

Coverciano  
Monday, March 4

# Federazione Italiana Giuoco Calcio – FIGC

## FIGC Youth Academy Directors' Seminar



Talent  
Development  
Scheme  
**FIFA**<sup>®</sup>

# Who we are?



**Talent  
Development  
Scheme**



**dr. David Pauwels**

**Project Manager &  
Academy Expert**



**Hannu Tihinen**

**High Performance  
Specialist**

## TOPICS - TEMI

1

**FIFA Talent Development Scheme and its support for Member Associations**

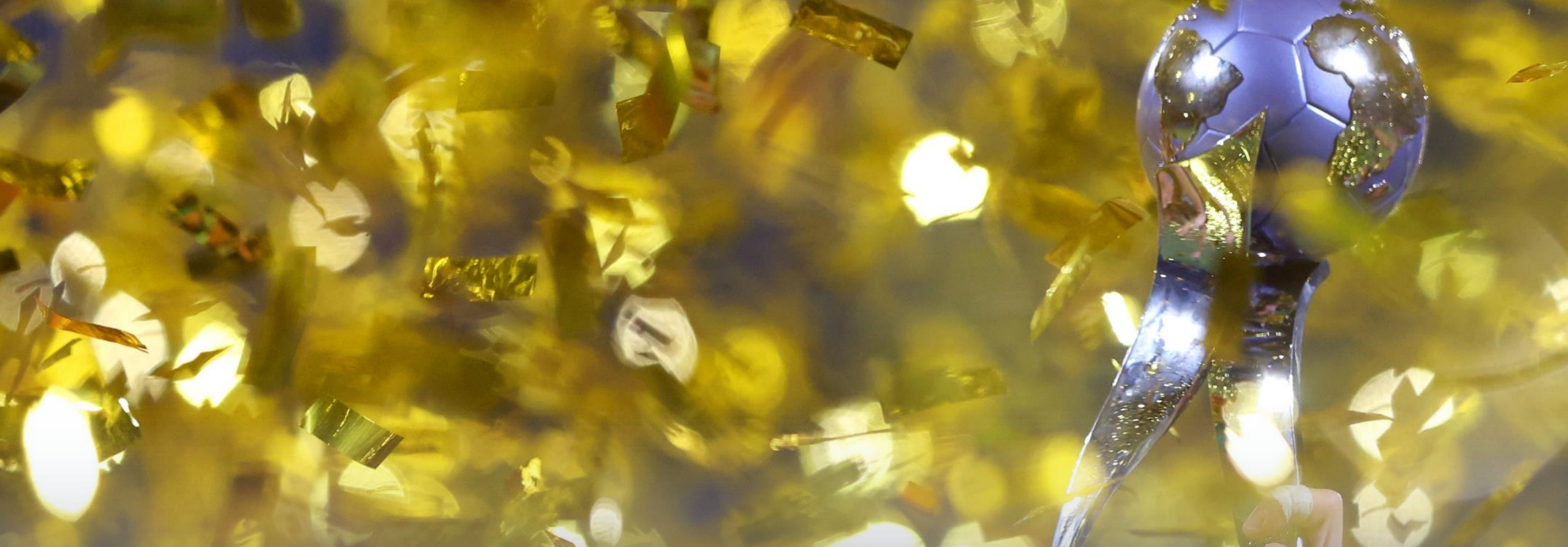
**Programma FIFA Talent Development e il suo sostegno alle federazioni affiliate**

2

**Success Factors of the Academies – International Benchmark Aspect**

**Fattori di successo delle Accademie – Benchmark Internazionali**





# TALENT DEVELOPMENT SCHEME



2023 - 2026

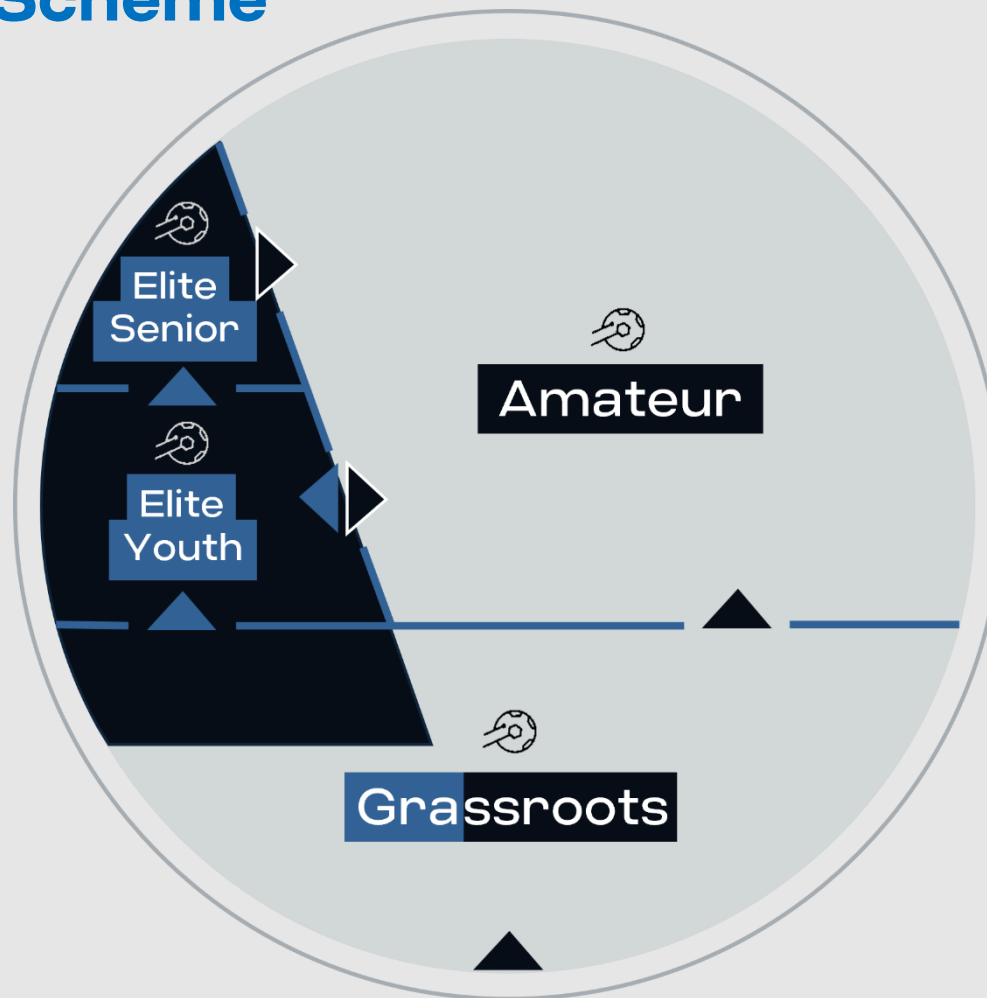
FIFA®



# Football Ecosystem

## Talent Development Scheme

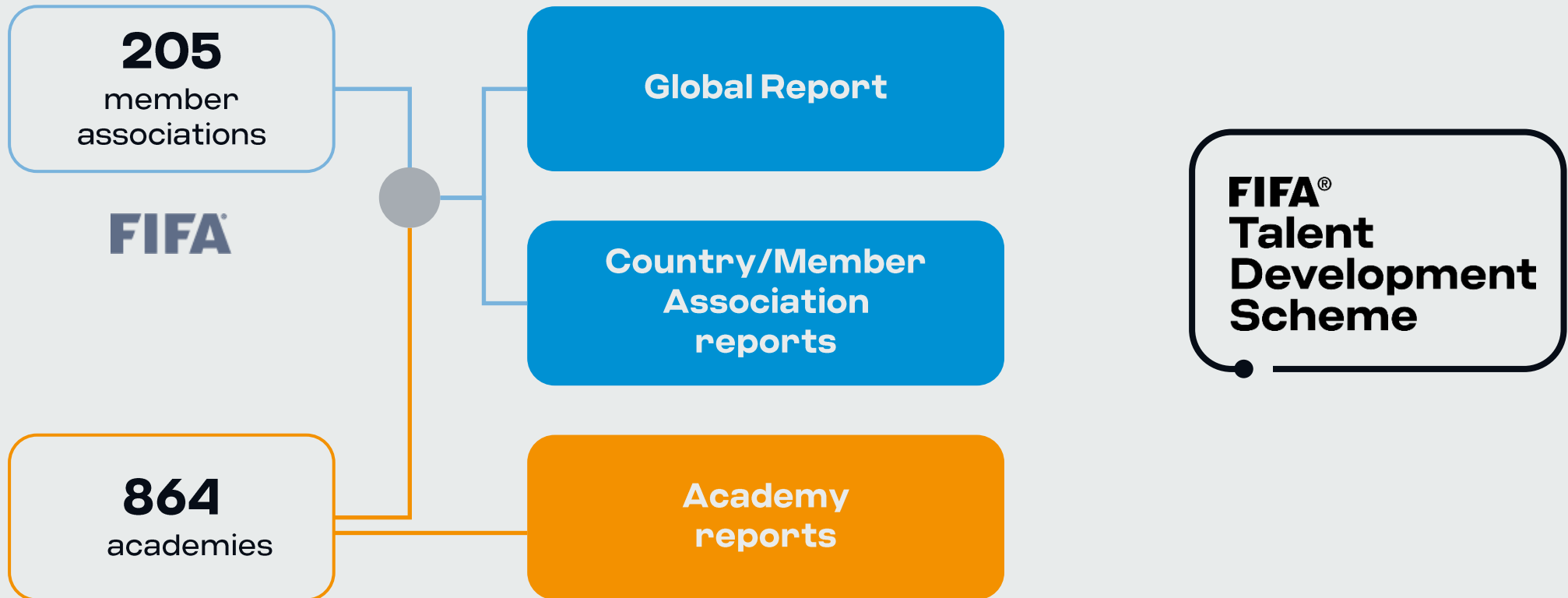
High  
Performance



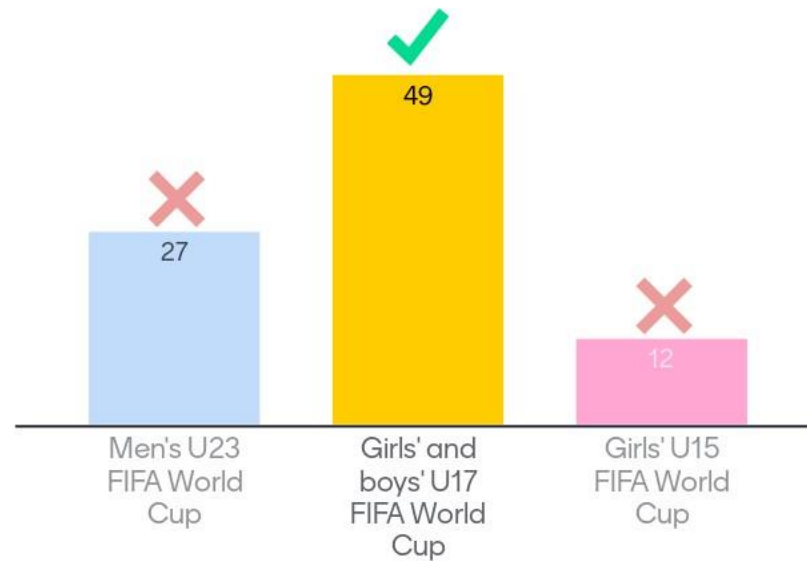
# Introduction

Building on the foundations of the ecosystem analysis

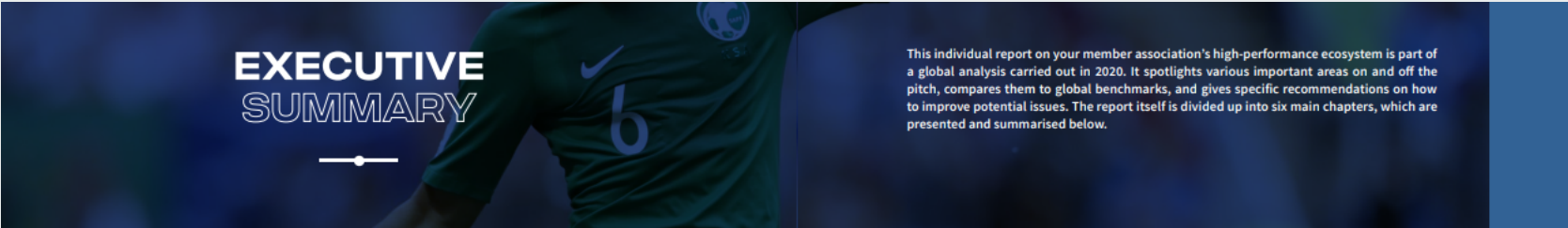
Talent  
Development  
Scheme



Quale torneo si giocherà ogni anno a partire dal 2025? / Which tournament will be played annually from 2025?



