



MSM

**MAASTRICHT
SCHOOL OF
MANAGEMENT**

FINAL THESIS BUSINESS PLAN:

SHARE MY GOAL

FOOTBALL NETWORKING PLATFORM

SABINA NOVRUZOVA

This paper was submitted in fulfillment of the requirements for the Master of Business Administration (MBA) degree at ADA University, Baku, Azerbaijan and the Maastricht School of Management (MSM), Maastricht, Netherlands.

2020

TABLE OF CONTENT

Executive Summary	4
1. Introduction.....	6
1.1. BACKGROUND	6
1.2. OPPORTUNITIES	7
1.3. BUSINESS PLAN OBJECTIVES	8
1.4. METHODOLOGY	8
1.5. LIMITATIONS	10
2. Product.....	10
2.1. COMPANY OBJECTIVES.....	10
2.2. KEY USERS	11
2.3. USER JOURNEY	11
2.4. MONETIZATION	13
2.5. ETHICAL CONSIDERATION	14
3. Market Validation.....	14
3.1. INDUSTRY OVERVIEW.....	14
3.2. PEST ANALYSIS	15
3.3. COVID-19.....	16
3.4. TARGET MARKET	17
3.4.1. FOOTBALL PLAYERS	18
3.4.2. TEAM COACHES.....	19
3.4.3. AGENTS	19
3.5. COMPETITION	20
3.5.1. COMPETITORS ANALYSIS.....	20
3.5.2. COMPETITIVE ADVANTAGE	23
3.5.3. PORTER’S 5 FORCES.....	22
3.6. MARKET RESEARCH (INTERVIEWS).....	23

3.6.1.	CHARACTERISTICS OF INTERVIEWED PEOPLE.....	23
3.6.2.	PLAYER PERSPECTIVE.....	24
3.6.3.	COACH PERSPECTIVE.....	24
3.6.4.	AGENT PERSPECTIVE.....	25
3.7.	SWOT ANALYSIS.....	27
3.8.	BUSINESS FRAMEWORK.....	27
3.9.	UNIQUE VALUE PROPOSITION.....	28
4.	Sales and Marketing.....	28
4.1.	MARKETING GOALS AND OBJECTIVES.....	28
4.2.	MARKETING MIX.....	28
4.3.	TESTING STRATEGY.....	29
4.4.	LAUNCH STRATEGY.....	29
5.	Organization & Management.....	31
5.1.	HUMAN RESOURCES.....	31
5.2.	COMPANY ORGANIZATION CHART.....	32
5.3.	CUSTOMER SUPPORT.....	32
6.	Financial Projections.....	33
6.1.	SOURCES AND USES OF FUNDS.....	33
6.2.	FIXED AND VARIABLE COSTS.....	33
6.3.	STARTUP LAUNCH COSTS.....	34
6.4.	USER GROWTH AND SALES FORECAST.....	35
6.5.	PROJECTED PROFIT AND LOSS STATEMENT.....	37
6.6.	RETURN ON INVESTMENT.....	37
7.	Risks.....	38
8.	Action Plan.....	40

Acknowledgement

I want to express my gratitude towards ADA University and Maastricht School of Management for the fantastic opportunity to have studied the MBA program for two years and gaining not only knowledge but vast network and business insights from professional instructors. Every one of them has contributed to the creation of this business plan.

I want to thank my family for supporting me in my decision to stay in Azerbaijan and continue my studies at ADA University. Their opinion and approval mean a lot to me.

Finally, the idea of the startup described in this business plan was inspired by my husband, a loyal football fan. Taking the basic concept of football networking and elevating it with tech features has been incredibly fun and motivating. Share My Goal is a real project, and I hope this business plan will make it come true.

Executive Summary

Today football is a multi-billion industry: it is one of the most entertaining sports to watch, it has one the most loyal fanbase, and the football player is one the most prestigious profession in the world. Share My Goal web-based platform aims to improve the process of networking and deal-making between 3 parties of football industry: players, coaches and agents. It simplifies the matchmaking process by bringing artificial intelligence into the action, as well as providing the users with bigger exposure. Unlike the main competitors in the market, Share My Goal provides opportunities for under-represented markets, as African, some Asian and South American countries. Another problem Share My Goal tackles is the obstacles on the way of agents entering the industry due to main big players. Finally, the approval-only application process makes it safe and transparent for all parties to network and engage, alarmed by the increasing amount of fake agents, participating in the financial fraud and human trafficking. The key objectives of Share My Goal business plan include:

- Confirming the market demand for the product;
- Identify the product's unique value proposition;
- Generate a successful marketing strategy based on the market research;
- Forecast the financial figures and value the business.

The business plan uses interviews as the mean of qualitative research method, along with business literature and founders' previous startup experience. Tools used in order to analyse the market include Porter's 5 Forces, PEST, SWOT, TAM-SAM-SOM target market estimation. As a result, the user growth forecast along with financial projections have been estimated and prove that Share My Goal has a viable business model and now is the perfect time to launch.

Keywords: football, football platform, network, scouting platform, football agents, football players, matchmaking, AI

1. Introduction

1.1. Background

Cristiano Ronaldo, Lionel Messi, Ronaldinho. It would take some real effort to find a person who never heard these names. The first official football match between Scotland and England took place in 1872 and was attended by 4,000 people (Spenser, 2017), when today there are around 4 billion football fans in the world, according to World Atlas data (Sawe, 2020).

During the season of 2018 - 2019 revenues from broadcasting rights of the one of the most popular football competitions – UEFA Champions League – have reached the level of 2,5 billions of Euro (Koptug, 2020). World Cup 2018 was watched by 3,5 billion people according to FIFA's estimations (Independent UK, 2018).

For many people football is not just a game, but an integral part of the life. Not only for fans that are ready to die for their clubs - like in Turkey, Italy, Serbia and etc.. Also for millions of youngsters in the developing world where becoming a footballer is most likely the only chance to earn for living. Unlike European countries, football infrastructure is not well-developed in African, Asian and in some South American countries - as a result, many talents are lost just because of lack of luck. Many players in a desperate search of a workplace become a victim of swindlers and human trafficker. As an example, a former Roma player Joseph Bouasse was tricked by one of traffickers at age 16 (Fermie, 2020).

The average retirement age in football is 35 years, and considering the demand, clubs are in constant search of professional players and young talents. Recruitment process can be split in three main areas: scouting, academy and agents acting as intermediaries. All the areas are subject to improvements in terms of digitalization and many clubs move from traditional screening towards online systems.

1.2. Opportunities

While there are a lot of startup opportunities in the football industry, the one that Share My Goal is focused on is the scouting system. In Industry Overview section of this business plan the current scouting system will be analysed from the efficiency point of view, however, there are some major problems that require a solution.

The first problem is that the scouting industry itself. There are certain powerful agents, that at the moment have already established the trustful relations with major clubs and players in the world. Not only this prevents new agents from trying to get a market share, but these ones are bumping their players' prices in the market, leading to outrageous numbers. Share My Goal platform is aimed at the players, who can not necessarily afford these famous agents – however, at the same time they can hire someone with less exposure, and, if everything goes right, both the player and the agent gain fame and money.

Secondly, the fact that the major agents have taken up a lot of market share leads to the increase in the number of 'fake' and unprofessional scouts. The latest story refers to African players being scammed by fake agents (Redfern, 2020). Young players from different African countries believe those frauds (in the latest case, UK fake agents), as they make them pay the entry fee and then leave for good. These fees reach up to 10,000 pounds, which is big money for those players' families, and the trials do not help.

Third problem is that it might be relatively easy to scout players from European countries, as the pool is easily reachable. However, it is harder to discover talents from African or some Asian and South American countries: their infrastructure in terms of scouts networking is not as well-established, therefore, their players lack the exposure to better professional opportunities. This is also relevant for Share My Goal founders' country, Azerbaijan. Moreover, with the coronavirus pandemic restricting the travel makes it harder for scouts to travel to under-represented countries by themselves. At the same time, the current online

scouting solutions do not take these countries into account, as the competitors analysis will present later on in this plan.

