we generate it, organise it, and make it searchable for the first time (Wang, 2025).

2.1 TARGET AUDIENCE & STAKEHOLDERS

Three distinct groups of participants give SCOUTING 4.0 its operational logic. The platform is not built for one of them in isolation; the value it creates depends on all three engaging with it simultaneously.

2.1.1 Football Clubs and Academies

Our first and most important relationships are with non-professional clubs and semi-professional organisations active within the Madrid football environment. Without them, nothing else works; they are both the partners who make the platform run and the origin of every piece of data it contains.

Working with SCOUTING 4.0 gives these organisations something they currently produce inconsistently or not at all: structured outputs from their match footage that serve three practical purposes: getting their players seen, reviewing their own performance internally, and building continuity in how they track individual player development over time.

In these early years, our focus stays narrow by design: youth categories, regional competitions, and semi-professional environments are the target (Rein & Memmert, 2016). These are precisely the contexts where no structured scouting infrastructure exists, which means the need is real and the competition for it is minimal.

2.1.2 Scouts, Agents, and Recruitment Professionals

The second category of participant does not produce data, it consumes it. Scouts, player agents, and talent identification professionals come to the platform with one objective: finding players efficiently without having to be physically present everywhere.

Right now, this is harder than it should be. Professionals in this segment spend significant time on initial screening before they can do the work that actually requires human judgement. A platform that aggregates and structures non-professional player data into searchable profiles compresses that screening

process, freeing them to focus on evaluation rather than discovery (Henshaw, 2026).

2.1.3 Players and Families

Players and their families form the third group. They are not the ones paying for the platform in this early phase, but they are the reason the platform has long-term strategic value. What SCOUTING 4.0 gives them is something most players at this level have never had: a growing, documented record of their performances built from actual match footage, organised by action type, and accessible as a digital profile that travels with them across competitions and seasons.

2.1.4 Stakeholder Ecosystem Logic

The platform works because of what happens when all three interact. Clubs produce the football activity; we turn that activity into structured, searchable intelligence; scouts and agents access that intelligence to find players they would otherwise never have seen; and players gain a visibility they could not have built without infrastructure like this (Buser et al., 2022). Each group's participation makes the platform more valuable for the other two and that self-reinforcing dynamic is what makes the model scalable.

2.2 Short Term Mission

What we are focused on in the short term is not growth it is consistency. Before we scale, the workflow has to work. That means building a repeatable process for collecting match footage, processing it, and publishing accurate player profiles across every partner club we bring on in Madrid.

In this phase, signing more clubs is less important than delivering reliably to the ones we have. Every partnership needs to function well enough that footage arrives on time, gets processed within our service window, and produces profiles that reflect the standard we have committed to. Getting that right repeatedly, across different clubs and different match types is the foundation everything else is built on.

2.3 MISSION, VISION, VALUE

2.3.1 Mission

What we are here to do is straightforward: take the unorganised football activity happening at the non-professional level and turn it into intelligence that scouts, clubs, and agents can actually act on. For players who develop outside professional structures, the platform opens something that has not existed before a structured, searchable record of their performances that makes them discoverable based on what they do on the pitch, not who happens to be watching.

2.3.2 Vision

We want SCOUTING 4.0 to become the reference infrastructure for football intelligence at the grassroots and youth level across Spain. Not a platform among many the one that clubs, scouts, and players rely on because it holds the deepest, most consistent, most accessible record of non-professional football performance in the country. Building that requires a database that scales continuously and connects players to recruitment systems through data they can trust.

2.3.4 Core Values

Accessibility. Too many players at the non-professional level are invisible simply because no structured system exists to document what they do. We build to change that by giving players outside professional football the kind of exposure that used to require being at exactly the right place at the right time.

Reliability. A platform like this only means something if its outputs hold up over time. Every match we process, every profile we publish, every scouting output we generate has to meet the same standard because the moment consistency breaks, the intelligence stops being trustworthy.

Transparency. Scouting decisions at the grassroots level are still largely driven by informal networks and subjective impressions. We believe those decisions should

be supported by accessible, verifiable performance data not by who you know or who happened to make the trip.

Long-Term Thinking. Every season of historical data makes the platform more useful. We operate with that timeline in mind at every decision because short-term shortcuts now would undermine the infrastructure value we are building for the long run.

2.4 ENTREPRENEUR PROFILE

The development of SCOUTING 4.0 is led by two final-year students at Universidad Europea whose professional career has been characterised by the intersection of academic theory and reality of the Spanish football system. The profiles of the founders are set out in Annex I.

3. Strategic Analysis

3.1 Internal Analysis

3.1.1 Value Chain

The Value Chain Analysis for SCOUTING 4.0 is structured around Porter's (1991) framework, adapted to reflect the operational logic of a video platform within the non-professional football ecosystem.

Unlike traditional service businesses, SCOUTING 4.0 does not deliver a one-time product. It builds value through the continuous accumulation, structuring, and distribution of football intelligence. Every activity within the value chain contributes not only to short-term service, but to the long-term expansion of the platform's main asset, the database.

The strategic significance of this framework is cumulative. In the early phase, the value chain functions primarily as a production system. Over time, as historical data accumulates, it functions as a competitive moat that becomes harder to replicate with every additional match processed and every additional player indexed. A detailed breakdown is provided in Annex II.

3.1.2 McKinsey 7S Framework

The McKinsey 7S Framework provides a structural lens for the internal organisational alignment across seven interdependent elements: Strategy, Structure, Systems, Shared Values, Skills, Staff, and Style.

Applied to SCOUTING 4.0, the framework reveals a startup where the seven elements are designed to reinforce each other. The strategy progressive database accumulation through grassroots football data generation is supported by a structure that keeps decision-making fast and operational costs low. A detailed breakdown is provided in Annex III.

3.2 External Analysis:

3.2.1 PESTEL Analysis

The PESTEL analysis examines the external political, economic, social, technological, legal, and environmental factors that impact SCOUTING 4.0's business model. The following section focuses on the short-term main factors, while Annex IV provides a more in-depth review of medium-and long-term projections.

Political Factors

Spanish football's regulatory environment has been shifting toward greater formalisation and that shift benefits a platform like ours directly. Since the Ley del Deporte 39/2022 came into force, both the RFEF and the regional federations have been moving with increasing seriousness toward structured youth development frameworks. What that legislation does, in practice, is make organised infrastructure feel like a requirement rather than a choice for clubs that want to remain in good standing within the system.

Because of this, clubs that have not invested in digital infrastructure are beginning to face real friction around player data management, development tracking, and governance compliance. Platforms already built to operate within GDPR-aligned systems have a head start that informal competitors cannot easily close. Institutional pressure, in this context, translates directly into commercial demand.

Longer term, there is a funding angle worth tracking. Through bodies like the Instituto Nacional de Educación Física (INEF) and EU-aligned sports innovation programs, capital is starting to flow toward technology initiatives in this space. Those channels are not relevant today, but as the platform grows, they represent a credible source of supplementary financing.

Economic Factors

Measured against demand, the digital infrastructure available to non-professional clubs in Madrid is close to zero despite the fact that the market contains over 130 active organisations generating continuous football activity. That mismatch is the economic opportunity. Producing structured, searchable football data from raw match footage is not expensive to do systematically. The value of that data, once organised, is substantially higher than the cost of creating it. Nobody has moved to capture that gap at scale.

Social Factors

What constitutes acceptable player documentation has changed. Digital highlight reels, social media profiles, and platform-based scouting have redefined expectations and clubs that cannot deliver structured digital outputs are now perceived as operating below the standard the market considers normal. That reputational pressure is driving adoption independent of any institutional requirement: clubs want to be seen as professional, and professional now means digital.

Alongside this, there is a more substantive shift happening in how talent identification itself is understood. Sports science research on youth player evaluation has moved decisively toward evidence-based methodologies and away from subjective observation (Rein & Memmert, 2016). Platforms capable of producing consistent, comparable performance data are aligned with that direction which means the academic and professional consensus is building in our favour.

Technological Factors

At the professional level, the problem of football data has effectively been solved. Hudl, Wyscout, and their competitors have built robust systems for capturing, organising, and distributing performance information and the clubs that need those tools have them. The gap that remains is not at the top. It is everywhere below it: youth categories, regional leagues, semi-professional environments where thousands of matches are played every season and the resulting footage sits unprocessed on someone's laptop. The tools exist to do something with that data. The infrastructure to actually deploy them at this level does not. That is the technological space we occupy not competing with the platforms above us, but filling the layer they were never built to reach.

Legal Factors

Because we work with youth players, the legal architecture of what we do is not a secondary consideration it is foundational. GDPR and the image rights regulations governing minors have to be built into the platform from the ground up, not retrofitted later.

For informal operators in this space, getting that right consistently is genuinely hard. It requires formal consent frameworks, purpose-built data structures, and ongoing compliance management none of which can be improvised quickly or cheaply. That operational complexity functions as a natural barrier: it raises the cost of entry for underprepared competitors and gives platforms that embedded compliance from day one a defensible structural advantage. Regulation, here, works as a selection mechanism that rewards those who planned for it.

3.2.2 Competitor Analysis and Benchmarking

2.3 Wyscout and Hudl

When it comes to organised football data at scale, Wyscout and Hudl define the standard. Both platforms have built comprehensive systems for the professional and upper semi-professional segments and within those segments, they work extremely well. The limitation only becomes visible when you move down the pyramid. Youth football, regional competitions, and lower semi-professional

environments where the vast majority of Spain's registered players actually compete sit entirely outside what these platforms were built to cover.

For a player performing consistently in a regional competition, that absence has real consequences. Unless a club or agent with platform access has manually submitted their data which almost never happens at this level they generate no searchable digital presence whatsoever (Sports Data Campus, 2026). The result is a systematic gap between the talent that exists and the talent that recruitment networks can actually find: capable players operating in environments that the dominant platforms treat as invisible (Football Forms, 2023).

3.2.4 Local and Informal Video Services

Below the major platforms sits a fragmented landscape of individual analysts and small production agencies offering on-demand video services to clubs. What they typically provide is functional but limited: a recorded match, some basic editing, occasionally a few tagged events. Job done, invoice sent, nothing carried forward. Where SCOUTING 4.0 differs from these operators is not on price and not on production quality it is on what the output actually becomes over time. Every match a club processes through our platform adds to a growing, structured record of player intelligence. The profiles become more useful, not just more complete. Lago-Peñas, 2022; Vincent et al., 2012).

3.2.5 Benchmarking

To make the competitive positioning of SCOUTING 4.0 concrete, Table 2 maps our model against the main market benchmarks side by side. Beyond showing where we sit relative to Wyscout, Hudl, and informal video operators, the table surfaces the specific gaps in how traditional scouting approaches handle the non-professional segment gaps that define the space we are built to occupy.

Table 2. Comparative Analysis – Scouting 4.0 vs. Market Benchmark

Competitive Positioning — SCOUTING 4.0 vs. Market Alternatives

Established Platforms *Wyscout / Hudl*	Local Video Services *Fragmented / Single-Match*	SCOUTING 4.0
Target Market		
Professional and elite leagues with existing data infrastructure.	Individual clubs seeking ad-hoc recording solutions.	**The underserved grassroots and semi-professional segment — 130+ clubs in Madrid alone.**
Core Value Proposition		
Analytics and visualisation layered over pre-existing data.	Basic footage capture with limited post-production.	**We originate the data — transforming raw footage into structured, searchable scouting intelligence.**
Data Ownership Model		
Relies on externally sourced or licensed datasets.	No data retention — each engagement is transactional.	**Proprietary data acquired directly at source, building an asset we own and control.**
Competitive Advantage		
Global reach and sophisticated analytical depth at the top of the pyramid.	Low cost and ease of deployment.	**First-mover position in a structurally unaddressed market with high long-term barriers to replication.**
Long-Term Asset Creation		
Valuable as long as elite football data demand grows.	No compounding value — revenue resets with each project.	**Every match processed deepens a longitudinal database that appreciates in strategic value over time.**
Strategic Trajectory		
Optimising distribution of data that already exists.	Providing a production service with no infrastructure layer.	**Building the foundational intelligence layer for the part of football that has never been mapped.**

Note: *Comparative Analysis – Scouting 4.0 vs. Market Benchmarks.* Own elaboration.

