

Business Plan: Elevate

Global Sports Management Degree

FACULTY OF ACTIVITY SCIENCES

PHYSICS AND SPORTS



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Academic Year: 2024-2025

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Area: Business Plan

ABSTRACT

ELEVATE is an independent agency created to support the academic and professional development of semi-professional football players in Spain, specifically those competing in Segunda and Tercera RFEF divisions. It responds to a clear structural gap in the Spanish football system, where many athletes are forced to choose between continuing their sporting careers or pursuing higher education. Inspired by the NCAA collegiate model in the United States, ELEVATE adapts key principles such as academic flexibility, long-term planning, and institutional coordination to the Spanish context.

The idea for ELEVATE was shaped by the experiences of its two founders. One competed at a semi-professional level in Spain, while the other lived the student-athlete model in the United States. This contrast highlighted the absence of structured dual-career support in Spain and revealed the potential of integrating academic and sporting development effectively. ELEVATE was born from the desire to bring that structured opportunity to athletes navigating the Spanish football system.

The project begins in Madrid, where the concentration of clubs and universities enables effective initial implementation. From there, it is designed to expand regionally and nationally through a phased growth strategy that ensures adaptability and sustainability. ELEVATE operates through a three-tier subscription model that adjusts to the needs of athletes and partner institutions. Services include personalized academic advising, career transition planning, and face-to-face support structured around each athlete's sporting commitments.

Targeting a specific but underserved segment of the football population, ELEVATE offers a realistic and sustainable solution that improves academic retention and employability while promoting a more inclusive and future-focused football culture. With a solid legal, financial, and operational foundation aligned with national regulations, ELEVATE connects two traditionally separate worlds: sports and education. It empowers a new generation of athletes in Spain to build meaningful futures both on and off the pitch.

Keywords: Dual career, student-athletes, NCAA inspiration, academic advising, career transition, institutional partnerships, sports education integration.

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1. INTRODUCTION

1.1 Student-Athlete Definition

A student-athlete is an individual who pursues academic studies while simultaneously competing in an organized sport at a competitive level. This dual role demands a structured balance between athletic and academic commitments, often requiring significant time management skills, discipline, and institutional support to ensure success in both domains. Student-athletes face rigorous schedules, which include daily training sessions, competitions, and academic coursework, all of which contribute to their personal and professional development. In many countries, specific governing bodies regulate collegiate sports and provide a framework that enables athletes to continue their education while competing at high levels.

1.2 The Student-Athlete Model in the United States

The United States has one of the most structured and developed student-athlete models globally, primarily governed by organizations such as the National Collegiate Athletic Association (NCAA), National Association of Intercollegiate Athletics (NAIA), and National Junior College Athletic Association (NJCAA). These bodies establish eligibility criteria, academic standards, and scholarship structures that allow thousands of athletes to pursue higher education while competing in collegiate sports (Vidal-Vilaplana et al., 2022). A key component of the U.S. model is the provision of full and partial athletic scholarships, along with institutional support services such as academic advising, tutoring, career development, and mental health resources (NCAA, n.d.-a).

Additionally, the introduction of the Name, Image, and Likeness (NIL) policy has enabled student-athletes to monetize their brand without jeopardizing their eligibility, further expanding opportunities for economic sustainability. Despite these advantages, challenges remain, including the pressure of balancing sports and academics, the risk of injuries affecting long-term career prospects, and the necessity for post-athletic career planning.

1.3 The State of Student-Athletes in Spain

In contrast to the United States, Spain lacks a structured collegiate sports system that effectively integrates academic and athletic development. Unlike in the U.S., where universities play a pivotal role in the sports industry, Spain's primary developmental pathway for athletes is through clubs rather than higher education institutions (Conde et al., 2021). This creates a significant challenge for athletes who wish to pursue a university degree while maintaining a high-level athletic career, as universities do not typically provide scholarships or institutional support at the same scale as their American counterparts (Hernando Domingo et al., 2025).

The Spanish government has introduced some measures to support high-level athletes, notably through *Real Decreto 971/2007*, which grants academic and employment benefits to recognized elite athletes. However, the implementation of these benefits varies significantly

between universities, and many athletes still face the difficult choice of prioritizing their sporting careers over their education (Hernando Domingo et al., 2025). Unlike the NCAA model, Spain does not have a centralized governing body that regulates collegiate sports, leading to inconsistencies in how student-athletes are supported across institutions (Agencia Estatal Boletín Oficial del Estado, 2007).

1.4 Objective of the Study

This study aims to explore the feasibility of implementing a structured student-athlete model in Spain, inspired by the U.S. collegiate system but adapted to the unique characteristics of the Spanish sports and academic landscape (García, 2017). Our focus is on athletes competing in *Segunda RFEF* and *Tercera RFEF*, as these divisions represent a critical juncture where players must often choose between advancing in professional soccer or pursuing higher education.

Through a combination of qualitative and quantitative research, including data collection on the current participation rates of student-athletes in Spain, case studies on existing educational support structures, and an analysis of the potential financial and operational models, we will develop a framework for integrating academic institutions and sports clubs. Our goal is to propose a private sports agency that facilitates educational and athletic development, ensuring that athletes no longer have to sacrifice their education for their sporting aspirations.

By addressing the current gap in Spain's student-athlete system, this initiative seeks to create a sustainable model that enables athletes to succeed both academically and athletically, ultimately enhancing the long-term viability of dual careers in the country.

2. PROJECT DEFINITION OR IDENTIFICATION

2.1 Idea of the Project

Throughout our collegiate experience in both Spain and the United States, we have had the opportunity to engage first-hand with two distinct systems of sports and academics. In Spain, we competed at the regional level of football while striving to balance our studies. During this period, we realized that while certain support mechanisms existed for elite athletes, there was no structured system that truly allowed student-athletes to develop both academically and athletically in a cohesive manner.










In our fourth year of study, through an international exchange program, we had the opportunity to study in the United States and experience collegiate athletics as governed by organizations such as the National Collegiate Athletic Association (NCAA, n.d.-b). This experience provided us with valuable insight into a model where universities play a pivotal role in supporting their athletes through scholarships, academic advising, athletic development, and career planning. The resources available to student-athletes in the U.S.

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ensured that they were not only able to compete at a high level but also succeed in their academic and personal growth.

This realization led to the creation of ELEVATE, an agency designed to bridge the gap between the Spanish and American student-athlete models (Henriksen et al., 2023). Drawing from our experiences in both systems, ELEVATE aims to implement a structured, institutionalized approach to student-athlete development in Spain, combining the best practices from the American collegiate system with the unique characteristics of Spanish football. Our goal is to create an environment where athletes do not have to choose between their education and their sporting careers but rather thrive in both fields through a well-supported, sustainable system (Hassan et al., 2023).

Table 1. CANVAS model for ELEVATE

KEY PARTNERS 	KEY ACTIVITIES 	VALUE PROPOSITION 	CUSTOMER RELATIONSHIPS 	CUSTOMER SEGMENTS 
<ul style="list-style-type: none"> Universities & football clubs (Segunda & Tercera RFEF). Consejo Superior de Deportes (CSD) & RFEF. Sponsors & private funding sources. Educational institutions with flexible learning programs. Medical & recovery centers for injury prevention & therapy. 	<ul style="list-style-type: none"> Partner with universities and clubs. Create academic support programs (tutoring, flexible schedules). Offer career planning and transition services for athletes. Provide access to elite training and recovery facilities. Manage scholarships, sponsorships, and funding. Research student-athlete academic and sports performance. Promote the program via digital marketing and events. 	<ul style="list-style-type: none"> For student-athletes: A structured path to excel in both academics and sports. For universities: Integration of an athletic component to attract top talent. For clubs: Increased player retention through educational opportunities. For sponsors: Access to high-performance athletes as brand ambassadors. 	<ul style="list-style-type: none"> Personalized support for student-athletes. Continuous communication with universities & clubs. Sponsorship activation aligned with sports & education. Online platform & community for resources and networking. 	<ul style="list-style-type: none"> Football student-athletes (18-24 years old) from Primera and Segunda RFEF. Parents & agents seeking academic and athletic guidance. Universities & clubs interested in structured student-athlete programs. Sponsoring brands supporting dual-career athletes.
	KEY RESOURCES  <ul style="list-style-type: none"> Specialized academic and career advisors for athletes. Partnerships with universities for academic integration. Training and recovery facility access via club agreements. Financial backing from sponsors and private investors. Online platforms for managing programs and tracking progress. 		CHANNELS  <ul style="list-style-type: none"> Direct partnerships with universities, clubs, and federations. Digital marketing (social media, email, website). Events & fairs (e.g., ICEF Spanish Education). Word-of-mouth & testimonials from successful athletes. 	
COST STRUCTURE  <ul style="list-style-type: none"> Technology development & maintenance. Personnel costs (advisors, marketing, developers). Marketing & promotion. Event organization & participation. Administrative & operational costs. Research & development for program improvements. 		REVENUE STREAMS  <ul style="list-style-type: none"> Service agreements with universities & clubs. Sponsorship deals with sports brands & corporations. Scholarship funding through partnerships. Paid consulting services for institutions implementing similar models. 		

DESIGNED FOR: **ELEVATE**

DESIGNED BY: AGUSTINA BERRA, EMILIO SÁNCHEZ

Note: Detailed CANVAS model for ELEVATE (own elaboration).

2.2 Core Purpose

The primary objective of this project is to address the challenges faced by student-athletes in Spain, particularly within the football sector, by improving retention and continuation rates in both education and sports. Unlike the well-structured system in the United States, Spain lacks a cohesive framework that supports student-athletes in balancing their dual responsibilities. The lack of assistance and understanding in Spain makes it difficult for athletes to simultaneously pursue higher education and professional football (Farmer, 2019). Our agency

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aims to bridge this gap by providing the necessary support systems, ensuring that athletes can thrive academically while maintaining their sporting careers.

Unlike existing programs that assist Spanish athletes in securing opportunities in the United States, our initiative focuses on keeping student-athletes in Spain. Through strategic partnerships with universities and clubs, we will create a sustainable model that enables athletes to receive academic and athletic support without having to leave the country.

2.3 Target Audience

Our primary focus is on players competing in Segunda and Tercera RFEF, as these divisions represent a critical stage in player development and have sufficient financial backing from clubs to support such initiatives. Lower-division clubs often lack the resources to fully integrate academic and athletic support, making it more challenging to implement our model effectively at that level. Additionally, higher divisions such as Primera RFEF pose a more challenging approach as players at these divisions tend to solely focus on their athletic performance.

While our long-term vision includes expanding into other sports, football is the most demanding and time-intensive sport in Spain, making it the logical starting point. If the agency proves successful in football, we will explore ways to implement similar programs in other sports.

2.4 Service Structure

Our agency will offer a range of services aimed at ensuring student-athletes receive both academic and athletic support, including:

- Academic Support: University partnerships, tutoring, flexible scheduling, and educational advising to help athletes maintain academic progress.
- Athletic Support: Access to training facilities, recovery services, physical therapy, and sports science resources through collaborations with clubs and universities.
- Career Development: While not initially a core service, we recognize the value of career transition support for athlete's post-athletics. American universities provide career centers that assist students with job placement and career planning, and we will explore implementing similar services as an additional offering in the future.

2.4.1 Financial & Operational Model

We intend to operate as a private company, securing funding through partnerships with clubs, universities, and sponsorships. Unlike publicly funded initiatives, our model will rely on private investment and institutional collaborations. Sponsorships and other sources of finance will allow us to implement other revenue streams and help the project development. In terms of help from the ministry of either education or athletics, Consejo Superior de Deportes (CSD), there isn't a program or help for private institutions that provide funding to services like ours.

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Our initial operations will be based in Madrid, given its significance as Spain's football hub. Once we establish a successful model and gather data on its effectiveness, we will explore expansion into other key regions, such as Valencia and Barcelona.

2.4.2 Long-Term Vision

In the short term, our goal is to create a strong connection between education and sports in Spain, ensuring that student-athletes are not forced to choose between the two. By establishing a structured support system, we aim to eliminate the barriers that currently prevent athletes from pursuing higher education alongside their sporting careers.

Our long-term vision is to become the leading agency in Spain that provides comprehensive student-athlete support, setting the standard for how sports and education can coexist seamlessly. If successful, we will consider expanding beyond Spain, applying our model to other European countries where similar gaps exist. The American collegiate system serves as a benchmark for developing student-athletes successfully, and we aim to adapt and refine this model to fit the unique needs of Spanish athletes and institutions.

2.5 Mission, Vision, and Values

2.5.1 Mission

ELEVATE is dedicated to transforming the landscape of student-athlete development in Spain by creating a structured system that allows athletes to excel both academically and athletically. Our mission is to provide comprehensive support that bridges the gap between sports and education, ensuring that every student-athlete could pursue their passion for football while securing their academic future. Through strategic partnerships with universities, football clubs, and industry stakeholders, we aim to establish a sustainable model that fosters excellence, personal growth, and career opportunities for student-athletes.

2.5.2 Vision

Our vision is to become the leading agency in Spain for integrating education and professional sports, setting a new standard for student-athlete support. By implementing a framework inspired by the success of the NCAA and other international collegiate systems, we aspire to revolutionize the way academic institutions and sports organizations collaborate. We envision a future where no athlete in Spain is forced to choose between their education and their career in football but instead thrives in an environment that fosters both ambitions.

2.5.3 Values

- **Excellence:** We are committed to the highest standards of academic and athletic development, ensuring that our student-athletes reach their full potential.
- **Integrity:** Transparency, honesty, and fairness are at the core of our agency's operations, providing student-athletes with trustworthy and reliable support.

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- **Commitment:** We believe in long-term success and dedicate our resources to empowering athletes both on and off the field.
- **Innovation:** Constantly improving and adapting our services to meet the evolving needs of student-athletes and institutions.
- **Collaboration:** Working closely with universities, clubs, sponsors, and governing bodies to create a sustainable, effective student-athlete model.
- **Empowerment:** Providing athletes with the tools, knowledge, and resources to succeed not only in their sports careers but in their personal and academic lives.

By embedding these principles into our operations, ELEVATE aims to redefine the student-athlete experience in Spain, ensuring a brighter, more balanced future for aspiring professionals.

2.6 Entrepreneur profiles

To evaluate our entrepreneurial attitudes and competencies as co-founders of our venture, we conducted individual self-assessments using the BDC Entrepreneurial Potential Self-Assessment. This assessment measures key characteristics essential for entrepreneurs in areas such as motivation, aptitude, and attitude. The detailed results of our evaluations are presented in Annex I.

3. STRATEGIC ANALYSIS

3.1 Internal Analysis

3.1.1 Value Chain

The Value Chain Analysis for ELEVATE is based on Porter's (1991) framework, adapted to the specific needs of semi-professional and amateur football players in Segunda and Tercera RFEF. These athletes exist in a transitional space between amateurism and professionalism, often lacking the structural support available in fully professional leagues.