As can be seen, there are 3 main problems that have inspired Share My Goal founders to build the platform. With technology advancing with every year, the possibilities to enhance online scouting are endless and Share My Goal plans to use every opportunity to do so.

1.3. Business Plan Objectives

This business plan will elaborate on all the steps towards successful launch of Share My Goal startup company. It will go over the industry background and, most importantly, the hiring process, moving to its digitalized form, that has yet to be improved.

This business plan holds all the information useful for all the different parties of a startup development. It provides guidelines and clear picture for the founders, that often times might get off the track in terms of strategy and action plan while establishing the company.

Moreover, accompanied with a pitch deck presentation, it is an important tool used during investment rounds, helping both investors and founders make data-driven decisions. Business plan collects a set of key ideas, that capture the founders' passion and vision for the company (Blank and Dorf, 2012).

The key objectives of Share My Goal business plan include:

- Confirming the market demand for the product;
- Identify the product's unique value proposition;
- Generate a successful marketing strategy based on the market research;
- Forecast the financial figures and value the business.

1.4. Methodology

Research Strategy. As the industry behind Share My Goal is undeniably huge, there is a lot of information available through open sources. The majority of the data for industry, target

market and marketing strategy research has been collected online from news, analytics and statistics sources. It is important to mention that the founders have connections inside the football industry of Azerbaijan and other countries of the region, which were used for insights on the most relevant areas to explore. Most startups lack a structured process for testing their business model hypotheses (Blank and Dorf, 2012). The fact that Share My Goal is a tech startup may be both an advantage and disadvantage. As stated in the testing strategy and action plan further in the plan, after the MVP is developed, it will be presented to the focus group for testing. From another side, before the prototyping, an interview with every relevant party may be a substitute for the business plan foundation.

Interviews. As Share My Goal is a platform for all 3 main parties in the football hiring process – players, agents and coaches – it was important to receive a full feedback from all of them. A representative from each category was chosen, and, as the questions were sent out on March 11th, 2020, the results came back within a week. In this case, non-standardized (qualitative) interviews were conducted, as this is the most efficient way to understand the reasons behind the three parties' decision-making and learn their opinion (Saunders, Lewis, & Thornhill, 2019).

User Growth Forecast. As one of the Share My Goal founders and the author of this business plan has already have an experience managing a tech startup, there are some insights on how to evaluate the growth closer to reality. Moreover, as both paid and organic user customer acquisition is included into the calculations, the forecast is based on the numbers available from open sources. Finally, most importantly, as it is usual for tech startups, user forecast is based on a set of assumptions that will be elaborated on.

Business Literature. There are a few books that are mentioned repeatedly throughout the whole business plan, as they are well-known and respectable sources of business knowledge relevant for startups. Moreover, the principles described in the books are even more relevant

towards tech startups, which Share My Goal is. The main books in the list, which are the founders' favorites, are: The Startup Owner's Manual by Steve Blank and Bob Dorf, Lean Startup by Eric Ries and Zero to One by Peter Thiel.

1.5. Limitations

The limitations of this business plan include:

- The target markets of the product are set to be Europe, Africa and Asia (for different parties), and the market research has been conducted based on this. However, the qualitative research, which is, in this case, a set of interviews, has been conducted with Azerbaijani and Russian representatives.
- While there is a section further in the business plan dedicated to coronavirus and its impact, it is not something that can be predicted with certainty. Therefore, the business plan is based on the assumption that the pandemic will fade away during the next years and does not take potential 2nd or further 'coronavirus waves' into consideration.

2. Product

Share My Goal is an online platform, available through website, that connects players with agents and coaches, ensuring safe and transparent scouting and hiring process.

2.1. Company Objectives

The main goal of the company is to simplify the football hiring process and adjust it to today's digitalized realities without losing core of the scouting activity. Making a hiring decision solely based on online communication and screening can be tough, therefore Share My Goal provides a solution to make it data-driven, based on live screening feature and matchmaking based on player's performance and team's preferences. Another important goal of the company is to ensure safe and transparent hiring process and make it easier for every

party in its own way, as will be elaborated on more throughout the business plan. Finally, Share My Goal does all that in a simple, user-friendly manner.

2.2. Key Users

Football Players. It is very important to have the player at the top of the list. As the competitors analysis will present later on in the paper, very few platform are built for players to have some interaction with it: the majority of solutions focus on coaches and agents. Share My Goal focuses on giving players more exposure, more rights. Moreover, as all the communication will happen within the platform, players are now safe and can count on the platform's support in case of any issues.

Team Coaches. Coaches come second in the priority list, as Share My Goal believes that during the last years the connection between coaches and players may have suffered because of agent intervention. Share My Goal provides coaches with an opportunity to hire the player directly – or find an scout that they want to represent their team.

Agents / Scouts. It may take some time to turn the monopolization back, however, this is the important step. Agents on the platform have the same rights, same features available and are only separated by the couple of paid features. They get the same exposure for coaches to hire them for their teams, as well as they have an access to the great player database from previously under-represented countries.

2.3. User Journey

Unlike some of the similar football scouting dedicated platforms, Share My Goal is only accessible by the representatives of the 3 key segments mentioned above. During the registration process the user will start with choosing the segment and filling in short registration form. Share My Goal team then will take 24 hours to review and approve application. The main interface is similar for all 3 types of users. Share My Goal contains:

- **Main Page.** Website guest will see the short landing page with platform description, pricing and about data, as well as the registration and application form. After logging in, user will see its dashboard, containing access to all the other pages, notifications, settings.
- **Personal Profile.** While coach and agent profiles are somehow similar, player profile is completely different. Both coach and agent profiles contain their background, highlighted achievements and statistics. When it comes to player profile, the interface principle is based on the FIFA Player Card system – Share My Goal version. It contains player information, such as: name, photo (face), OVR rating, nation's flag, club's badge, league' name, essential player attributes, loyalty, current chemistry style, number of remaining contracts, current fitness condition, bio & details (FIFPlay, 2020). It is important to mention that as a part of an expansion strategy Share My Goal plans to propose a FIFA Player Card integration into the system, however, there are certain milestones to overcome before being reasonable with that offer. One more unique feature for a player profile is the ability to upload videos – actually, in order to get to the matchmaking part, a player must upload minimum of 3 videos.
- **Matchmaking.** The heart of Share My Goal is its matchmaking system, connecting agents and coaches with players they are looking for and vice versa. The initial matchmaking is based on the short survey filled in when first logging in and information provided in user's profile. However, AI-based system will analyse users' interactions within Share My Goal and make better predictions on what team will be the best fit for the player, or what player is the most prospective for the specific agent, and etc. Moreover, agents and coaches can promote their job postings, and the

number of times they can do so per month depends on the type of subscription chosen.

- **Chat.** As a part of its efficient scouting process, Share My Goal ensures all the possible communication channels are integrated: therefore, the parties can connect via text, audio or video messages, as well as have a live video call. If the live video call is set up to be an actual online screening, it may be recorded and player performance will be analyzed by Share My Goal.
- **Starred.** Every user has an opportunity to save the profile that is interesting for him/her. For example, if the player is very prospective, but not the right fit for the team right now, coach can save his profile and be notified of this player's achievements and improvements.

Minimum Viable Product (MVP). Share My Goal follows the Lean Startup approach and, as the business plan will elaborate further on, plans to launch the website as soon as possible with only main features presented. The main goal of the Lean Startup approach is to test the market and reconfirm its demand towards the product (Ries, 2011). While the matchmaking tool will be available in the MVP already, the AI will be integrated as the first update after the testing period.

2.4. Monetization

Share My Goal provides free access to the platform for the players. Both agents and coaches have a 1 week free trial period, before signing up for a monthly subscription.

Feature	Basic	Advanced
Price (Coach)	50EUR/month	100EUR/month
Price (Agent)	30EUR/month	70EUR/month
Profile / Post Promotions	2/month	5/month
Smart Matchmaking	No	Yes

Besides the monthly subscription, Share My Goal takes 10% of every successful transaction happening through the platform, let it be the player or agent being hired. Agents are usually taking around 10% as their commission (Hendley, 2019), however, they are still getting paid after that, from player's endorsements, for example, therefore, the platform's price is justified.

