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Prof. dr. Jo Van Hoecke
Vrije Universiteit Brussel

Mr. Hugo Schoukens
Double PASS (industrial partner)

WE CORDIALLY INVITE YOU TO THE PUBLIC DEFENCE OF THE DOCTORAL DISSERTATION IN FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR IN PHYSICAL EDUCATION AND MOVEMENT SCIENCES

OF MISTER DAVID PAUWELS

**TALENT DEVELOPMENT FRAMEWORK: EUROPEAN
STANDARDS FOR TALENT DEVELOPMENT SYSTEMS
OF PROFESSIONAL FOOTBALL CLUBS**

PROMOTORS

Prof. Dr. Jo Van Hoecke and Mr. Hugo Schoukens

Prof. dr. E. Kerckhofs
Dean of the Faculty of Physical Education and Physiotherapy

Tuesday, October 11 at 19:00

**in the U-residence located on the campus Etterbeek
(Generaal Jacqueslaan 27, 1050 Brussels)
How to reach the Vrije Universiteit Brussel: <http://www.u-residence.be/nl/location>**

Please confirm your presence by October 4th to david.pauwels@doublepass.com

PRESENTATION OF THE DISSERTATION

The financial and competitive imbalance in European football is increasing the rivalry among professional clubs. The battle for the most talented players is raised due to the liberalisation of the player labour market and tremendous revenues streams in several national competitions. Governing bodies reacted by installing rules and regulations such as the UEFA Club Licensing system (including Financial Fair Play) to strive for a fair and balanced competition. Nevertheless, there is a lack of an extensive and valid licensing and rewarding system regarding the quality development of young talented players. The aforementioned context is stimulating the quest for professionalisation and the development of quality standards regarding talent development in an international football context. There is a need for a European standard/benchmarking for profiling high quality and productive Academies.

The purpose of the research was the development of an international Talent Development Framework which could be used for European licensing and rewarding. The research questions were:

- Which European standards have a positive influence on the output of a talent development system?
- Additionally: which standards are revenue-dependent?

A sequential mixed-method explanatory design was applied, including a quantitative survey and qualitative research. In the quantitative survey, 85 Academy Managers from more than 35 countries in Europe participated. Clubs were classified as <10 million,

10-100 million and >100 million euros to reveal if certain standards were revenue-dependent. The qualitative research consisted of semi-structured interviews with 20 Academy Managers from all over Europe. Based on a triangulation phase, a Talent Development Framework was composed with 74 European standards influencing the output of a talent development system of a professional club. From the 74 European standards, 26 standards were more heavily weighted. The level of club revenue was confirmed as an influencing variable for standards regarding Staffing, Facilities and Support.

This research provides a unique Talent Development Framework and related European standards based on reliable quantitative and qualitative research. Valorisation opportunities of the research regarding international licensing (cf. European standards) and benchmarking (cf. additional revenue-dependent standards) were defined. The research is innovative in the field of strategic management and social science in the unique setting of talent development in professional football.

ACKNOWLEDGEMENT

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CURRICULUM VITAE

David Pauwels (°1984) graduated in 2008 as a Master in Physical Education and Movement Science (option Training & Coaching) at the University of Ghent. Complementary, he succeeded in an UEFA A football coaching and Academy Managers' license. David started his professional career within Double PASS. He performed different functions as an auditor and project manager in Belgium, Hungary, England, Japan and Denmark. Furthermore, he worked as a consultant for Double PASS in the youth academy of Galatasaray during one year. In 2012, David started an industrial PhD at the Vrije Universiteit Brussel in collaboration with the industrial partner Double PASS (spin-off). Today, David is working as a Senior Project Manager for Double PASS and is member of the Management Team.