ELEVATE's competitive advantage lies in addressing this gap by providing a structured dual-career pathway that integrates academic flexibility, career transition support, and strategic partnerships with local clubs and universities. By optimizing key activities such as logistics, operations, and career transition services, ELEVATE ensures that players can pursue higher education while remaining competitive at their level, ultimately expanding their opportunities within Spain.

A detailed breakdown of ELEVATE's Value Chain is provided in Annex II, where each component is analyzed and justified in depth.

3.1.2 McKinsey 7S Framework

The McKinsey 7S Framework is a strategic management tool that evaluates seven interdependent factors within an organization to ensure alignment and efficiency. These elements are divided into Hard Elements (Strategy, Structure, Systems) and Soft Elements (Shared Values, Style, Staff, Skills). By applying this model to ELEVATE, we assess how its internal structure supports its mission of helping semi-professional and amateur football players balance sports and academics.

The McKinsey 7S Model has been widely used to analyze organizational effectiveness and strategic alignment. Studies show that organizations with well-integrated 7S elements tend to achieve higher operational efficiency and long-term sustainability. Applying this framework to ELEVATE allows for a structured approach to optimizing its strategic positioning, internal operations, and stakeholder engagement.

ELEVATE is built on a strategic foundation that integrates academic flexibility, career transition support, and strong collaborations with clubs and universities. The program operates as a private company, relying on partnerships and sponsorships for funding rather than government assistance. The leadership and management style emphasize a student-athlete-first approach, ensuring that athletes receive personalized guidance while navigating their dual careers.

Each of the seven elements of the McKinsey 7S Model plays a crucial role in shaping ELEVATE's operations and long-term vision. These elements are interdependent, meaning that alignment across all areas is essential for the program's sustainability and success. A more detailed breakdown of the McKinsey 7S Model applied to ELEVATE, including its visual representation and in-depth justifications, is provided in Annex III.

3.2 External Analysis

3.2.1 PESTEL Analysis

The PESTEL analysis examines the external political, economic, social, technological, legal, and environmental factors that impact ELEVATE's business model. This framework provides insight into the opportunities and challenges in integrating academic and athletic careers for footballers in Segunda and Tercera RFEF. The following section focuses on the short-term analysis, while Annex IV provides a more in-depth review of medium- and long-term projections.

Political Factors

- **Government Sports Initiatives:** The Spanish government, through the Consejo Superior de Deportes (CSD) and the Royal Spanish Football Federation (RFEF), supports the development of young athletes but lacks a structured student-athlete integration system. ELEVATE can leverage potential government incentives for education and sports programs.

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- Regulations on Scholarships & Funding: Policies on academic scholarships for athletes and sports funding in Segunda and Tercera RFEF affect the ability to secure financial support for student-athletes.
- EU and International Relations: European Union education programs such as Erasmus+ for athletes may provide funding for cross-border academic-athletic partnerships, which could aid in ELEVATE's long-term expansion into international markets.

Economic Factors

- Football Industry Revenues: Spain's football market generates billions annually, with LaLiga clubs investing heavily in player development. However, clubs in lower divisions (Segunda & Tercera RFEF) face financial constraints, impacting their ability to fund academic programs for players.
- University Education Costs & Accessibility: Unlike the U.S. model with NCAA scholarships, Spanish universities provide limited financial aid for athletes, making ELEVATE's model appealing for both clubs and institutions looking to retain talent.
- Corporate Sponsorships & Private Funding: The sports industry has a strong sponsorship culture with companies investing in athletic development programs. ELEVATE can attract brands seeking engagement with young athletes, ensuring alternative revenue streams beyond university and club agreements.
- Economic Uncertainty & Inflation: Fluctuations in Spain's economic stability can influence clubs' and universities' willingness to invest in academic-athlete programs, requiring flexible pricing strategies.

Social Factors

- Cultural Shift Towards Education in Sports: Unlike the U.S., Spain has historically lacked an emphasis on dual-career pathways. However, athlete well-being and career transition are becoming growing concerns, presenting an opportunity for ELEVATE to drive change.
- Parental & Athlete Expectations: Parents and agents are increasingly prioritizing education as a safeguard for athletes who may not reach the professional level, making academic-athletic integration an attractive option.
- Growing Awareness of Mental Health & Athlete Burnout: Spanish football culture has begun addressing issues like mental health, athlete stress, and post-career planning, reinforcing the importance of structured support services like those provided by ELEVATE.

Technological Factors

- Digital Learning Platforms: Universities are adopting online education and hybrid learning, allowing ELEVATE to integrate flexible study options for athletes balancing training and academics.

- **Performance & Data Analytics:** Clubs increasingly rely on sports science and analytics to improve player development. ELEVATE can use data-driven tracking to monitor academic and athletic progress.
- **Social Media & Branding Opportunities:** Digital platforms like Instagram, TikTok, and LinkedIn provide powerful marketing tools for athlete recruitment, sponsorship activation, and awareness campaigns.

Legal Factors

- **Player Contracts & Education Clauses:** Football contracts in Spain rarely include educational obligations, creating legal gaps that ELEVATE can help clubs fill by integrating academic clauses into youth and senior player agreements.
- **Data Protection & Athlete Privacy:** Compliance with GDPR (General Data Protection Regulation) is essential when handling student-athlete information, requiring strict data security policies.
- **Work & Study Visa Regulations:** Expansion into international markets will require legal frameworks to support athletes studying and playing abroad, aligning with European education and sports regulations.

Environmental Factors

- **Sustainable Campus & Club Partnerships:** Universities and clubs are prioritizing sustainability, which could lead to partnership opportunities with ELEVATE for eco-friendly education and training solutions.
- **Reduced Travel Emissions:** By enabling Spanish athletes to stay in Spain rather than travel abroad for scholarships (e.g., NCAA), ELEVATE indirectly contributes to reducing the carbon footprint associated with athlete mobility.
- **Event & Facility Sustainability:** ELEVATE will collaborate with clubs and universities using energy-efficient training facilities and green campuses, aligning with sustainability trends in sports and education.

The PESTEL analysis demonstrates that ELEVATE operates in a dynamic and evolving landscape with strong growth opportunities in Spain's sports-education sector. By addressing regulatory gaps, leveraging technology, and aligning with market trends, ELEVATE can position itself as the leading private agency bridging football and education in Spain.

3.2.2 Competitor Analysis (Benchmarking)

3.2.2.1 Identification of Competitor Institutions

ELEVATE operates in a niche market, bridging the gap between semi-professional football and higher education. Competitors in this analysis are categorized into education-focused football academies, university-affiliated sports programs, and elite training institutions with integrated education pathways.

Competitors in Spain

- **SIA Academy:** A football academy offering training combined with high school-level education through British School Xàtiva. It focuses on youth and semi-professional footballers but lacks structured university partnerships.
- **Marcet Academy:** A high-performance football training center with flexible study plans but no university-affiliated education.
- **UIC Barcelona - Sport Talent Program:** A university-based initiative designed for high-level athletes, offering flexible academic scheduling, tutoring, and access to competitions at the local (regional), national, and international levels.

Competitors in the UK

- **Loughborough University - UK Sport:** A high-performance training institution that provides elite athlete support and academic flexibility. While it has strong university integration, it is not structured in the same way as the NCAA.

Competitors in the USA

- **IMG Academy:** A fully integrated sports and academic institution, combining elite performance training with structured education. It serves as a pathway to the NCAA and professional sports.

3.2.2.2 Market Presence of Competitors

- **SIA Academy & Marcet Academy:** Both provide strong football training programs with professional club connections, but their academic offerings are limited to either high school integration or flexible study plans. Neither offers structured university partnerships.
- **UIC Barcelona - Sport Talent Program:** This program offers university-level academic flexibility specifically for high-level athletes. It is part of the Tutoresport.cat initiative, ensuring compliance with Catalonia's Strategic Sports Plan.
- **Loughborough University:** A leading institution in sports performance research with structured academic-athletic pathways, but it primarily targets elite athletes rather than semi-professionals.
- **IMG Academy:** A globally recognized institution with full academic-athletic integration, targeting elite youth athletes preparing for NCAA pathways and professional careers.

3.2.2.3 Strengths and Weaknesses of Competitors

Strengths:

- **ELEVATE:** The first structured dual-career program for semi-professional footballers in Spain, with direct university-club partnerships.

- **IMG Academy:** World-class reputation, elite training, NCAA-aligned academic model, and professional recruitment pipelines.
- **Loughborough University:** Strong government backing, elite sports research, and structured academic-athletic support.
- **SIA & Marcet Academy:** Well-connected with professional football clubs and provide strong football training programs.
- **UIC Barcelona - Sport Talent Program:** Unique university-based support for high-level athletes with academic flexibility and personalized tutoring.

Weaknesses:

- **SIA Academy:** Only offers academic pathways at the high school level, with no integration into university education.
- **Marcet Academy:** Lacks structured university partnerships, making it difficult for players to balance education and training.
- **UIC Barcelona - Sport Talent Program:** Primarily supports already established high-level athletes, meaning it does not offer a pathway for semi-professional footballers who need structured development.
- **Loughborough University:** Targets elite athletes, rather than semi-professional footballers looking for structured academic-athletic programs.
- **IMG Academy:** Extremely high cost, making it accessible only to elite or well-funded athletes.

3.2.2.4 Benchmarking

To evaluate competition in the sector, we developed a benchmarking table summarizing key variables (Table 2). Below is the competitor comparison:

Table 2. Competitor Benchmarking: Academic & Athletic Integration Models

Institution/Academy	Academic Integration	Athletic Development	Career Transition Support	Target Athletes	Notable Features
ELEVATE	Strong university partnerships, NCAA-style model	High-level training for semi-pro athletes	Structured mentorship, career planning	Semi-professional footballers balancing academics & sports	First structured dual-career program for semi-pro footballers in Spain
IMG Academy	Full academic-athletic integration, NCAA-aligned model	Elite performance training, top-tier facilities	Strong NCAA and pro recruitment pipeline	Elite youth athletes preparing for NCAA and pro careers	World-renowned academy with top-tier facilities
Loughborough University - UK Sport	University-based sports science education	High-performance training with scientific backing	Elite athlete career transition services	University-level athletes with academic flexibility	Government-backed research institution
SIA Academy	Limited to high school-level academic programs	Good training program with club connections	Minimal career transition support	Aspiring professional footballers, mostly youth	Strong ties with local football clubs, flexible training
Marcet Academy	No university partnerships, only flexible study plans	High-performance football training	No structured career transition planning	Young athletes aiming for professional football	Focused on football training, lacks higher education integration
UIC Barcelona - Sport Talent Program	University-based program for high-level athletes	Athletes compete in interuniversity competitions	Tutoring, academic planning, flexible assessment scheduling	High-level university athletes in various sports	Part of the Tutoresport.cat initiative, backed by Catalonia's Strategic Sports Plan

Note: Evaluation of criteria for competitor analysis (own elaboration).

3.2.2.6 Competitor Performance Evaluation

Once the key evaluation criteria have been established, a scoring system is assigned (Table 3), ranking each competitor based on key performance indicators. The institution with the highest score is considered the strongest in the market.

Table 3. Competitor Performance Evaluation and Comparison Chart (relevant variables)

Dimension	%	ELEVATE	IMG Academy	Loughborough University	SIA Academy	Marcet Academy	UIC Barcelona - Sport Talent
Academic Integration	20	1.0	0.8	0.9	0.4	0.5	0.7
Athletic Development	20	0.8	1.0	0.8	0.6	0.7	0.6
Career Transition Support	15	1.0	0.9	1.0	0.3	0.3	0.8
Cost Efficiency	15	0.9	0.5	0.7	0.8	0.8	0.7
Notoriety	10	0.6	1.0	0.9	0.5	0.6	0.7
Flexibility	10	0.9	0.7	0.8	0.6	0.6	0.7
Support Services	10	1.0	0.8	0.9	0.5	0.5	0.8
Media (Average Score)	100%	4.52	4.37	4.40	2.85	3.05	3.72
% Difference vs Average (3.678)	--	+22.91%	+18.81	+19.63	-22.51	-17.07	+1.14

Note: Evaluation of criteria for competitor analysis (own elaboration).

ELEVATE achieves the highest average score (4.52; reaching almost +23% compared to the competitor average of 3.68), positioning itself as the strongest competitor in structured academic-athletic integration for semi-professional footballers. Unlike other institutions that focus primarily on elite athletes, ELEVATE offers a balanced model that integrates academic flexibility, career transition support, cost efficiency, and tailored athlete services.

However, brand recognition remains a challenge, as established competitors like IMG Academy and Loughborough University have greater global prestige. To solidify its market position, ELEVATE must invest in strategic partnerships, marketing efforts, and sponsorship agreements to enhance its visibility and financial sustainability.

3.2.3 Demand Analysis (Customers)

By analyzing customer demands, ELEVATE can gain a deeper understanding of its client base and make strategic decisions to enhance customer satisfaction, improve retention rates, and expand its audience.

The demand analysis framework is presented in Annex V.

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3.3 SWOT Analysis

ELEVATE has clearly defined short, medium, and long-term strategies to ensure sustainable growth and market expansion. To support this, a SWOT analysis has been conducted to evaluate internal strengths and weaknesses as well as external opportunities and threats at each phase of development. This phased approach allows us to define a strategic roadmap that aligns with ELEVATE's evolution from an emerging program to a leading dual-career solution.

For a detailed breakdown of SWOT & CAME at each stage (short, medium, and long term), refer to Annex VI.

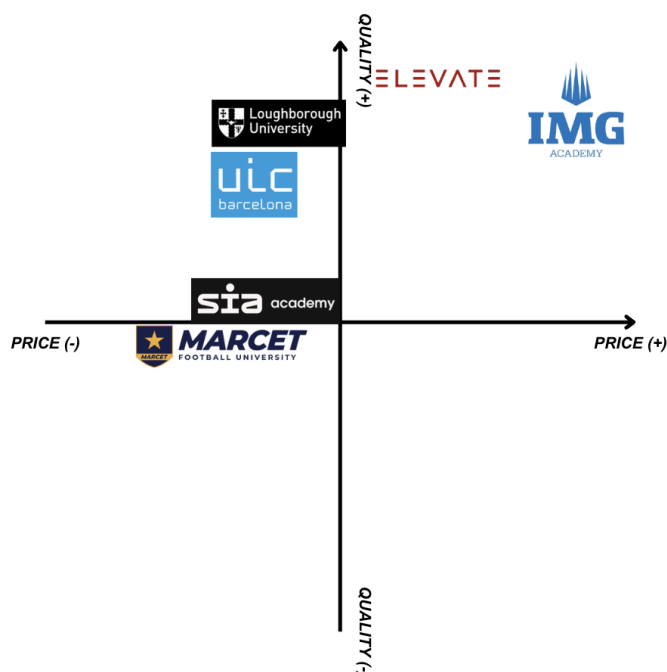
3.4 Strategic Objectives

3.4.1 Market Positioning Summary

ELEVATE is positioned as the first structured dual-career program in Spain, integrating academic and athletic pathways for semi-professional footballers. Unlike traditional football academies or university-affiliated programs, ELEVATE provides a comprehensive dual-career solution with structured academic flexibility and professional career transition support.