2.5. Ethical Consideration

As addressed before, one of the often-occurring problems with unauthorized scouts, that contact the player directly, is the possibility of fraud. The articles on such scams go from most recent of 2020, to the oldest, to 2000s, therefore, it is obvious the issue was not yet solved legally. Share My Goal believes that if all transactions happen within the platform, it will bring the needed transparency and safety for the under-represented countries and protect them from scams, that can cost them even more than money, ruining their dreams and hopes. Share My Goal will never discriminate anyone based on age, race, religion, ethnicity, or for any other reason. Legal team will be presented in the company from the very beginning, ensuring every transaction happens under the law.

3. Market Validation

3.1. Industry Overview

Many big clubs have an integrated scouting system, with representations all around the world. The world of football has always been enriched by top players who joined their clubs as a part of scouting. Brazilian players like Casemiro, Vinicius Jr. and etc. are great example of the scouting. Football academies like the one in Ajax, Benfica, Monaco and etc. are investing on scouting and the academy in order to grow top players and further make multi-million sales.

In the last couple of years, the football business has faced a huge increase in market value of footballers. As an example, a young Spanish goalkeeper Kepa Arrizabalaga was transferred to Chelsea back in 2018 for 71,6 million pounds – almost the same amount of money was paid for a super star Zinedine Zidane in 2001 (Fifield, 2018). This is the result of manipulation of the transfer market by couple of powerful agents like Mini Raiola and Jorge Mendes who consolidated in their hands a huge number of top players and using every tool to increase the market value. As football remains the most popular team game and a major source of entertainment for the viewers, the demand for improved scouting tools will only go up.

3.2. PEST Analysis

One of the best tools to analyse the industry as an external market is to conduct a PEST Analysis. It will help evaluate the critical factors in four main categories and identify which of them can be turned into a competitive advantage later on (Barney & Hesterly, 2019).

Political. As Share My Goal plans to target different countries in the world: developed countries (at least in terms of football infrastructure) for coaches, under-represented countries for players and global for agents, it might be hard to keep up with regulations in each and every country.

Economic. As mentioned before, football industry has been stable over the ups and downs in the economic terms: at the end of the day, the will to brighten up the day with this sports entertainment has always been present. However, as of spring 2020 the economic stability is under question, as well as the purchasing power of Share My Goal users. COVID-19 has its influence all around the world: with the recession brought by it along with oil price drop, as well as other unfortunate events that turn up almost every day. The two months of football lockdown were a hit to the industry: however, the fact that the very first match afterwards had no less views, it can be assumed that this entertainment will hang on for a while.

Social. Football brings people together – that is a fact. The loyal fanbase is scattered all around the world and it is hard to imagine that the demand for watching the game will decrease substantially. Therefore, the demand for good players is only increasing – everyone wants to introduce the world to a new star. It only makes it better that the star may be from an under-represented market: not only it is fair to give equal exposure to every nation, but it is also a market of untapped opportunities, that is waiting to be discovered.

Technological. Share My Goal is a technological platform: it says it all. This is the reason for the high costs for IT support and timely development, as well as 24/7 customer support operations. Platform crash or bugs can not be an option, therefore, the testing takes a lot of time before the launch. Share My Goal is presented in the form of a website: the app versions are expected to launch after a few years, however, the main focus will still be on the website. Of course, unless technological progress will provide with the same user-friendly navigation through the app, as it currently is through the website platforms. Second point is that many countries from the player target market may not have the perfect infrastructure in terms of online network. However, Share My Goal plans to increase its exposure in the markets as much as possible through marketing campaigns and direct connections with these countries' leagues.

3.3. COVID-19

Needless to say that coronavirus pandemic has influenced the whole world. Some of the football players, despite them being athletes with high immune system, still got infected – even though there are no deadly cases. Many big sport events, even Olympic Games, got moved for another year – this happened with EURO2020, as UEFA has postponed it by 12 months (UEFA.com, 2020).

As can be seen, football was one of the first games to be resumed (Al Jazeera, 2020). It started with German football league Bundesliga. It is important to mention that there are

some restrictions now that players have to follow, as, for example, substitute players having to wear masks and keep distance, ban on hugs after the goal, disinfecting the ball several times during the game and many more. While this can surely bring discomfort, it is worth going out of the two-month lockdown, that has hit the football industry. Finally, with the potential travel restrictions continuing to be present during 2020 and possible for a few years after, traveling for scouting will not be as popular as before.

3.4. Target Market

As discussed, the market for Share My Goal platform is divided into 3 categories: players, coaches and agents. Each and every one has a different version of platform, a dedicated marketing approach, and, therefore, they are analysed separately. Following the Lean Startup approach, every segment will be narrowed down using TAM-SAM-SOM model (Ortwein, 2020). The acronyms refer to Total Available Market, Service Available Market and Service Obtainable Market respectively. TAM refers to the total market demand for the product. However, it is worth noting that no company can have 100% share of that market, therefore, we narrow further. SAM is the market that can be reached: in the case of tech startup, this might be limited by digitalization level in the country, such that it has access to web-based solutions. Finally, SOM is the share of SAM that is the first milestone for a startup to reach. It should be estimated taking into account the competition in the market and realistically assuming how much percent of SAM can be captured. The estimated Target Market numbers are provided below, with the breakdown and explanation of every category in the further sections.

	Targeted	Notes
Players	11739	34 countries
Coaches	2458	37 countries
Agents	1158	Licensed only

3.4.1. Football Players

From the very beginning, Share My Goal's objective was to focus on the countries that are under-represented in the football talent pool. As can further be observed from the competitors in online solutions industry, the main focus is still on European players.

While Total Available Market includes players from every amateur and professional leagues of the world, it is immediately narrowed down. The limitation is that the study for MVP stage only considers countries that have players in leagues: before trying to find promising players from scratch, Share My Goal needs to gain fame and raise awareness. Using the industry insights, based on the experience of one of the founders, 34 countries were shortlisted as the Service Available Market. These include 24 African, 1 Asian, 1 European, 1 North American and 8 South American countries: Algeria, Angola, Argentina, Belarus, Benin, Brazil, Burkina Faso, Cameroon, Central African Republic, Chile, Colombia, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Egypt, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, India, Kenya, Madagascar, Mali, Mexico, Nigeria, Paraguay, Peru, Senegal, South Africa, Togo, Tunisia, Uruguay, Venezuela (Bolivarian Republic of), Zambia. All amateur and professional leagues of the country are considered, and since there is 30 players on average per league, their amount is multiplied by 30. This gives a rough estimate of players that can be encouraged to join Share My Goal player database. The sources used for estimation are mentioned in this business plan's references page and consist of websites combining data on the region's football leagues, as well as countries' personal websites. When thinking about realistic percent of this share to be acquired, Share My Goal founders keep the standard tech startups approach and assume 10% of the market is attainable. To conclude, for football players the target market is narrowed down to be:

- Total Available Market: global, player of every amateur or professional league.

- Service Available Market: 35 countries, player of registered amateur or professional league – 117390 players.
- Service Obtainable Market: 10% of SAM – 11739 players.

3.4.2. Team Coaches

When it comes to team representatives, the approach is a bit different. While the Total Available Market holds every team in the world, it is narrowed down to Service Available Market of 37 shortlisted countries. These countries have developed football infrastructure and have demonstrated history of foreign player hiring. The list contains 7 African, 10 Asian, 18 European and 2 North American countries: Algeria, Angola, Austria, Azerbaijan, Bahrain, Belarus, Belgium, Cameroon, France, Georgia, Germany, Ghana, India, Italy, Kazakhstan, Kuwait, Mexico, Netherlands, Nigeria, Norway, Poland, Portugal, Qatar, Russian Federation, Saudi Arabia, Serbia, Slovakia, Slovenia, South Africa, Spain, Switzerland, Tunisia, Turkey, Turkmenistan, Ukraine, United Kingdom of Great Britain and Northern Ireland, United States of America. Every professional league is considered with its teams. It is important to mention that the count only considers one representative of the team as the potential user – most probably, a coach in this case. SOM is again assumed to be 10%, for the reasons explained in the previous section.