# Talent Development Scheme



This individual report on your member association's high-performance ecosystem is part of a global analysis carried out in 2020. It spotlights various important areas on and off the pitch, compares them to global benchmarks, and gives specific recommendations on how to improve potential issues. The report itself is divided up into six main chapters, which are presented and summarised below.



### 1. Management and resources

There are three main sections within the FIGC that are involved in technical development: the technical sector, which oversees coach education; the youth sector, which is in charge of competitions and youth development; and *Club Italia*, which manages the national teams. The budget allocated to coach education and the national teams is not linked to the youth section and each area operates independently. The budget for the youth section is focused on talent development and youth competitions. It is important to empower the committee where the youth sector, the technical section and *Club Italia* coexist with a view to creating a common framework in which talent development is the main feature and also to identify the main challenges involved in designing specific policies in this area.



### 2. National teams

*Club Italia* has become an established department and boasts one of the best men's national teams in the world. The national teams have access to excellent resources, not only in terms of facilities but also technology and human resources. The department runs national teams for each age group in the country. National-team activities are organised in a coherent and regular way with a view to achieving the MA's objectives. One of the challenges for the future is to strengthen the links between the different national teams (youth, senior and men's and women's) to create an overall strategy featuring a common framework across all teams. This is also required to enable the MA to continue to support the regional technical centres and the regional teams by creating a specific strategy to allow these institutions to become key stakeholders in the national-team set-up.



### 3. Domestic competitions

The MA considers that players have access to sufficient opportunities and that the structures and culture of the more than 100 professional football clubs guarantee these opportunities. In addition, the FIGC runs local regional centres where it seeks to detect talent at U-14 level. In the early stages of talent development, the FIGC has designed specific adapted competitive formats in order to promote player development in the local leagues. The growth of the women's game means that it is likely that the MA will have to consider implementing a new structure for women's football. The new club licensing system will play a key role in talent development in the coming years. It could enable amateur clubs to keep improving standards, whilst offering them an opening into the professional ranks.



### 4. Talent development and identification

There are three main sections within the FIGC that are involved in technical development: the technical section, the youth section and *Club Italia*. The MA's Technical Director leads the youth section and works closely with the other two departments. The FIGC boasts an established scouting provision. This applies not only to the human resources or the various competitions in which to scout players but also to the criteria to assess all player profiles. The FIGC is currently devising a new licensing system at academy level that would allow it to improve the framework for elite youth talents and avoid complete dependence on professional clubs. It is important that the MA continue to support the regional technical centres and enhance its support so as to become as a key stakeholder in the areas of talent development, scouting and coach education.



### 5. Academies

There is room for improvement in the quality of decision-making amongst academy representatives at club level. Introducing a club technical board that features club and academy staff and is responsible for the football philosophy and player pathways (including the transition of players from the academy to the first team) could improve the transition of talented players. The implementation of individual development plans at club level should involve a multidisciplinary approach that is closely linked to a periodisation model. The clubs and their academies could create talent identification departments that would oversee all procedures and documents. It is important to increase the focus on players' individual development, whilst the connection between the first team and the academy should be formalised.



### 6. Education

The technical section oversees coach education and is afforded the autonomy to establish the content and strategy in this area. The MA has had a strategic plan in place for the last ten years and is considered to have developed an established coach education programme. All actions currently carried out seek purely to enhance the standard of the programme and are not related to a specific strategic plan. However, the MA should carry out analysis to identify the main challenges related to talent development and link them to a specific strategic plan for coach education, whilst also strengthening the ties between the technical section and the Talent Development Department. Creating a specific system to identify talented coaches and involving the regional technical centres in this process will be a key step for the FIGC.





# The Talent Development Scheme - Knowledge Framework



## 1.0. Management & Resources

- 1.1. Culture & Identity
- 1.2. Vision & Mission and Strategy & Plan
- 1.3. Organisational Structure
- 1.4. Governance & Decision Making
- 1.5. Resources & Infrastructure

## 2.0. National Teams

- 2.1. Vision, Philosophy, & Planning
- 2.2. Senior National Teams Programmes
- 2.3. Youth National Teams Programmes
- 2.4. Talent Identification Systems
- 2.5. Coach Development
- 2.6. Performance Services
- 2.7. Administration

## 3.0. Domestic Competitions

- 3.1. Strategy & Resources
- 3.2. Competition Structure & Delivery
- 3.3. Incorporation of National Teams

## 4a.0. Talent Identification

- 4a.1. Philosophy
- 4a.2. Profiles
- 4a.3. Identification
- 4a.4. Selection
- 4a.5. Constants

## 4b.0. Talent Development

- 4b.1. Strategy, Infrastructure, & Regulations
- 4b.2. Programme Delivery
- 4b.3. Stakeholder Engagement

## 5.0. Academies

- 5.1. Strategic Alignment
- 5.2. The Environment
- 5.3. Measurement & Evaluation

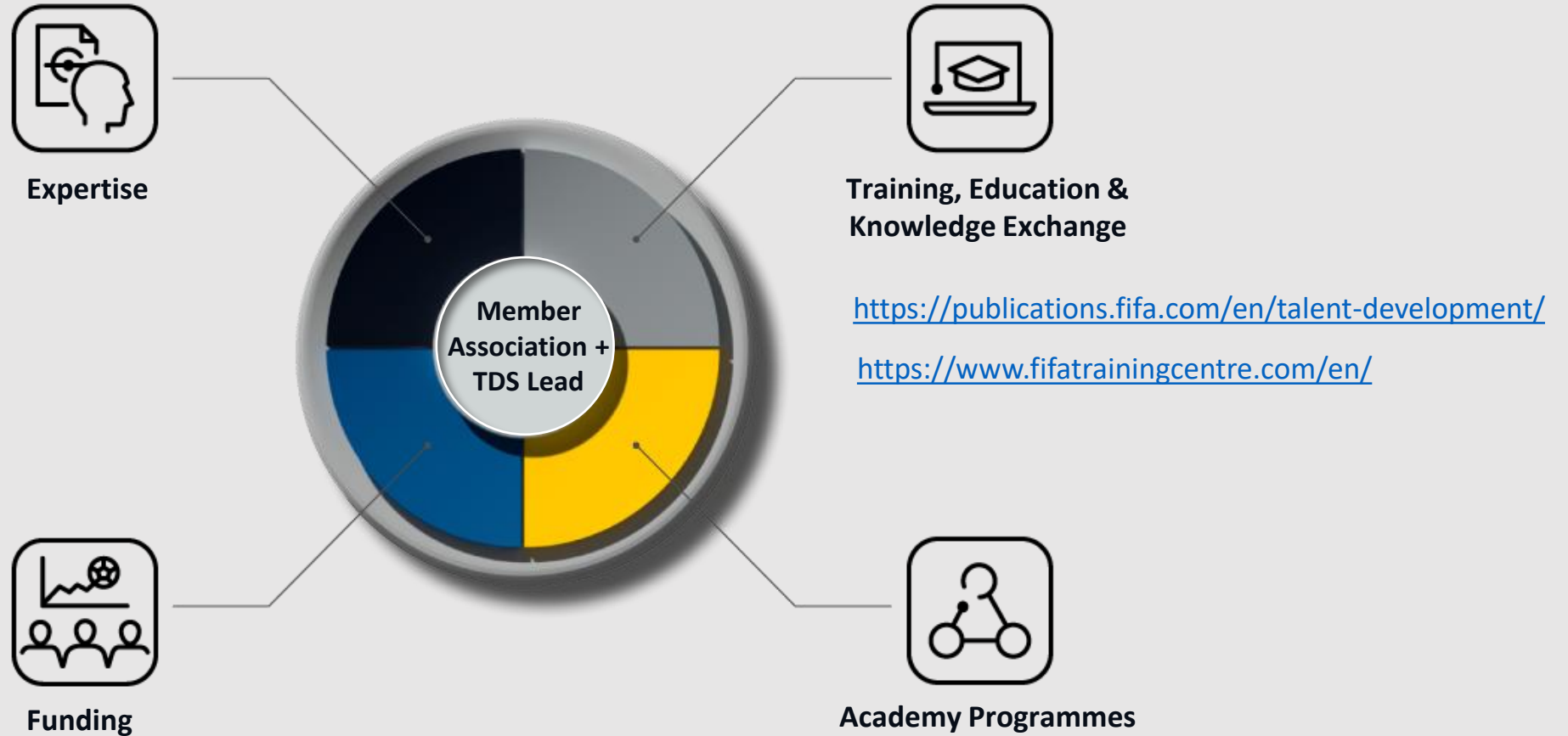
## 6.0. Education

- 6.1. Position & Needs
- 6.2. Vision & Philosophy
- 6.3. National Values & Local Context
- 6.4. Role of the Member Association
- 6.5. Forms & Sources of Learning
- 6.6. Barriers
- 6.7. Assessment, Progression, & Long-Term Support