ELEVATE stands out in the market due to its NCAA-inspired model, which bridges the gap between professional football development and academic success. This is a high-quality, premium service that ensures footballers no longer must choose between education and their sports career. Table 4 illustrates ELEVATE's market positioning in comparison to its competitors.

Table 4. Market positioning



Note: Market positioning model (own elaboration).

Explanation of Competitor Selection

The selection of organizations for the market positioning analysis was strategically made to include a diverse mix of both national and international institutions offering dual academic-athletic pathways. This mix allows for a comprehensive comparison and highlights the unique value proposition of ELEVATE.

- **UIC Barcelona** and **Marcet Football University**, both based in Spain, were selected to represent the local market landscape. UIC brings an academically strong profile, while Marcet targets a more affordable, football-focused audience.
- **Loughborough University** (UK) and **IMG Academy** (USA) were chosen as globally recognized leaders in the integration of academics and sports. Loughborough is widely acknowledged for its sports excellence in higher education, while IMG stands out as a high-end, elite sports training institution.
- **SIA Academy** and **SIA Football University**, although present in Spain, were included for their hybrid model approach, which overlaps partially with ELEVATE's offering but lacks the same academic integration and targeted support for semi-professional players.

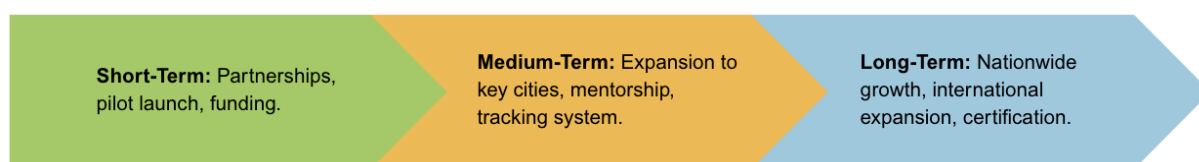
By including this range, the analysis highlights how ELEVATE positions itself as a high-quality yet more accessible alternative, tailored specifically to the needs of semi-professional footballers in Spain. Unlike the other institutions, ELEVATE focuses exclusively on bridging the gap between amateur football and higher education within the Spanish context, where such structured integration is still emerging.

3.4.2 Strategic Objectives

ELEVATE's strategic objectives focus on market penetration, growth, and operational development, following a phased expansion model. This model ensures a progressive and structured approach, allowing ELEVATE to establish credibility, expand regionally, and ultimately position itself as an international leader in dual-career development.

Figure 1 illustrates the phased expansion strategy, highlighting key objectives for the short, medium, and long term.

Figure 1. Phased Expansion Strategy



Note: Elevate's different strategic objectives for short, medium and long term (own elaboration).

3.4.3 Operational Objectives

To define the operational objectives of ELEVATE, we apply the SMART framework to ensure clarity, measurability, and effectiveness. We analyze these objectives across three phases: short, medium, and long term to effectively guide and lead ELEVATE's development.

The details of the short-term, medium-term, and long-term objectives are presented and explained in Annex VII.

4. MARKETING PLAN

4.1 Market Investigation

To assess the market potential and competitive landscape for ELEVATE, we conducted a thorough market investigation focused on the Spanish student-athlete ecosystem. In this section, we examine the Spanish student-athlete landscape, highlighting the structural challenges athletes face in balancing education and sports. We also analyze demographics and market demand, identifying the target audience and the need for dual-career programs.

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Additionally, we evaluate the competitive landscape, assessing existing initiatives and gaps in the market. Finally, we explore opportunities for ELEVATE, outlining how our venture can bridge the gap between academics and athletics in Spain.

4.1.1 Overview of the Spanish Student-Athlete Landscape

Spain's student-athlete ecosystem differs significantly from structured collegiate systems like the NCAA in the United States. Without a centralized governing body overseeing dual-career development, Spanish footballers often struggle to balance academics with their sporting commitments. This subsection explores the current structure, challenges, and limitations of the Spanish student-athlete system, providing a foundation for understanding the need for a program like ELEVATE (Hernando Domingo et al., 2025). The full analysis is detailed in Annex VIII.

4.1.2 Demographics and Market Demand

A significant portion of Spain's footballers competing in the lower-tier professional and semi-professional leagues fall within the 18-23 age bracket, making them ideal candidates for dual-career programs (Poli et al., 2016). However, many players prioritize football over education, despite the fact that only a small percentage will reach the professional level. This subsection analyzes key demographic trends and market demand for structured academic-athletic solutions, emphasizing the need for initiatives like ELEVATE to provide career security beyond football. The supporting data is detailed in Annex IX.

4.1.3 Competitive Landscape

While there are agencies and organizations in Spain that assist footballers in securing scholarships to play in the U.S., very few focus on helping athletes stay in Spain while continuing their education. Some academies, such as the Marcet Foundation, provide football training while offering academic programs, but these initiatives remain limited in scale and accessibility (Marcet Foundation, 2024). Additionally, clubs like Villarreal CF have implemented academic support structures within their youth academies, though these are primarily internal initiatives rather than widespread models applicable across the Spanish football landscape (Villarreal CF, 2024).

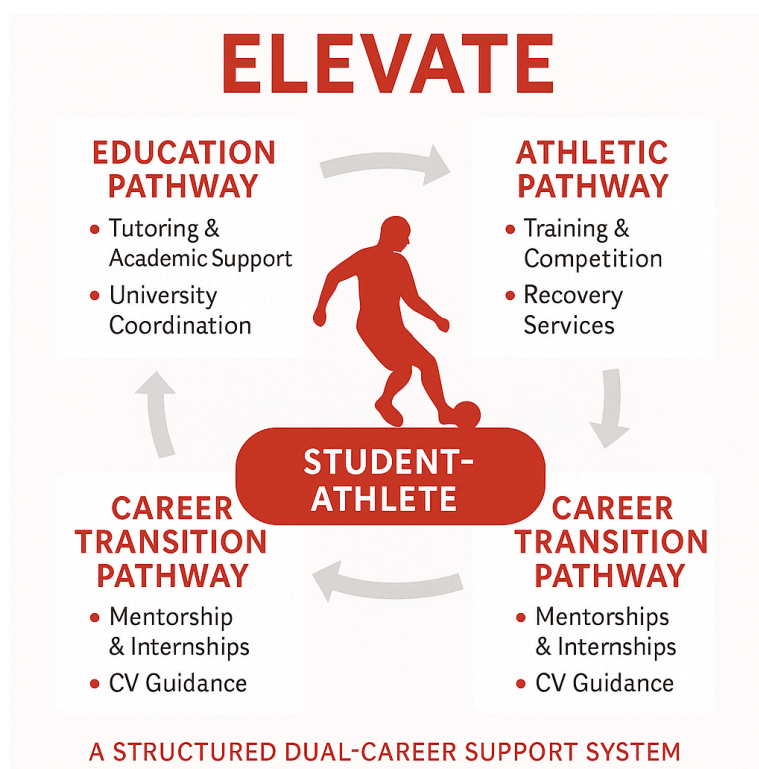
4.1.4 Opportunities for ELEVATE

Given the structural challenges in Spain's student-athlete system, ELEVATE is uniquely positioned to fill a critical gap by providing customized academic-athletic pathways, financial aid options, career transition support, and elite training resources. This subsection outlines how ELEVATE can leverage strategic partnerships and best practices to create a sustainable and scalable dual-career development model. The detailed strategic approach is available in Annex X.

4.2 Product/Service

To address the challenges faced by student-athletes in Spain, ELEVATE provides a structured dual-career support system that enables footballers to balance their academic and athletic ambitions. Our service model is designed to integrate education, professional training, and career transition support, ensuring that athletes do not have to choose between their sporting careers and academic growth. By forming partnerships with universities, football clubs, and sponsors, ELEVATE offers a scalable and sustainable framework modeled after international best practices, particularly drawing from NCAA-style collegiate programs. The detailed description of our services is presented in Annex XI.

Figure 2. Product-Service Visual Representation



Note: Visual representation of product/ service that ELEVATE will provide (own elaboration).

4.2.1 Principal Service

ELEVATE's core offering is a dual-career development program that provides a structured pathway for student-athletes to pursue both education and football simultaneously. This program is designed to support athletes in their professional journeys while securing their long-term academic and career prospects. Our approach ensures that players have access to essential resources, including academic guidance, athletic training, financial aid, career

planning, and mental health support. The key components of our principal service are outlined in Annex XII.

4.2.2 Design of the Product

ELEVATE's service model is structured around a membership-based system that offers customized service packages for student-athletes, universities, and football clubs. The product design prioritizes accessibility, efficiency, and long-term athlete development. Key elements include customized dual-career pathways, exclusive access to elite training resources, mentorship programs, and technology-driven performance tracking systems. By integrating these components, ELEVATE ensures that athletes receive tailored support, allowing them to thrive both on and off the field. The detailed breakdown of our service model is available in Annex XIII.

4.3 Pricing

ELEVATE's pricing strategy is designed to eliminate financial barriers for student-athletes by shifting the cost to universities and football clubs that recognize the value of structured athlete management. This ensures that athletes can fully engage in both their academic and athletic pursuits without economic constraints.

Our revenue model operates on service agreements with universities and sports clubs, which benefit from investing in ELEVATE's services by improving athlete retention, academic success, and sports performance. The flexible pricing structure allows institutions to customize their level of engagement, selecting the services that align with their needs and goals.

4.3.1 Short-Term Pricing Strategy

In its initial phase, ELEVATE will introduce a tiered pricing model to facilitate adoption among universities and football clubs, particularly in Madrid. By offering structured institutional service packages, our approach ensures affordability while demonstrating the value of athlete support programs. The short-term strategy prioritizes building credibility and partnerships through competitive pricing and service customization. A detailed breakdown of the pricing structure is provided in Annex XIV.

4.3.2 Medium- and Long-Term Pricing Strategy

As ELEVATE expands and establishes its reputation, we will transition to a scalable pricing model that integrates subscription-based fees, performance-based pricing, and tiered service expansion. This approach aligns costs with institutional benefits, incentivizing universities and clubs to invest in long-term athlete development. By adapting pricing structures to measurable outcomes, ELEVATE ensures that partners receive high-quality services with a direct impact on athlete retention, academic success, and career transitions. Full details on the long-term pricing evolution are available in Annex XV.

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4.3.3 Revenue Distribution by Service

To maintain financial stability and service quality, ELEVATE will generate revenue through a diversified model that includes institutional subscriptions, performance-based fees, corporate sponsorships, government grants, and additional services. This balanced approach ensures sustained growth and reinvestment into athlete development programs. The estimated revenue contribution of each source is outlined in Annex XVI.

4.3.4 Sponsorships and Partnerships

To enhance accessibility and reduce financial burdens on institutions, ELEVATE will establish strategic sponsorships and partnerships with sports brands, corporate sponsors, universities, football clubs, and public institutions. These collaborations will fund scholarships, provide access to premium training facilities, and create career pathways for athletes. By securing support from reputable partners, ELEVATE ensures that student-athletes receive top-tier resources at no personal expense. A full list of targeted sponsorship initiatives and potential collaborators is provided in Annex XVII.

4.4 Distribution (Place)

ELEVATE's distribution strategy focuses on establishing a strong presence in key football and academic hubs in Spain. Our operations will be structured to ensure optimal accessibility for student-athletes, universities, and football clubs, creating an efficient and scalable model.

4.4.1 Initial Market Entry

ELEVATE will launch its operations in Madrid, leveraging its status as a premier hub for elite sports and higher education. With top-tier universities, elite training facilities, and a high concentration of football clubs in Segunda and Tercera RFEF, Madrid offers the ideal conditions to pilot our program. By partnering with academic institutions, football clubs, and corporate sponsors, we will establish a scalable model that can later be expanded to other regions. A full analysis of Madrid's strategic advantages is detailed in Annex XVIII.

4.4.2 Expansion Strategy

Following a successful launch in Madrid, ELEVATE will gradually expand to other key cities with strong football cultures and university systems.

- Phase 1: Regional Expansion (Years 2-4) – Expansion to Barcelona, Valencia, and Sevilla, chosen for their established football academies and academic institutions.
- Phase 2: National Expansion (Years 5-7) – Scaling to additional football hubs like Bilbao, Málaga, and Zaragoza to achieve nationwide coverage.
- Phase 3: International Expansion (Years 8+) – Exploring European markets, collaborating with international universities and clubs to implement similar dual-career programs.

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The detailed expansion roadmap is presented in Annex XIX.

4.4.3 Distribution Channels

ELEVATE will utilize a multi-channel approach to maximize accessibility and engagement:

- **Physical Presence:** Offices in key cities to coordinate partnerships and athlete support.
- **University Partnerships:** Direct integration within academic institutions to facilitate student-athlete management.
- **Club Collaborations:** On-site advisors at partnered football clubs to provide career guidance and academic support.
- **Digital Platforms:** Online portals for athlete monitoring, mentorship sessions, and academic coordination.

This distribution strategy ensures that ELEVATE effectively reaches its target audience, delivering structured and scalable student-athlete support programs across Spain.

4.5 Promotion

To effectively reach and engage student-athletes, universities, and football clubs, ELEVATE will implement a comprehensive promotional strategy that combines direct partnerships, digital marketing, and active participation in industry events. This multi-faceted approach aims to establish ELEVATE as the premier agency for student-athlete support in Spain, seamlessly integrating education and professional sports. The detailed Promotion plan from 4.5.1 to 4.5.5 is presented in Annex XX.

4.6 Activations

To enhance brand awareness, client engagement, and institutional partnerships, ELEVATE will implement strategic activations that not only showcase our services but also generate measurable returns on investment (ROI). These activations will focus on realistic, high-impact initiatives that align with our goal of integrating academic and athletic careers for footballers in Segunda and Tercera RFEF.

4.6.1 Event Activation: ELEVATE at the Global Sports Education & Innovation Fair

ELEVATE will participate in IFEMA's Global Sports Education & Innovation Fair in Madrid, an industry-leading event that gathers universities, sports organizations, and corporate stakeholders. This activation will provide direct engagement opportunities with key decision-makers, allowing ELEVATE to showcase its services, generate leads, and establish partnerships with clubs and academic institutions. The full event activation strategy is detailed in Annex XXI.

4.6.2 Corporate Event: ELEVATE Sports Education Forum

To strengthen industry presence and thought leadership, ELEVATE will host the ELEVATE Sports Education Forum, bringing together student-athletes, universities, sponsors, and clubs to discuss the future of sports education in Spain. This event will feature expert panels, career workshops, and networking sessions, positioning ELEVATE as a key driver in integrating education and athletics. Further details on this activation are available in Annex XXII.

5. PLAN OF OPERATIONS

This section describes the internal functioning of ELEVATE, including its physical setup, required materials and equipment, workflows, and service coordination. As a service-based agency, ELEVATE will maintain a lean operational structure focused on personalized academic and career advising for semi-professional footballers in Madrid.