To conclude, for coaches the target market is narrowed down to be:

- Total Available Market: global, every amateur or professional league team.
- Service Available Market: 37 countries, amateur and professional league teams – 24583 teams.
- Service Obtainable Market: 10% of SAM – 2458 teams.

3.4.3. Agents

Agent statistic is completely different from players and coaches. As Share My Goal strives to keep the platform safe and transparent, only licensed agents will be allowed to have access to

it. There is a whole list of licensed agents available online with a country breakdown at Transfermarkt as of 2020. It includes 5793 agents globally. This already makes the total available market narrowed down, excluding the non-licensed scouts, therefore, it is considered a Service Available Market already. The demand for the platform from agent side is expected to be higher compared to players and coaches. Analysing the competitors and lack of tools presented by Share My Goal, 20% realistic market share is estimated (within online scouting platforms for only licensed agents).

To conclude, for agents the target market is narrowed down to be:

- Service Available Market: every licensed agent worldwide – 5793.
- Service Obtainable Market: 20% of SAM - 1158.

3.5. Competition

3.5.1. Competitors Analysis

	Share My Goal	WyScout	Tonsser	Football Scout	Football Talent Scouting	Talent Spy
<i>Key Users</i>	<i>Players Agents Coaches</i>	<i>Players Agents Coaches Journalists</i>	<i>Players Agents Coaches</i>	<i>Players Coaches Fans</i>	<i>Players Agents Coaches</i>	<i>Agents</i>
<i>Target Market(s)</i>	<i>Under-Represented Player Market; Europe Hiring Market</i>	<i>Europe</i>	<i>Europe</i>	<i>Global</i>	<i>Europe</i>	<i>Europe</i>
Smart Hiring (Matchmaking)	AI-based	No	No	No	No	No
Player Personal Video Recordings	Yes	No	Yes	Yes	Yes	No
Live Player Communication	Yes	No	No	No	No	No
Performance Analytics	Yes	Yes	Yes	Yes	Yes	Yes
Match Video Recordings	No	Yes	No	No	No	Yes

As of today the main competitor of online football scouting would still be live face-to-face hiring process. However, this competitors analysis does not take it into account and focuses on online platforms that have been launching during the last 5 years. This analysis also omits general hiring websites as *LinkedIn*, *Glassdoor* or *Indeed*, as the focus is on football-dedicated solutions.

The main competitor in the industry is *WyScout* platform, featuring high-tech advanced performance statistics solutions. The platform is covering video translations of international and local championships, with market focus on Europe. The matches are analysed, as well as the players, and scouts have access to this data, which may help them to identify prospective players. There is also a journalist profile for the platform, allowing them to rewatch the matches and cover them better.

Tonsser is a mobile app for all key parties, with the right amount of focus on the player side. Players can see and evaluate their performance, compare themselves to team members and contact scouts and coaches – or receive offers from them. Main target market is also Europe. The limitation of the platform is that it is only available in the mobile app format. *Football Scout* is platform for players, coaches and fans, without curated registration approval process. Besides social networking, users can create football events and invite friends, read football news. While this is not optimal for hiring, there is a good feature: players can search for colleges that offer football program scholarships. *Football Talent Scouting* is also operating as a social network: besides hiring communication, users can also chat and exchange experience informally. Finally, *Talent Spy* is a platform for scouts focused on them finding prospective players through match observation.

Such platforms as *Scout Me*, *Scoutpad*, *Eye4Talent* or *Scouting System* are not considered as competitors, since they refer to post-hiring experience of managing player and team data, as well as training planning and portfolio management.

3.5.2. Porter's 5 Forces

Porter's 5 Forces analysis was developed in 1979 by Michael E. Porter and it helps to identify the possible threats and weaknesses of the project, as well as highlights the competitive advantages (Barney & Hesterly, 2019).

1. **Competitive rivalry within the industry: Strong Force.** Share My Goal has competition both offline and online. As for the offline, many teams still prefer the live scouting to watching videos of the players. Moreover, working with their trusted agents is also more popular than searching for new ones. When it comes to online industry, as could be seen from the competitors analysis, there is no direct competition as of now, however, due to the fact that many of these platforms have a great exposure, it might be difficult to enter the market without a very targeted marketing and positioning.

2. **Bargaining power of suppliers: Weak Force.** In-house development specialist and football industry connections make it relatively easy to support the platform. There are no specific supply sources that are needed for such a product, except for technological.

3. **Bargaining power of buyers/users: Strong Force.** As mentioned in SWOT and PEST Analyses, Share My Goal is very dependent on its customers. If the economic recession will continue, which is quite possible given the current circumstances, the purchasing power of the coaches will decrease, and the outrageous transfer fees will no longer be present. It may go even worse, if there is a new lockdown and no football is played – however, in that case it is no more just about Share My Goal, but about the whole industry.

4. **Threat of new entrants: Strong Force.** Similarly to the first point, the threat of a new entrant applying the same technology, but being able to attract more people to sign up is quite high. However, there are couple of things to be considered: firstly, in order to gain more subscribers and exposure, the new entrant should have already started working on such a complex AI-powered matchmaking system. Secondly, that new entrant must have same or

bigger industry connections, in which case there should have been something like that developed a long time ago. Lastly, the economic recession that might be coming up may make it harder to attract the development and other sources needed to start a similar project, while Share My Goal is already in the process of starting a company.

5. Threat of substitutes: Weak Force. As mentioned previously, the whole world along with, of course, football industry is moving towards digitalization. Even though some coaches may prefer working with their trusted agents, they will be forced to move to online scouting, most probably, not only due to coronavirus travel restrictions, but due to the current trends of optimizing all the possible processes via digital channels.

3.5.3. Competitive Advantage

Having analyzed the competitive environment, it is safe to conclude that Share My Goal is a unique platform with 3 important competitive advantages:

1. Share My Goal provides *equal set of features for all 3 main parties* that are participating in football hiring process: players, agents and coaches. Majority of the platforms focus on improving scouts and team coaches experience, missing the point of player being an equal contributor.
2. Share My Goal ensures *full transparency and safety*, giving access to the platform to the key players only and analyzing and approving applications 24/7.
3. Share My Goal helps the key parties by introducing *special features* as AI-powered smart matchmaking and live video interviews and communication.

3.6. Market Research (Interviews)

3.6.1. Characteristics of Interviewed People

As described previously, an interview was an obvious choice over questionnaires. The first reason for that was the lack of the database to focus the questionnaire around: as mentioned in the limitations section, while it may be easier to attract foreign customers for product

testing, it is challenging to do so for a survey. From another point of view, feedback is much more valuable, as well as elaborated answers and thoughts of the interviewees.

3.6.2. Player Perspective

The player interview was given by Maksim Medvedev, Captain of Qarabagh FC, Azerbaijan National Team. He is 30 years old, still being one of the top players: he has played football since his childhood, went through many different teams and, finally, has dedicated 14 years to Qarabagh FC. The interesting thing about Maksim is that he does not have a personal agent: all the negotiations and deals are made by him personally. While this works with him being a member of the team for a long time and having transparent and safe relationship with it, Maksim warns that it might be tough to find a good agent.

When it comes to online scouting, Maksim is sure that is the future. He argues that even if the video shows the player's top potential, the right coach can keep the player in that shape and even improve it. The only thing to be aware of, he mentions, is that human characteristics matter a lot as well – not only the agent or coach, but the player himself should be honest and open-minded to fit into the team. As for the coronavirus effects – while Maksim admits there are some difficulties with negotiations and screening during the pandemic, there will eventually be a solution to that as well.

3.6.3. Coach Perspective

The coach perspective was given by Elkhan Abdullayev, Azerbaijan U20 Head Coach. For him, the procedures of screening depend heavily on the team itself: the big and small teams' approach differs a lot. He also mentions, that many of the clubs already have the scouts that they have been working with for a long time: which again may be arguable, since online platform may provide with some freshness in that matter.