# Talent Development Scheme (TDS)

High  
Performance

## Support for Member Associations

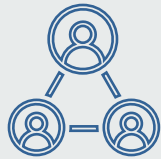


# Knowledge Exchange

## Connecting MAs worldwide

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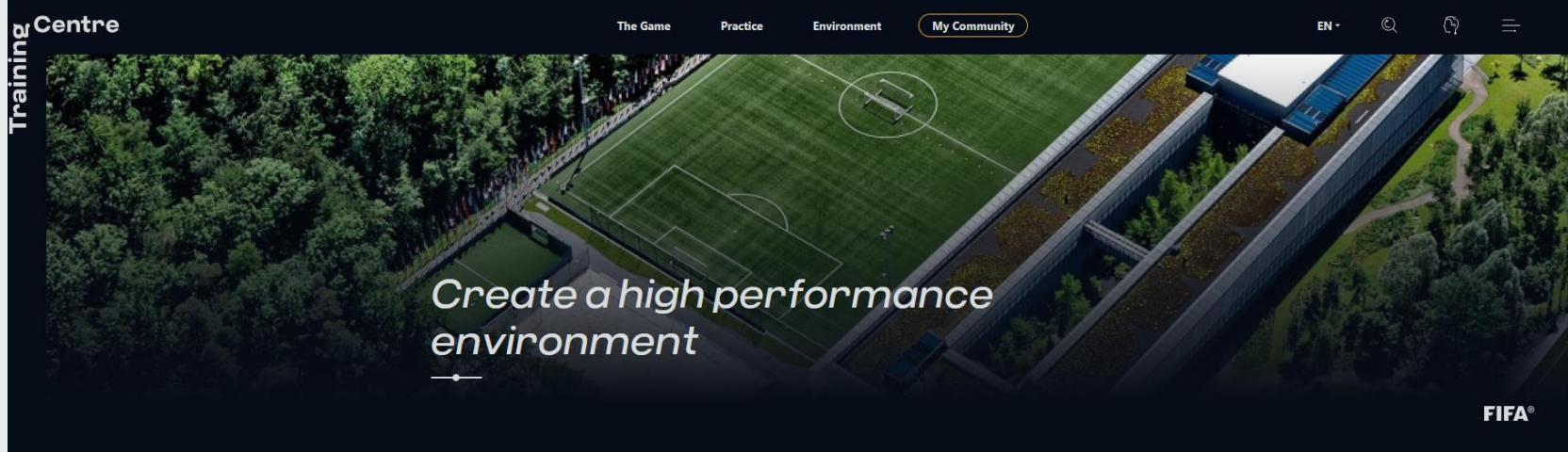
- ✓ Sharing of examples of good practice
- ✓ Addressing common challenges
- ✓ Maximising the benefits of a global network of expertise



**Global network**



# Training Centre



When it comes to performance levels, every detail counts. A high-performance environment enables players and coaches to develop in a sustainable and holistic way that has been proven to offer them an edge on the pitch. In this section, individuals who have successfully established such an environment reveal the keys to the process.



- Twitter icon
- Facebook icon
- Email icon

**The role of the academy director is to provide a framework for the development of young players and to oversee the recruitment and development of players and coaches within their club's academy.**

#### COACHING ROLES

The role of the head coach

08 NOV 2021



# Enhanced Football Intelligence

- Possession control
- Phases of Play
- Ball Recovery Time
- Line Breaks
- Receptions behind Defensive Line
- Defensive Line Height and Team Length
- Team Shape
- Final Third Turnovers
- Pressure on the Ball
- Expected Goals
- Attempt Creation
- Player Involvement

## FORCED TURNOVERS

	KANTE	6
	WITSEL	4
	MATUIDI	2



## Italy 1 - 0 Argentina

Group G - Match 14  
24 July 2023  
18:00 Kick Off  
Eden Park

### Match Summary - Teams



24 July 2023 - Eden Park - 18:00

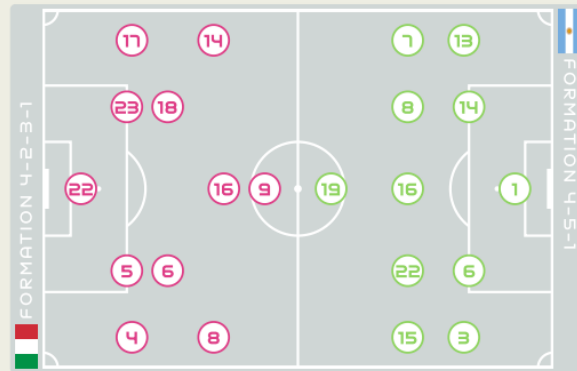


#### STARTING

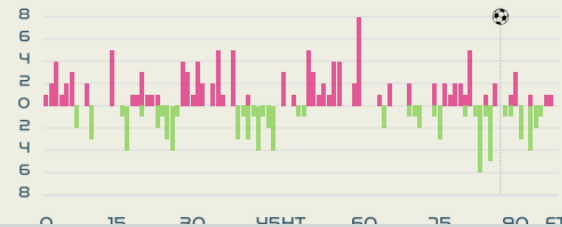
22	GK	DURANTE Francesca	
4	DF	DI GUGLIELMO Lucia	
5	DF	LINARI Elena	
6	MF	GIUGLIANO Manuela	
8	FW	BONANSEA Barbara (C)	85'
9	FW	GIACINTI Valentina	74'
14	FW	BECCARI Chiara	
16	MF	DRAGONI Giulia	83'
17	DF	BOATTIN Lisa	
18	MF	CARUSO Arianna	25' 58'
23	DF	SALVAI Cecilia	

#### SUBSTITUTES

1	GK	GIULIANI Laura	
12	GK	BALDI Rachele	
2	MF	SEVERINI Emma	
3	DF	ORSI Benedetta	
7	FW	CANTORE Sofia	74'
10	FW	GIRELLI Cristiana	83' 87'
11	FW	GLIONNA Benedetta	
13	DF	BARTOLI Elisa	
15	FW	SERTURINI Annamaria	
19	DF	LENZINI Martina	
20	MF	GREGGI Giada	58'



#### Distribution in the Final Third



#### STARTING

(C) CORREA Vanina	GK	1	
96'	STABILE Eliana	DF	3
	COMETTI Aldana	DF	6
77'	NUNEZ Romina	MF	7
90+2'	FALFAN Daiana	MF	8
	BRAUN Sophia	DF	13
68'	MAYORGA Miriam	DF	14
76'	BONSEGUNDO Florencia	MF	15
	BENITEZ Lorena	MF	16
90+2'	LARROQUETTE Mariana	FW	19
	BANINI Estefania	FW	22

#### SUBSTITUTES

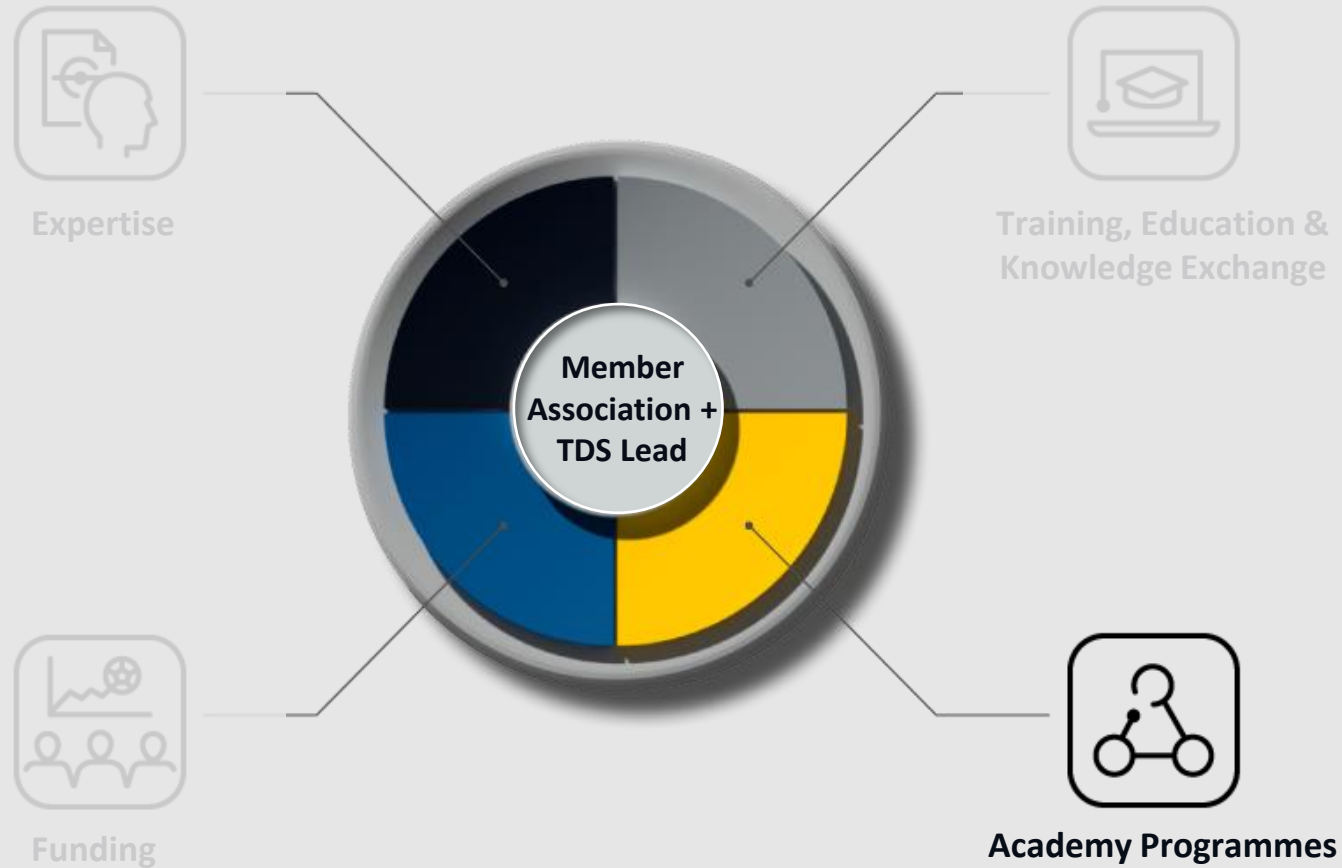
ESPONDA Lara	GK	12	
CHAVES Abigail	GK	23	
SACHS Adriana	DF	2	
CRUZ Julieta	DF	4	
SANTANA Vanesa	MF	5	
90+2'	GRAMAGLIA Paulina	FW	9
90+2'	IPPOLITO Dalila	MF	10
77'	RODRIGUEZ Yamila	FW	11
GOMEZ ARES Camila	MF	17	
CHAVEZ Gabriela	DF	18	
SINGOLELLA Chiara	FW	20	