3.2.6 Porter's Five Forces Framework

Applied to SCOUTING 4.0, Porter's Five Forces reveals a competitive structure that does not fit the standard pattern. Each force behaves differently here than it would in a typical market and understanding why matters for assessing both the risks and the durability of the position we are building. What follows is a force-by-force breakdown.

Threat of New Entrants

Right now, the barrier to entering this space is not prohibitively high someone with technical capability and some club contacts could attempt to replicate the model. But the threat diminishes meaningfully as time passes. What makes SCOUTING

4.0 defensible is not the technology; it is the accumulated data and the club relationships that feed it. Both take years to build. Any competitor arriving at Year 3 would not just be facing a platform they would be facing a database with hundreds of indexed players, multiple seasons of historical performance data, and club partnerships with real switching costs already embedded in them. The longer we operate, the harder that starting position becomes to overcome.

Bargaining Power of Suppliers

Football clubs are our suppliers they contribute the footage without which the platform cannot function. Early on, their negotiating position is real: we need their participation, and they know it. But that balance shifts as the relationship deepens. Once a club's players have been processed through the system and their profiles are building longitudinal records, the decision to leave means losing everything accumulated so far the performance history, the indexed clips, the continuity of the database. That accumulated value functions as a natural anchor, and it grows heavier with every additional match we process together.

Bargaining Power of Customers

Scouts, agents, and professional clubs accessing our intelligence are paying for something that does not exist anywhere else in the grassroots football market. That scarcity reduces their leverage from the outset. Over time, it reduces it further: as the database expands and the informational advantage of using SCOUTING 4.0 compounds, the practical cost of walking away measured in reduced coverage, slower screening, and missed players becomes increasingly difficult to justify. At sufficient scale, operating without access to the platform simply stops being a viable option for serious recruitment professionals.

Threat of Substitutes

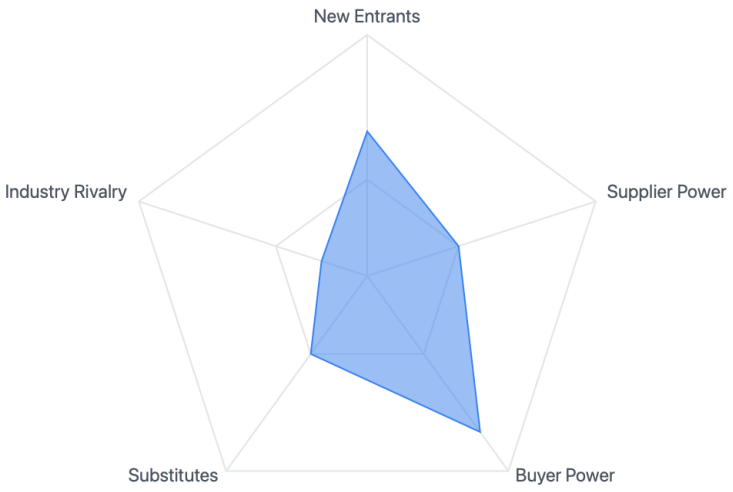
Two categories of substitute exist. The first is professional platforms like Wyscout and Hudl but these do not operate at our level and could not replicate our data generation model without rebuilding their infrastructure from the ground up around a fundamentally different operational approach. The second is traditional physical scouting still the dominant method in non-professional football, but one that cannot

produce longitudinal, searchable, or comparable records at any meaningful scale. The substitution risk is therefore highest before our database has enough depth to demonstrate a clear advantage. Once that threshold is crossed, neither substitute can offer what we offer.

Competitive Rivalry

The specific market we occupy in youth, regional, and semi-professional football intelligence in Madrid has not yet been structured as a genuine competitive space. No established rival is fighting for the same ground. That gives us a window to build the infrastructure and the relationships that will make this position difficult to contest later. The more immediate competitive risk is not a well-resourced challenger but the scattered network of informal operators, individual analysts, small agencies who provide ad-hoc video services without any of the systemic continuity, data architecture, or platform infrastructure that define what we are building (see Figure 1).

Figure 1. Graphical analysis. Porter Five Forces Framework



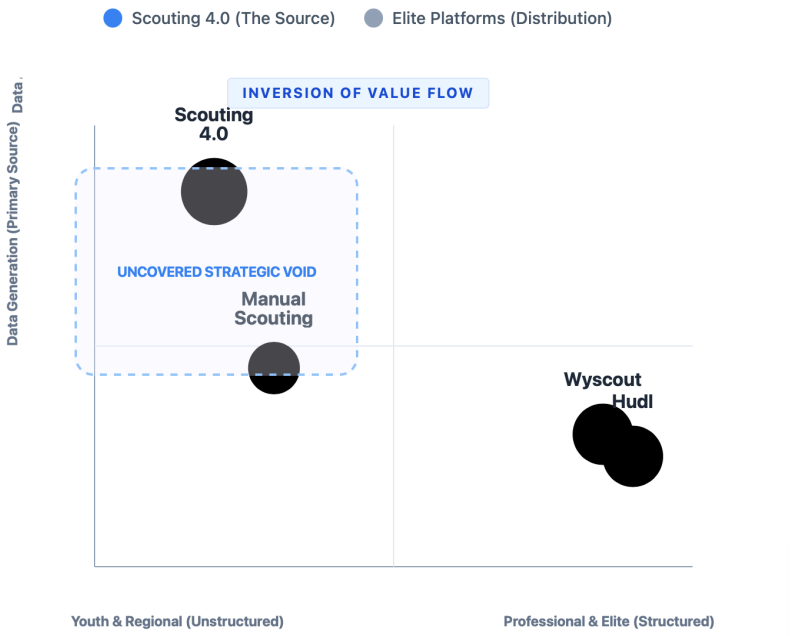
Note: Graphical analysis. Porter Five Forces Framework. Own elaboration.

3.3 Strategic Objectives

3.3.1 Market Positioning Summary

Figure 1.2 illustrates the strategic market positioning of SCOUTING 4.0 in comparison to major industry players such as Wyscout. The figure also identifies a strategic void within the market: Existing competitors prioritize distribution and elite-level visibility, leaving lower divisions largely uncovered.

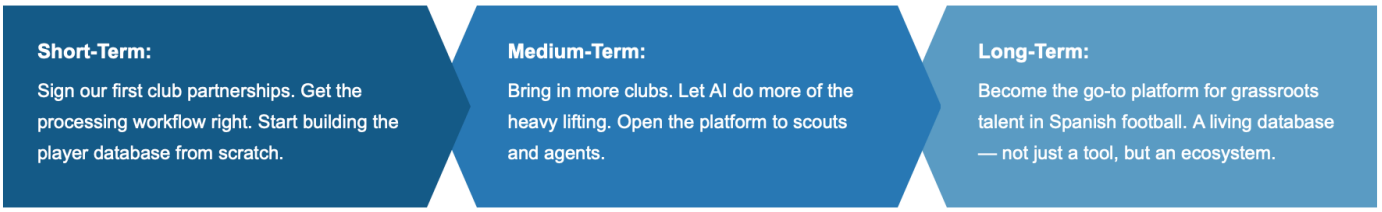
Figure 1.2 SCOUTING 4.0's market positioning in comparison to its competitors



Note: SCOUTING 4.0's market positioning in comparison to its competitors.Own Elaboration.

To better understand the growth of SCOUTING 4.0, *Figure 1.3* illustrates the expansion strategy, highlighting key objectives for the short, medium, and long term.

Figure 1.3 Expansion strategy, highlighting key objectives for the short, medium, and long term



Note: Expansion strategy, highlighting key objectives for the short, medium, and long term.Own Elaboration.

3.3.2 Short-Term Objectives

What the first phase is really about is proof. Before anything else, we need to demonstrate that this model works that it can deliver consistently, at the quality level we have committed to, across different clubs and different match types. Three operational benchmarks define success in this phase: each match must be processed in under five hours; every player profile must be validated by a club administrator before it goes live; and tagging variance between analysts working on comparable match types must stay below 10%.

These internal standards are not the only measure. We also track the commercial signal: whether clubs stay. A retention rate above 70% at the end of Year 1 tells us that what we are delivering has genuine value to the people receiving it that clubs are not just trying the platform but integrating it into how they work. If we hit that number, the model is validated and the focus shifts to growth. If we do not, it tells us something needs fixing before we scale.

3.3.3 Medium-Term Objectives

With operational reliability established, the priority becomes expansion of the database, the club network, and the platform's capabilities. Practically, that means bringing in more partner clubs, improving how players are indexed and searchable within the system, and progressively reducing the manual workload per match by integrating automation-assisted tools into the processing workflow.

Alongside this, the platform's role within the scouting ecosystem needs to broaden. Scouts, agents, and recruitment professionals should find the platform genuinely useful not as a secondary resource, but as a primary access point for non-professional player intelligence. The objective of this phase is to complete the transition from a service business that processes matches to an intelligence platform that recruitment professionals depend on.

3.3.4 Long-Term Objectives

By Years 4–5, match processing is no longer the defining activity it is the input to something larger. The strategic objective at this stage is for SCOUTING 4.0 to function as a centralised intelligence layer for non-professional football across Spain: a continuously expanding, AI-enhanced ecosystem connecting players, clubs, scouts, and agents through a database with genuine historical depth.

Two specific targets define this phase. First, geographic reach: we extend the platform's operations into 2–3 Spanish football regions beyond Madrid, replicating the model in new competitive environments. Second, financial durability: the business generates positive EBITDA through a revenue base that has diversified beyond club subscriptions alone including scout and agent access, advanced analytics, and strategic data partnerships.

3.3.5 Operational Objectives

To give these phases concrete operational direction, we applied the SMART framework across all three time horizons — short, medium, and long term. The resulting objectives are specific, measurable, and tied to defined timeframes that allow us to track progress and adjust course as the platform develops. The full breakdown is presented in Annex V.

4.0 MARKETING PLAN

4.1 Market Investigation

Understanding the competitive environment we are entering requires a close look at how the Spanish non-professional and semi-professional football segments

actually work who the buyers are, what they currently have access to, and where the structural gaps sit. That analysis is the foundation for everything that follows in this section.

4.1.1 Market Sizing — TAM / SAM / SOM

Quantifying the opportunity means working through three nested layers: the total market that could theoretically be served, the portion we can realistically reach in the near term, and what we can actually capture in the first two years of operation.

Total Addressable Market (TAM)

Across all competition levels, Spain has roughly 2.8 million registered football players (RFEF, 2023). The overwhelming majority of them play in environments regional leagues, provincial competitions, youth categories where structured digital scouting infrastructure either barely exists or does not exist at all. If we look at the club layer alone: with approximately 15,000 non-professional clubs active across Spain and an average subscription value of €150 per month per club, the theoretical ceiling of the market sits above €27 million in annual recurring revenue. That figure does not account for the scout and agent access tier, which at scale represents a significantly larger commercial opportunity on top.

Serviceable Addressable Market (SAM)

For now, our focus is Madrid. The city's football ecosystem contains over 130 active clubs distributed across the four competition tiers we are targeting Segunda Federación, Tercera Federación, Primera Autonómica, and Preferente. Priced at an average of €200 per club per month, full penetration of this market would generate approximately €3.1 million in annual recurring revenue. That is the ceiling we are working toward in this geography before considering expansion elsewhere.

Serviceable Obtainable Market (SOM)

What we expect to actually achieve in Years 1–2 is considerably more conservative: 15 to 20 active partner clubs, representing somewhere between

12% and 15% of the Madrid SAM. Translated into revenue, that range produces an estimated recurring base of €360,000 to €480,000 annually by the end of Year 2 a figure that runs consistently with the financial projections developed in Section 8.