From his own point of view, he shared he does not search for the players himself – this relates to the fact that in a small country as Azerbaijan, good players become famous within football industry pretty quickly and there is no need to search. The negotiations, though, are not being held by coaches, but rather by relevant team representatives. He also haven't tried to do online scouting, but he still highlights that it is very country-relevant, as for his own team, there is no need in foreign players. However, Elkhan uses programs that help tracking the player after he has been launched for data management.

Elkhan agrees that online scouting can work and information needed can be collected online or through online live video communication – for those countries and clubs, for which foreign player hiring is relevant. In that case, the only interesting video information would be the most recent, and, of course, seeing in at the current moment is the best option.

Mr. Abdullayev mentions that the problems with negotiations with players and agents may be quite common. He shares some stories, that prevented players from joining the team – some reasons included the quality of the field the trainings take place (it is synthetic, which was not approved by one player), some players do not feel legally safe enough, even though there is nothing wrong and the problem could be with showing it really is. When it comes to agents, Elkhan prefers to only work with the agents he knows personally, as he had some unpleasant experience with unprofessional scouts.

As of coronavirus, he admits it has affected the industry globally, however, Azerbaijan was not hit the hardest. The biggest problem for him was the lack of players' trainings, and, of course, the foreign player scouting, he agrees, will be heavily influenced.

3.6.4. Agent Perspective

The agent perspective was given from Erkin Ibrahimov: he has been into the scouting business since 2004. Before that he became the founder of the first football website at South

Caucasian region, and when the football boom reached Azerbaijan, he got interested. The main goal for him was to become an agent for Azerbaijani players and promote them for both local and foreign clubs.

He admits that their methodology, as agents, has evolved during these years. In 2004, the negotiations could often times be made only through the phone, without proper screening, by pure trust. As technology has improved, the video materials became more available and popular as the means of finding out the talents, however, live screening is still the best option to scout players. Erkin also shared the online tools he uses: WyScout is the most common agent tool, that helps monitor international matches and analyse players performance using it. The main problem for agents, as he mentioned, is the dishonest business behavior: he has observed many situations, related to both players' and clubs' dishonesty.

Erkin has shared the scouting insight: more and more clubs now sign the players up without live screening, as this can be both costly and not relevant in case of video materials and past performance saying it all. For him, this is the future.

As of coronavirus impact, Erkin thinks that the main problem with football industry will be decrease of money in the market – it is possible that such outrageously big deals for a player, even famous one, will no longer be an option. Countries, that are dependent on the oil, will also decrease the budget of their football teams, that are related to oil companies – for example, this is very relevant in Azerbaijani. However, overall the football industry will not suffer as much as it could have been in the case of another sport, he says. Share My Goal team believes this is a true assumption, based on what is happening in the world today.

3.7. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Under-Represented Markets; • Ai-Powered Matchmaking; • Online Scouting Market Demand; • In-House Development. 	<ul style="list-style-type: none"> • Target Markets May Be Hard To Attract Due To Lower Developed Infrastructure; • Can Be Replicated.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Coronavirus – Travel Restrictions, Digitalization; • Be The First Platform Like That Among Competitors. 	<ul style="list-style-type: none"> • Coronavirus – Economic Recession, Less Cash In The Industry; • Lack Of Demand From Coaches; • Technical Problems.

3.8. Business Framework

Share My Goal, as mentioned earlier, follows the Lean Startup approach. The Business Model Canvas, though similar, is not the best fit for a tech startup with only MVP as the first stage, therefore, Lean Startup Canvas is used.

Share My Goal				
Lean Startup Model Canvas				
Problem <ul style="list-style-type: none"> • Football scouting industry monopolization; • Fake or unprofessional scouts, increase of fraud cases; • Under-representation of certain countries, major focus on Europe only. 	Solution Reliable and technologically advanced network solution, connecting all parties in one place.	Unique Value Proposition <ul style="list-style-type: none"> • AI-Powered Matchmaking • Under-Represented Countries Included • All Parties Dashboard • Only Licensed and Approved Registration 	Unfair Advantage <ul style="list-style-type: none"> • Lower Price • Safer Deal-Making • AI-Based 	Customer Segments <ul style="list-style-type: none"> • Players (34 countries) • Coaches (37 countries) • Agents (licensed only)
	Key Metrics <ul style="list-style-type: none"> • Website Traffic • Deal Conversion • Subscription Conversion 		Channels <ul style="list-style-type: none"> • Social Media (Instagram, TikTok) • Search Engine Optimization • Email Marketing 	
Cost Structure Initial Production (Development) Advertisement Salaries: <ul style="list-style-type: none"> • Development and IT Support • Content Creation • Customer Support • Marketing 		Revenue Streams <ul style="list-style-type: none"> • Monthly Subscription for Coaches and Agents • Commission from Successful Deal 		

3.9. Unique Value Proposition

Share My Goal improves the online football scouting with a high-tech AI-powered solution, bringing the exposure to under-represented countries in the industry and providing unique and user friendly experience.

4. Sales and Marketing

4.1. Marketing Goals and Objectives

As seen from the competitors analysis, there are many online solutions towards scouting system problems. Even though very few target the specific problems Share My Goal strives to solve, from the first glance all these platform may look similar. In that case, it is important to differentiate. The main messages that have to be translate through the marketing channels is the transparency, safety and exposure.

Share My Goal's target markets are different for the customer categories, and require different marketing strategies. While players in African, Asian and South American countries need to be encouraged to upload their performance, it might be hard to get the promotion to them. In the case of agents and team coaches it is a bit easier, since there are contact available online and email marketing is the first choice that comes to mind to raise awareness.

Share My Goal marketing strategy considers these challenges and advantages and is simple, yet flexible.

4.2. Marketing Mix

The 4Ps analysis, also known as marketing mix was developed by E. Jerome McCarthy in the 1960s and it helps to identify the most efficient combination of four factors: such that the right product is sold at the right price at the right place (Clinger, 2015).

Product: at the time of launch it is Minimum Viable Product (MVP), with the update to full version with improved AI-based matchmaking after 6 months since the launch. If everything goes right, the app versions for all 3 parties will also be developed (expected to launch no earlier than in 2021'Q4 or 2022'Q1)

Price: as mentioned, the website registration is free for players and offers 2 plans, basic and advanced, for coaches and agents. Share My Goal also takes 10% off every successful deal made through platform.

Place: web-based platform, in the future to be updated with app versions for iOS and Android.

Promotion: main strategies include raising overall awareness and encourage player activity with Share My Goal challenges and email marketing targeted towards coaches and agents.

4.3. Testing Strategy

As mentioned previously, before presenting the product to the target market, it is needed to validate it among the customers. Web/mobile channel startups usually go through developing a hi-fidelity MVP, building metrics toolset and finding out the customer's perspective (Blank and Dorf, 2012).

The main testing strategy is to gather focus group consisting of all 3 categories – from the target markets mentioned, going outside of Azerbaijani borders, unlike in the interviews. Considering the industry connections and amount of time before the MVP is ready, it is possible to find these representatives in advance.

4.4. Launch Strategy

When planning a great launch, it is important to not over-estimate the abilities and resources. While it could be a perfect strategy to introduce the platform during a championship game or translation, however, it is too costly and not possible unless there is a very good investor

found during MVP development stage. Not taking that assumption into account, the launch strategy focuses on digital marketing.

As can be seen from Instagram, there is already a page for Share My Goal. One of the founders opened it and has been posting the best football moments from global matches, including the ones sent to the profile by its followers. The campaign that will start months before the actual launch of the platform is based on the football challenges. Utilizing user-generated content strategy, there will be a few challenges anyone can make at home. Many of them were already initiated by famous football players, and the page will combine them all in one place. While this will not exactly attract any of the target customers, it will raise awareness and make it easier for the brand name to develop.

The challenges trend in general has been very popular, and many companies have used it to gain additional exposure. One of the successful examples is Pepsi with its #PepsiChallenge campaign it run in 2015, inviting celebrities like Usher, Serena Williams, Usain Bolt and others to promote different challenges, from food to music (Newswire, 2015). The campaign was a big success and reconfirm the appeal of this challenge factor towards Millennial and Generation Z generations.