# Talent Development Scheme (TDS)

## Support for Member Associations

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High  
Performance





## Talent Coach Programme



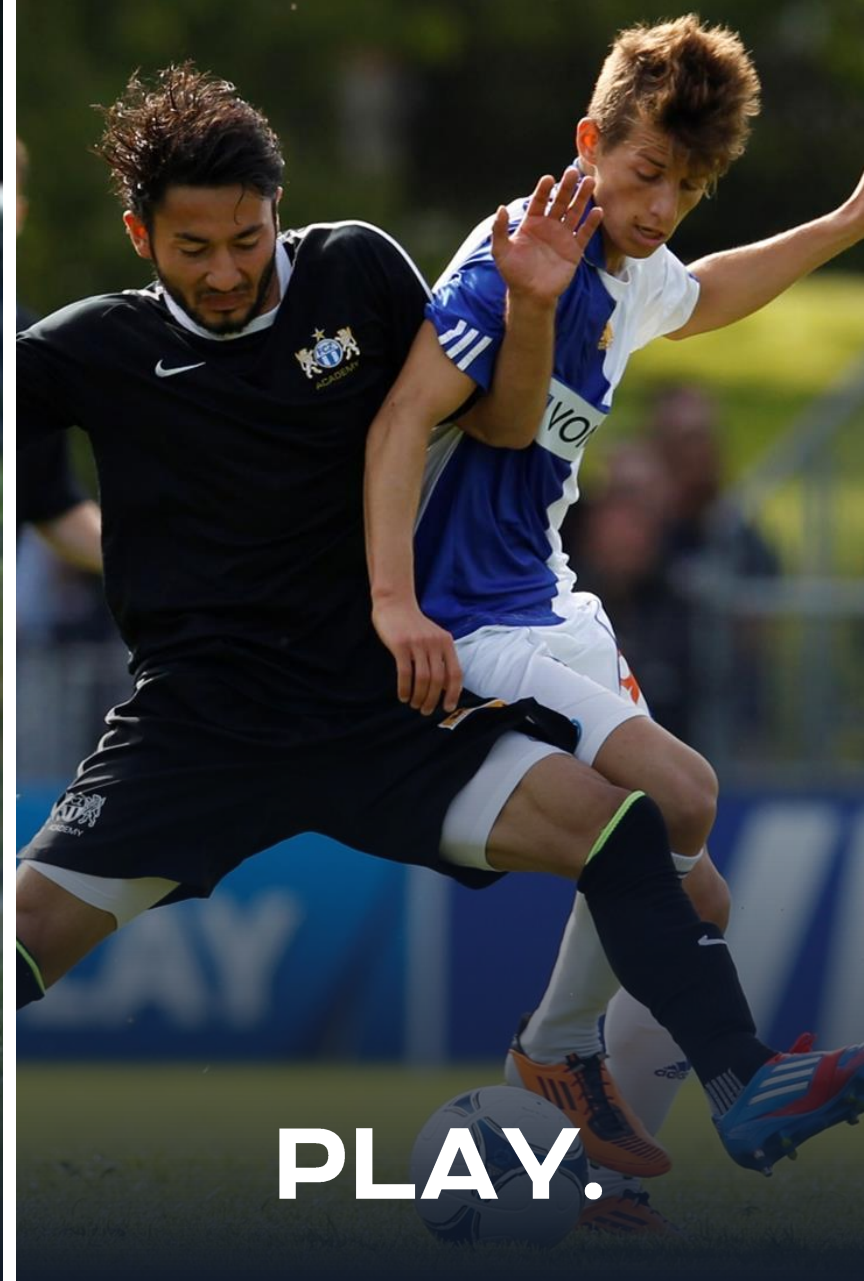




**FIND.**



**TRAIN.**



**PLAY.**

FIFA Talent Coaches

# FIFA ACADEMIES SYSTEM

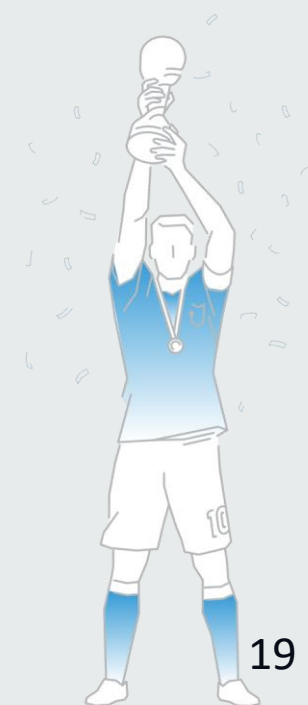
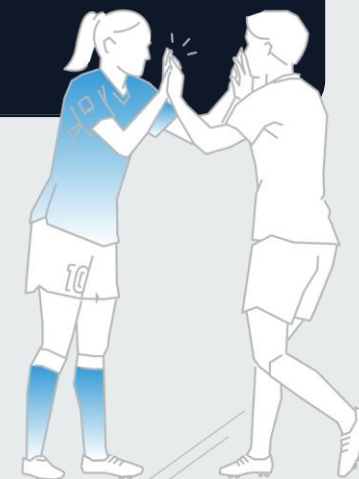
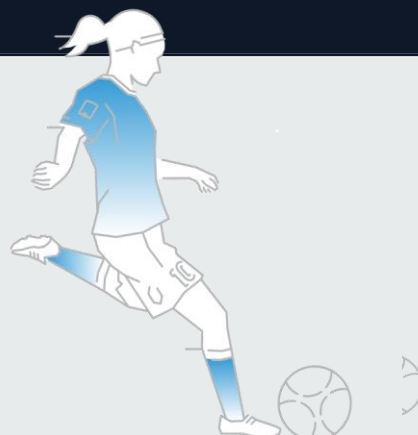
CONNECTING THE MA WITH THEIR DOMESTIC ACADEMIES

Enhance the quality of the existing Domestic Elite Academies to benefit the transition pathway to the Youth National Teams



# FIFA ACADEMIES SYSTEM

CONNECTING THE MA WITH THEIR DOMESTIC ELITE ACADEMIES



# How & Why establishing a system of quality academies?

## FIFA Academies System

To produce more and better home-grown players for the national teams and the clubs



To bridge effective relations and transitions between the MA, YNTs and its domestic elite academies



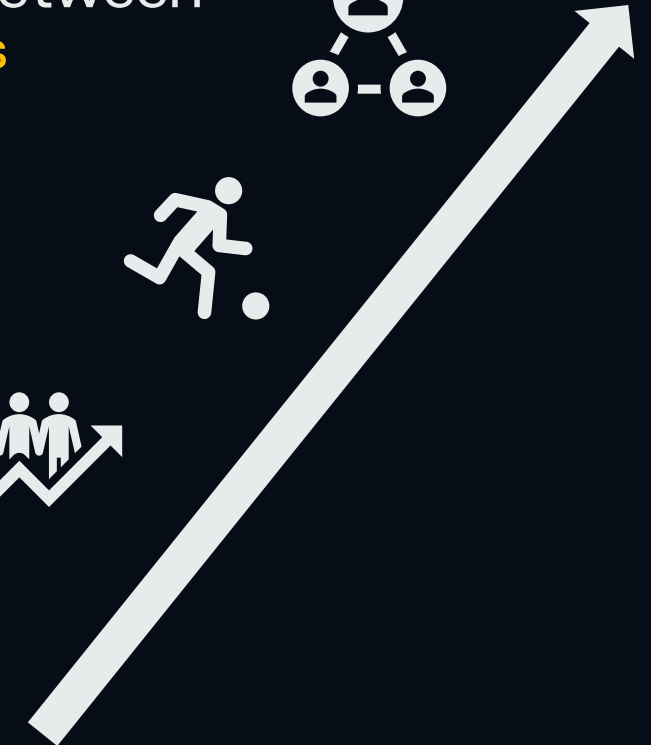
More and better players via a connected football philosophy and talent ID