4.2 Product / Service

Figure 1.4 illustrates Product/Service Life Cycle

Figure 1.4 Product/Service Visual Representation



Note: Own elaboration.

4.2.1 Design of the Product

The platform does not launch in its final form it grows into it. At the start, what we deliver is a structured documentation system: clubs get organised archives of their matches, basic event tags applied to the footage, and individual player profiles assembled from what was processed. That is the entry point, and it already gives clubs something most of them have never had.

What changes as scale increases is depth. More processed matches means more data per player, more competitions covered, more seasons of historical context. At that stage, the platform stops functioning primarily as an archive and becomes a searchable intelligence database one where users can pull up a player profile with a full performance history, browse categorised event libraries across multiple seasons, and evaluate players through a record that actually reflects how they perform over time, not just in a single match.

4.2.2 Progressive Automation Strategy

The platform starts with people trained analysts, standardised workflows, human judgement applied to every match. That is intentional. In the early phase, manual processing is how we ensure the data quality that makes everything else possible. As operational volume grows, automation-assisted tools are introduced progressively into the workflow, handling tasks where the pattern is repeatable and the margin for error is manageable.

The goal is not to remove analysts from the process. It is to reduce what each match demands of them: shorter turnaround times, less repetitive work, more capacity to handle volume without a proportional increase in headcount. There is also a compounding benefit: every event tagged manually in the early years feeds the proprietary training dataset that makes future automation more accurate. The analytical work done today is not just producing output it is building the technological infrastructure that will make the platform more scalable tomorrow (see Figure 1.5).

Figure 1.5 Progressive Automation Roadmap of SCOUTING 4.0

Development Phase	Operational Structure	Human Involvement	Technological Objective
Phase 1 | Manual Structuring	Manual tagging	High	Standardized football dataset
Phase 2 | AI Assisted Workflow	Semi-Automated segmentation	Medium | High	Reduce processing time
Phase 3 | Intelligent Database	Assisted player recognition	Medium	Improve scalability

4.3 Pricing

How we price reflects what we are trying to do in each phase. The structure is built to keep the platform accessible to grassroots and semi-professional clubs from day one, while creating the commercial foundation needed to grow sustainably over time.

4.3.1 Short-Term Pricing Strategy

Early on, simplicity is the priority. We enter the market with a straightforward monthly subscription deliberately uncomplicated, deliberately affordable. Maximising revenue in Year 1 is not the objective. Getting clubs onto the platform, processing their matches, and starting to build the first version of the player database is. The full pricing breakdown for this phase is in Annex VI.

4.3.2 Medium and Long-Term Pricing Strategy

As the database grows, so does the commercial model. Over the medium and long term, the platform moves from a service-led revenue structure toward one driven by the value of the database itself opening access to scouts, agents, and professional organisations through tiered subscription products. This expansion allows us to capture revenue from multiple market segments without raising barriers for the smaller clubs that were our entry point. Full detail on how the pricing evolves is in Annex VII.

4.3.3 Sponsorships and Partnerships

Building the right external relationships early reduces the cost of market entry, accelerates credibility, and opens doors that would otherwise take years to reach. Our partnership strategy is structured around three distinct types of collaboration each contributing something different to the platform's long-term positioning within the Spanish sports ecosystem. A complete list of targets and potential collaborators is in Annex VIII.

Academic and Research Partnerships

Working with Universidad Europea and Universidad Politécnica de Madrid gives us access to research infrastructure, technical development support, and a pipeline of analysts who understand both football and data. These relationships do more than support the current product they provide a structured route toward integrating more sophisticated AI capabilities into the processing workflow as the platform matures.

Sports-Tech Ecosystem Partnerships

Being present at events like the World Football Summit puts us in rooms with the investors, federation contacts, and industry executives who shape where sports technology goes next. Beyond the networking value, consistent participation signals something important: that SCOUTING 4.0 is building a scalable infrastructure business, not a local service operation (Ratten & Nanere, 2020).

Institutional and Federation Partnerships

As the platform grows, we want formal relationships with regional football federations. Those partnerships would open access to official competition data, create joint visibility initiatives for youth players, and give the platform an institutional endorsement that would materially accelerate club adoption across new geographies.

4.4 Distribution

Getting clubs on board requires being close to them physically, relationally, and operationally. Our distribution strategy is anchored in direct proximity to the football environments we are targeting, with clubs as the primary entry point into every market.

4.4.1 Initial Market Entry

Madrid is where we start. The concentration of non-professional clubs, the density of competitive activity, and the established semi-professional infrastructure make it the most logical and productive environment in which to validate the model. A detailed breakdown of Madrid's non-professional club landscape is in Annex IX.

4.5 Communication and Marketing Strategy

Our communication approach is narrow by design. The B2B nature of the model and the trust-dependent culture of grassroots football mean that broad marketing spend would be largely wasted. What works here is direct, consistent, relationship-driven contact knowing who we are talking to, what they need, and showing up with something genuinely useful.

4.5.2 Digital Presence

We maintain a lean but professional digital footprint: a dedicated website and a focused LinkedIn presence directed at the Spanish football and sports-tech community. The website does three things explains the platform's value proposition clearly enough that a club administrator or investor can understand it without a call, establishes enough institutional credibility to make new contacts take us seriously, and serves as a reference point and documentation hub for clubs already on the platform.

4.5.3 Industry Presence and Visibility

At sector events — particularly the World Football Summit in Madrid — we show up with a clear position. The purpose is twofold: to build visibility with the investor and federation community that shapes where sports technology investment flows, and to establish SCOUTING 4.0 as a recognised participant in the football intelligence conversation in Spain — not a peripheral actor, but one with something substantive to say.

5. PLAN OF OPERATIONS

Running a digital scouting platform does not require much physical infrastructure but it does require an internal structure that is clear, repeatable, and built to scale. What follows explains how SCOUTING 4.0 is organised to deliver consistently from day one.

5.1 Physical Location

There is no fixed office. Everything we do runs digitally, and the team operates from a shared coworking space in Madrid used as a base for coordination, meetings, and club-facing interactions. The choice of Madrid is not arbitrary. Being embedded in one of Europe's most active football regions gives us something no remote setup can replicate: direct, ongoing proximity to the clubs we are building for. At this stage of development, that physical closeness is essential for acquiring new partners, maintaining existing relationships, and building the kind of trust that institutional contacts and agents require before they engage seriously.

5.2 Materials and Equipment

The equipment setup is deliberately minimal. High-performance laptops handle the video processing and tagging workload; cloud-based infrastructure manages database storage and remote access. There is no server hardware, no physical archive, no capital-intensive setup that would create fixed cost drag as we grow. The cloud approach means that every time we bring on a new club or add an analyst to the team, the infrastructure scales with us no additional capital expenditure required, no capacity ceiling to plan around (Backblaze, 2024).

5.2.1 Operational Processes

Because clubs send their footage directly to us, we never need to be at the match. That frees the entire operational effort to focus on what actually creates value: turning raw video into organised, categorised, searchable intelligence. The production process runs through six sequential stages:

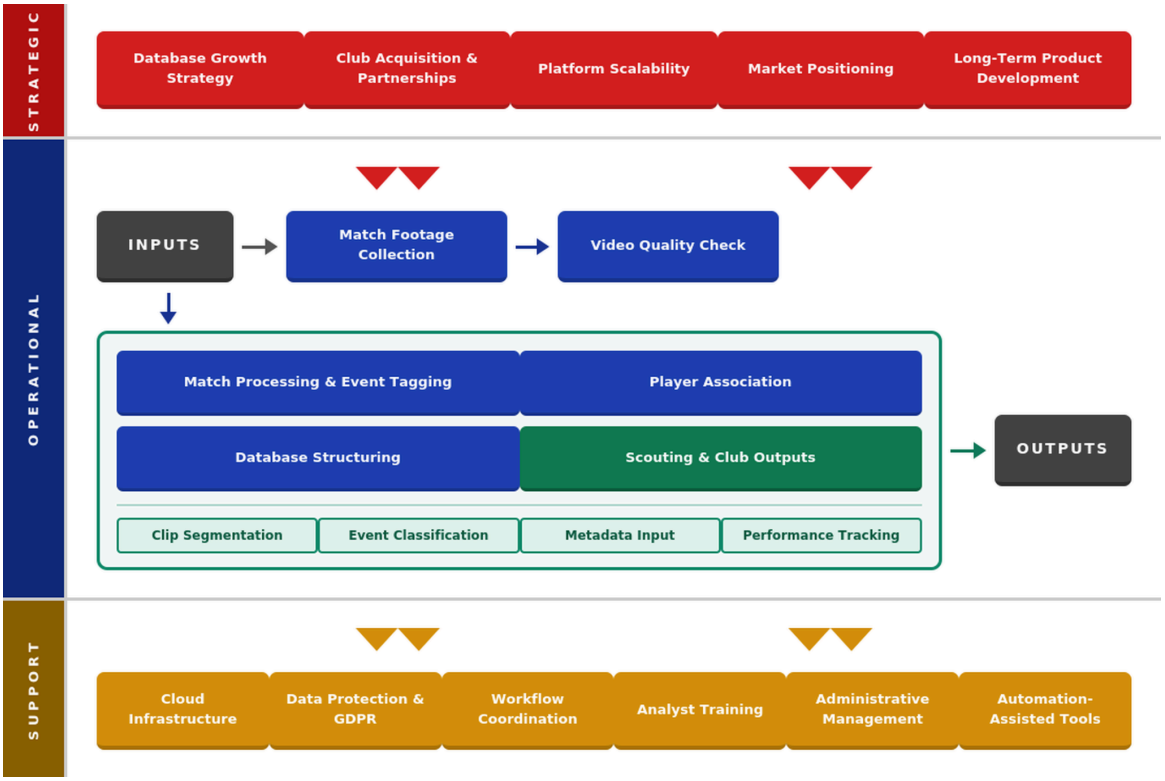
1. **Video Input.** Partner clubs upload their match recordings to the SCOUTING 4.0 cloud via a standardised submission process.
2. **Video Quality Check.** Before any tagging begins, each file is assessed for minimum usability standards image resolution, camera positioning, match completeness, and the ability to identify individual players.
3. **Manual / Assisted Tagging Layer.** Analysts work through the match footage and apply the event taxonomy. In the first operational phase this is predominantly manual work; automation-assisted tools are introduced progressively as the training dataset builds.

4. **Player Association.** Every tagged action is linked to the correct player profile, building out a cross-match performance record that accumulates over time.
5. **Database Structuring.** Processed clips and their associated metadata are stored in a centralised database, searchable across player, team, position, match date, event type, and competition level.
6. **Scouting Access Layer.** The finished output reaches clubs, scouts, agents, and other platform users in the form of structured player profiles and searchable video intelligence accessible directly through the platform.

5.3 Company Processes

Internally, SCOUTING 4.0 operates across three distinct layers: the strategic level, where direction and priorities are set; the operational level, where matches are processed and value is produced; and the support level, where infrastructure, compliance, and coordination keep everything running. Each layer has a defined role, and the three together determine how the platform develops, maintains quality, and scales without losing consistency (see Figure 1.6).

Figure 1.6 Operational Process Map: Strategic, Operational and Support Activities



Note: Operational Process Map based on the internal workflow of SCOUTING 4.0. Cloude.ai Elaboration.

5.3.1 Strategic Processes

Strategic processes define how SCOUTING 4.0 evolves over time. At the beginning of each operational cycle, the management team sets priorities such as the number of active partner clubs, total matches processed, and overall expansion of the player database.

5.3.2 Match Processing Time Analysis

In the initial operational phase, SCOUTING 4.0 relies on a structured human-assisted. The estimated processing time for a standard grassroots football match ranges between approximately 4.5 and 8 hours depending on: video quality, match intensity, number of tagged events and player visibility conditions. The estimated match processing time structure is shown in annex X.