Most services will be provided in person at the agency's office, complemented by online support to accommodate the athletes' training and match schedules. The company will operate year-round, with peak periods aligned with academic calendars and football season transitions.

Detailed information on facilities, tools, and processes is provided in the following sections and supporting annexes.

5.1 Physical Location

ELEVATE will launch its operations from Lexington La Moraleja, a premium coworking space located in Alcobendas, Madrid. This location offers the perfect balance between; professionalism, flexibility, and affordability, all essential for an early-stage agency operating in the academic-athletic sector.

Main factors that make Lexington La Moraleja the most suitable location for ELEVATE's initial operations include:

- **Strategic Business Area:** Located in one of Madrid's most established business districts, with convenient access to major highways and public transport connections to the city center.
- **Flexible and Scalable:** Lexington allows both monthly and annual contracts and offers the possibility of adjusting or expanding the office space as the team grows, a model that fits perfectly with ELEVATE's phased development plan.
- **Transparent and Competitive Pricing:** Lexington offers private offices for up to 15 people starting at €715/month, along with domiciliation services from €49/month. Meeting rooms are also available from €24/hour and can be used for meetings, executive sessions, events, conferences, or training purposes. Additionally, a special offer exclusive to this location provides two free months with a 12-month contract

- **Professional Image:** Modern architecture, corporate branding options, visitor reception, and a fully equipped professional setting help ELEVATE convey credibility from day one.

Annex XXIII includes a visual summary of ELEVATE's office growth timeline, location, workspace setup, and included amenities.

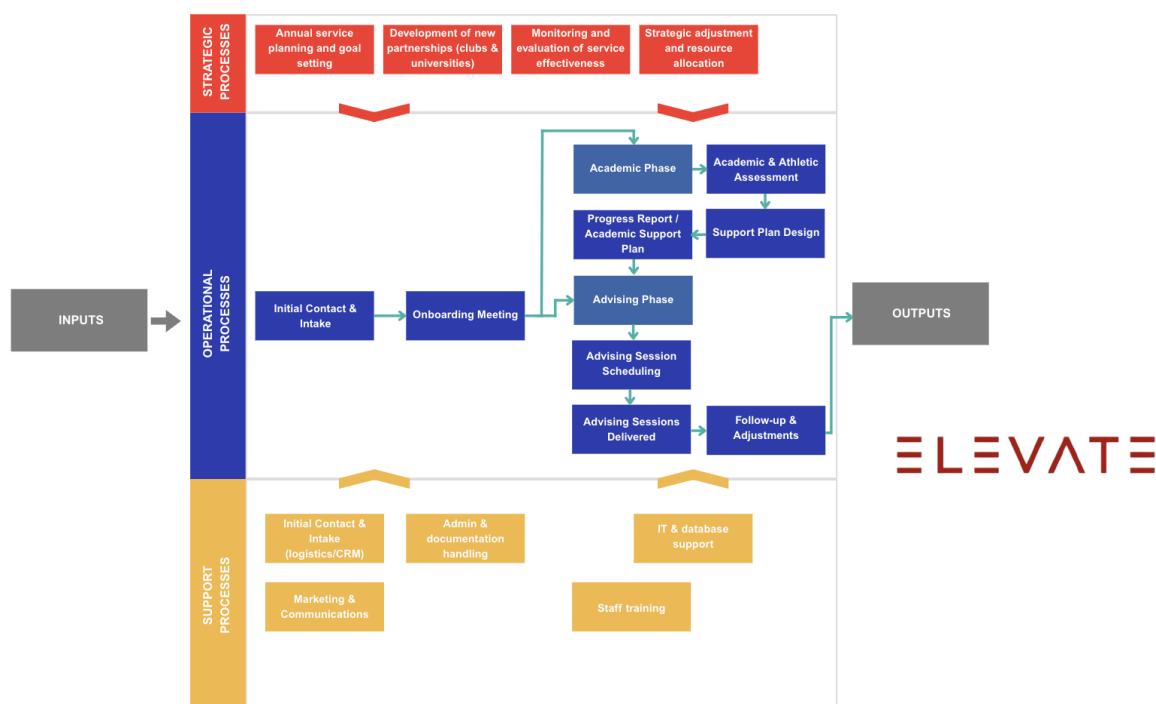
5.2 Materials and Equipment

In this initial phase, ELEVATE requires basic equipment and software to operate efficiently from its coworking space. This includes laptops, a shared printer, office supplies, and a projector for presentations.

Digital tools cover cloud storage, productivity platforms, CRM, and data protection services. All initial resources, estimated costs, and renewal frequencies are presented in the tables in Annex XXIV.

5.3 Company Processes

Figure 3. Operational Process Map: Strategic, Operational and Support Activities



Note: Operational Process Map based on the internal workflow of ELEVATE (own elaboration).

5.3.1 Strategic Processes

The strategic processes at ELEVATE guide the organization's long-term direction and ensure alignment between its mission, partnerships, and service effectiveness. These processes are carried out by the leadership team and involve continuous monitoring and planning:

- **Annual service planning and goal setting:** Every year, the co-CEOs meet with advisors to establish service goals based on academic calendars, football seasons, and institutional needs.
- **Development of new partnerships:** Key partnerships with clubs and universities in Madrid are pursued and maintained to ensure a strong pipeline of semi-professional athletes.
- **Monitoring and evaluation of service effectiveness:** Feedback from users and institutional partners is regularly analyzed to assess satisfaction and service performance.
- **Strategic adjustment and resource allocation:** Based on insights and growth trends, the team reallocates resources or adjusts operational focuses to maintain service quality.

These strategic actions create a framework for sustainable growth and help adapt ELEVATE's services to evolving academic and athletic demands.

5.3.2 Operational Processes

The core value of ELEVATE lies in its ability to deliver personalized academic advising to student-athletes. The operational processes define the structured flow through which each athlete progresses from initial contact to the completion of a support cycle:

- **Initial Contact & Intake:** This is the first interaction with the athlete or institution, collecting relevant information and beginning the intake process.
- **Onboarding Meeting:** A formal meeting to confirm collaboration and introduce the athlete to the academic advising team.
- **Academic Phase:** Includes the Academic & Athletic Assessment, where the athlete's schedule, academic background, and sporting commitments are evaluated, followed by the Support Plan Design, which results in a personalized roadmap.
- **Progress Report / Academic Support Plan:** A tailored plan that is validated by both the athlete and the institution, ensuring clarity of next steps.
- **Advising Phase:** Begins with Session Scheduling, continues with Advising Sessions Delivered, and closes with Follow-up & Adjustments depending on progress or evolving needs.
- **Output:** Athletes receive a structured academic trajectory, with monthly check-ins and reports available for institutions if needed.

The operational processes are cyclical, as athletes may require re-evaluation or renewed planning during the season.

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5.3.3 Support Processes

These processes enable the operational work to run smoothly and ensure that staff, systems, and communication are always functional:

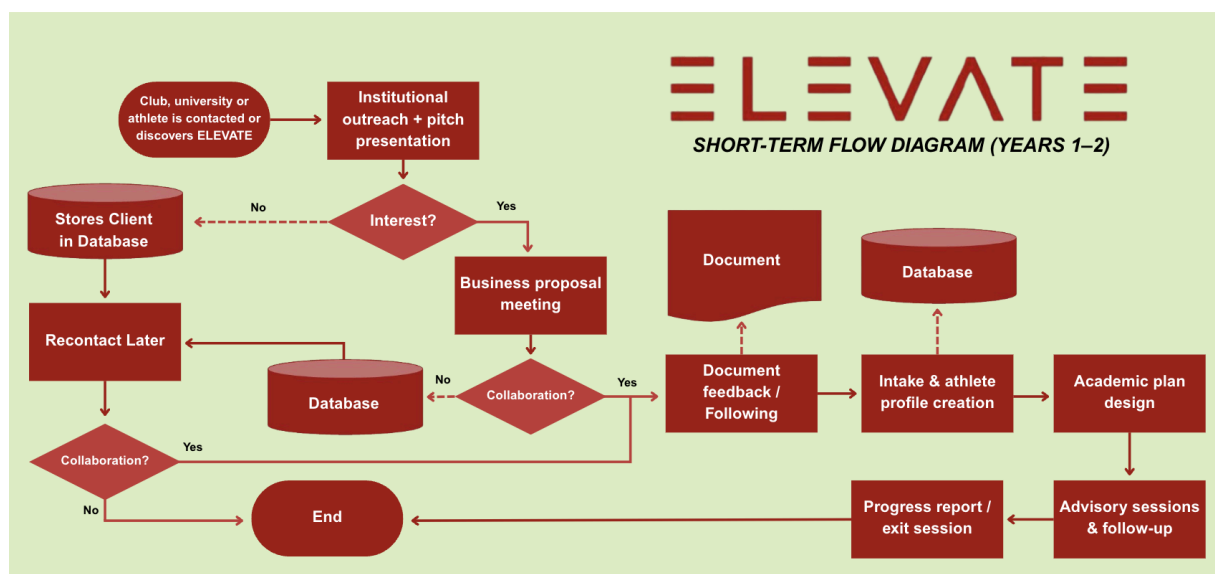
- **Initial Contact & Intake (logistics/CRM):** Support staff help input athlete information into CRM systems, enabling team members to track and manage relationships.
- **Admin & documentation handling:** Ensures collection, storage, and processing of academic and athletic documentation.
- **IT & database support:** Keeps all internal systems and tools (Google Suite, cloud storage, CRM) running and updated.
- **Staff training:** All new hires or interns are trained on ELEVATE's advising structure, tone of communication, and use of tools.
- **Marketing & Communications:** Supports visibility of the agency's value to clubs, universities, and athletes through digital presence, brochures, and presentations.

These processes do not interact directly with the athlete but ensure that the internal functioning of ELEVATE is efficient and well-resourced.

5.4 Flow Diagram

The following diagram (Figure 4) illustrates the short-term operational flow of ELEVATE during its first two years, focusing on the core processes from initial contact to the delivery of academic support services. This visualization helps clarify the logic and sequence of key actions.

Figure 4. Short-Term Flow Diagram



Note: This flow diagram illustrates the business and service delivery process that ELEVATE will follow during its initial operational phase. It focuses on direct outreach, client onboarding, athlete intake, and the start of personalized academic planning and advisory services (own elaboration).

The medium- and long-term flow diagrams, which reflect ELEVATE's expected service evolution and scalability, are included in Annex XXV.

5.5 Process Sheet

After developing the service flowchart, we define the internal functioning of one of ELEVATE's most distinctive and strategic processes: the personalized academic planning for footballers. This process is central to our agency's mission of helping athletes structure dual career paths that align with their sporting commitments and academic goals.

Given that ELEVATE operates under a subscription-based model, this process is adapted across three service tiers: Basic, Standard, and Premium. Each level includes varying degrees of support, resources, and follow-up intensity, which are reflected in their respective process sheets.

These process sheets detail the key steps, involved staff, required tools, indicators, and relevant deadlines to ensure consistency and quality of service across all tiers.

The following tables (Tables 5, 6 & 7) present the specific process sheets for each subscription level.

Table 5. Process Sheet Basic Package

Basic Package – Academic Planning	
Name/description of the process:	
Input: <ul style="list-style-type: none"> Initial athlete intake form Academic records Basic club/university referral 	Responsible for the process: <ul style="list-style-type: none"> Academic Advisor
Output: <ul style="list-style-type: none"> Basic academic plan Initial integration with partner university 	Customers of the process: <ul style="list-style-type: none"> Athletes enrolled in Basic Package
Necessary tools:	<ul style="list-style-type: none"> Google Drive Google Calendar Intake form
People involved in the process (agents):	<ul style="list-style-type: none"> Academic Advisor University Liaison Officer Athlete
Indicators:	<ul style="list-style-type: none"> Plan delivery rate First month satisfaction Onboarding time
Instructions to be considered:	<ul style="list-style-type: none"> Keep plan general to allow flexibility Use pre-approved degree paths only
Important milestones and deadlines: <ul style="list-style-type: none"> Plan issued (within 7 days) Initial university contact 1st follow-up (30 days) 	Limits: <ul style="list-style-type: none"> No long-term career advising No psychological or external services No inter-institution coordination

Note: Presentation of the internal process of the Basic Package – Academic Planning, detailing tools, responsibilities, and evaluation indicators (own elaboration).

Table 6. Process Sheet Standard Package

Standard Package – Academic Planning	
Name/description of the process:	
Input: <ul style="list-style-type: none"> • Athlete profile + intake form • Psychological & career assessment • Academic history 	Responsible for the process: <ul style="list-style-type: none"> • Academic Advisor • Career Transition Specialist
Output: <ul style="list-style-type: none"> • Mid-level customized academic & career plan • Coordination with clubs & institutions 	Customers of the process: <ul style="list-style-type: none"> • Athletes enrolled in Standard Package
Necessary tools:	<ul style="list-style-type: none"> • M365 or Google Suite • Career planning tools • Shared databases
People involved in the process (agents):	<ul style="list-style-type: none"> • Academic Advisor • University Liaison Officer • Career Advisor • Athlete
Indicators:	<ul style="list-style-type: none"> • Engagement in career planning sessions • Plan adherence at 3 months • Institution satisfaction survey
Instructions to be considered:	<ul style="list-style-type: none"> • Plan should include both academic and basic career milestones • Ensure communication with club/university reps
Important milestones and deadlines: <ul style="list-style-type: none"> • Plan validated by all parties (14 days) • Follow-up sessions (monthly) • Re-evaluation after 3 months 	Limits: <ul style="list-style-type: none"> • No real-time tracking of athlete progress • Limited access to premium services

Note: Presentation of the internal process of the Standard Package – Academic Planning, detailing tools, responsibilities, and evaluation indicators (own elaboration).