Strategic vision & pathway and a rewarding system for youth academies



Enhance the critical success factors of the academy eco-system



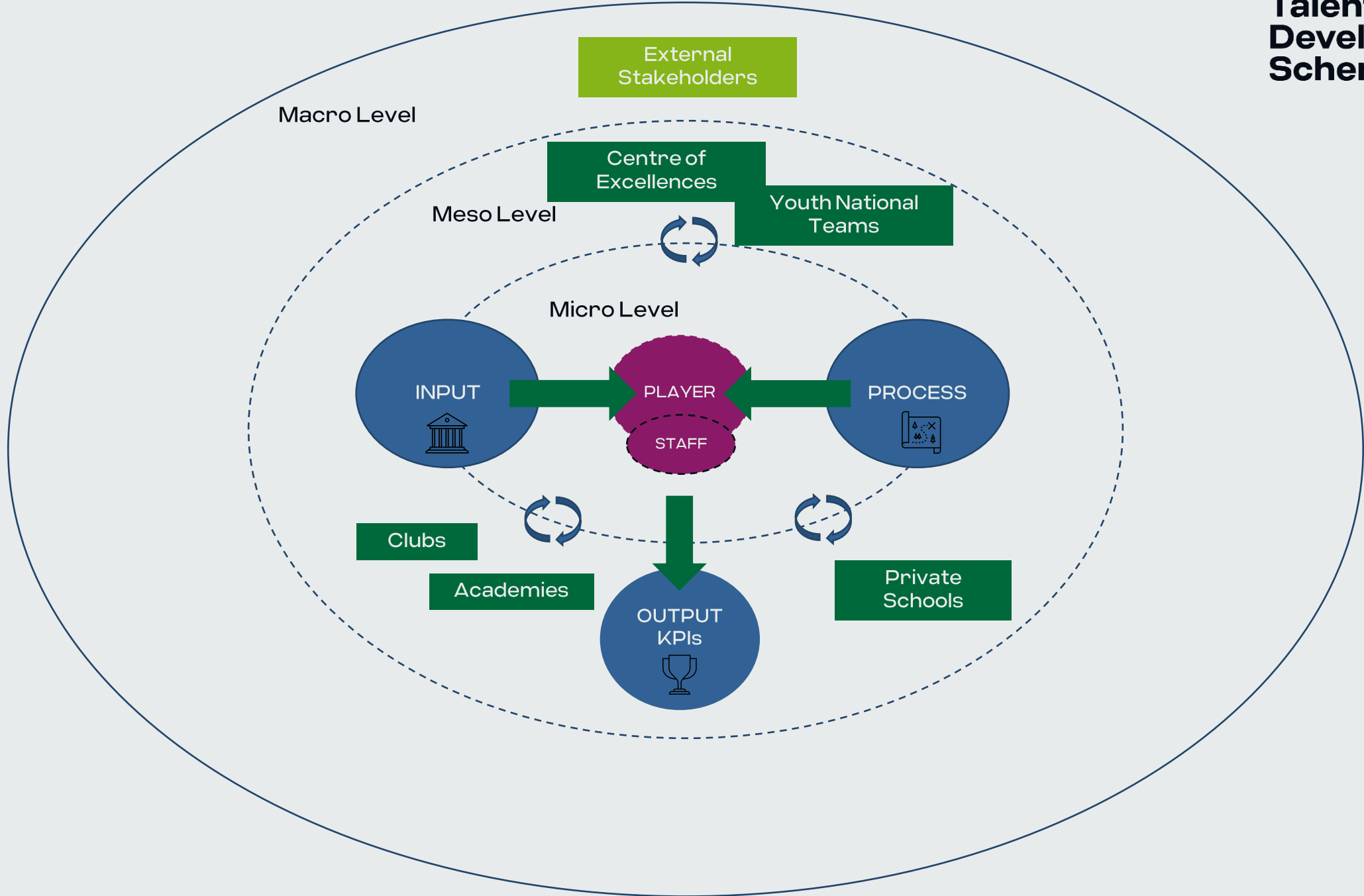


# Critical Success Factors of a Professional Academy



A resource or process which is vital for the success of a Professional Academy

# Talent Development Scheme



# Output: Key Performance Indicators



An indicator to measure the success of a  
Professional Academy





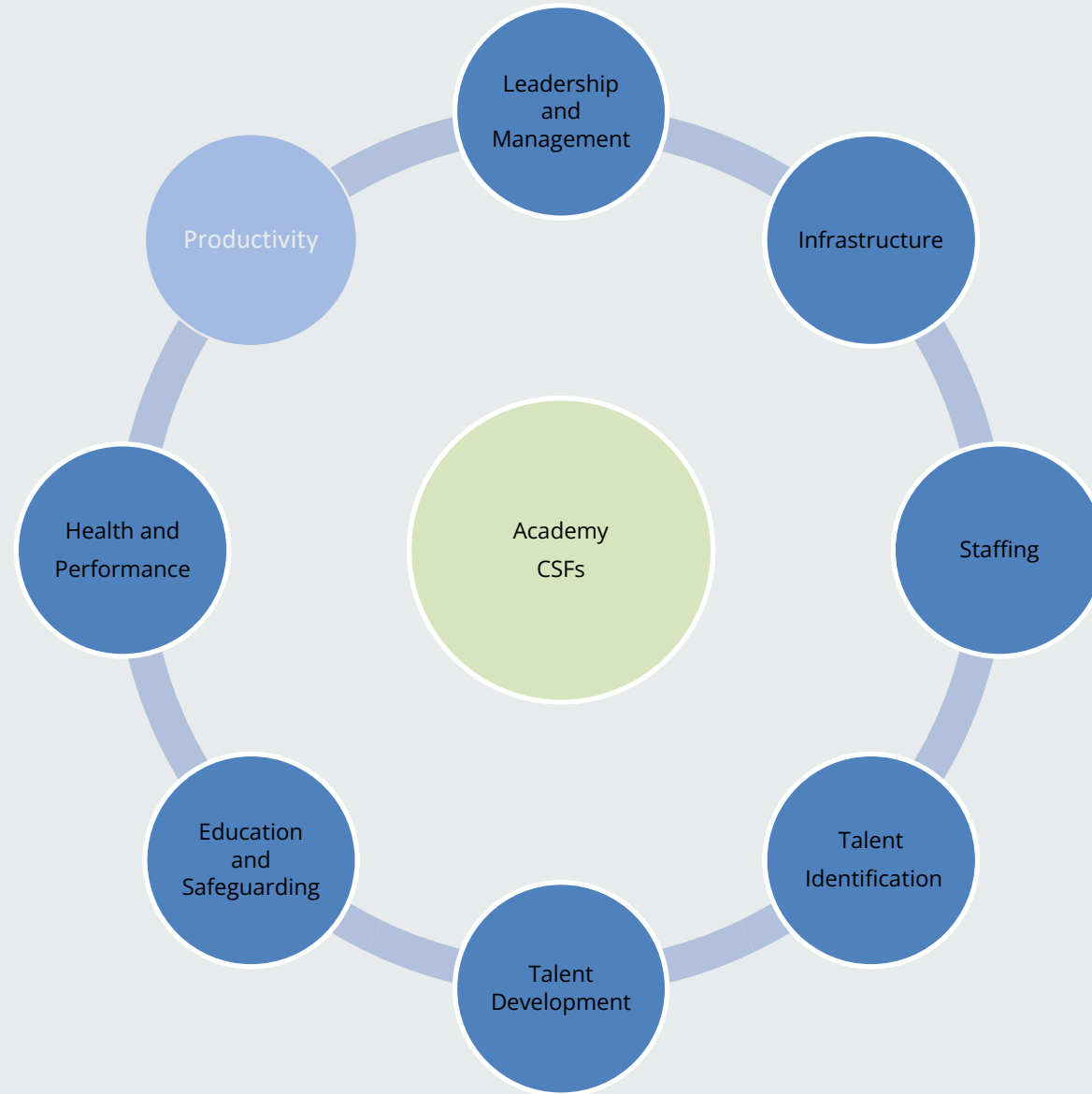
# Output: Key Performance Indicators

KPI
Number of competitive games per season (#)
Percentage (%) of club-trained players (U15-U21)
Amount of minutes played by club trained players (#)
Number of new club trained players in the First Team (#)
Market value progression of the squad (%)
Amount of National Team Selections (#)

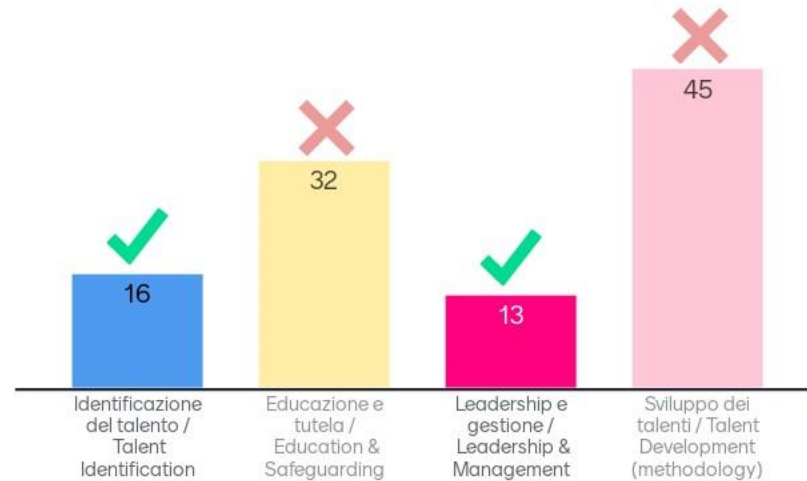


# Academy Critical Success Factors

Talent  
Development  
Scheme

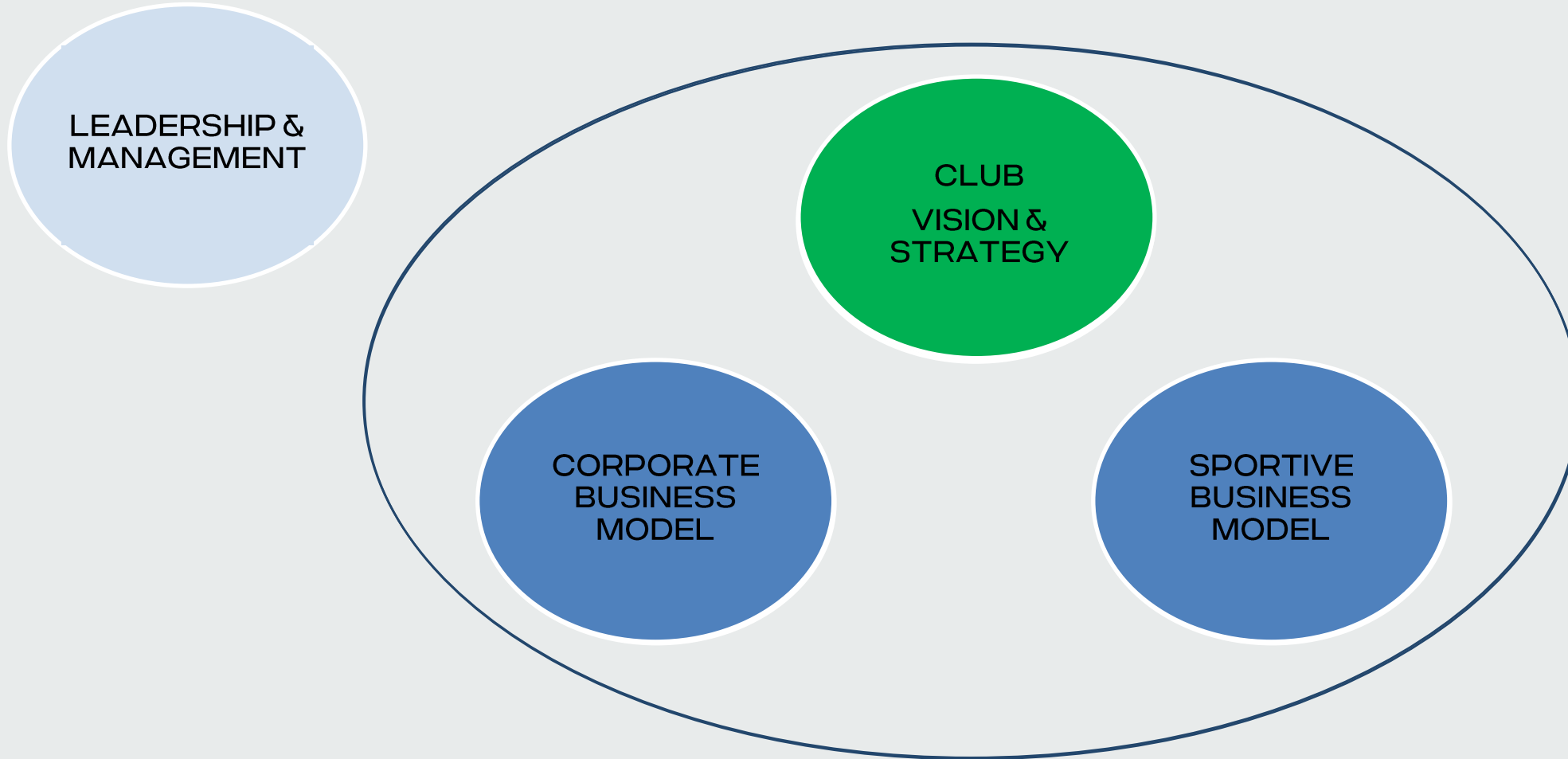


# Quale fattore ha il maggiore impatto sullo sviluppo del talento? / Which factor has the highest impact on developing talent?



# Leadership & Management

## Talent Development Scheme



*“The direction that the Club wants to go and the different building blocks to create a sustainable return-on-investment in the future”*

# Vision & Strategy: why should we do this?

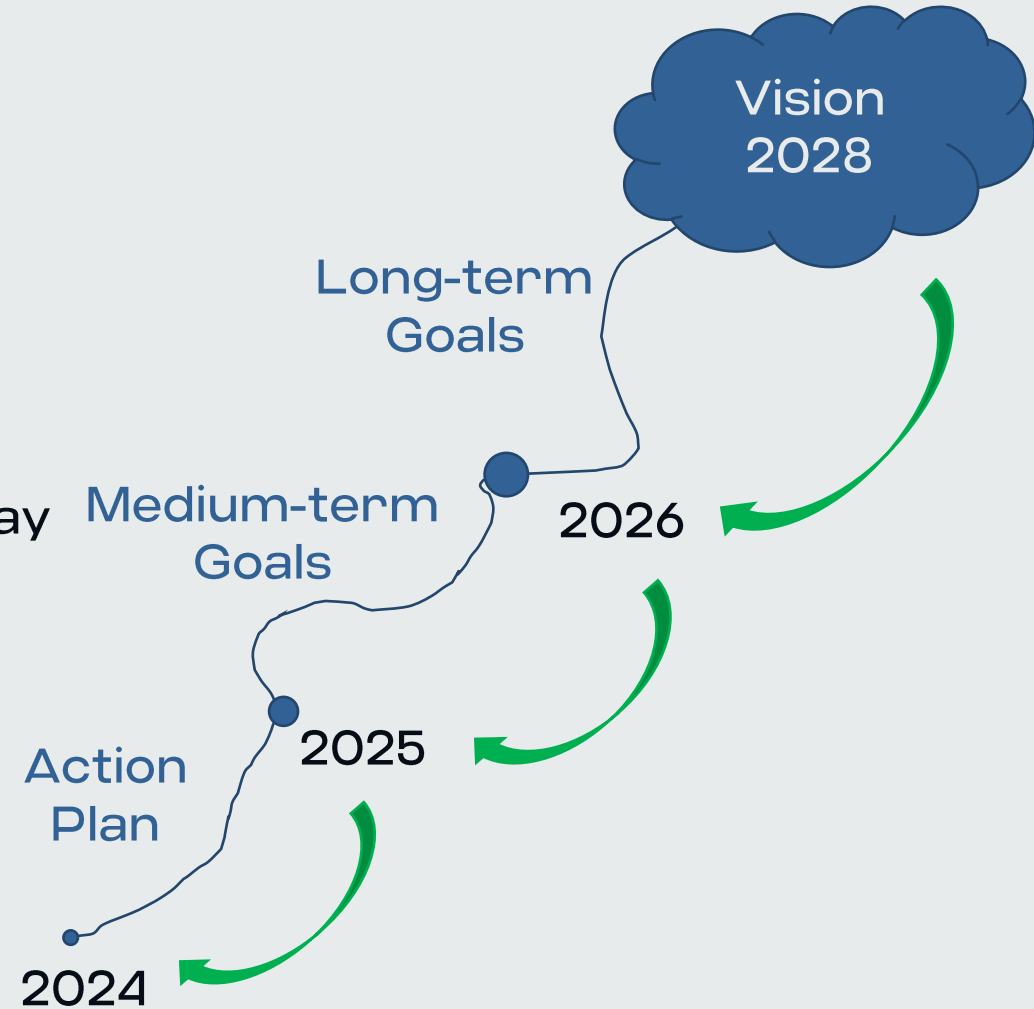
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- To create a pathway and dream to the future
- To have one vision and connected goals for all the departments
- To create a Return on Investment
- To have a sustainable plan to a successful future