5.3.3 Event Taxonomy and Data Standardization

The platform does not simply store video clips, but organizes football actions based on predefined protocols. The event taxonomy is structured into three progressive layers:

- macro event categories,
- specific football actions,
- and contextual data.

At the first level, actions are grouped into broad football categories At the second level, each macro category is subdivided into more specific football events. The third level introduces contextual metadata linked to each event. This structure is fundamental because it creates a consistent football language across the entire database. (Memmert & Rein, 2018). Each category is shown more in depth in *Table 3*.

Table 3. General Example of SCOUTING 4.0 Event Taxonomy Structure

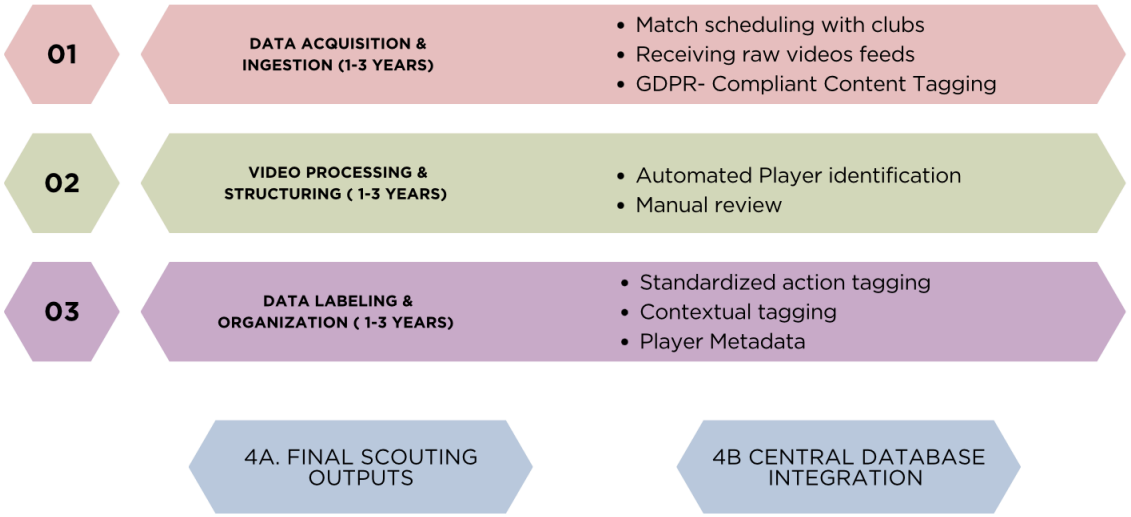
Event Tagging Taxonomy		
How we classify actions on the pitch:		
Macro Category	**Specific Actions**	**Metadata Examples**
Passing Actions	• Progressive Pass • Through Ball	• Minute • Player • Distance
Defensive Actions	• Tackle • Interception • Ball Recovery	• Foot used • Field zone • Pressure
Shooting Actions	• Shot on Target • Offensive Header	• Shot zone • Foot used • Distance
Aerial Duels	• Offensive Header • Defensive Header	• Field zone • Minute • Player
Transitions	• Counterattack situation • Transitions • Ball Recovery	• Field zone • Pressure • Minute
Goalkeeper Actions	• Save • Ball Recovery	• Shot zone • Counterattack situation • Minute

Note: General Example of SCOUTING 4.0 Event Taxonomy Structure. Own Elaboration.

5.4 Flow Diagram

The following diagram in *Figure 1.7* illustrates the short-term operational flow of SCOUTING 4.0 during its first three years.

Figure 1.7 ***Short-Term Operational Flow***



Note: Own elaboration.

5.5 Process Sheet

To maintain operational flexibility while adapting to different club needs, SCOUTING 4.0 structures its services across multiple processing levels. The following tables (*Tables 4, 5 & 6*) present the specific process sheets for each subscription level.

The first operational level focuses on essential match organization and player visibility. This level is designed to provide clubs and players with structured and accessible football footage while supporting the first stage of database accumulation.

Table 4. Level 1 Subscription

Level 1 — Get On the Map	
What this tier is built for:	
Built for:	• Grassroots clubs taking their first step into digital scouting • Academies with zero existing data infrastructure • Teams that want their players seen
What we deliver:	• Full match upload, cloud storage and structured archiving • Core event tagging — passes, shots, tackles, goalkeeper actions • Individual player clips, ready to share • A searchable digital profile for every player on the pitch
The value unlock:	• Raw footage becomes structured, searchable scouting content • Players gain digital visibility for the first time • Every match adds to a database that compounds in value
How we track success:	• Matches processed per month • Player profiles live on platform • Average processing turnaround
Delivery commitments:	• Match ready within 72 hours of submission • Player profile live within 5 working days
Not included at this tier:	• Advanced event classification or tactical metadata • Cross-match longitudinal player tracking

Note: Level 1 Subscription. Own elaboration.

Table 5. Level 2 Subscription

Level 2 — Build the Intelligence Layer	
What this tier is built for:	
Built for:	• Competitive academies ready to go beyond basic organisation • Semi-professional clubs that want recruitment-ready data • Organisations investing in player development tracking
What we deliver:	• Deep event classification — progressive passes, duels, transitions, defensive recoveries • Contextual metadata — field zones, match situations, positional context • Players tracked across multiple matches, building longitudinal records • Advanced search and filtering across every profile
The value unlock:	• The platform shifts from a video library to a genuine scouting tool • Player profiles grow richer with every match processed • Scouts and recruitment teams can actually act on the data
How we track success:	• Event classification accuracy rate • Share of players with multi-match tracking • Scout engagement depth on platform
Delivery commitments:	• Batch processing within 48 hours • Longitudinal profiles active for 60%+ of indexed players
Not included at this tier:	• Full recruitment dossier generation • Multi-season longitudinal analysis

Note: Own elaboration. Level 2 Subscription Level

Table 6. Level 3 Subscription

Level 3 — Full Scouting Infrastructure	
What this tier is built for:	
Built for:	• High-performance academies and professional recruitment departments • Organisations that need intelligence, not just footage • Scouts and agents building long-term player pipelines
What we deliver:	• Continuous player tracking across matches, competitions and seasons • Tactical and situational tagging — pressure, transitions, role-specific actions • Recruitment-ready player dossiers and structured comparison tools • Priority processing and full platform access
The value unlock:	• A complete intelligence layer — from raw footage to actionable recruitment data • Historical player archives that support long-term development strategy • The most advanced output SCOUTING 4.0 produces
How we track success:	• Recruitment dossiers delivered per quarter • Scout-to-recruitment conversion rate • Premium tier retention rate
Delivery commitments:	• Full dossier delivered within 5 working days • AI model accuracy reviewed quarterly
Not included at this tier:	• Longitudinal analysis requires sufficient indexed match history per player • All AI-assisted outputs validated by lead analyst before delivery

Note: Level 3 Subscription. Own elaboration.

5.6 Risk Analysis and Mitigation

Every early-stage business model carries risks. SCOUTING 4.0 identifies four primary risk categories and defines specific mitigation strategies for each.

5.6.1 Operational Risk | Processing Quality and Consistency

The most immediate operational risk is inconsistency across analysts working on different match types, competition levels, or footage qualities. A single poorly processed match can affect the accuracy of a player's longitudinal profile and undermine club confidence in the platform.

Mitigation: SCOUTING 4.0 implements a protocol in which all outputs are subject to a quality audit before publication. Weekly calibration sessions between analysts ensure ongoing consistency as the team scales.

5.6.2 Commercial Risk | Club Acquisition and Retention

In the early stage, the platform is entirely dependent on the willingness of a small number of clubs to submit footage consistently and maintain their subscriptions. The loss of a club in Year 1 would represent both a financial and reputational setback.

Mitigation: The co-founders maintain direct personal contact with club administrators throughout the first year, ensuring that any friction or dissatisfaction is identified and resolved before it escalates to churn.

5.6.3 Technological Risk | Automation Dependency

As the platform evolves toward AI-assisted processing, there is a risk that automation tools fail to meet the accuracy standards required for recruitment-oriented scouting outputs.

Mitigation: Automation is introduced incrementally, beginning with lower-stakes tasks such as clip segmentation and timestamp detection, before progressing to more complex operations such as event classification and contextual tagging.

5.6.4 Regulatory Risk | GDPR and Youth Data Governance

Working with youth player data in Spain requires compliance with GDPR, the Ley Orgánica de Protección de Datos (LOPD GDD), and specific regulations governing the image rights of minors.

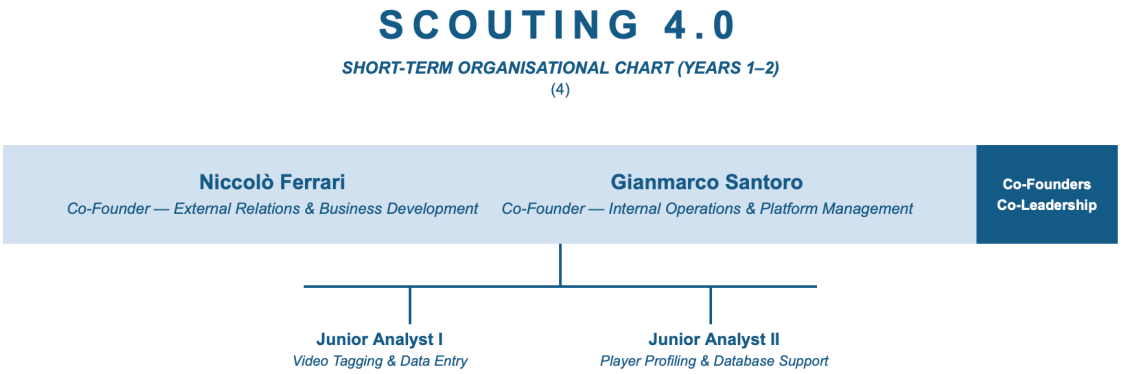
Mitigation: The company engages a specialist data protection consultant during the pre-launch phase to validate the consent framework and ensure that all operational processes meet the requirements of Spanish and European data protection law.

6. HUMAN RESOURCE PLAN

6.1 Organizational Chart

Figure 1.8 illustrates the short-term organizational structure of SCOUTING 4.0. The setup reflects an early-stage configuration designed to keep the organization lightweight.

Figure 1.8 Short-Term Organizational Chart



Note: Short-term organizational chart illustrating SCOUTING 4.0's initial structure with 4 key roles. *Own elaboration.*

6.1.1 Executive Management

Co-Founders

The executive layer is fully managed by the two Co-Founders, who act as Managing Directors and hold full responsibility over strategic and operational decisions. At this stage, the Co-Founders do not draw any fixed salary or compensation from the company. Their involvement is based on equity participation and long-term value creation.

6.1.2 Operations Department

Junior Video Analysts

The operational function of SCOUTING 4.0 is handled by two Junior Video Analysts who form the execution core of the platform. Their responsibility is on processing match footage into structured analytical content following predefined internal workflows.

6.2 Talent Profile & Recruitment Strategy

6.2.1 Contractual Model & Cost Structure

The company primarily uses freelance agreements and part-time collaborations. In the Madrid market, junior video analyst profiles range between approximately €900 and €1,300 gross per month. Under formal employment contracts, social security contributions increase total cost by 30% to 35%. As a result, the estimated monthly cost ranges between €1,000 and €1,500.

6.2.2 Training and Internal Development

SCOUTING 4.0 ideal analyst profile combines three elements: a genuine understanding of football at the non-professional level, a basic familiarity with video analysis tools and data organisation principles, and the capacity to follow structured workflows with consistency. The company does not require candidates to arrive with pre-existing video analysis expertise. The SCOUTING 4.0 operational training program, embedded directly into real match processing workflows from day one, is designed to develop the specific competencies the platform requires. As the platform scales and specialisation increases, the talent profile will evolve toward more differentiated roles.