Along with that, this Instagram account will be duplicated to Facebook and TikTok. The last one has gained extreme popularity during the last year, especially as a platform where people share and repeat different challenges.

Finally, the last challenge before the launch will be dedicated to 'finding a hidden talent'. People would send in the videos of their friends or relatives, and the best 5 players will be registered at the platform without the need to be a member of a league. Share My Goal will then closely monitor these 5 players and share their stories online. This challenge will be promoted with Facebook and Instagram advertisement campaigns exactly in the target countries for the players.

Besides digital marketing, Share My Goal team will connect to its target market through email marketing: this is more relevant for coaches and agents, as it is easier to find their contacts. However, professional and amateur leagues will also be contacted, even though the challenge campaign is the main tool to be used to raise awareness of football players.

5. Organization & Management

5.1. Human Resources

While Share My Goal is following the Lean Startup approach, such a big online platform would not run without key talents in the team.

Owners: CEO, CMO and CTO. All founders are from Azerbaijan, with one of them living in Turkey at the moment. The founders background contains both business development and startup experience, as well as technical knowledge that lets CTO participate at the development of the platform, lowering the outsourcing cost.

Front-End and Back-End Developer, IT Specialists. While they will be hired for MVP development, the major work will start after the launch, as they will need to support the platform with quite difficult technical basement.

Content Creation Team. Share My Goal platform is meant for markets all over the world and necessary translation is very important for it. The platform will launch with every language from the player target market to ensure nothing prevents them from signing in.

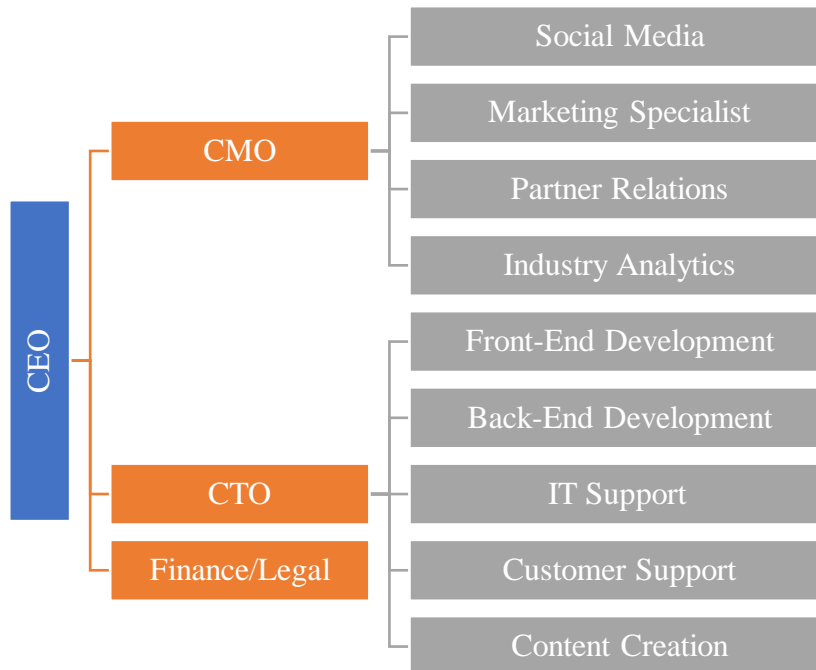
Customer Support Team. As will be elaborated in the next section, customer support is very important: from tech to matchmaking, the team has to be able to answer any inquires.

Social Media Manager, SEO Specialist. Exposure is key and it depends on the right digital marketing specialists.

Industry Experts, Analysts. It is important to keep up with the industry trends and news – not only it will be used to fill the dashboard with the most interesting and short insights into the industry, but also as an assistance towards the matchmaking tool.

Finance and Legal Specialists.

5.2. Company Organization Chart



5.3. Customer Support

For any platform including online chats and live communication, as well as promoting deal-making through it, a 24/7 customer support is extremely important. This is something the founders have established at the very beginning of human resources discussions. The team of 4 people was estimated to be the starting point: working in shifts, per request, may it be a technical or common question. All the customer support representatives will be attending the MVP testings and become familiar with the system, knowing how every part of it works and functions.

6. Financial Projections

6.1. Sources and Uses of Funds

Many entrepreneurs argue that a startup founder should never invest his or her own money to test the idea (Mentorpile, 2019). Some mention that investors do not always trust their money into something, that even its founder hasn't invested in. There are many theories on what is right and wrong, however, Share My Goal founders consider three main options:

- Personal Funds
- Investors
- Grants

As Share My Goal has a developer in the founder's team, the costs for development run significantly lower, that it would be in the case of outsourcing. However, there are still some costs associated with it, that will be covered with personal funds. These money should cover the development until the 1st MVP version, and by that time it is expected that the founders will find and negotiate the investment. There are a lot of opportunities for tech startups at the moment. At the same time, there is a small possibility that the applications for grants (primarily state ones) will open this year, and Share My Goal has a chance in getting one, based on the history of previous startups who were granted.

6.2. Fixed and Variable Costs

Fixed costs:

- Salaries. The positions that require fixed monthly salaries are front-end developer, social media manager, customer support team, industry analysts, legal specialists.
- Website domain. The purchase occurs annually, and is \$25 per year.
- Website hosting. The chosen hosting purchase occurs annually, and is \$200 per year for such a platform.

- Depreciation cost.

Variable costs:

- Marketing costs. The costs are varying from social media campaigns to a promo video and flyers costs, and this distribution and sum is estimated per month.
- Technical. It is impossible to predict whether some bugs will be identified and how much it will cost to fix them, however, as the experience shows, this is inevitable.
- Taxes.

6.3. Startup Launch Costs

This table only takes into consideration the costs to launch the startup by November 1st. All monthly costs occurring afterwards are mentioned in P&L statement further in the plan.

SHARE MY GOAL LAUNCH COST

Development		AMOUNT
1st MVP Development	\$	30 000.00
2nd MVP Development	\$	20 000.00
Content Creation	\$	2 000.00
Website Domain	\$	20.00
Hosting	\$	300.00
Total	\$	52 320.00
Advertisement		AMOUNT
SM Challenge Campaign Ads (5 m.)	\$	9 900.00
SM Challenge Campaign Prizes	\$	1 000.00
SM Challenge 'Meet 5 Winners' Videos	\$	8 000.00
Promotion Video (Platform)	\$	2 000.00
Total	\$	20 900.00
Operations		AMOUNT
Business Registration	\$	1 000.00
Legal Support	\$	2 000.00
Total	\$	3 000.00
Total Launch Cost	\$	76 220.00

6.4. User Growth and Sales Forecast

It is needless to say that such estimations before testing the product with actual customers are nothing more than thoughtful assumptions. However, there is some background that helps to estimate these numbers: the author of this business plan has an experience with a mobile app tech startup, while another founder is running Share My Goal page along with other football promotions in Azerbaijan and has access to data helping him identify the possible growth metrics.

This estimation considers both organic and paid sign-ups. Organic in this case refers to the people that came through personal connection to the founders, email marketing, from watching a promo video. Paid sign-ups only include those who clicked the advertisement online and takes into account average numbers for the industry.

When it comes to estimating sales, the assumption factor is even stronger. There is no exact competitor with the same matchmaking system, that could help finding average numbers, therefore, the data is based on the overall scouting statistics used throughout the whole business plan and reflected in the references. As mentioned previously, there are two revenue streams: monthly subscriptions for coaches and agents and commission per successful transaction. As of commissions, the average transfer fee may differ from player to player, however, it is definitely expected to rise over the next years, unless the environment undergoes any more serious issues (Cooke, 2020). Using this research and considering that the players in the platform do not yet have that fame factor, the average deal size is estimated to be \$180000. The following forecast accounts for the five years forward and does not take into consideration any force-majeure (as any worsened conditions of COVID-19).