# Vision & Strategy: how to set it up?

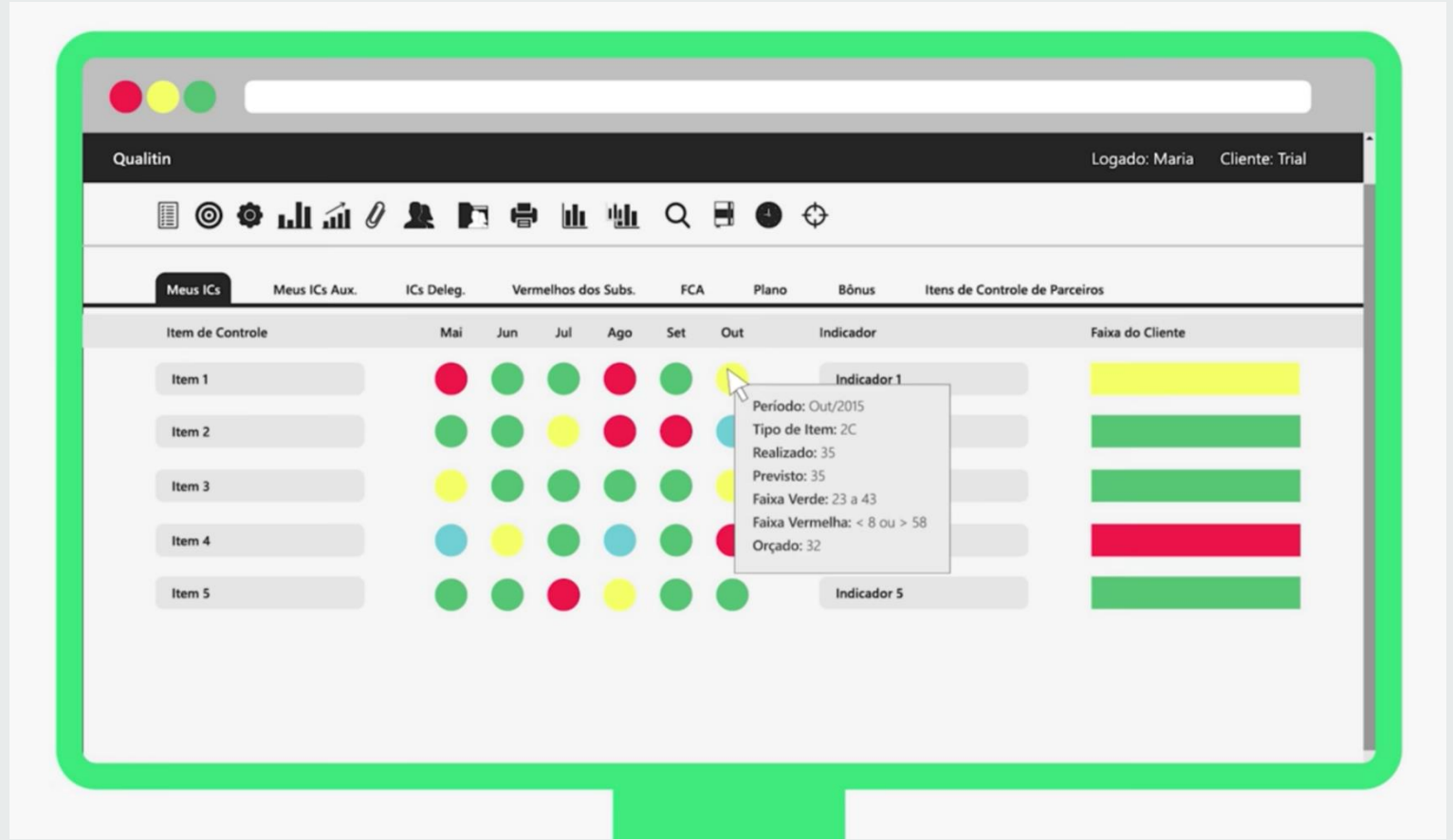
- Breakdown of your Vision
- Make it tangible!
- From long-term goals to action planning today
- First Goals, then KPIs
- Prioritize, Timeline & Responsible



# Strategic Monitoring

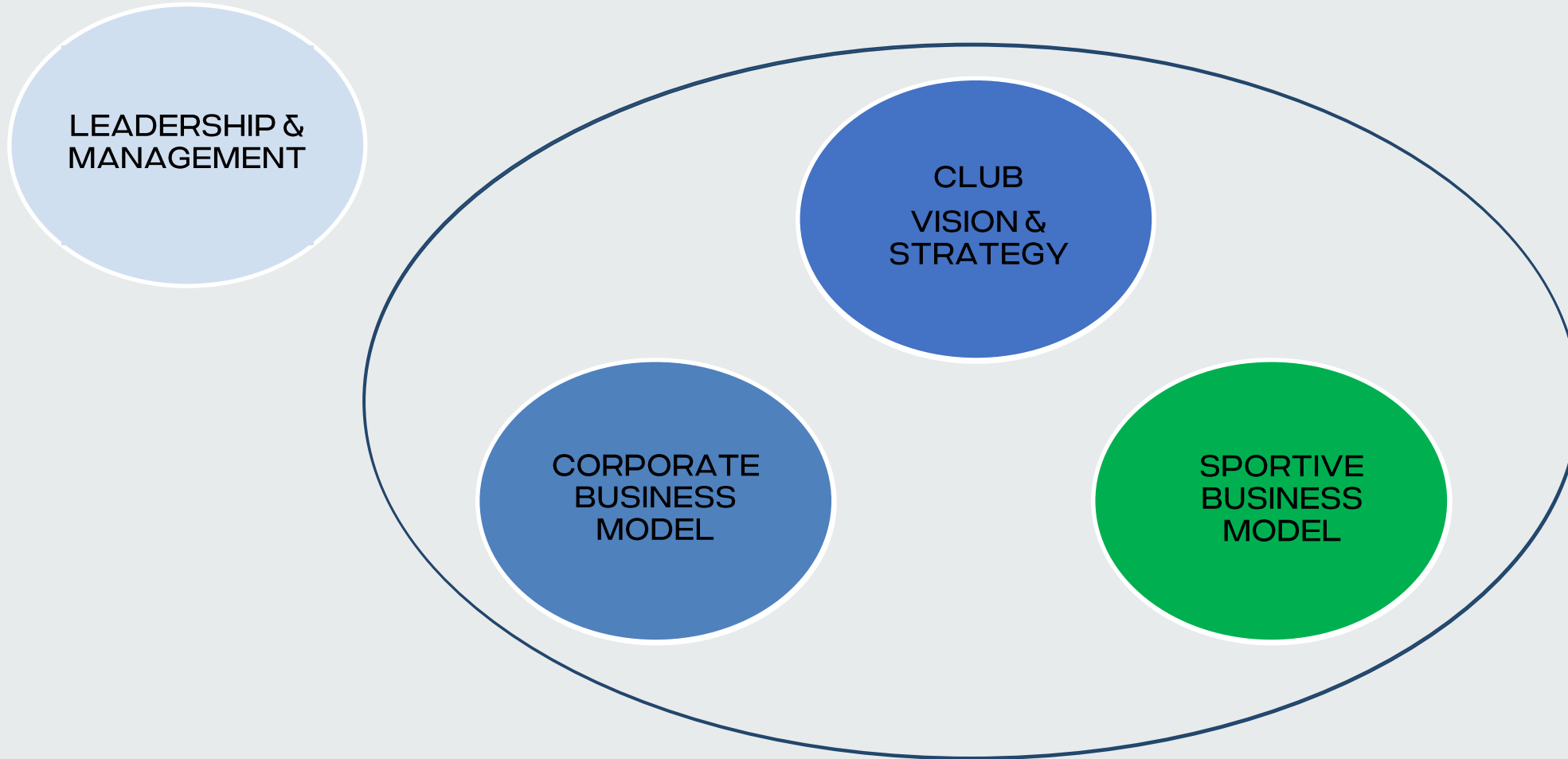
## Talent Development Scheme

Only 10% of the clubs are effectively monitor their strategy!



# Leadership & Management

Talent  
Development  
Scheme



*“The direction that the Club wants to go and the different building blocks to create a sustainable return-on-investment in the future”*



# Sportive Business Model




- Do you want to focus on young players? How strong is the Academy influx?
- Do you want to focus on the own market and/or international?
- Is an on-loan strategy a better way to reduce cost?
- What about buying players?
- Combination of different factors but keep a vision!
- ...

# Sportive Business Model?

## Talent Development Scheme

Article: Developmental pathways to the FIFA World Cup



The image shows an Instagram post from the official account of the FIFA World Cup. The post features a graphic titled "Clubs with most players" which lists the top five clubs based on the number of players they have at the Qatar 2022 World Cup. The graphic includes the FIFA World Cup logo and the text "FIFA WORLD CUP Qatar 2022". The background of the graphic shows two Spanish players in red jerseys, one with the number 26 and the other with the number 9. The list of clubs is as follows:

Club	Number of Players
FC Barcelona	17
Manchester City FC	16
FC Bayern München	16
Al-Sadd SC	15
Manchester United	14

The Instagram post also shows the profile of "fifaworldcup" with a "Follow" button, a caption that reads "These clubs have been well represented at #Qatar2022", and engagement metrics including 463,433 likes and a timestamp of "21 HOURS AGO".