7. LEGAL PLAN

7.1 Choice of Legal Form

SCOUTING 4.0 is structured as a Sociedad de Responsabilidad Limitada (S.L.). From a financial and fiscal perspective, the S.L. framework allows access to a standard corporate taxation system, including the reduced 15% corporate tax rate applicable to new companies during their initial profitable years.

7.2 Constitution of the Company

Figure 1.9 presents the full incorporation workflow, outlining each administrative step required to legally establish the company.

Figure 1.9 Administrative & Legal step for the establishment of a Spanish company

Step	Details
1	**Company Name Reservation** Verification and reservation of the corporate name "SCOUTING 4.0" to ensure legal uniqueness. **Authority:** Registro Mercantil Central **Outcome:** Official company name certificate
↓	
2	**Opening Corporate Bank Account** Creation of a business bank account for the future company and deposit of the initial share capital. **Authority:** Spanish Banking Institution **Outcome:** Bank certificate confirming capital deposit
↓	
3	**Deposit of Share Capital** Payment of the minimum required share capital according to Spanish corporate regulations. **Authority:** Spanish Banking Institution **Outcome:** Proof of capital contribution
↓	
4	**Notarial Deed of Incorporation** Formal signing of the company's deed of incorporation before a public notary. **Authority:** Spanish Notary Office **Outcome:** Official deed of incorporation
↓	
5	**Registration with Registro Mercantil** Submission and registration of the company documentation to complete the legal incorporation process. **Authority:** Registro Mercantil **Outcome:** Legal constitution of the company
↓	
6	**Issuance of Tax Identification Number (NIF)** Registration with the Spanish Tax Agency to obtain the company's fiscal identification number. **Authority:** Agencia Tributaria **Outcome:** NIF enabling commercial operations and invoicing

Note: Figure based on IPYME (2025), Seguridad Social (2025), and LawyersSpain.eu (2025) (Own elaboration).

7.3 Start-Up Formalities and Compliance

Once incorporated, SCOUTING 4.0 must complete a series of administrative and regulatory formalities. The company will activate a registered business address (domicilio social) through a professional coworking or business domiciliation service in Madrid. This address is used for tax registration, corporate filings, and official communications with public authorities. In parallel, SCOUTING 4.0 will submit Form 036 to the Spanish Tax Agency (Agencia Tributaria) to formally declare its economic activity, confirm its operational start date, and register for applicable tax obligations such as VAT (IVA) and Corporate Income Tax (Impuesto sobre Sociedades).

8.0 FINANCIAL PLAN

8.1.1 Initial Investment and Sources of Financing

The estimated initial operational investment required to launch the company is approximately €8,000. To ensure stability the company will be financed through a long-term bank loan of €50,000. The combined financing base of €58,000 is sized to support the platform through its most operationally demanding phase the period between launch and the point at which club subscription revenues become self-sustaining (see *Figure 2*).

Figure 2. Initial Investment

Initial Investment (Year 0)	
Initial Investment Area	**Cost**
High-performance laptops & monitors	€3,200.00
Cloud infrastructure & storage setup	€850.00
Website & branding	€1,000.00
Legal incorporation & GDPR setup	€1,200.00
Initial marketing & networking	€750.00
Miscellaneous operational reserve	€1,000.00
TOTAL INITIAL INVESTMENT	**€8,000.00**

Note: Initial investment and sources of financing (own elaboration).

8.2 Balance Sheet

The company's financial health and stability are summarized in the Balance Sheet (see Figure 2.1).

Figure 2.1 Balance Sheet

BALANCE SHEET
Initial Balance Sheet (Year 1)

Based on the Spanish General Accounting Plan

Assets	
Non-current Assets	
€3,200.00	217 – Laptops & Monitors
€850.00	206 – Cloud Infrastructure Setup
€1,000.00	218 – Website & Branding
€1,200.00	623 – Legal & GDPR Setup
€750.00	214 – Initial Marketing & Networking
€1,000.00	Miscellaneous Operational Reserve
€8,000.00	***Total Non-current Assets***
Current Assets	
€57,000.00	572 – Bank
€57,000.00	***Total Current Assets***
€65,000.00	**TOTAL ASSETS**

Liabilities + Net Worth	
Equity	
100 – Share Capital (Equity – Own Funds)	€15,000.00
Total Equity	**€15,000.00**
Non-current Liabilities	
170 – Long-term Bank Loan	€50,000.00
Total Liabilities	**€50,000.00**
TOTAL LIABILITIES + EQUITY	**€65,000.00**

Investments	Value	Useful Life	Amortization & Depreciation
Laptops & Monitors	€3,200.00	4	€800.00
Cloud Infrastructure & Storage Setup	€850.00	4	€212.50
Website & Branding	€1,000.00	1	€1,000.00
Legal Incorporation & GDPR Setup (non-depreciable)	€1,200.00	–	–
Initial Marketing & Networking	€750.00	1	€750.00
Miscellaneous Operational Reserve (non-depreciable)	€1,000.00	–	–
Total Investment	**€8,000.00**		**€2,762.50** Total A&D
Fund Provision (10%)	€800.00		

	Quantity	Weight	Cost	Cost after tax
Total Resources	€65,000.00			**6.46% WACC**
Equity (Own Funds)	€15,000.00	23.08%	8%	8%
Debt Loan	€50,000.00	76.92%	8.00%	6.00%

Note: Own elaboration.

Income Statement — Year 1

The following *Figure 2.2* shows the projected financial performance of SCOUTING 4.0 during its first year of activity.

As an early-stage startup, the company focuses primarily on building its operational structure, acquiring its first partner clubs, and developing the initial version of its football intelligence database. Revenue in Year 1 is generated mainly through club subscriptions, player services, and early partnership. At the same time, expenses remain relatively controlled due to the lean business model.

Figure 2.2 ***One -Year Income Statement under the Realistic Scenario***

Income Statement — Year 1	
Revenue	
Club Subscriptions	€12,960.00
Advanced Club Services	€2,000.00
Scout & Agent Access	–
Player Premium Profiles	€1,500.00
Partnerships & Sponsorships	€2,500.00
TOTAL REVENUE	**€18,960.00**
Operating Expenses	
Freelance Analysts	(€4,000.00)
AI & Automation Tools	–
Cloud & Storage	(€850.00)
Software Tools	(€1,200.00)
Marketing & Networking	(€750.00)
Travel & Club Meetings	(€500.00)
Legal & Compliance	(€1,200.00)
Coworking & Operations	(€1,200.00)
Technology Development	–
TOTAL OPERATING EXPENSES	**(€9,700.00)**
EBITDA	**€9,260.00**
Amortizations & Depreciations	(€2,762.50)
EBIT (Operating Profit)	**€6,497.50**
Interest on Loan (8%)	(€4,000.00)
EBT (Profit Before Tax)	**€2,497.50**
Income Tax (25%)	(€624.38)
NET PROFIT	**€1,873.13**

Note: Own elaboration.

Five Year Projection & Cash Flow

The following *Figure 2.3* presents the projected financial evolution of SCOUTING 4.0 over its first five years of activity. The EBITDA and cash flow projections illustrate the transition of SCOUTING 4.0 from an early-stage operational startup into a more scalable platform.

Figure 2.3 ***Five-Year Income Statement under the Realistic Scenario***

EBITDA Projection & Cash Flow						
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Income						
Club Subscriptions		€12,960.00	€51,840.00	€99,840.00	€245,700.00	€557,700.00
Advanced Club Services		€2,000.00	€8,000.00	€15,600.00	€42,250.00	€91,000.00
Scout & Agent Access		–	€3,000.00	€9,100.00	€29,250.00	€78,000.00
Player Premium Profiles		€1,500.00	€5,000.00	€7,800.00	€16,250.00	€29,250.00
Partnerships & Sponsorships		€2,500.00	€7,500.00	€13,000.00	€29,250.00	€58,500.00
TOTAL INCOMES		**€18,960.00**	**€75,340.00**	**€145,340.00**	**€362,700.00**	**€814,450.00**
Expenses						
Freelance Analysts		€4,000.00	€12,000.00	€14,500.00	€18,000.00	€22,000.00
AI & Automation Tools		€0.00	€0.00	€12,000.00	€38,000.00	€98,000.00
Cloud & Storage		€850.00	€2,000.00	€3,800.00	€8,700.00	€21,800.00
Software Tools		€1,200.00	€2,500.00	€4,200.00	€7,500.00	€15,000.00
Marketing & Networking		€750.00	€2,000.00	€7,200.00	€17,500.00	€39,000.00
Travel & Club Meetings		€500.00	€1,500.00	€4,600.00	€9,800.00	€21,000.00
Legal & Compliance		€1,200.00	€1,500.00	€3,000.00	€6,000.00	€10,000.00
Coworking & Operations		€1,200.00	€3,000.00	€6,500.00	€13,000.00	€24,500.00
Technology Development		€0.00	€4,000.00	€12,300.00	€32,000.00	€72,000.00
TOTAL EXPENSES		**€9,700.00**	**€28,500.00**	**€72,100.00**	**€150,500.00**	**€323,300.00**
EBITDA		**€9,260.00**	**€46,840.00**	**€73,240.00**	**€212,200.00**	**€491,150.00**
Amortizations & Depreciations		**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**
EBIT		**€6,497.50**	**€44,077.50**	**€70,477.50**	**€209,437.50**	**€488,387.50**
Income Tax (25%)		**€1,624.38**	**€11,019.38**	**€17,619.38**	**€52,359.38**	**€122,096.88**
NOPLAT (Net Operating Profit Less Adjusted Taxes)		**€4,873.13**	**€33,058.13**	**€52,858.13**	**€157,078.13**	**€366,290.63**
Amortizations & Depreciations		**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**
Operating Free Cash Flow		**€7,635.63**	**€35,820.63**	**€55,620.63**	**€159,840.63**	**€369,053.13**
CAPEX (Capital Expenditures)	**€8,000.00**					
Cash Flow	**-€8,000.00**	**€7,635.63**	**€35,820.63**	**€55,620.63**	**€159,840.63**	**€369,053.13**

Note: Own elaboration.

8.3 Financial Scenario Analysis

To provide a more complete picture of SCOUTING 4.0's financial trajectory, the following section presents a three-scenario analysis covering the realistic, conservative, and optimistic projections across the first five years of operation.

8.3.1 Scenario Assumptions

All three scenarios share the same cost structure and initial investment base (€8,000 operational investment, €50,000 long-term financing). The scenarios differ in their assumptions about club acquisition pace, average subscription value, and the speed at which scout and agent access revenues materialise. A more in detail fo Conservative and Optimistic Projection is shown in *Annex XI* .

9. SOCIAL RESPONSIBILITY

9.1 Sustainability (CSR) Framework

SCOUTING 4.0's CSR framework is grounded in the United Nations 2030 Agenda for Sustainable Development, with direct alignment across three primary goals, see Annex XII for the visual representation.

SDG 8 — Decent Work and Economic Growth

SCOUTING 4.0 creates employment opportunities for early-career professionals in the sports-tech sector. Junior analysts develop practical skills in video analysis, data organisation, and football intelligence within a real operational environment. The company's commitment to formalised employment contracts rather than purely informal or precarious arrangements supports the development of sustainable career pathways.

SDG 9 — Industry, Innovation and Infrastructure

The platform directly contributes to the digital infrastructuring of the non-professional football sector. By applying standardised data processing, cloud-based architecture, and progressive AI integration to grassroots football, SCOUTING 4.0 introduces a category of technological infrastructure that did not previously exist at this level of the football pyramid.

SDG 10 — Reduced Inequalities

Perhaps the most direct social impact of SCOUTING 4.0 relates to the reduction of informational inequality in talent identification. SCOUTING 4.0 directly addresses this inequality by creating digital profile for every player processed through the system, regardless of club size, competition level, or geographic location

Scouting 4.0 commitment to social responsibility is structured around several key pillars (see *Figure 2.4*).