SALES FORECAST	2020 Nov	2020 Dec	2021	2022	2023	2024	2025
Players							
Player Sign Ups	84	89	1592	3204	6447	12972	23166
Player Total Sign Ups	84	173	1765	4969	11416	24388	47554
Churn Rate	23%	23%	23%	23%	23%	23%	23%
Churn Adj. Player Sign Ups	64.68	133	1359	3826	8790	18779	36616
<i>Share Of SAM</i>	<i>0.06%</i>	<i>0.11%</i>	<i>1.16%</i>	<i>3.26%</i>	<i>7.49%</i>	<i>16.00%</i>	<i>31.19%</i>
<i>Share Of SOM</i>	<i>0.55%</i>	<i>1.14%</i>	<i>11.58%</i>	<i>32.59%</i>	<i>74.88%</i>	<i>159.97%</i>	<i>311.92%</i>
Coaches							
Coaches New Sign Ups	25	26	460	927	1864	3752	6699
Coaches Total Sign Ups	25	51	1765	1438	3302	7054	13753
Churn Rate	23%	23%	23%	23%	23%	23%	23%
Churn Adj. Coaches Sign Ups	25	39	394	1107	2543	5431	10590
Subscription Revenue (USD)	2125	4314	279 215	979 113	2 387 447	5 221 290	9 682 328
<i>Share Of SAM</i>	<i>0.10%</i>	<i>0.16%</i>	<i>1.60%</i>	<i>4.50%</i>	<i>10.34%</i>	<i>22.09%</i>	<i>43.08%</i>
<i>Share Of SOM</i>	<i>1.02%</i>	<i>1.59%</i>	<i>16.01%</i>	<i>45.04%</i>	<i>103.44%</i>	<i>220.95%</i>	<i>430.80%</i>
Agents							
Agents New Sign Ups	43	44	647	923	1316	1876	2414
Agents Total Sign Ups	43	87	735	1658	2974	4850	7265
Churn Rate	23%	23%	23%	23%	23%	23%	23%
Churn Adj. Coaches Sign Ups	43	67	566	1276	2290	3735	5594
Subscription Revenue (USD)	2042.5	4146	238 837	688 371	1 329 300	2 243 110	3 188 521
<i>Share Of SAM</i>	<i>0.7%</i>	<i>1.2%</i>	<i>9.77%</i>	<i>22.04%</i>	<i>39.53%</i>	<i>64.47%</i>	<i>96.56%</i>
<i>Share Of SOM</i>	<i>3.7%</i>	<i>5.8%</i>	<i>48.83%</i>	<i>110.18%</i>	<i>197.64%</i>	<i>322.35%</i>	<i>482.80%</i>
Total Users	132.68	240	2319	6210	13623	27945	52800
Deal Probability	1%	1%	1%	1%	1%	1%	1%
Deal Count	1.3	2	151	507	1179	2472	4427
Commission Revenue (USD)	19902	35930	2 268 692	7 601 370	17 690 746	37 078 613	66 400 252
Total Revenue (USD)	24069.5	44390	2 786 744	9 268 855	21 407 493	44 543 013	79 271 101

6.5. Projected Profit and Loss Statement

The P&L is estimated for five years forward.

PROFIT&LOSS (USD)	2020 Nov	2020 Dec	2021	2022	2023	2024	2025
Net Revenue	24 070	44 390	2 786 744	9 268 855	21 407 493	44 543 013	79 271 101
Monthly Subscription	4 168	8 460	518 052	667 485	3 716 746	7 464 400	12 870 848
Deal Commission	19 902	35 930	2268 692	7 601 370	17 690 746	37 078 613	66 400 252
Operating Expenses	10 000	10 000	180 550	208 050	239 100	275 308	316 371
Website Domain	-	-	50	50	50	50	50
Website Hosting	-	-	500	1 000	1 000	1 500	1 500
Marketing Budget	10 000	10 000	180 000	207 000	238 050	273 758	314 821
Salaries	22 000	22 000	876 000	748 000	872 000	908 000	932 000
IT Support	4 000	4 000	60 000	60 000	72 000	72 000	72 000
Development	-	-	300 000	100 000	200 000	200 000	200 000
Content Creation	2 000	2 000	48 000	48 000	48 000	60 000	60 000
Customer Support	5 000	5 000	120 000	180 000	180 000	180 000	180 000
SMM Specialist(s)	5 000	5 000	60 000	72 000	84 000	96 000	108 000
Finance Specialists(s)	2 000	2 000	120 000	120 000	120 000	120 000	120 000
Legal Specialist(s)	2 000	2 000	72 000	72 000	72 000	72 000	84 000
Marketing Specialist(s)	2 000	2 000	96 000	96 000	96 000	108 000	108 000
Total Expenses	32 000	32 000	1 056 550	956 050	1 111 100	1 183 308	1 248 371
Operating Profit	(7 931)	12 390	1 730 194	8 312 805	20 296 393	43 359 706	78 022 729
Tax (4%)	-	496	69 208	332 512	811 856	1 734 388	3 120 909
Net Profit	(7931)	11 894	1 660 986	7 980 293	19 484 537	41 625 317	74 901 820

6.6. Return on Investment

The good return on investment expected by angel investors varies from 31% to 40% (Business Startup Resources, 2020). While this is understandable as a common sense, since these investors have high risk, it makes even more sense for football industry, where the transaction revenues are bringing the great numbers discussed before. From the table below

we can see that ROI is positive after the first two months of operations and takes enormous amounts during the next years.

INVESTMENT

Startup Founders	\$	40 000
Bank Loan	\$	40 000
TOTAL	\$	80 000

YEAR	PROFIT	ROI
2020	\$ 4 281	0.05
2021	\$ 1 660 986	20.76
2022	\$ 7 980 293	99.75
2023	\$ 19 484 537	243.56
2024	\$ 41 625 317	520.32
2025	\$ 74 901 820	936.27

As can be concluded, Share My Goal is expected to have its break-even point in February 2021, after 3 months of successful operations.

7. Risks

There are many potential risks on the way of startup's success, but the two that are the most relevant for Share My Goal are:

- Failure to gather the database. As mentioned in SWOT Analysis, as well as throughout the whole business plan, Share My Goal is dependable on its customers. In terms of players, since the platform targets under-represented markets, they may not have the perfect infrastructure to engage online as much as the coaches. However, team believes that with the right marketing it is possible to get exposure in these markets. From another side, coaches may be hesitant to join since they have some trusted agent contacts already and it might be risky for them to trust the platform.

However, the team strongly believes that even one week of free trial will assure them that there is an untapped market full of prospective players and agents they might want to explore.

- Failure to attract enough investment. Share My Goal has an advantage of having a web-developer in the team, however, there are still other specialists that have to make the platform come true. Moreover, the main cost is the marketing one, since everything depends on the right exposure. While founders are ready to invest half of the startup costs and the platform is expected to generate profit after the two months already, it is still needed to either get a bank loan or attract investment. While second option is more preferred, it may be hard due to travel restrictions – the previous investment experience the founders have is related to international investor meeting. However, of course, the team considers the bank loan as well and hopes to be able to repay it on time.

8. Action Plan

This plan considers only the pre-launch activities and is subject to changes.