# Article: Developmental pathways to the FIFA World Cup

employer clubs (75% out of Europe)



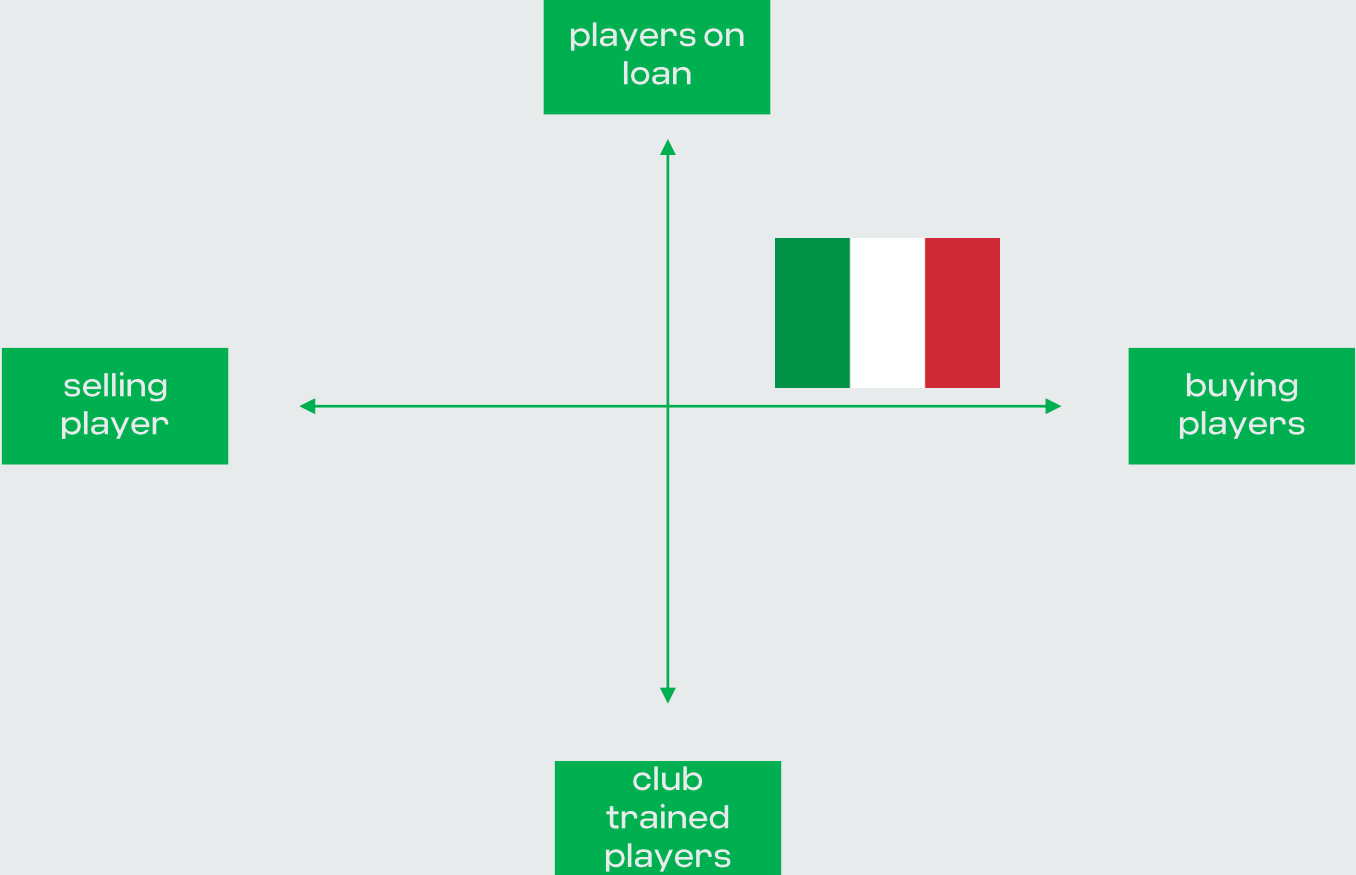
# Article: Developmental pathways to the FIFA World Cup

### 427 training clubs

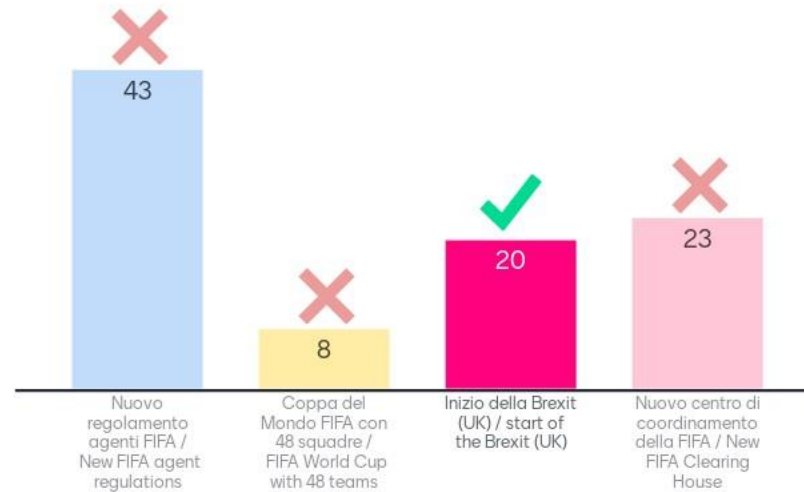


# Sportive Business Model?

Talent  
Development  
Scheme

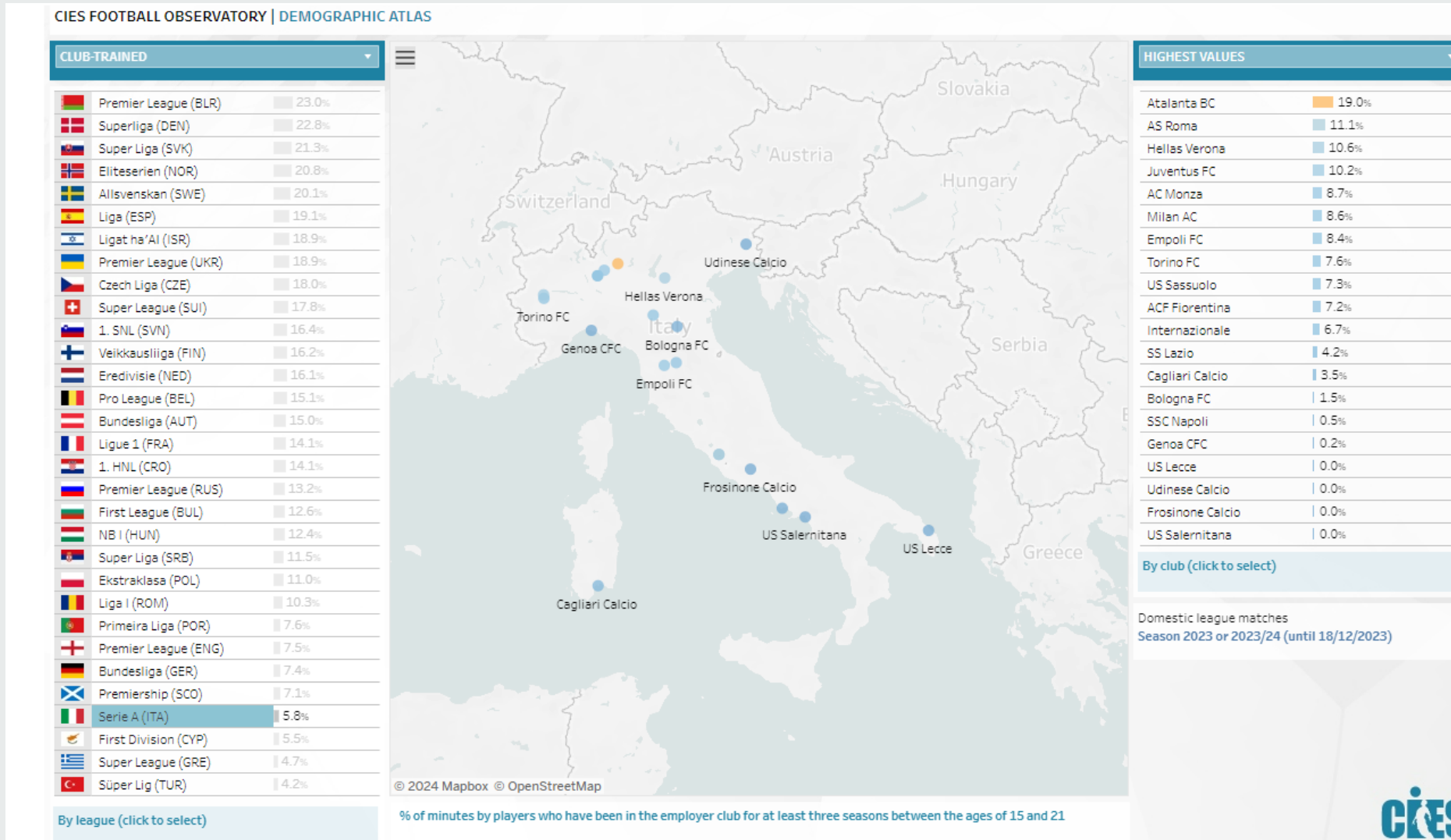


# Qual è stato il cambiamento più impattante nel mercato dei trasferimenti? / What was the most impactful change in the transfer market?



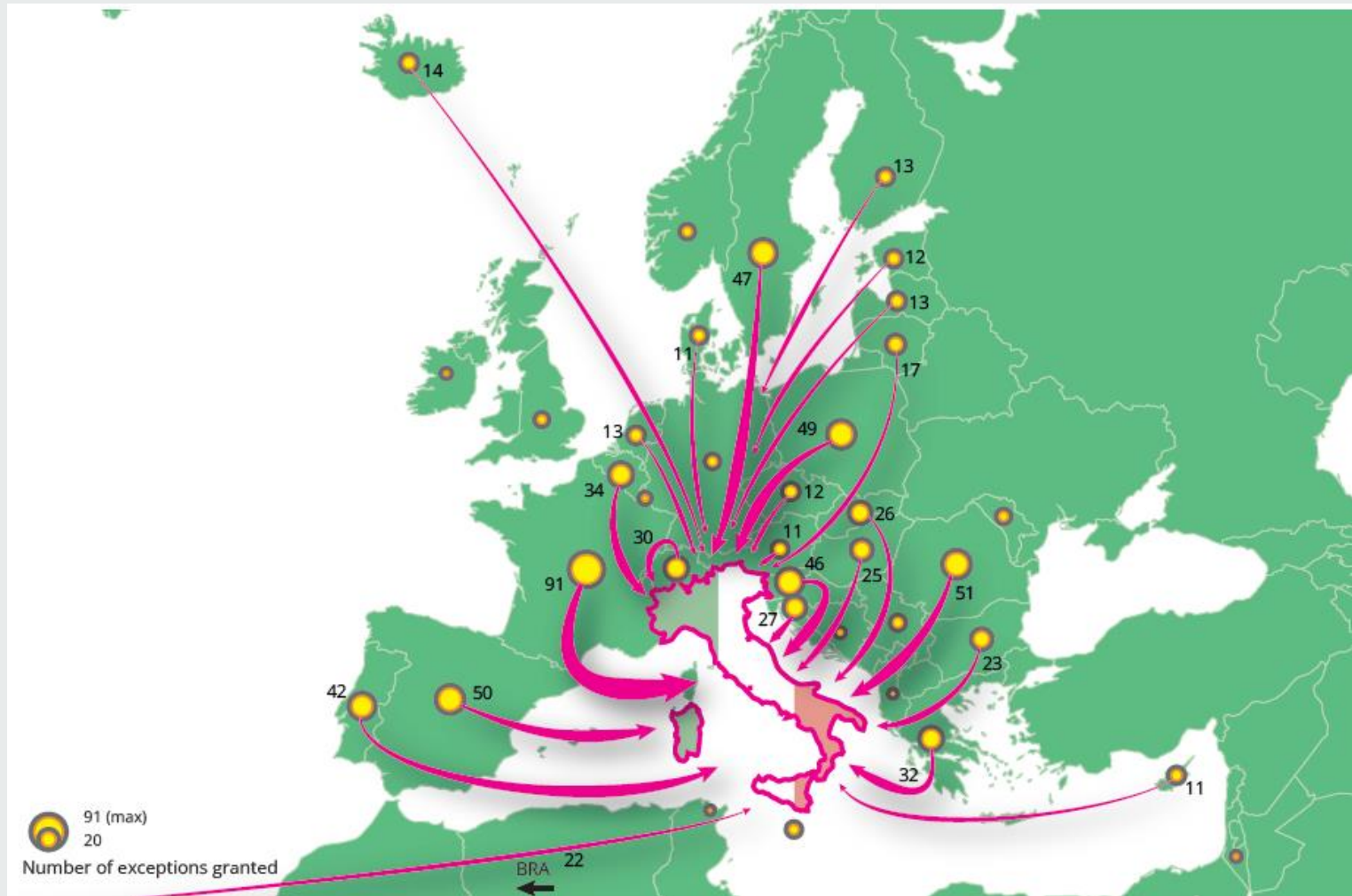
# Club Trained Players

# Talent Development Scheme



# Young Players - transfer of minors (16-18 years)

## Talent Development Scheme




1		England	966	<div style="width: 100%;"></div>
2		Italy	829	<div style="width: 85%;"></div>
3		Germany	355	<div style="width: 37%;"></div>
4		Netherlands	156	<div style="width: 16%;"></div>
5		Portugal	122	<div style="width: 13%;"></div>
6		Hungary	106	<div style="width: 11%;"></div>
7		France	101	<div style="width: 11%;"></div>
8		Scotland	94	<div style="width: 10%;"></div>
9		Spain	89	<div style="width: 9%;"></div>
10		Denmark	75	<div style="width: 8%;"></div>
11		Wales	68	<div style="width: 7%;"></div>
12		Croatia	59	<div style="width: 6%;"></div>
13		Czech Republic	43	<div style="width: 4%;"></div>
14		Austria	42	<div style="width: 4%;"></div>
15		Belgium	37	<div style="width: 4%;"></div>