Figure 2.4 ***SCOUTING 4.0's CSR Goals***



Note: Own elaboration.

10. TO START-TIMELINE

The Complete To-Start Timeline is presented in Annex XXXII.

11. CONCLUSIONS

SCOUTING 4.0 is built on a straightforward observation: Spanish grassroots football generates an enormous amount of talent that the current system is structurally incapable of identifying.

The platform does not attempt to solve this problem by creating new football activity or disrupting established professional scouting systems. It solves it by organising what already happens every weekend, on pitches across Madrid into structured aND searchable intelligence that clubs, scouts, agents, and players can actually use.

The model is designed to be durable. Club subscriptions in the early years are not the business, they are the mechanism by which the business is built. Every match processed adds to a proprietary database that becomes progressively harder to replicate, more valuable to the stakeholders who depend on it, and more strategically defensible against any competitor who attempts to enter the space later. The longer the platform operates, the more advantaged it becomes.

From a financial perspective, the model is designed around different revenue channels that evolve in time. Club subscriptions provide the initial revenue base and generate the data assets from which scout and agent access revenues are subsequently unlocked. This staged approach ensures that commercial expansion is always supported by a corresponding increase in platform value — rather than preceding it.

The Madrid ecosystem provides the ideal environment to validate and refine the model before extending it. With over 130 active non-professional clubs, structured competition tiers, and a dense concentration of football talent.

The long-term vision of SCOUTING 4.0 is not defined by the number of clubs served or matches processed, but by the strategic position the platform occupies within the Spanish football intelligence ecosystem. A continuously expanding, proprietary, and historically deep database of non-professional players represents an asset that does not currently exist in the market.

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ANNEXES

Annex I. Entrepreneur profiles

Professional trajectories are summarized in the profile matrix (see *Table 7*).

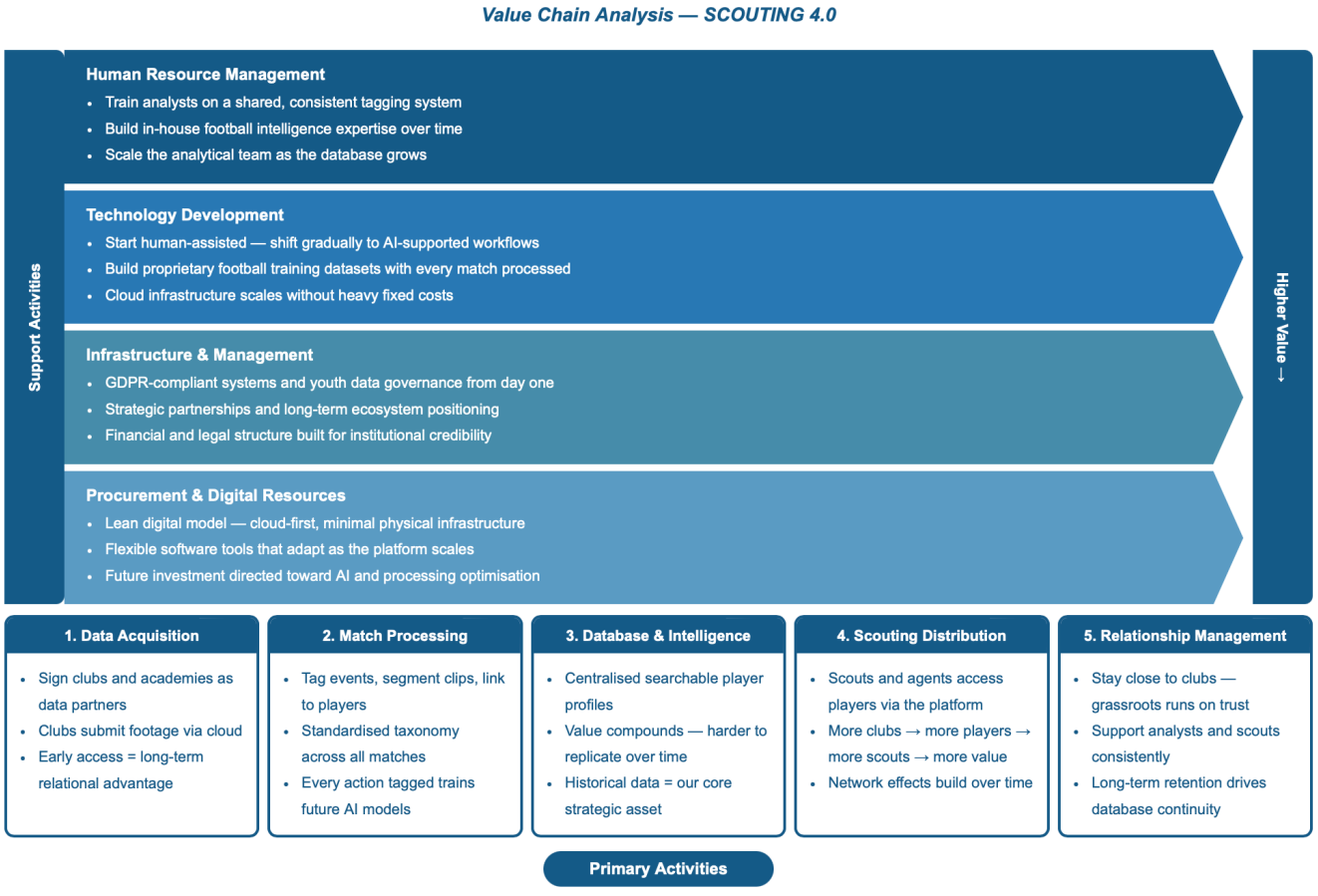
Table 7. ***Entrepreneur profiles professional background***

CEO & Founder	Professional background
Niccolò Ferrari & Gianmarco Santoro	Both founders have completed professional internships in the fields of scouting that made them gain a realistic understanding of the Spanish football industry. Their main motivation is to be driven by a shared ambition and build a tool that actually works to enter the sports sector as innovators. To ensure the technical and commercial viability of SCOUTING 4.0, the founders conducted a formal evaluation using the Talentue assessment. This diagnostic tool was utilized to objectively measure entrepreneurial potential, focusing on motivation, managerial aptitude, and professional core competencies.

Annex II. Internal analysis

The Scouting 4.0 value chain functions as a vertical operating system that industrializes the transformation of raw football matches into structured, monetizable information assets through four integrated layers. This process is structured to ensure that value emerges not from isolated activities, but from the coherence and continuity of the information flow across the entire local football ecosystem (see *Figure 2.5*).

Figure 2.5 *Value Chain analysis for Scouting 4.0*

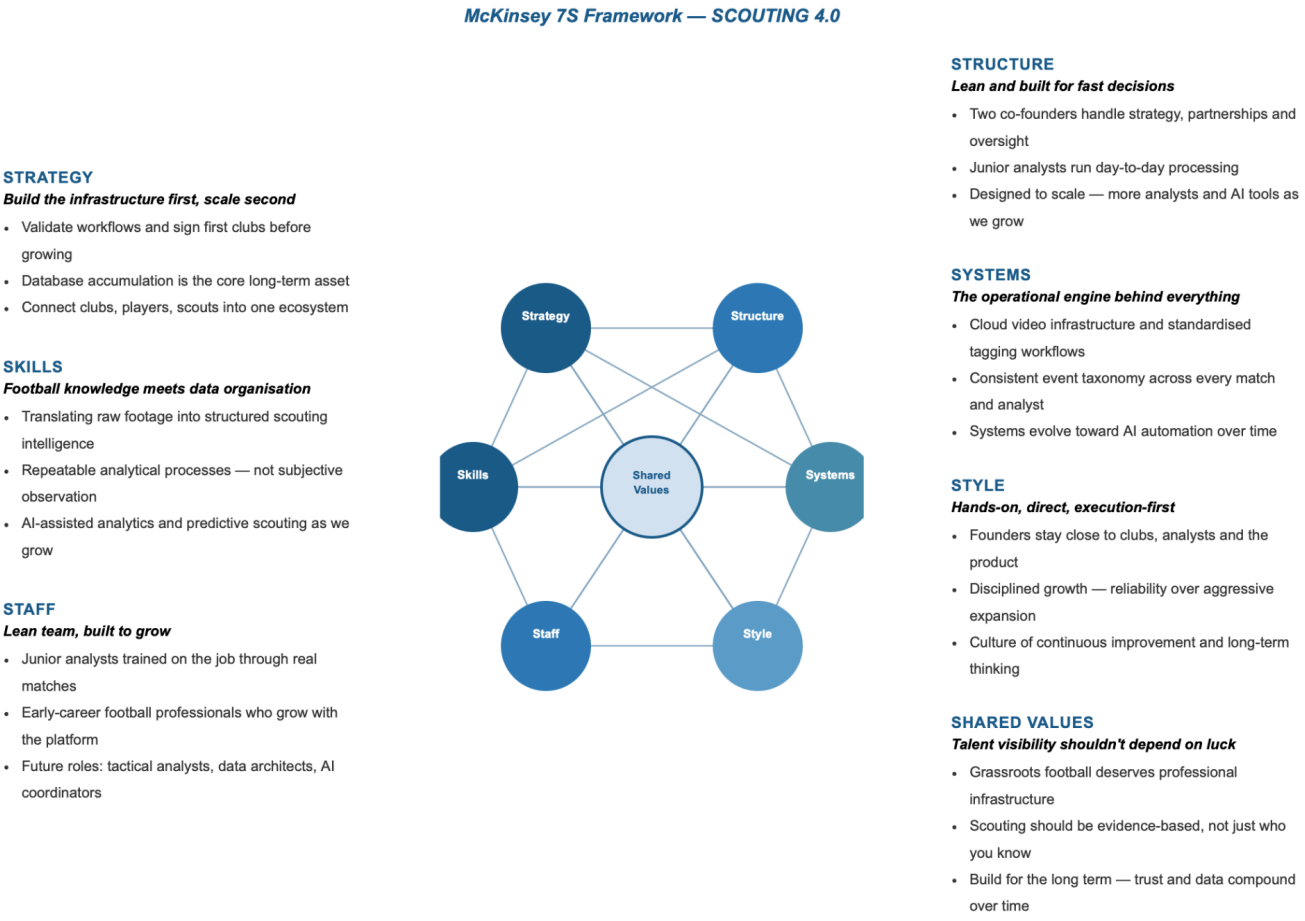


Note: Value Chain analysis for Scouting 4.0. Own elaboration.

Annex III. McKinsey 7S

The internal coherence of the company's strategic elements is analyzed through the McKinsey 7S framework (see *Figure 2.6*).