Table 7. Process Sheet Premium Package

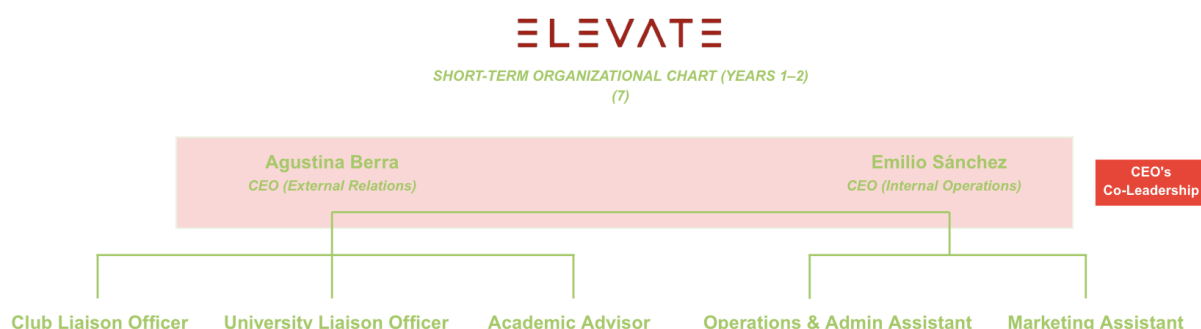
Premium Package – Academic Planning	
Name/description of the process:	
Input: <ul style="list-style-type: none"> • Full intake with psychometric + academic + sport data • Performance goals from club • University academic offer 	Responsible for the process: <ul style="list-style-type: none"> • Head Academic Advisor • Club/Uni Coordination Team
Output: <ul style="list-style-type: none"> • Individualized development plan (IDP) • Dual-career path with contingency models 	Customers of the process: <ul style="list-style-type: none"> • Athletes enrolled in Premium Package
Necessary tools:	<ul style="list-style-type: none"> • CRM system • Progress dashboards • Custom athlete tracking tools
People involved in the process (agents):	<ul style="list-style-type: none"> • Academic Advisor • University Liaison Officer • Club Liaison Officer • Athlete • Head of Strategy
Indicators:	<ul style="list-style-type: none"> • Adherence rate to IDP • Goal achievement score • Quarterly satisfaction (athlete + club + university)
Instructions to be considered:	<ul style="list-style-type: none"> • Full alignment required between academic and sports timelines • Dual-path validation by athlete and institutional rep
Important milestones and deadlines: <ul style="list-style-type: none"> • IDP delivery (10 days) • Monthly tracking report • Quarterly strategic revision 	Limits: <ul style="list-style-type: none"> • Higher cost tier • Requires frequent engagement • Only available to verified clubs or athletes

Note: Presentation of the internal process of the Premium Package – Academic Planning, detailing tools, responsibilities, and evaluation indicators (own elaboration).

6. HUMAN RESOURCE PLAN

6.1 Organizational Chart

Figure 5. Short Term Organizational Chart



Note: Short-term organizational chart illustrating ELEVATE's initial structure with 7 key roles. The company is co-led by Agustina Berra (CEO of External Relations) and Emilio Sánchez (CEO of Internal Operations), enabling a dual-focus model (own elaboration).

ELEVATE adopts a strategic and functional organizational structure that evolves over time, aligned with the company's growth and service expansion. In the initial phase, responsibilities are divided between the two co-founders; Agustina Berra and Emilio Sánchez, allowing for a dual-focus model: external relations (clubs and universities) and internal operations (human resources, finance, and marketing). This decision supports flexibility, efficiency, and clarity in leadership.

The roles assigned to each co-founder are based on their entrepreneurial profiles, as evaluated in Annex I. Emilio Sánchez demonstrated strong execution capacity, perseverance, and tolerance to ambiguity, which align with the demands of internal operations and administrative control. Agustina Berra excelled in creativity, strategic thinking, and leadership, making her the ideal lead for external partnerships and brand positioning. This complementary distribution of strengths reinforces the rationale behind the dual-CEO model.

In addition to enhancing agility and responsiveness, this model lays the foundation for a scalable structure that can incorporate new team members as the organization grows. Each CEO supervises a specific branch, ensuring direct communication with their teams and maintaining cohesion throughout the company.

6.1.1 Why This Structure?

This structure reflects a realistic and agile approach to team management in the early stages of a startup. It enables fast decision-making, clear accountability, and optimized use of co-founders' personal strengths. The semi-horizontal design facilitates open communication and collaboration, crucial during the startup's formative phase.

As ELEVATE evolves, this structure is designed to transition into a more hierarchical and department-based format, introducing middle management roles and specialized departments to support operations at scale.

The full evolution of the organizational structure, including the medium- and long-term charts, is detailed in Annex XXVI.

6.2 Job Profiles at ELEVATE

Given that ELEVATE does not operate with formal departments in its early stages, the clearest and most relevant roles for defining responsibilities and recruitment priorities are those of the two co-founders. These roles (focused on External Relations and Internal Operations) act as functional pillars that structure the company's activities and decision-making processes.

To clarify the scope of these key roles, the following tables (Table 8 and 9) describe the job profiles of both CEOs, including their responsibilities, academic and skill requirements, and performance indicators. These profiles serve as the foundation for initial recruitment strategies and internal alignment as ELEVATE begins to grow.

As the company evolves, additional job profiles will be developed to support the medium- and long-term organizational structure described in Annex XXVII.

Table 8. Job Profile: Co-CEO (External Relations) – Agustina Berra

POST TITLE	Co-CEO (External Relations) - Agustina Berra	
MISSION	Oversee and lead external partnerships, focusing on collaboration with clubs and academic institutions.	
HIERARCHICAL DEPENDENCE	Board of Directors / Co-CEO	
POSITIONS IN YOUR CARE	Club Liaison Officer, University Liaison Officer, Academic Advisor	
SPECIFIC FUNCTIONS		
1. Develop strategic relationships with universities and football clubs.		3. Monitor institutional partnerships and athlete integration.
2. Lead negotiations and agreements with external partners.		4. Ensure alignment between academic and athletic requirements.
RESPONSIBILITIES		
1. Supervise external-facing team members.		3. Establish academic eligibility policies.
2. Represent ELEVATE in external meetings and presentations.		4. Support onboarding of student-athletes.
ACADEMIC REQUIREMENTS	Bachelor's Degree in Sports Management, Education, or related field. Master's preferred.	
OTHER REQUIREMENTS	Strong interpersonal skills, bilingual (Spanish-English), prior experience in partnerships.	
COMPETENCIES		
1. Strategic communication	4. Empathy and cultural awareness	7. Negotiation skills
2. Leadership	5. Conflict resolution	8. Goal orientation
3. Relationship-building	6. Public speaking	9. Problem solving
		10. Adaptability
INDICATORS		
1. Number of signed agreements	3. Satisfaction rate of institutional partners	5. New partnership opportunities initiated
2. Retention of university/club partnerships	4. Athlete academic progress rates	

Note: Description of the job profile for the Co-CEO responsible for external relations, developed based on internal criteria. This profile includes functions related to partnerships, academic coordination, and external representation of ELEVATE (own elaboration).

Table 9. Job Profile: Co-CEO (Internal Operations) – Emilio Sánchez

POST TITLE	Co-CEO (Internal Operations) – Emilio Sánchez		
MISSION	Oversee the agency's internal structure, service delivery, and operational efficiency, ensuring smooth coordination between departments such as HR, finance, and marketing.		
HIERARCHICAL DEPENDENCE	Board of Directors / Co-CEO		
POSITIONS IN YOUR CARE	Operations & Admin Assistant, Marketing Assistant		
SPECIFIC FUNCTIONS			
1. Oversee internal operations and ensure service delivery consistency.		3. Coordinate marketing and branding execution.	
2. Manage infrastructure and logistical support.		4. Maintain documentation, scheduling, and financial records.	
RESPONSIBILITIES			
1. Guarantee operational efficiency and resource management.		3. Develop internal systems and workflows.	
2. Collaborate with external CEO to align strategy with delivery.		4. Supervise assistants and ensure compliance with internal policies.	
ACADEMIC REQUIREMENTS	Bachelor's or Master's in Business Administration, Sports Management, or similar.		
OTHER REQUIREMENTS	Strong organizational and leadership skills. Knowledge of financial processes and marketing tools.		
COMPETENCIES			
1. Leadership	4. Problem-solving	7. Time management	
2. Decision-making	5. Strategic thinking	8. Initiative	
3. Communication	6. Attention to detail	9. Digital literacy	10. Collaboration
INDICATORS			
1. Timely execution of operations	4. Staff coordination effectiveness	7. Internal deadlines met	
2. Cost-efficiency of internal activities	5. Documentation and financial accuracy	8. System and process optimization	
3. Quality of service delivery	6. Marketing implementation success	9. Error and issue resolution speed	

Note: Description of the job profile for the Co-CEO responsible for internal operations, including service delivery, marketing coordination, and administrative efficiency. Developed based on the internal structure of ELEVATE (own elaboration).

6.3 Recruitment and Selection System

ELEVATE's recruitment and selection process is designed to ensure a structured and transparent hiring system during the company's early development stages. This system outlines six sequential steps that guide the identification of staffing needs, the evaluation of candidates, and their onboarding or profile archiving.

The process is led by the Co-CEO for Internal Operations, with active support from the Operations & Admin Assistant. While hiring needs may vary depending on the company's growth stage, this framework allows for clear delegation, consistency in candidate evaluation, and efficient integration of new hires.

The flowchart detailing the full process, from the identification of hiring needs to onboarding or archiving, is presented in Annex XXVIII (Figure 44). This visual summary includes both the main hiring flow and the contingency for candidate rejection or deferral, ensuring that all scenarios are accounted for.

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6.4 Performance Evaluation

At ELEVATE, maintaining high-quality service standards is directly tied to the performance and development of our team. While the company does not operate with rigid departments, our support team is evaluated based on a shared set of criteria adapted to their specific functions. The performance evaluation process helps identify training needs, recognize strengths, and align efforts with company goals.

The first table below (Table 10) outlines the evaluation rubric by role, with descriptions tailored to each position. The second table (Table 11) is a scoring template used by supervisors and employees during the biannual review process. Each criterion is rated on a scale from 1 to 5, with defined meaning.

Table 10. Performance Evaluation Rubric by Role

Criteria	Academic Advisor	Operations & Admin Assistant	Marketing Assistant	Liaison Officer (Club/University)
Task Execution	Delivers academic plans on time and tailored to athlete needs.	Maintains organized schedules and documentation.	Publishes content regularly and aligned with brand strategy.	Maintains regular communication with assigned institutions.
Communication	Communicates effectively with athletes and university partners.	Keeps clear internal communication with the team.	Collaborates with internal team to collect content ideas.	Acts as a reliable point of contact for clubs/universities.
Autonomy	Manages advising schedules independently.	Performs admin tasks without supervision.	Develops designs and copy independently when needed.	Handles visits or virtual check-ins independently.
Team Collaboration	Coordinates with liaison officers and support staff.	Supports all departments when needed.	Works closely with the External Relations area.	Coordinates with advisors and internal team for service delivery.
Problem-Solving	Resolves academic conflicts and scheduling issues.	Solves logistical or scheduling issues quickly.	Addresses last-minute changes or feedback constructively.	Handles misunderstandings or misalignments with diplomacy.
Client Satisfaction	Positive athlete feedback on guidance sessions.	Indirect – supports smooth athlete experience.	Engagement metrics from athletes and partners.	Receives positive feedback from institutional contacts.
Adaptability	Adapts to varying academic calendars and athlete commitments.	Adapts to changing priorities and team needs.	Adapts to platform trends and seasonal campaigns.	Adapts to different institutional cultures and requirements.
Use of Tools	Uses academic planning templates and shared systems efficiently.	Uses CRM, calendars, and file systems fluently.	Uses design tools, social media platforms, and scheduling tools effectively.	Uses shared calendars and communication tools appropriately.
Reporting & Feedback	Submits session summaries and academic updates promptly.	Delivers reports and status updates to internal leads.	Shares campaign performance reports regularly.	Reports collaboration progress and challenges to Co-CEO.

Note: Performance evaluation rubric by role. This rubric defines expectations for each support position based on core evaluation criteria (own elaboration).

Table 11. Performance Evaluation Template and Scoring Scale

Criteria	Academic Advisor	Operations & Admin Assistant	Marketing Assistant	Liaison Officer (Club/University)	Score	Meaning
Task Execution					1	Needs improvement – below expectations
Communication						
Autonomy					2	Acceptable – partially meets expectations
Team Collaboration						
Problem-Solving					3	Good – meets expectations
Client Satisfaction						
Adaptability					4	Very Good – often exceeds expectations
Use of Tools						
Reporting & Feedback					5	Excellent – consistently exceeds expectations

Note: Evaluation template for non-executive roles. Each criterion is rated on a 1–5 scale as described, combining supervisor review and self-assessment (own elaboration).

6.5 Training and Continuous Development

Aligned with ELEVATE's support processes and long-term vision, training is approached as an ongoing effort rather than a one-time intervention. Following each performance review cycle, the Co-CEO Internal Operations identifies areas where staff may benefit from additional support. This may include individual mentoring, peer-learning sessions, or role-specific workshops.

Furthermore, ELEVATE fosters a culture of continuous learning through its support process “Staff Training,” ensuring that every team member has access to development resources aligned with their evolving responsibilities. These initiatives reinforce our long-term strategy of monitoring key performance indicators and adapting internal workflows to improve service quality across all operational stages.

6.6 Types of Contracts and Salary Policy

ELEVATE, as a limited liability company, plans to primarily use indefinite employment contracts (*contrato indefinido ordinario*) in accordance with the Spanish *Statute of Workers* and the Royal Decree-Law 32/2021, which significantly reformed the framework for temporary contracts (Global Compliance News, 2022). This approach follows recent policy trends to reinforce employment stability and limit excessive use of short-term contracts.

For expert or occasional external services, such as legal advisory or tax filing, ELEVATE will enter into commercial service contracts with freelancers (*contratos de prestación de servicios con autónomos*), governed under Law 20/2007 of the Self-Employed Statute (Worksuite, 2025). This is appropriate for tasks that are not continuous nor integrated into the internal structure of the company.

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Since both co-founders (Agustina and Emilio) are managing directors with majority ownership, they must contribute to the Special Regime for Self-Employed Workers (RETA) rather than the General Regime. As established by the General Social Security Law, any person performing executive or managerial duties while owning 25% or more of an S.L. must register under RETA (Seguridad Social, 2025).

According to Spanish legislation, individuals who manage a company and hold significant ownership are excluded from general employment contracts and must instead contribute as autónomos under the RETA system (Seguridad Social, 2025).

The salary policy for ELEVATE is defined by:

- Legal compliance with the 2025 Minimum Interprofessional Wage (SMI), which is 1.184€ /month over 14 payments (16.576€ /year) (BOE, 2024).
- Market benchmarks in sports advising, education, and entrepreneurship support in Madrid.
- Annual reviews based on inflation, company performance, and role evolution.

6.7 Gross Salary and Social Security Cost Calculation

Table 12. Estimated Gross Salaries and Employer Social Security Costs for Short-Term Staff at ELEVATE

Role	Gross Salary (€)	Employer SS (33%) (€)	Total Cost (€)
CEO – External Relations (Agustina)	29,000	9,570	38,570
CEO – Internal Operations (Emilio)	29,000	9,570	38,570
Academic Planning Specialist	23,000	7,590	30,590
University Liaison	22,000	7,260	29,260
Football Club Coordinator	22,000	7,260	29,260
Operations Technician	21,000	6,930	27,930
Administrative Assistant	19,000	6,270	25,270

Note: Gross salaries are estimated based on 2024–2025 average ranges for comparable roles in Madrid within the sports consultancy, academic advising, and administrative sectors. Data was sourced from national employment reports (Ministerio de Industria y Turismo, 2024) and job market platforms such as InfoJobs and Glassdoor. Employer contributions are calculated at an average rate of 33% of gross salary following Spanish social security rules (Seguridad Social, 2025) (own elaboration).

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Employers in Spain contribute approximately 30–33% of each employee's gross salary in social security charges, including coverage for common contingencies, unemployment, training, and guarantee funds (Seguridad Social, 2025).

6.8 Outsourcing

ELEVATE will strategically outsource specific auxiliary services during its early growth phase, particularly those that do not constitute part of its core value proposition.