ACTIONS	RESPONSIBLE	START	DUE
GOAL 1: MINIMUM VIABLE PRODUCT			
Technical Requirements Specification	CTO	June 1	June 5
User Interface / User Experience	CTO	June 5	June 25
Content Creation	CTO	June 5	August 1
MVP 1 st Version	CTO	June 15	August 1
Build Focus Groups	CEO, CMO	June 1	August 1
Focus Group Testing	All Founders	August 1	August 20
MVP 2 nd Version	CTO	August 25	October 1
Limited Access Testing	All Founders	October 1	October 20
Required Updates	CTO	October 20	November 1
Launch	All Founders	November 1	
GOAL 2: PUBLIC RELATIONS AND MARKETING			
Share My Goal Challenge Campaign	CMO	June 5	October 20
Email Marketing	CMO	August 1	August 20
Pre-Launch Marketing Campaign	CMO	October 15	November 1
Partnership Opportunities	CMO, CEO	June 5	November 1
GOAL 3: OPERATIONS			
Company Registration	CEO	June 1	June 14
Investment Opportunities	CEO	June 1	November 1

References

1. Al Jazeera. (2020). German football league Bundesliga is back after coronavirus break. Retrieved from <https://www.aljazeera.com/news/2020/05/german-football-league-bundesliga-coronavirus-break-200515115945548.html>
2. Barney, J. B., & Hesterly, W. S. (2019). *Strategic management and competitive advantage: Concepts and cases*. Harlow, England: Pearson.
3. Belarus Amateur League 2020 Table & Stats: FootyStats. (2020). Retrieved from <https://footystats.org/belarus/amateur-league>
4. Blank, S. and Dorf, B. (2012), *The Startup Owner's Manual Strategy Guide*
5. Business Startup Resources (2020). What is your potential 'return on investment' for an Angel Investor?. Retrieved from <https://www.venturegiants.com/what-is-your-potential-return-on-investment-for-an-angel-investor/>
6. Clinger, T. (2015). The Marketing Mix: This mix of marketing techniques may be the difference between a successful business and an unsuccessful one.
7. Cooke, T. (2020). Future Football Transfer Fees. Retrieved from <https://www.aaronwallis.co.uk/news/transfer-fees-of-the-future.aspx>
8. Elite ONE. (2020). Retrieved from <https://gh.soccerway.com/national/cameroon/elite-one/>
9. Fermie, E. (2020). Footballer tragically passes away after suffering heart attack aged 21. Retrieved from <https://www.thesun.co.uk/sport/football/11703419/joseph-bouasse-dead-roma-heart-attack/>
10. Fifield, D. (2018). Chelsea sign £71.6m Kepa Arrizabalaga with Courtois joining Real Madrid. Retrieved from <https://www.theguardian.com/football/2018/aug/08/chelsea-kepa-arrizabalaga-athletic-bilbao-transfer>

11. FIFPlay. (2020). FUT Player Cards. Retrieved from <https://www.fifplay.com/encyclopedia/fut-player-cards/>
12. Hendley, A. (2019). How much money football agents earn - and how you become one. Retrieved from <https://www.mirror.co.uk/sport/football/news/how-much-money-football-agents-14580322>
13. Independent UK (2018). More than 3.5 billion people watched 2018 World Cup, says Fifa. Retrieved from <https://www.independent.co.uk/sport/football/premier-league/2018-russia-world-cup-england-france-croatia-final-fifa-viewing-figures-numbers-a8694261.html>
14. Koptyug, E. (2020). UEFA Champions League: Revenue from broadcasting rights 2018. Retrieved from <https://www.statista.com/statistics/983533/revenue-of-the-uefa-from-the-sale-of-champions-league-broadcasting-rights-europe/>
15. Mentorphile. (2019). Pros and cons of investing in your own startup. Retrieved from <https://mentorphile.com/2019/02/22/pros-and-cons-of-investing-in-your-own-startup/>
16. Newswire. (2015). THE PEPSI® CHALLENGE. Retrieved from <http://www.multivu.com/players/English/7465451-2015-pepsi-challenge/>
17. Ortwein, E. (2020). TAM, SAM, SOM: Fundamental market size metrics. Retrieved from <https://www.lean-case.com/tam-sam-som/>
18. Redfern, P. (2020). Fake UK football agents kill dreams of young Africans. Retrieved from <https://www.nation.co.ke/sports/football/Fake-UK-football-agents-kill-dreams-of-young-Africans/1102-4520988-ipjf53z/index.html>
19. Ries, E. (2011), *The Lean Startup*
20. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students*. New York: Pearson.

21. Sawe, B. (2016). The Most Popular Sports in the World. Retrieved from <https://www.worldatlas.com/articles/what-are-the-most-popular-sports-in-the-world.html>
22. Sher, R. (2014), Mighty Midsized Companies
23. Spencer, S. (2017). Scotland v England: The World's First Football International Fixture. Retrieved from <https://scottishfootballmuseum.org.uk/scotland-v-england-the-worlds-first-football-international-fixture/>
24. Thiel, P. (2014), Zero to One
25. Transfermarkt (2020). Overview player agents - Agents. Retrieved from <https://www.transfermarkt.com/berater/spielerberateruebersicht/berater/40>
26. UEFA.com. (2020, March 17). UEFA postpones EURO 2020 by 12 months: Inside UEFA. Retrieved from <https://www.uefa.com/insideuefa/mediaservices/mediareleases/newsid=2641071.html>

Appendix.

Interview Questions | Player (originally in Russian)

1. Расскажите про ваш путь к профессиональному футболу.
2. Есть ли у вас агент? Один ли это человек, либо он менялся на протяжении вашей карьеры?
3. Были ли у вас проблемы с футбольными агентами? Проблемы, связанные с просмотрами и поиском хорошей команды и предложений?
4. Насколько удобны онлайн просмотры для начинающих футболистов? Можно ли принять решение по поводу игрока, судя по видео и онлайн собеседованиям?
5. Какие проблемы могут возникнуть для игроков как результат коронавируса? Например, сложность в нахождении новых предложений, ограничение поездок на просмотры и т.д.

Interview Questions | Player (translated to English)

1. Tell us about your way towards the professional football.
2. Do you have an agent? If so, is it the same person throughout all these years, or you have changed them?
3. Did you have problems with football agents? What about problems related to finding the team and making a choice?
4. How comfortable it is for player to use the online tools for screening? Do you think it is possible to make a decision regarding a player based on videos?
5. Which problems do you expect (or already experience) related to coronavirus? For example, travel restrictions, inability to see the player playing live. Would online scouting become the solution for that?

Interview Questions | Coach (originally in Russian)

1. Как вы обычно находите игроков? Пользуетесь услугами агентов, или предпочитаете находить сами?
2. Если ищете сами, то какие способы вы используете?
3. Ищете ли вы игроков онлайн? Если да, то какие платформы и сайты используете? Можно ли принять решение по поводу игрока, судя по видео и онлайн собеседованиям?
4. С какими проблемами, связанными с футбольными агентами и игроками, вы сталкиваетесь в вашей работе?
5. Какие проблемы могут возникнуть с нахождением игроков как результат коронавируса? Например, уменьшение количества путешествий, невозможность посмотреть на зарубежного игрока вживую. Стали бы онлайн-просмотры решением?

Interview Questions | Coach (translated to English)

1. How do you usually find the players? By yourself, or maybe with the help of agents?
2. If you search for the players by yourself, which methods do you prefer?
3. Do you scout the player online? If so, which platforms do you use? Do you think it is possible to make the right decision with the help of online tools?
4. Which main problems you have faced during your work with players and agents?
5. Which problems do you expect (or already experience) related to coronavirus? For example, travel restrictions, inability to see the player playing live. Would online scouting become the solution for that?

Interview Questions | Agent (originally in Russian)

1. Как давно вы занимаетесь работой футбольного агента? Как к этому пришли?
2. Как вы обычно находите игроков? Какой метод используете чаще, а какой реже? Например, поездки на просмотры в футбольных школах, по рекомендациям тренеров, может быть онлайн?
3. Если ищете онлайн, то какими платформами или сайтами вы пользуетесь?
4. С какими проблемами вы сталкиваетесь в вашей работе?
5. Был ли у вас опыт онлайн просмотров? Можно ли принять решение по поводу игрока, судя по видео и онлайн собеседованиям?
6. Какие проблемы могут возникнуть для агентов как результат коронавируса? Например, уменьшение количества путешествий, невозможность посмотреть на зарубежного игрока вживую. Стали бы онлайн-просмотры решением?

Interview Questions | Agent (translated to English)

1. How long have you been in the agent business? How did you come to that?
2. How do you usually find the players? Which methods do you use more often and which more rare?
3. If you have used any online scouting tools, could you please share them?
4. Which problems have you faced during your work?
5. Do you have experience with online screening? Do you think it is possible to make a decision about the player based on the videos and online video chats?
6. Which problems do you expect (or already experience) related to coronavirus? For example, travel restrictions, inability to see the player playing live. Would online scouting become the solution for that?