Figure 2.6 ***Alignment of Scouting 4.0 ecosystem***

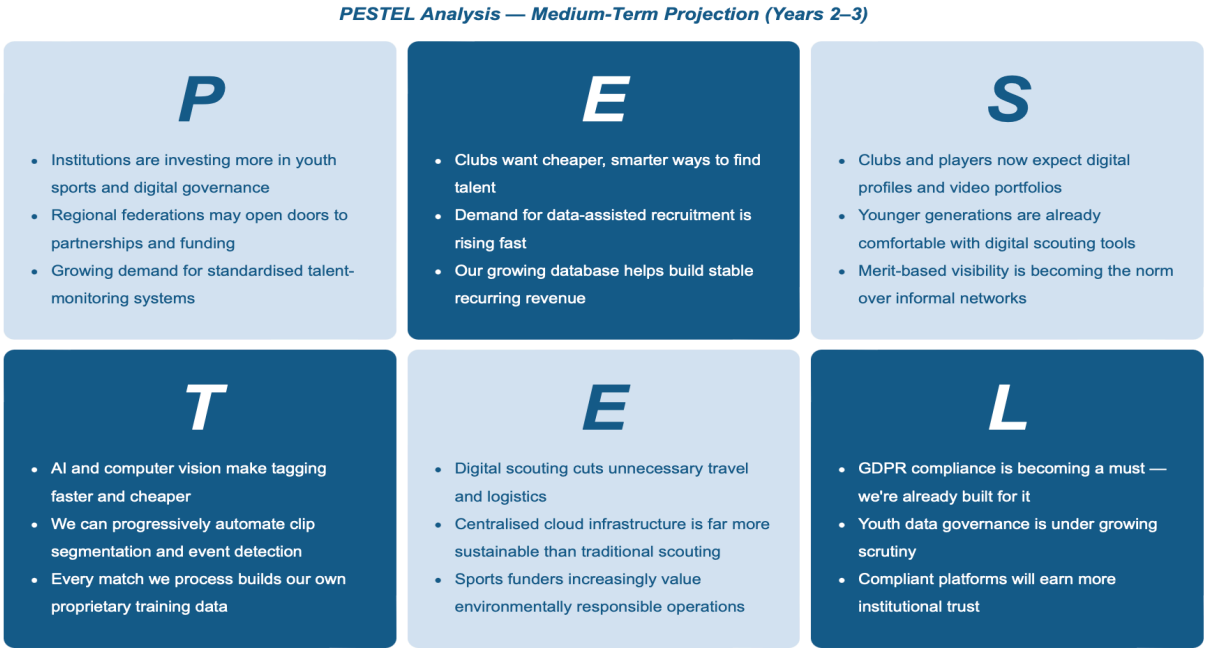


Note: Alignment of Scouting 4.0 ecosystem. Own elaboration.

Annex IV. Medium and Long-Term PESTEL Projection

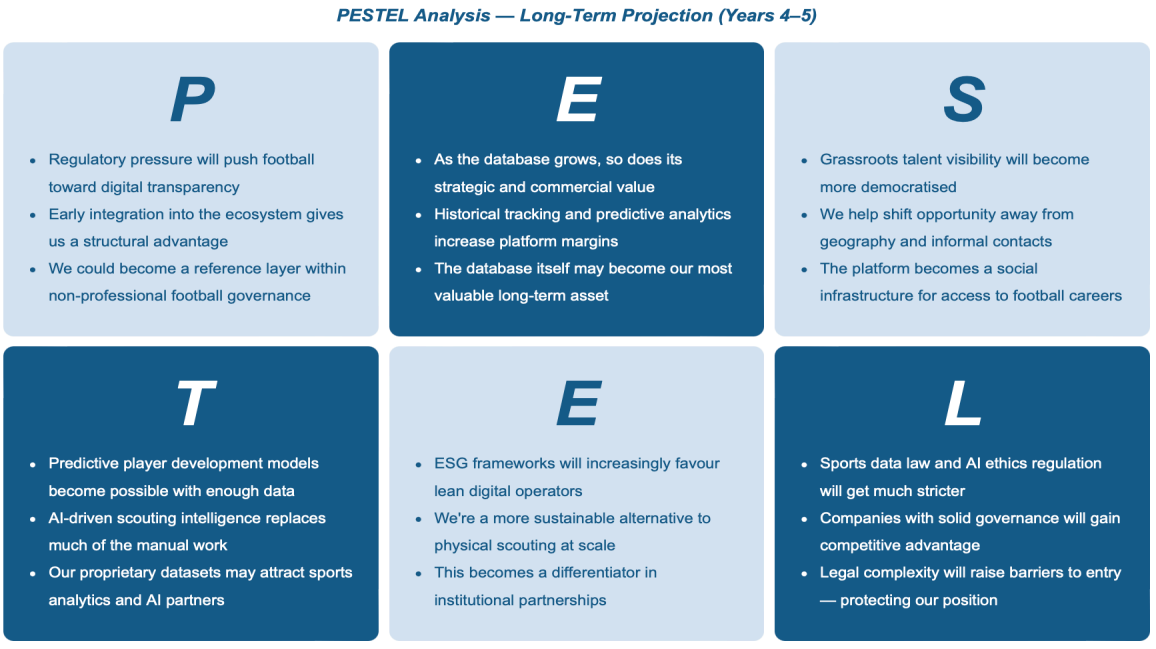
The external macro-environmental factors impacting our strategy are analyzed through the PESTEL framework. The projections for the medium and long term are illustrated below (see *Figures 2.7 & Figure 2.8*).

Figure 2.7 ***Medium Term Projection***



Note: Own elaboration.

Figure 2.8 ***Long Term Projection***

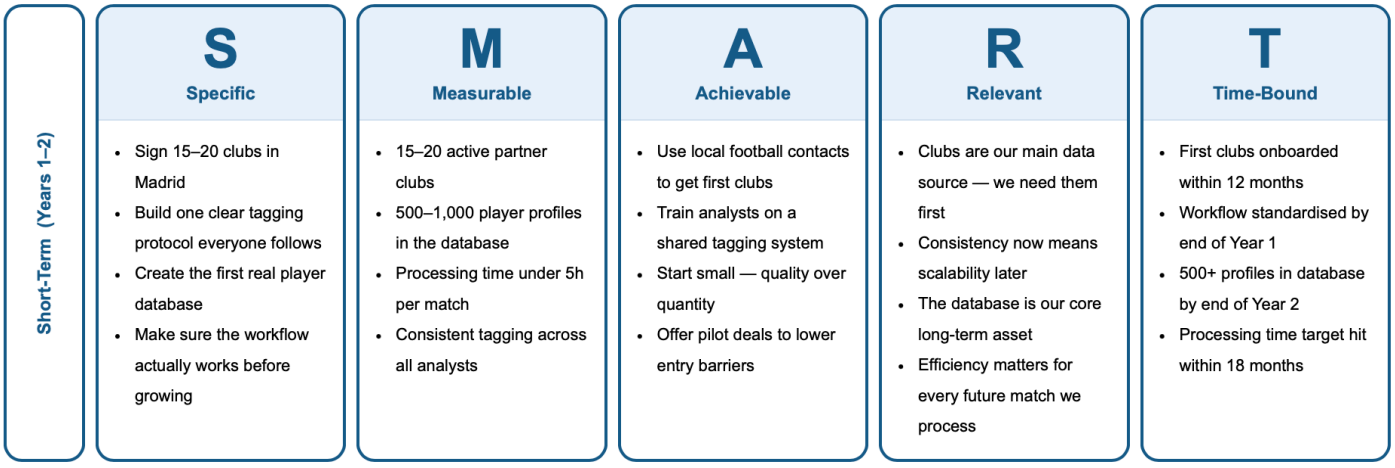


Note: Own elaboration.

Annex VI. Operational objectives | SMART Short Term; Medium Term and Long Term

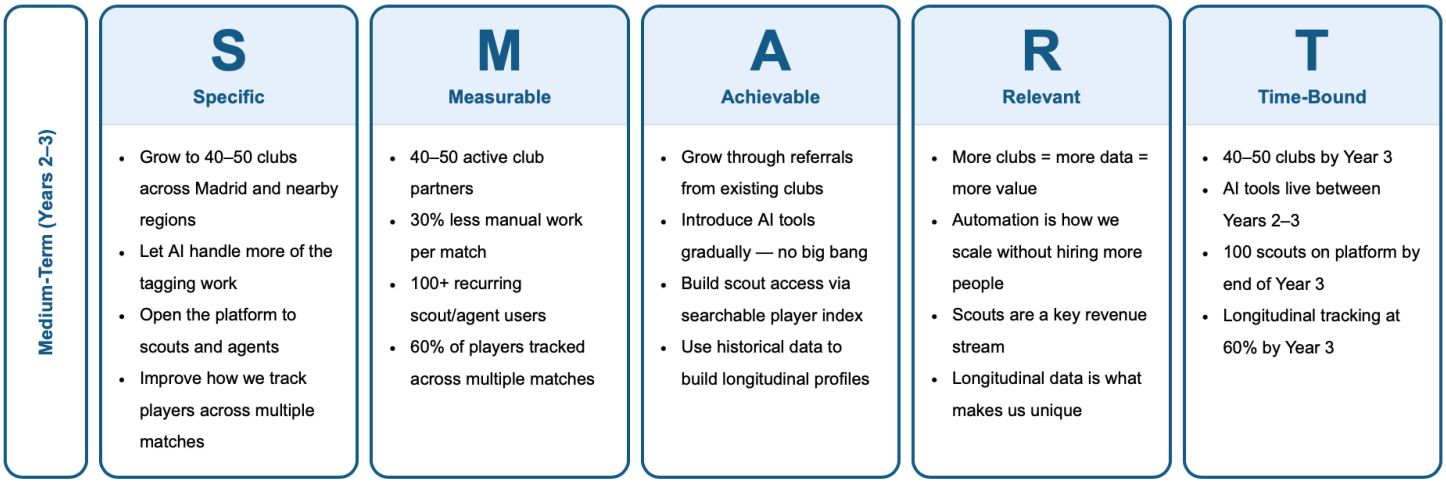
The strategic objectives of Scouting 4.0 are organised into a three-phase expansion model that emphasises constant and structural development (see *Figure 2.9 & Figure 3*).

Figure 2.9 *SMART Short-Term*



Note: SMART Short-Term. Own elaboration.

Figure 3 *SMART Medium-Term*



Note: SMART Medium-Term. Own elaboration.

Annex VI. Short-Term Pricing Strategy

Figure 3 illustrates the initial pricing ranges adopted by SCOUTING 4.0 during the Madrid market-entry phase. Club and academy prices refer to monthly subscription ranges, while individual player services are offered as one-off services.

Figure 3.1 ***Initial Pricing ranges***



Note: Own elaboration.

Annex VII. Medium and Long-Term Pricing Strategy

The evolution of our pricing structure, designed to capture value as the proprietary database scales, is detailed in the medium and long-term projections (see *Figure 3.1*)

Figure 3.2 ***Medium and Long-Term Pricing Strategy***

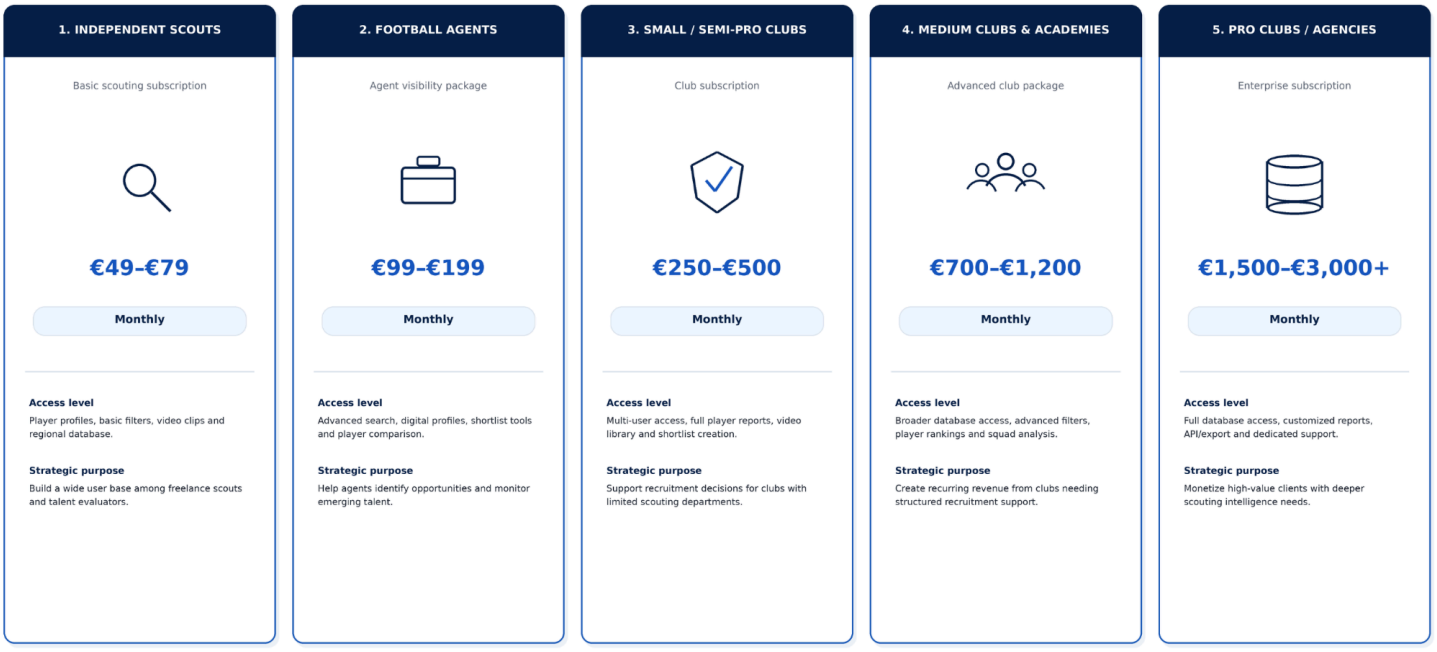


Table 8. ***Partnership & Sponsorship possible list***

Academic & Research Partnerships

Partner Institution	What we're looking to build together
Real Madrid Graduate School — Universidad Europea	Research collaboration in sports analytics and football data. Internship pipeline for analyst development. Strengthens our institutional credibility in the sports-tech space.
Universidad Politécnica de Madrid (UPM)	Joint projects in AI, computer vision and automated event detection. Support for building scalable football data infrastructure. Long-term tech partner as we move toward automation.