Services to be outsourced:

- **Legal and compliance advisory (initially)**, including contract law, labor regulations, and data protection (e.g., GDPR).
- **Accounting and payroll management**, using cloud-based tools like Holded or dedicated agencies.
- **Occasional digital or design consulting** (e.g., for brand materials or web adjustments).

Unlike recruitment, which is considered strategic and will remain in-house, ELEVATE will outsource auxiliary services to maintain agility and cost-efficiency, a common practice among early-stage Spanish SMEs, particularly in the service sector (Ministerio de Industria y Turismo, 2024a).

Outsourcing choices will be reassessed annually as the team scales and internal capabilities grow.

7. LEGAL PLAN

7.1 Choice of Legal Form

ELEVATE has chosen to incorporate as a Limited Liability Company (Sociedad de Responsabilidad Limitada, S.L.), which is the most common legal structure among Spanish SMEs. As of January 2023, over 33% of active companies in Spain were S.L.s, especially those with growth potential or employees (Ministerio de Industria y Turismo, 2024).

This legal form offers several advantages:

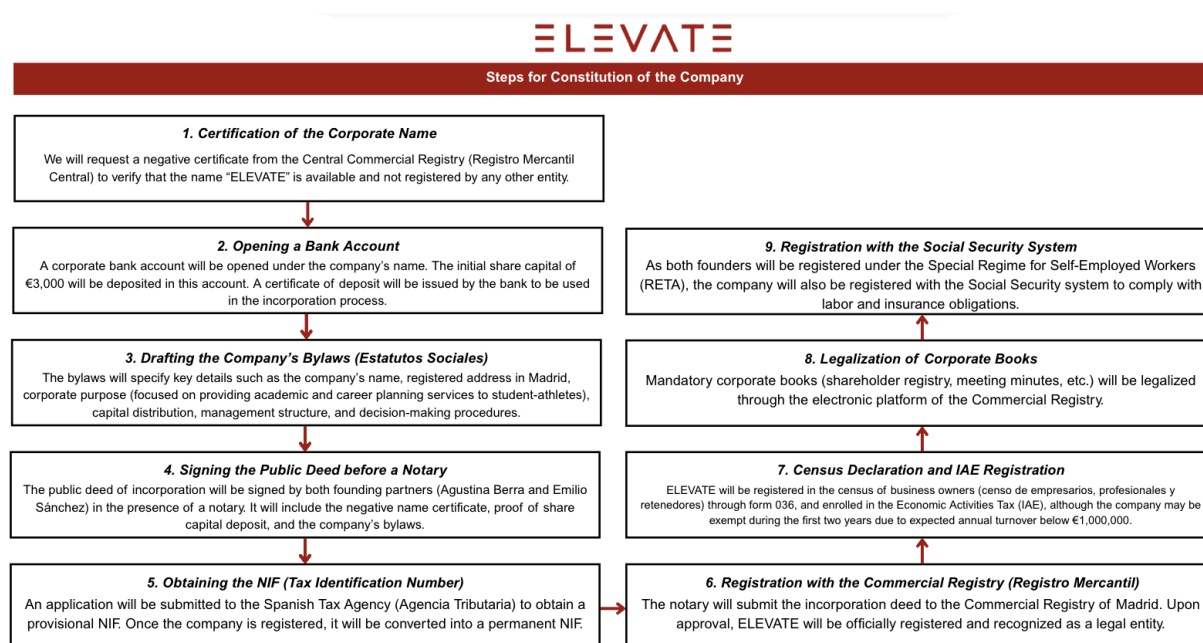
- Limited liability for partners, safeguarding their personal assets.
- Flexible internal organization, suitable for a small team with defined roles.
- Tax benefits, including a reduced 15% corporate tax rate for new companies during their first two profitable years.
- Legal credibility and access to funding, making it easier to collaborate with institutions, clubs, and potential investors.

This choice reflects ELEVATE's commitment to long-term growth, professionalism, and full compliance with Spanish commercial regulations (IPYME, 2025).

7.2 Constitution of the Company

The legal incorporation process of ELEVATE as a limited liability company (S.L.) follows the standard procedure established by Spanish commercial law. Figure 6 presents a step-by-step overview of the actions required to complete the legal constitution of the company, from name reservation and capital contribution to notarial documentation and registration with tax and social security authorities.

Figure 6. Steps for Constitution of the Company



Note: Elaboration based on information from IPYME (2025), Seguridad Social (2025), and LawyersSpain.eu (2025) (own elaboration).

7.3 Start-Up Formalities and Compliance:

Once the company has been legally incorporated, ELEVATE will carry out the following formalities to begin operations. This includes the contracting of a legal business address (*domiciliación de sociedades*) through Lexington La Moraleja, which will serve as the official legal and commercial address of the agency.

- Contracting a registered business address through Lexington La Moraleja, which includes mail handling, reception services, and access to an online administrative

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platform. This address is used for tax registration, corporate filings, and official correspondence.

- Filing Form 036 with the Spanish Tax Agency (*Agencia Tributaria*), which serves to register the company's business activity, confirm the start date, and declare its tax obligations (e.g., VAT, Corporate Income Tax).
- No municipal license is required at this stage, since ELEVATE does not operate a storefront or provide public services in-person.
- As previously discussed, GDPR compliance is essential due to the handling of student-athlete data and will be addressed through an outsourced legal consultancy, as explained in other sections.

These legal and administrative actions are included in ELEVATE's timeline and initial budget, ensuring full compliance with national regulations from the company's inception.

8. ECONOMIC-FINANCIAL PLAN AND VIABILITY

8.1 Initial Investment and Financing

According to the operational plan and projected asset needs, the total initial investment required to launch ELEVATE is 10.041,20 €. This includes essential categories such as IT equipment, digital tools, branding materials, and legal consulting. Most of the investment is linked to assets with a defined useful life, resulting in an estimated annual amortization of 2,310€, aligned with Spanish accounting standards.

To support liquidity in the early stages, a 10% fund provision (1.004,12€) has also been included, covering unforeseen expenses and ensuring smooth operations.

ELEVATE will be financed through two primary sources (as seen in Figure 7):

- Equity contributions of 15.000 € from the co-founders, representing 23.08% of the total capital.
- A long-term bank loan of 50.000 € (5 years at 8%), making up the remaining 76.92%.

With this structure, the Weighted Average Cost of Capital (WACC) is calculated at 6.46%, which will be used as the reference discount rate in future financial projections.

Figure 7. Initial Investment and Sources of Financing

Investments	Value	Useful Life	Amortization & Depreciation
Office Materials and Supplies	€360.00	1	€360.00
IT Equipment	€5,250.00	4	€1,312.50
Digital Softwares (non-depreciable)	€2,181.20	-	-
Branding and Promotional Materials	€600.00	1	€600.00
Legal and Consultant Materials	€1,500.00	-	-
Furniture and Fixtures	€150.00	4	€37.50

*Notes:

- Amortization and depreciation values are based on Spanish accounting standards.
- A 10% fund provision was included to ensure sufficient working capital during ELEVATE's launch phase, based on conservative startup finance practices (typically 5%–15%).
- Cost before tax and cost after tax were established according to benchmarks in the Spanish market.
- The cost of equity (8%) was derived using the Capital Asset Pricing Model (CAPM), with a levered beta of 3.06, a risk-free rate of 3.41%, and a market premium of 1.50%. Though similar in value to the cost of debt (before tax), this equity rate reflects the higher risk borne by shareholders, as indicated by the elevated beta.
- An average was used to calculate the unlevered beta (β_u), based on relevant sectors:
 - Educational Services: 0.86
 - Business & Professional Services: 0.89

Total Investment	€10,041.20	Total Amortization & Depreciation	€2,310.00
Fund Provision	€1,004.12		

	Quantity	Weight	Cost	Cost after tax	
Total Resources	€65,000.00			6.46%	WACC
Equity (Own Funds)	€15,000.00	23.08%	8%	8%	WACC=(0.2308·0.08)+(0.7692·0.08·(1-0.25))
Debt Loan	€50,000.00	76.92%	8.00%	6.00%	0.08 · (1 - 0.25) = 0.08 · 0.75 = 0.06 or 6%

CAPM

Unlevered Beta Sector (β_u)	0.875
---	-------

Beta Project	$\beta_e = \beta_u \left[1 + \frac{D}{E} (1 - \tau) \right]$	3.06
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RF	3.41%
-----------	-------

Em	4.91%
-----------	-------

(Em-RF)	1.50%
----------------	-------

$$r_e = RF + \beta_e \cdot (Em - RF)$$

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

8.2 Balance Sheet

Figure 8. Balance Sheet

BALANCE SHEET Initial Balance Sheet (Year 1)			
Based on the Spanish General Accounting Plan			
Assets		Liabilities + Net Worth	
Non-current Assets		Equity	
€2,181.20	206 - Digital Software	100 - Share Capital (Equity – Own Funds)	€15,000.00
€360.00	214 - Office Materials and Supplies	Total Equity	€15,000.00
€150.00	216 - Furniture and Fixtures	Non-current Liabilities	
€5,250.00	217 - IT Equipment	170 - Long-term Bank Loan	€50,000.00
€600.00	218 - Advertising and Promotional Materials (Branding and Promotional Materials)	Total Liabilities	€50,000.00
€1,500.00	623 - Legal and Consultant Services (Legal and Consultant Materials)	TOTAL LIABILITIES + EQUITY	€65,000.00
€10,041.20	Total Non-current Assets		
Current Assets			
€54,958.80	572 - Bank		
€54,958.80	Total Current Assets		
€65,000.00	TOTAL ASSETS		

*Note: This balance sheet reflects ELEVATE's initial capitalization and allocation of resources based on the investment plan detailed in Figure 8.1. The accounting codes used correspond to the Spanish General Accounting Plan (PGC). The remaining funds are held in the company bank account to cover operational and payroll needs during the first year.

Note: Revenues and Expenses for Year 1 of Operation (own elaboration).

8.3 Year 1 Income Statement

The income statement for ELEVATE's first year has been structured month-by-month and is presented in Annex XXIX. It closely follows the pricing strategy previously defined in section 4.3 of the marketing mix (4Ps). As a service agency operating in the dual-career development space for footballers in Segunda and Tercera RFEF, our revenue is largely influenced by the progressive onboarding of partner institutions throughout the year, the seasonality of academic enrollment, and the sponsorship acquisition cycle.

As observed in Figure 45, revenue is relatively modest in the early months due to the platform and support infrastructure being in the initial stage of development, with most contracts still in negotiation. However, key revenue peaks are concentrated in months 6, 8, and 12, corresponding with milestones such as the activation of summer preparation programs, the start of new academic seasons, and sponsorship payments linked to activation events as seen in this Figure. It is also worth noting that the strongest performing revenue stream throughout the year is the Premium Package Subscription, accounting for over 100,000 €, as it offers the most comprehensive services for clubs and universities seeking full integration. Together, all three subscription tiers (Basic, Standard, and Premium) represent 73% of total revenue, positioning them as the financial backbone of the business model as seen in Figure 46. Performance-based fees, which are collected according to athlete progression and

retention benchmarks, account for an additional 8.64%, while sponsorships and grants contribute a combined 18.28%, largely aligned with visibility milestones and public program support.

The revenue figures reflect ELEVATE's scalable approach to institutional service, where early efforts focus on onboarding, relationship-building, and system setup. During this period, package income is not yet stable, but begins to normalize in the second semester as agreements reach full implementation. Although we foresee the potential for higher figures with expanded geographic coverage and sports diversification, this year's projection reflects a careful and conservative approach to growth, appropriate for a company in its first operational cycle.

In terms of expenses, the cost structure is consistent with a lean startup model but reflects the requirements of professional service delivery. The largest single cost is salaries, totaling 164.964 €, which includes compensation for the two co-founders and operational support (Figure 45). Social Security Contributions follow as the second-highest expense at 54.450 €, by Spanish labor regulations. Fixed overhead costs such as coworking rent (8.580 €) and digital tools (€5.167,20) are constant throughout the year, while event fees (18.000 €) are concentrated in select months tied to promotion and outreach opportunities. Marketing and advertising costs remain relatively modest in Year 1, given that much of the initial visibility is achieved through partnerships and direct outreach rather than large-scale paid media.

Despite the front-loaded costs associated with service delivery and infrastructure, ELEVATE closes its first year with a positive EBITDA of 43.158,94 €, signaling early operational profitability. After deducting amortizations estimated at 2.310 €, the EBIT (earnings before interest and taxes) reaches 40.848,94 €. This confirms that the company not only sustains itself under the current financial model but also establishes a solid foundation for future reinvestment and long-term growth. More detailed breakdowns and monthly data can be found in Annex XXIX.

8.4 Five-Year Income Statement

To estimate ELEVATE's financial performance over the next five years, we developed an income statement based on a realistic scenario (Figure 9). This projection considers steady growth in subscriptions, inflation (2.3%), and the gradual expansion of operations.

Revenues increased from 306.474,14 € in Year 1 to 958.671,42 € in Year 5, driven mainly by Premium Package subscriptions and steady contributions from performance-based fees, sponsorships, and public funding. The largest cost throughout the five years remains salaries, which scale with team growth and service demand, reaching 468.755,42 € in Year 5. Other operating expenses such as office rent, event participation, and marketing remain proportionate to company growth.

ELEVATE maintains a positive EBITDA, starting at 43.158,94 € and growing to 241.938,53 € in Year 5. With stable amortization and increasing free cash flow, the model demonstrates strong operational sustainability. These results are based on the assumption that, by the end of each fiscal year, the company has no outstanding balances with clients, suppliers, or tax authorities, and no closing inventory. This condition ensures that NOPLAT accurately reflects ELEVATE's operational performance and enables a clean and reliable estimation of free cash flow. More information is available in Annex XXX.