# Young Players - transfer of minors (16-18 years)













1	 Juventus FC (ITA)	57	■
2	 Internazionale (ITA)	50	■
.	 Manchester City (ENG)	50	■
4	 Manchester United (ENG)	47	■
5	 SPAL (ITA)	42	■
6	 Fulham FC (ENG)	41	■
7	 Liverpool FC (ENG)	40	■
.	 Stoke City FC (ENG)	40	■
9	 Parma Calcio (ITA)	38	■
10	 Sampdoria UC (ITA)	37	■

11	 AS Roma (ITA)	36	■
.	 Swansea City (ENG)	36	■
.	 Wolverhampton FC (ENG)	36	■
14	 Genoa CFC (ITA)	35	■
15	 Atalanta BC (ITA)	33	■
.	 Rangers FC (SCO)	33	■
17	 Hellas Verona (ITA)	32	■
.	 SL Benfica (POR)	32	■
.	 Udinese Calcio (ITA)	32	■
20	 Aston Villa (ENG)	31	■
.	 TSG Hoffenheim (GER)	31	■

**Mainly top club among most active engaging ones**

# Young Players - transfer of minors

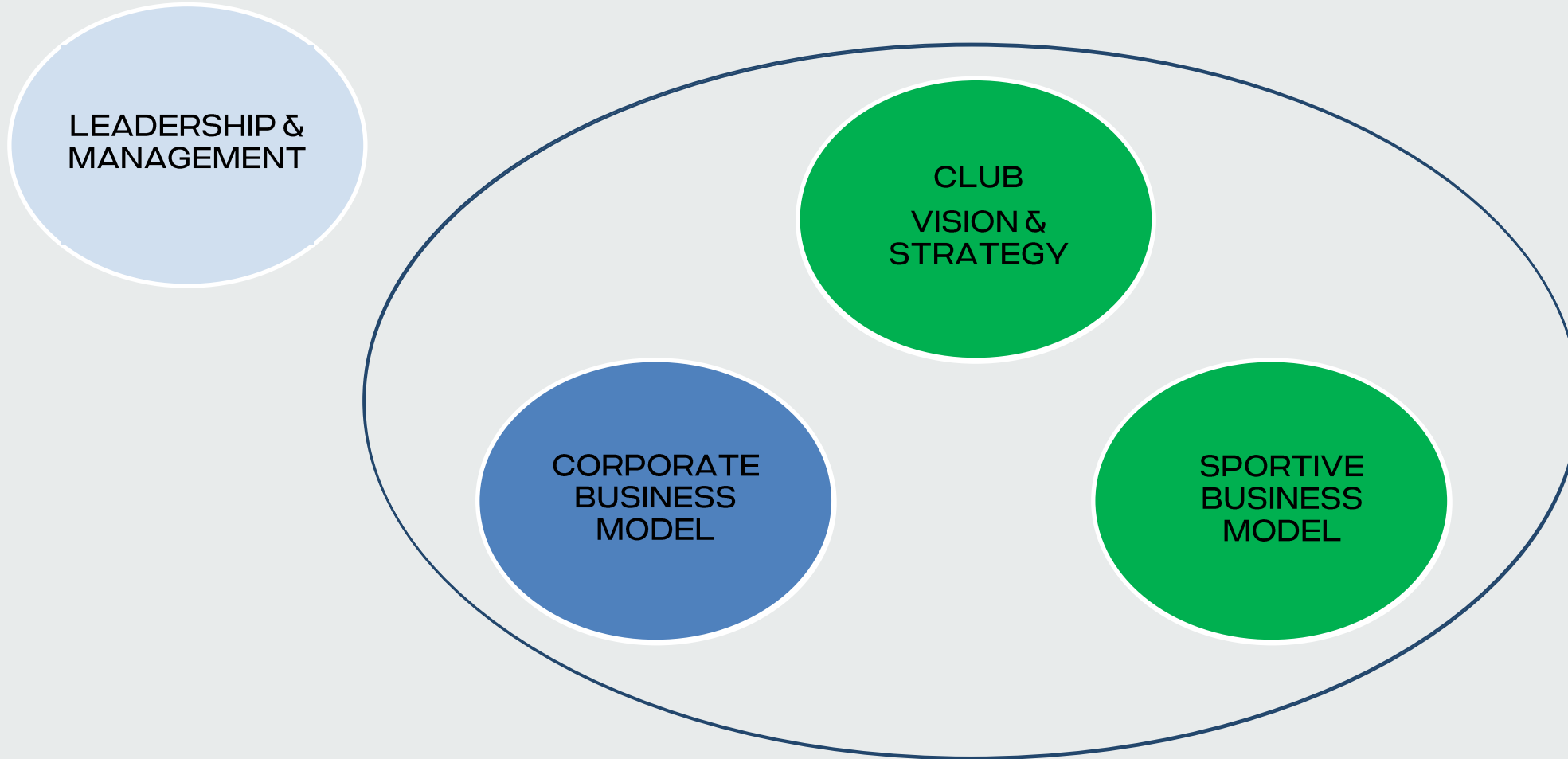
## After-Brexit trends (per year)

	2011-2020	2021-2022	Evolution
 England	93.5 	15.5 	 -78.0
 Italy	58.4 	122.5 	+64.1 
 Germany	26.4 	45.5 	+19.1 

## Replacement effect, mainly by Italy (and Germany)

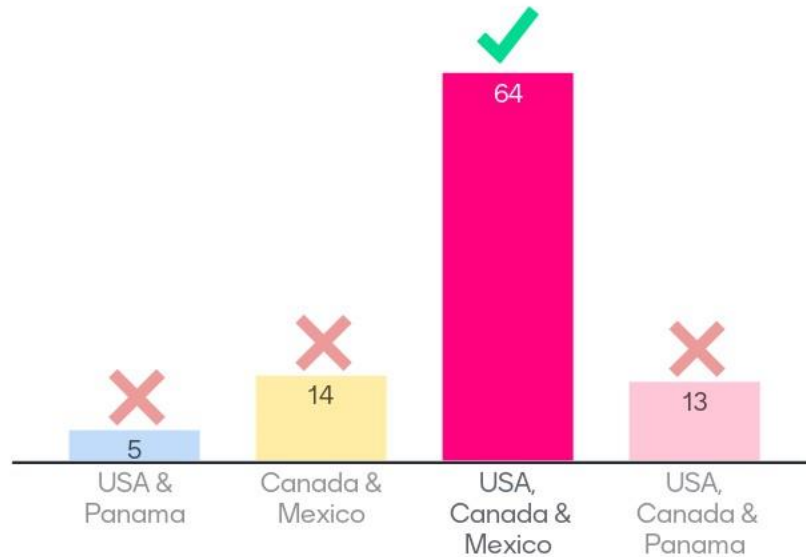
# Leadership & Management

## Talent Development Scheme

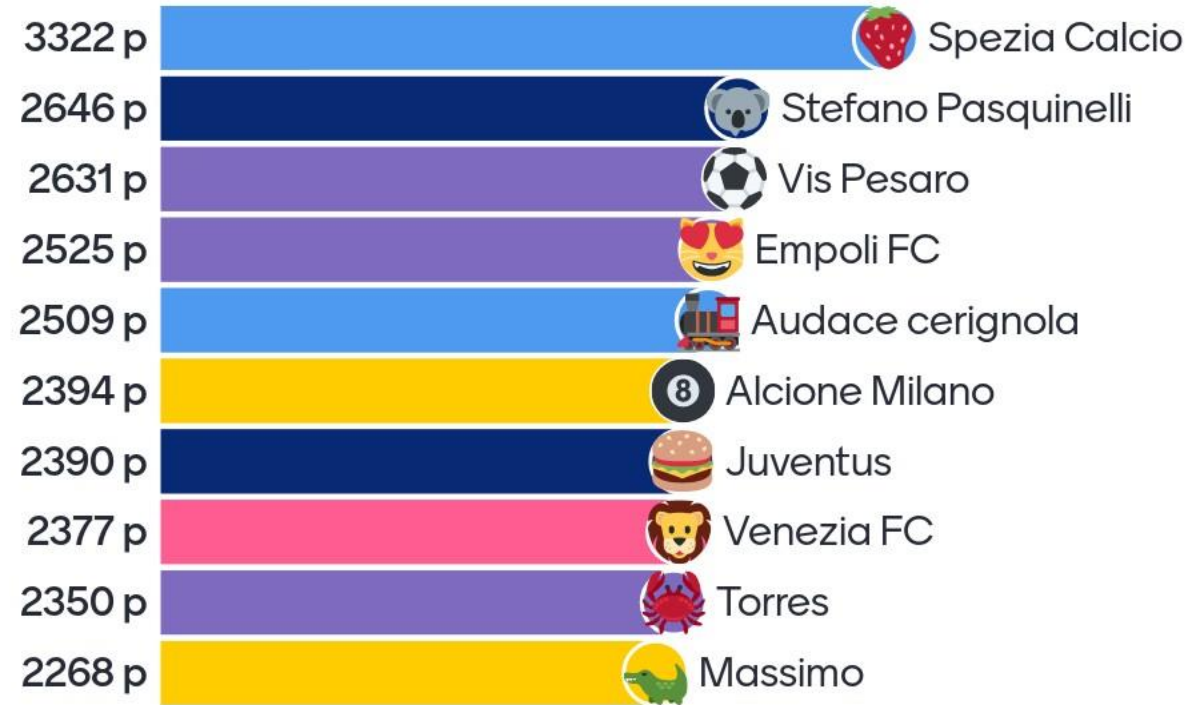


*"The direction that the Club wants to go and the different building blocks to create a sustainable return-on-investment in the future"*

# Dove sarà organizzata la Coppa del Mondo FIFA nel 2026? / Where will the FIFA World Cup in 2026 be organised?



# Leaderboard



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## Talent Development Scheme

“Give every talent a chance”





**FIFA**<sup>®</sup>

**Federazione Italiana Giuoco Calcio**

4-3-2024