Sports-Tech & Industry Partnerships

Real Madrid Graduate School — Universidad Europea

Sports analytics meets football intelligence

- Collaboration in sports analytics, AI tagging and football data research
- Internship and analyst development pipeline
- Boosts our credibility as a sports-tech infrastructure company

Universidad Politécnica de Madrid (UPM)

Engineering and AI for scalable football data

- Research in automated event detection and computer vision
- Machine-learning development for player tracking systems
- Key partner as we transition from manual to AI-assisted workflows

Football Ecosystem — Clubs & Academies

Our primary data source and distribution network

- Grassroots clubs and academies in Madrid and beyond
- They provide the footage — we give them a structured player database
- More clubs means more data, more scouts, more value for everyone

World Football Summit (WFS) — Madrid

The room where football business gets done

- Access to clubs, federations, investors and sports-tech decision makers
- Showcase SCOUTING 4.0 as a scalable football intelligence platform
- Build strategic visibility and early investor exposure in Spain and beyond

Annex X. Match Processing Time Analysis

The breakdown of estimated processing times, categorized by match intensity and visibility conditions, is detailed in the operational performance matrix (see *Table 9*).

Table 9. ***Operational task & estimated time.***

Operational Task	Estimated Time
Video ingestion & organization	10–20 min
Match review	120–150 min
Event tagging	60–120 min
Player association	45–90 min
Clip generation	30–60 min
Database organization	20–40 min
Total Estimated Time	*4.5–8 hours*

Annex XI. Projection & Cash Flow Scenarios

To validate the financial viability of our business model under varying market conditions, we conducted a sensitivity analysis. Detailed projections for the Conservative and Optimistic scenarios, including the specific underlying assumptions for each, are provided in the supplementary financial documentation (see *Figure 3.3 & Figure 3.4*).

Figure 3.3 ***Conservative Scenario***

Conservative Scenario — EBITDA Projection & Cash Flow						
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Income						
Club Subscriptions		€7,776.00	€31,104.00	€59,904.00	€147,420.00	€334,620.00
Advanced Club Services		€1,200.00	€4,800.00	€9,360.00	€25,350.00	€54,600.00
Scout & Agent Access		–	–	€1,800.00	€5,460.00	€17,550.00
Player Premium Profiles		€900.00	€3,000.00	€4,680.00	€9,750.00	€17,550.00
Partnerships & Sponsorships		€1,500.00	€4,500.00	€7,800.00	€17,550.00	€35,100.00
TOTAL INCOMES		**€11,376.00**	**€43,404.00**	**€83,544.00**	**€205,530.00**	**€459,420.00**
Expenses						
Freelance Analysts		€3,400.00	€10,200.00	€12,325.00	€15,300.00	€18,700.00
AI & Automation Tools		€0.00	€0.00	€10,200.00	€32,300.00	€83,300.00
Cloud & Storage		€722.50	€1,700.00	€3,230.00	€7,395.00	€18,530.00
Software Tools		€1,020.00	€2,125.00	€3,570.00	€6,375.00	€12,750.00
Marketing & Networking		€637.50	€1,700.00	€6,120.00	€14,875.00	€33,150.00
Travel & Club Meetings		€425.00	€1,275.00	€3,910.00	€8,330.00	€17,850.00
Legal & Compliance		€1,020.00	€1,275.00	€2,550.00	€5,100.00	€8,500.00
Coworking & Operations		€1,020.00	€2,550.00	€5,525.00	€11,050.00	€20,825.00
Technology Development		€0.00	€3,400.00	€10,455.00	€27,200.00	€61,200.00
TOTAL EXPENSES		**€8,245.00**	**€24,225.00**	**€57,885.00**	**€127,925.00**	**€274,805.00**
EBITDA		**€3,131.00**	**€19,179.00**	**€25,659.00**	**€77,605.00**	**€184,615.00**
Amortizations & Depreciations		**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**
EBIT		**€368.50**	**€16,416.50**	**€22,896.50**	**€74,842.50**	**€181,852.50**
Income Tax (25%)		**€92.12**	**€4,104.12**	**€5,724.12**	**€18,710.62**	**€45,463.12**
NOPLAT (Net Operating Profit Less Adjusted Taxes)		**€276.38**	**€12,312.38**	**€17,172.38**	**€56,131.88**	**€136,389.38**
Amortizations & Depreciations		**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**
Operating Free Cash Flow		**€3,038.88**	**€15,074.88**	**€19,934.88**	**€58,894.38**	**€139,151.88**
CAPEX (Capital Expenditures)	**€8,000.00**					
Cash Flow	**-€8,000.00**	**€3,038.88**	**€15,074.88**	**€19,934.88**	**€58,894.38**	**€139,151.88**

Note: Conservative Scenario. Own Elaboration

Figure 3.4 *Optimistic Scenario*

Optimistic Scenario — EBITDA Projection & Cash Flow						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Income						
Club Subscriptions		€18,792.00	€75,168.00	€144,768.00	€356,265.00	€808,665.00
Advanced Club Services		€2,900.00	€11,600.00	€22,620.00	€61,262.50	€131,950.00
Scout & Agent Access		–	€4,350.00	€13,195.00	€42,412.50	€113,100.00
Player Premium Profiles		€2,175.00	€7,250.00	€11,310.00	€23,562.50	€42,412.50
Partnerships & Sponsorships		€3,625.00	€10,875.00	€18,850.00	€42,412.50	€84,825.00
TOTAL INCOMES		**€27,492.00**	**€109,243.00**	**€210,743.00**	**€525,915.00**	**€1,180,952.50**
Expenses						
Freelance Analysts		€4,400.00	€13,200.00	€15,950.00	€19,800.00	€24,200.00
AI & Automation Tools		€0.00	€0.00	€13,200.00	€41,800.00	€107,800.00
Cloud & Storage		€935.00	€2,200.00	€4,180.00	€9,570.00	€23,980.00
Software Tools		€1,320.00	€2,750.00	€4,620.00	€8,250.00	€16,500.00
Marketing & Networking		€825.00	€2,200.00	€7,920.00	€19,250.00	€42,900.00
Travel & Club Meetings		€550.00	€1,650.00	€5,060.00	€10,780.00	€23,100.00
Legal & Compliance		€1,320.00	€1,650.00	€3,300.00	€6,600.00	€11,000.00
Coworking & Operations		€1,320.00	€3,300.00	€7,150.00	€14,300.00	€26,950.00
Technology Development		€0.00	€4,400.00	€13,530.00	€35,200.00	€79,200.00
TOTAL EXPENSES		**€10,670.00**	**€31,350.00**	**€74,910.00**	**€165,550.00**	**€355,630.00**
EBITDA		**€16,822.00**	**€77,893.00**	**€135,833.00**	**€360,365.00**	**€825,322.50**
Amortizations & Depreciations		**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**
EBIT		**€14,059.50**	**€75,130.50**	**€133,070.50**	**€357,602.50**	**€822,560.00**
Income Tax (25%)		**€3,514.88**	**€18,782.62**	**€33,267.62**	**€89,400.62**	**€205,640.00**
NOPLAT (Net Operating Profit Less Adjusted Taxes)		**€10,544.62**	**€56,347.88**	**€99,802.88**	**€268,201.88**	**€616,920.00**
Amortizations & Depreciations		**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**	**€2,762.50**
Operating Free Cash Flow		**€13,307.12**	**€59,110.38**	**€102,565.38**	**€270,964.38**	**€619,682.50**
CAPEX (Capital Expenditures)	**€8,000.00**					
Cash Flow	**-€8,000.00**	**€13,307.12**	**€59,110.38**	**€102,565.38**	**€270,964.38**	**€619,682.50**

Note: Pessimistic Scenario. Own Elaboration

Annex XII

Figure 3.5 provides a formal mapping of our project's impact against the United Nations Sustainable Development Goals (SDGs). This mapping validates our commitment to creating sustainable value within the Madrid football ecosystem.

Figure 3.5 *SDG's*



Decent Work

Structured jobs for junior analysts in Spain's sports-tech sector. Formalised contracts replace informal arrangements.

Innovation

Digital infrastructure for grassroots football that never existed before. AI-assisted processing supports future research.

Equal Opportunity

Every player gets a digital profile regardless of club size or location. Performance determines visibility, not connections.

arco Santoro

SCOUTING 4.0 — CSR Alignment with the United Nations 2030 Agenda for Sustainable Development

Annex XIII.TO START-TIMELINE

The timeline presented below maps every critical task from company formation through to the first active partner clubs, showing who owns each step, how long it takes, and what it costs. This structure is not aspirational; it reflects the realistic pace at which a lean two-person founding team can move through the administrative, commercial, and operational requirements of launching a compliant, functional platform in the Spanish market.

							Month 1				Month 2				Month 3				Month 4			
Stage	Task	Owner	Start (Wk)	End (Wk)	Duration	Cost (€)	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16
STAGE 1 — Administrative & Legal Setup (Weeks 1–4)																						
Stage 1	Company formation (S.L. + tax ID)	Founder	1	2	10 days	-1,000																
Stage 1	Admin setup (accounting + manager)	Founder	2	3	7 days	-200																
Stage 1	GDPR compliance (consent templates for minors)	Legal	2	4	10 days	-300																
Stage 1	Club contracts (standard agreement)	Founder	3	4	7 days	—																
Stage 2	Target scouting (list 30 Madrid clubs)	Founder	3	4	5 days	—																
Stage 2	Direct contact (field visits)	Founder	4	6	14 days	-200																
Stage 2	Pilot clubs (sign first 5–10 clubs)	Founder	5	8	20 days	+500 to +1,000																
Stage 2	Video collection (match footage)	Team	5	8	Ongoing	—																
Stage 3	Video analysis (tag player events)	Analyst	6	12	Ongoing	-800 / month																
Stage 3	Profile creation (player database)	Team	7	12	Ongoing	—																
Stage 3	Standardization (define workflows)	Founder	8	12	15 days	—																
Stage 3	Data storage (cloud system setup)	Tech	7	9	5 days	-100																
Stage 4	Product demos (present to clubs)	Founder	9	16	Ongoing	—																
Stage 4	Pricing test (€100–150 per team)	Founder	9	11	15 days	—																
Stage 4	First sales (10–20 active clubs)	Founder	9	14	30 days	+1,500 to +3,000																
Stage 4	Feedback loop (improve product)	Team	9	16	Ongoing	—																