Figure 9. Five-Year Income Statement under the Realistic Scenario

Realistic Scenario						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Income						
Basic Package Subscription		€58,415.82	€77,687.20	€103,316.21	€137,400.22	€182,728.56
Standard Package Subscription		€64,749.99	€86,111.01	€114,519.03	€152,298.86	€202,542.26
Premium Package Subscription		€100,833.33	€134,098.25	€178,337.26	€237,170.72	€315,413.34
Performance-Based Fees		€26,475.00	€35,209.10	€46,824.59	€62,272.02	€82,815.55
Corporate Sponsorships		€36,000.00	€47,876.40	€63,670.82	€84,675.83	€112,610.39
Government Grants & External Funding		€20,000.00	€26,598.00	€35,372.68	€47,042.13	€62,561.33
TOTAL INCOMES		€306,474.14	€407,579.96	€542,040.59	€720,859.78	€958,671.42
Expenses						
Coworking / Office Rent		€8,580.00	€8,777.34	€33,000.00	€33,759.00	€45,000.00
Salaries		€164,964.00	€168,758.17	€298,414.24	€305,277.77	€468,755.42
Digital Tools & Subscriptions		€5,167.20	€5,286.05	€6,000.00	€6,138.00	€7,500.00
Marketing and Advertising Campaigns		€600.00	€613.80	€4,000.00	€4,092.00	€6,000.00
Travel and Representation		€600.00	€613.80	€1,200.00	€3,000.00	€4,500.00
Insurance & Liability		€204.00	€208.69	€350.00	€358.05	€750.00
Utilities & Supplies		€6,750.00	€6,905.25	€9,000.00	€9,207.00	€11,000.00
Event Participation Fees		€18,000.00	€18,414.00	€18,837.52	€20,000.00	€25,000.00
Social Security Contributions		€54,450.00	€55,702.35	€98,080.70	€100,336.56	€143,846.58
Interests		€4,000.00	€4,092.00	€4,186.12	€4,282.40	€4,380.89
TOTAL EXPENSES		€263,315.20	€269,371.45	€473,068.58	€486,450.77	€716,732.89
EBITDA		€43,158.94	€138,208.51	€68,972.01	€234,409.01	€241,938.53
Amortizations & Depreciations		€2,310.00	€2,310.00	€2,310.00	€2,310.00	€2,310.00
EBIT		€40,848.94	€135,898.51	€66,662.01	€232,099.01	€239,628.53
Income Tax		€10,212.24	€33,974.63	€16,665.50	€58,024.75	€59,907.13
NOPLAT (Net Operating Profit Less Adjusted Taxes)		€30,636.71	€101,923.88	€49,996.51	€174,074.25	€179,721.39
Amortizations & Depreciations		€2,310.00	€2,310.00	€2,310.00	€2,310.00	€2,310.00
Operating Free Cash Flow		€32,946.71	€104,233.88	€52,306.51	€176,384.25	€182,031.39
CAPEX (Capital Expenditures)	€10,041.20			€10,000.00		€25,000.00
Cash Flow	-€10,041.20	€32,946.71	€104,233.88	€42,306.51	€176,384.25	€157,031.39

Note: Five-Year Profit and Loss Statement. A 2.3% inflation rate was applied in accordance with the official rate in Spain. The cash flow variations observed in Year 3 and Year 5 are due to internal structural changes, particularly the planned increase in full-time staff as ELEVATE expands its operations (own elaboration).

8.5 Financial Scenarios

Once the realistic scenario, considered the most probable for the company, has been identified, it is important to also consider two additional projections: an optimistic scenario and

a pessimistic scenario. Both reflect different assumptions about revenue growth, cost behavior, and market conditions that could impact the business either positively or negatively. These alternative projections offer a broader view of financial risk and scalability. A detailed breakdown of both scenarios is presented in Annex XXXI.

8.6 Financial Ratios

In the realistic scenario, ELEVATE achieves a recovery period of 0.47 years, reflecting a rapid return on the initial investment. The Net Present Value (NPV), calculated using a WACC of 6.46%, is €3.025.288,44, confirming the project's economic viability. Furthermore, the Internal Rate of Return (IRR) reaches an extraordinary 445%, which is significantly higher than the cost of capital.

Since ELEVATE is expected to operate beyond Year 5, a Terminal Value (TV) was included in the analysis to capture the projected value of future free cash flows beyond the forecast period. Using a standard perpetuity formula based on the final year's Free Cash Flow (FCF), the TV was estimated at €3.590.013,05. This amount was then discounted to its present value (PV_{tv}) using the WACC, resulting in €2.625.207,99.

These elements were incorporated into the overall NPV calculation, as advised in corporate finance methodologies, providing a more accurate representation of long-term project value. Given that the IRR substantially exceeds the WACC and that both the NPV and PV_{tv} are strongly positive, ELEVATE is considered a financially sound and strategically feasible venture.

Figure 10. Financial Ratios

Recovery Period	0.47
NPV	€3,025,288.44
TV	€3,590,013.05
PV_{tv}	€2,625,207.99
IRR	445%

Recovery Period	$Recovery\ Period = Y + \frac{Initial\ Investment}{Cash\ Flow\ Y + 1}$
NPV	$NPV = \sum_{t=0}^n \frac{CF_t}{(1+r)^t}$ $NPV_{agency} = \sum_{t=1}^N \frac{FCF_t}{(1+r)^t} + FCF_0 + \frac{FCF_N \cdot (1+g)}{(r-g)} \cdot \frac{1}{(1+r)^N}$
TV	$(TV) = \frac{FCF_5 \cdot (1+g)}{r-g}$
PV_{tv}	$Present\ Value\ of\ TV = \frac{TV}{(1+r)^5}$
IRR	$0 = \sum_{t=0}^n \frac{CF_t}{(1+r)^t}$

Note: Financial Ratios from the Five-Year Income Statement under the Realistic Scenario. Calculations performed using a WACC of 6.46%. Terminal value was determined using a perpetuity growth model based on Year 5 Free Cash Flow, a perpetual growth rate of 2.3%,

and the same discount rate (WACC). Final figures reflect the present value of the terminal value added to the five-year cash flow projections (own elaboration).

9. CORPORATE SOCIAL RESPONSIBILITY (CSR)

9.1 CSR: Career Development Department Initiative

As part of ELEVATE's long-term commitment to sustainability and social responsibility, the organization will develop a dedicated Career Development Department as its primary CSR initiative. This department will represent the social and economic impact component of ELEVATE's operations, ensuring that student-athletes receive long-term career support that extends beyond their athletic careers. The initiative aligns with ELEVATE's core mission to integrate educational and athletic excellence, while simultaneously addressing the need for post-sport career pathways for footballers in Segunda and Tercera RFEF.

The Career Development Department will serve as a structured support hub that provides personalized career counseling, internship and job placement services, mentorship programs, and access to professional development resources. Through collaborations with universities, football clubs, and corporate partners, ELEVATE will ensure that student-athletes are equipped with the tools necessary to transition into meaningful careers after their time in sport. This initiative is particularly important in Spain, where many athletes face uncertainty after their playing years due to the lack of structured dual-career frameworks.

One of the core functions of the department will be personalized career counseling, where each athlete is matched with an advisor to build a tailored development plan based on their interests, skills, and academic background. This may include transitioning into coaching, pursuing higher education, or entering business or digital fields. Additionally, the department will establish a national internship and job placement network through partnerships with local and international organizations. These opportunities will prioritize flexibility and remote participation, allowing athletes to gain experience without compromising their training and competition schedules.

Another key feature of the Career Development Department will be the implementation of Career Accelerator Training, short-term intensive training modules focused on practical job skills such as resume writing, digital branding, networking, and entrepreneurship. These trainings will be complemented by a mentorship program, leveraging ELEVATE's alumni network and professional contacts to guide current athletes through their transition. This peer-led model ensures continuity of support, strengthens the community and fosters inspiration through real-life success stories.

In the medium to long term, the Career Development Department will serve as a flagship program to generate lasting social value. It will support UN Sustainable Development Goals

(SDGs) including Goal 4: Quality Education, Goal 8: Decent Work and Economic Growth, Goal 10: Reduced Inequalities, and Goal 17: Partnerships for the Goals. By providing equal access to post-sport career support regardless of background or club affiliation, ELEVATE demonstrates its commitment to inclusive development and economic empowerment within the sports industry.

Ultimately, this CSR initiative reinforces ELEVATE's brand as a purpose-driven organization, creating measurable, positive outcomes for both individuals and society. The Career Development Department not only strengthens ELEVATE's operational offering but also ensures that its impact endures far beyond the football field.

Figure 11. ELEVATE's CSR Goals



Note: Visual Representation of ELEVATE's CSR goals (own elaboration).

10. TO-START TIMELINE

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

11. CONCLUSIONS

ELEVATE is a viable and necessary initiative that responds to a structural gap in the Spanish sports ecosystem. While football is one of the most culturally and economically significant sports in Spain, there is a lack of integrated support systems that allow athletes outside the elite to combine their sporting careers with academic development. ELEVATE addresses this

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issue by offering a structured dual-career pathway for semi-professional and amateur football players, beginning with those in Segunda and Tercera RFEF divisions. These athletes often operate in unstable environments, with limited long-term security and scarce academic guidance. Our proposal offers them an alternative: to build their future on and off the pitch.

The project is grounded in the successful principles of the American collegiate system (NCAA), which demonstrates how academic integration and sport can coexist. ELEVATE adapts this model to the Spanish context through a tailored approach focused on Madrid, where the presence of both clubs and universities facilitates initial implementation. Rather than creating a digital platform or relying on federations, our agency focuses on face-to-face, institutionally coordinated support. This makes the model both accessible and effective for the target population.

The strength of ELEVATE lies in its well-defined and realistic operational plan. The organizational structure is designed to minimize initial overheads while ensuring personalized service delivery through a small but specialized team. Our human resource planning is aligned with Spanish labor regulations, including the classification of contracts and contributions to social security. Strategic processes have been clearly defined in flowcharts and process sheets, allowing us to deliver efficient and high-quality support from day one.

Financially, ELEVATE is sustained through a hybrid model of institutional subscriptions and sponsorships. We developed short-, medium-, and long-term financial projections under different growth scenarios, adjusting for inflation and team expansion. The initial investment is modest but sufficient, with resources allocated based on priorities such as office space, staff, and operational materials. Our economic and financial plan confirms the project's viability and its potential for sustainable growth.

In terms of scalability, ELEVATE is designed with a phased growth strategy: proof of concept in Madrid, regional expansion, and eventually national positioning. The service tiers allow for flexible adaptation to different user needs, and partnerships with clubs and universities create a robust foundation for long-term operations.

Finally, ELEVATE's social impact is at the core of the project. Beyond business viability, it contributes to educational equity, promotes the long-term well-being of athletes, and fosters a more inclusive and sustainable football culture in Spain. For all these reasons, clear problem definition, structured and realistic solutions, financial and legal grounding, and positive social value, ELEVATE is not only feasible, but necessary.

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ANNEXES

Annex I. Assessment of Founders' Entrepreneurial Capabilities

The assessment evaluates entrepreneurial potential across eight key dimensions and five levels. Below is a summary of the results for both partners:

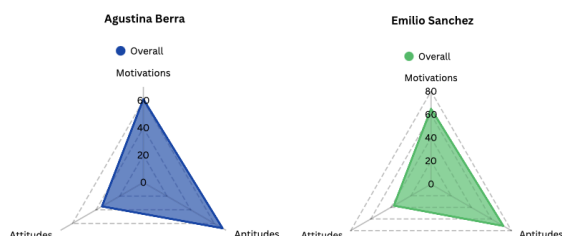
Table 13. Assessment of Founders' Entrepreneurial Capabilities

Founders	Founder's Results
Emilio Sánchez Pulido	Emilio demonstrated strong entrepreneurial potential, scoring above the average entrepreneur in several areas. His general profile score was 174, reflecting a well-rounded entrepreneurial mindset. He excelled in perseverance (16/16), tolerance to ambiguity (22/24), self-confidence (15/16), and action-oriented behavior (17/20). His motivation for achievement (19/20) and need for challenges (18/20) indicate a strong drive to take on ambitious projects. Emilio's ability to influence outcomes (20/24) further highlights his leadership potential. His results suggest that he is a determined, adaptable, and proactive entrepreneur who thrives in competitive and high-pressure environments.
Agustina Berra	Agustina also demonstrated strong entrepreneurial competencies, aligning closely with the traits of successful entrepreneurs. Her general profile score was 162, showing a solid foundation in motivation, aptitude, and attitude. She performed well in perseverance (14/16), self-confidence (14/16), and creativity (21/24), showcasing her ability to innovate and overcome challenges. Additionally, her motivation for achievement (18/20) and need for power/control (17/20) indicate strong leadership potential. While her need for independence (9/16) was slightly below average, her overall profile suggests that she is a resilient and resourceful entrepreneur with a balanced mix of strategic thinking and adaptability.
Both partners exhibit high levels of entrepreneurial competencies, with Emilio excelling in risk tolerance, adaptability, and execution, while Agustina shows strength in creativity, leadership, and perseverance. These complementary skills make them well-equipped to navigate the challenges of entrepreneurship and drive the success of their venture.	

Note: Results from the BDC Entrepreneurial Potential Self-Assessment (own elaboration).

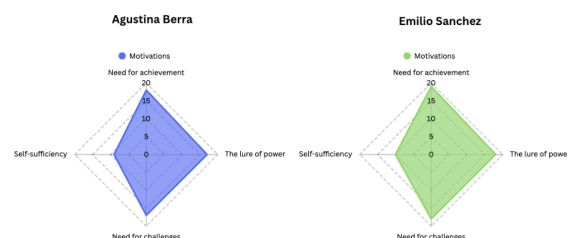
Figure 12-15. General Profile Entrepreneurs

General Profile (Figure 12)



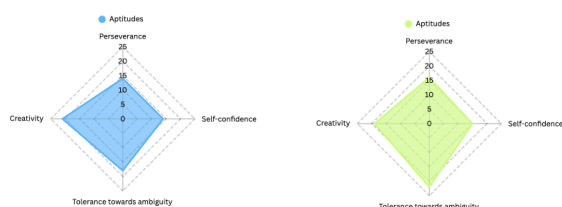
Motivations (Figure 13)

Motivations are factors that determine behaviour. They are the underlying reasons that induce someone to act.



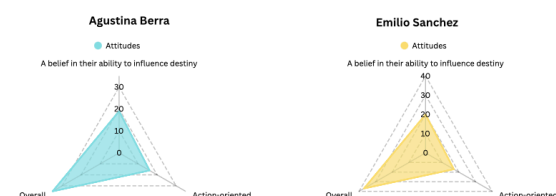
Aptitudes (Figure 14)

Aptitudes are natural inclinations, competencies, abilities. Certain aptitudes predispose someone to be an entrepreneur.



Attitudes (Figure 15)

Attitudes are made up of perceptions, our feelings about something. They are judgements we make, ways we look at things.



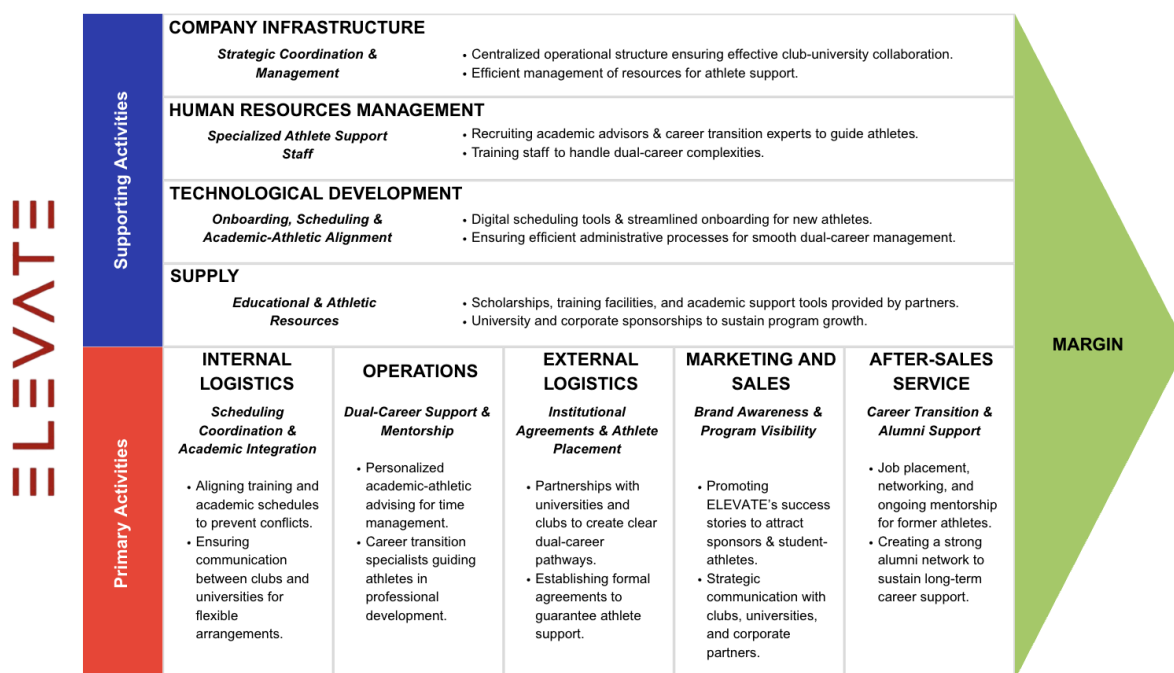
Note: Results from the BDC Entrepreneurial Potential Self-Assessment (own elaboration).

Annex II. Value Chain Analysis for ELEVATE

Introduction

Understanding how value is created within ELEVATE is crucial to ensuring the program effectively supports athletes in balancing their academic and professional football careers. The Value Chain Analysis allows us to examine the key activities that generate competitive advantage and sustainability for the organization. Below is a visual representation of ELEVATE's value chain (Table 14), followed by a comprehensive table that explains the specific function of each activity and its strategic relevance, including academic insights that support the design of ELEVATE's operational model.

Table 14. Value Chain Analysis



Note: The value chain in the early development stages of Elevate (own elaboration).

Table 15. Strategic Breakdown of ELEVATE's Value Chain Activities

Component	Function	Justification
Internal Logistics	Coordination of academic and training schedules; club-university communication.	Prevents scheduling conflicts and supports balance between sport and academics. Managing dual commitments is a key challenge in dual-careers (European Union, 2013).
Operations	Academic advising, mentorship, and career transition support.	Helps develop time-management skills and reduces stress. Structured support increases retention in dual-career programs (Huang et al., 2016).
External Logistics	Establishing agreements with clubs and universities in Madrid.	Provides stability and clear responsibilities between institutions. Formal partnerships are essential for successful dual-career models (Handbook of Best Practices, 2017).
Marketing & Sales	Promoting dual-career benefits through stories, club/university engagement, and online presence.	A strong brand helps attract athletes and sponsors. Visibility is crucial for program growth and funding (NSWIS, 2024).
After-Sales Service	Job placement, alumni network, and post-career counseling.	Supports psychological and professional transition after football. Continued guidance reduces disorientation post-sport (Huang et al., 2016).
Company Infrastructure	Centralized system to connect stakeholders and manage resources.	Ensures consistency and coordination in dual-career programs. Structured models improve reliability (AIS, 2023).
HR Management	Hiring and training specialized dual-career staff (e.g., advisors, transition coaches).	Trained professionals improve academic and athletic outcomes. Specialized staff is key to success (Frontiers, 2022).
Technological Development	Digital tools for onboarding, scheduling, and mentorship tracking.	Streamlines administrative tasks and improves athlete experience. Tech-enabled services increase satisfaction (PMC, 2023).
Supply (Services & Support)	Scholarships, training facilities, and academic resources via partnerships.	Institutional collaborations provide financial and developmental support for athletes (Johan Cruyff Institute, 2024).

Note: This table expands on the visual structure presented in Table 14 by detailing the specific functions of each activity within ELEVATE's value chain, along with their strategic relevance and supporting academic insights (own elaboration).

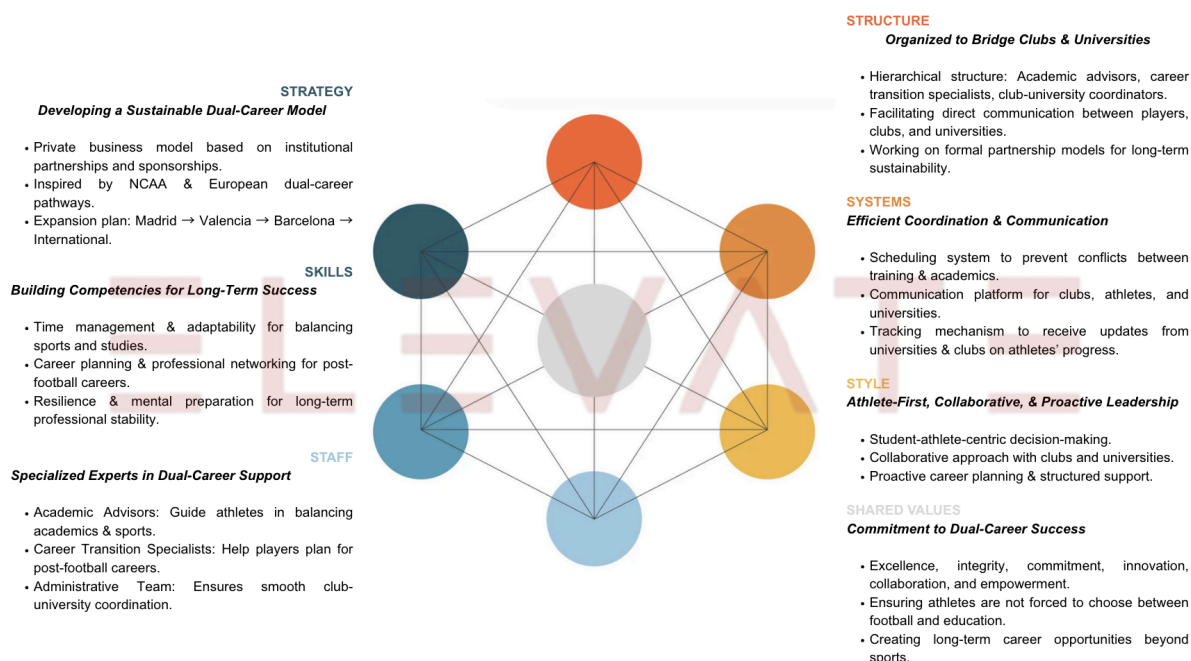
Annex III. McKinsey 7S Model for ELEVATE

Introduction

The McKinsey 7S Framework provides a structured way to assess and align the internal elements of an organization. By applying this model to ELEVATE, we can evaluate how its strategy, structure, systems, shared values, style, staff, and skills work together to create a sustainable support system for student-athletes. Research on dual-career pathways for athletes highlights the importance of institutional support and structured career planning, as seen in best practices implemented by the EU Guidelines on Dual Careers of Athletes (European Union, 2013) and successful sports management models (Johan Cruyff Institute, 2024).

The following diagram (Table 16) presents an overview of how each element is implemented within ELEVATE.

Table 16. McKinsey 7 Framework



Note: The McKinsey 7S Model applied to ELEVATE (own elaboration).

Detailed Justifications

Each element of the McKinsey 7S Model plays a significant role in ELEVATE's ability to provide a structured dual-career pathway for athletes. Below is a detailed breakdown of how each component is integrated into the organization, presented in Table 17, which outlines its core function and the strategic reasoning behind its implementation.

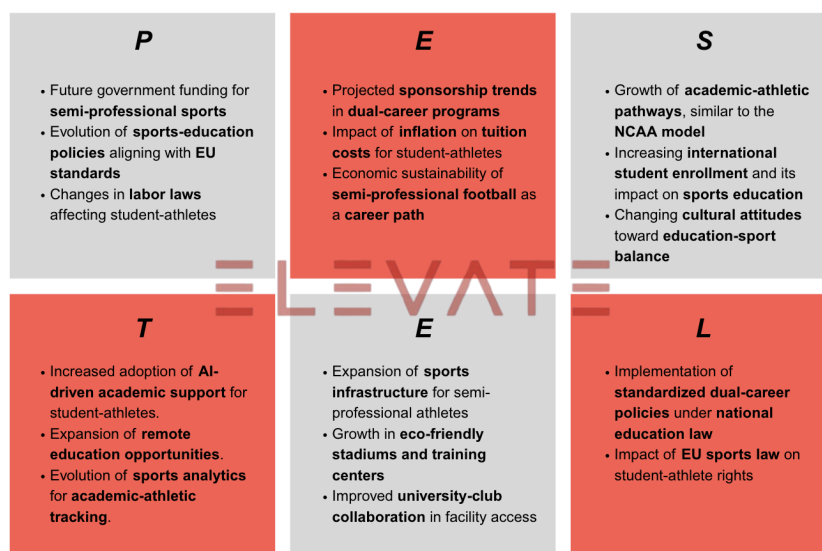
Table 17. Strategic Integration of the McKinsey 7S Model in ELEVATE

Element	Function	Details / Justification
Strategy	Developing a leading dual-career model for semi-professional footballers in Spain, based on partnerships and private funding.	Inspired by successful NCAA and EU dual-career models, ELEVATE builds a private agency that avoids relying on public funding. The strategy focuses on sustainable growth starting in Madrid, with planned expansion to Valencia, Barcelona, and eventually international markets.
Structure	Formalized network of advisors, coordinators, and specialists to link clubs and universities.	ELEVATE's structure includes academic advisors, transition specialists, and coordinators who ensure smooth communication between athletes, clubs, and universities. Formal partnerships strengthen long-term retention and help athletes extend their careers beyond football, as highlighted by the Australian Institute of Sport (AIS, 2023).
Systems	Digital and operational tools for academic-sport alignment.	The program relies on scheduling tools, digital communication platforms, and periodic reports from institutions to align academic and athletic demands. These systems improve coordination and student-athlete success, as shown in recent findings from <i>Frontiers in Sports</i> (2022).
Shared Values	Core principles that shape all organizational decisions and culture.	Values like excellence, integrity, collaboration, and innovation are embedded in ELEVATE's culture and decision-making. These principles reflect a commitment to athlete-centered support and long-term development, consistent with the recommendations of the NSW Institute of Sport (2024).
Style	Athlete-centric, mentor-driven leadership approach.	ELEVATE promotes a leadership style that is collaborative and student-athlete-first. The team works closely with clubs and universities to personalize planning and offer proactive support, a model aligned with research on mentor-driven leadership in sports by Huang et al. (2016).
Staff	Specialized professionals supporting the dual-career model.	The team includes trained professionals in academic advising, career transition, and administration. Their expertise ensures athletes receive tailored support, in line with best practices identified by the Johan Cruyff Institute (2024).
Skills	Key competencies developed in athletes and staff.	The program helps athletes build key competencies such as time management, adaptability, resilience, and long-term planning. The European Union (2013) emphasizes that these skills are essential for employability and career success beyond sports.

Note: This table outlines how the seven interdependent elements of the McKinsey 7S Framework are operationalized within ELEVATE to ensure strategic alignment, organizational efficiency, and sustainable support for student-athletes (own elaboration).

Annex IV. PESTEL Analysis (Medium and Long-Term Outlook)

Figure 16. PESTEL Analysis



Note: PESTEL Analysis, studied for medium- and long-term strategy (own elaboration).

Annex V. Demand Analysis

Figure 17. Demand Analysis Elevate



Note: Short-term demand analysis of Elevate (own elaboration).

Annex VI. SWOT & CAME Analysis

Figure 18. SWOT Analysis Short Term

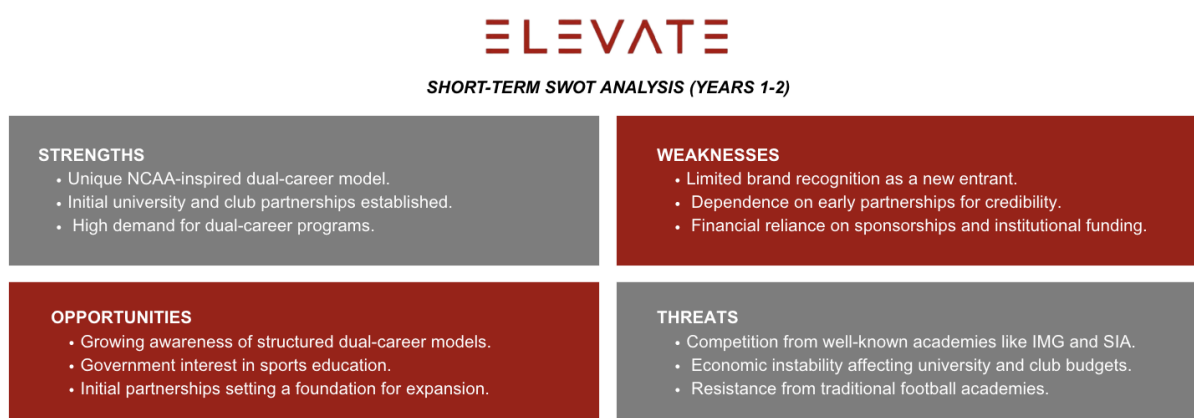
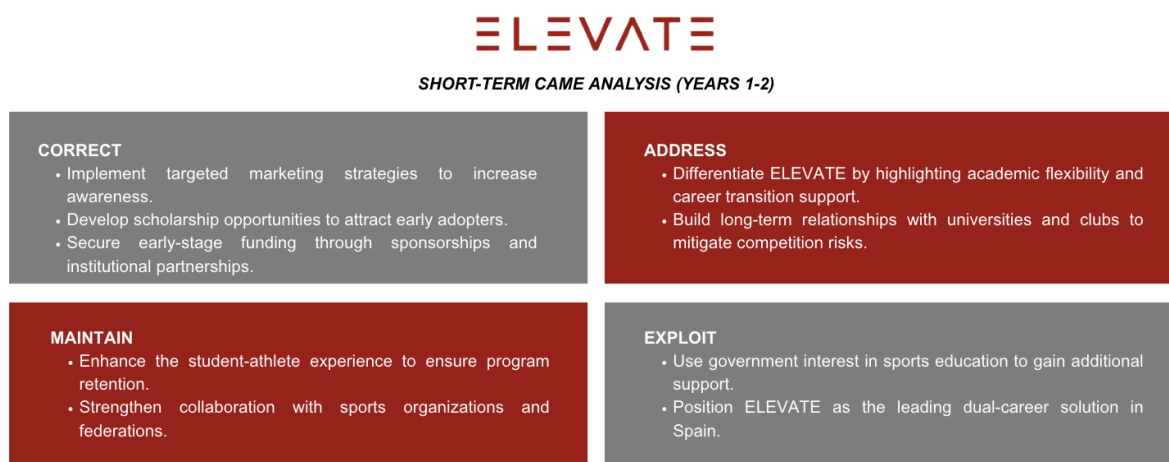


Figure 19. CAME Analysis Short Term



Note: SWOT and CAME Analysis of Elevate short term (own elaboration).

Figure 20. SWOT Analysis Medium Term

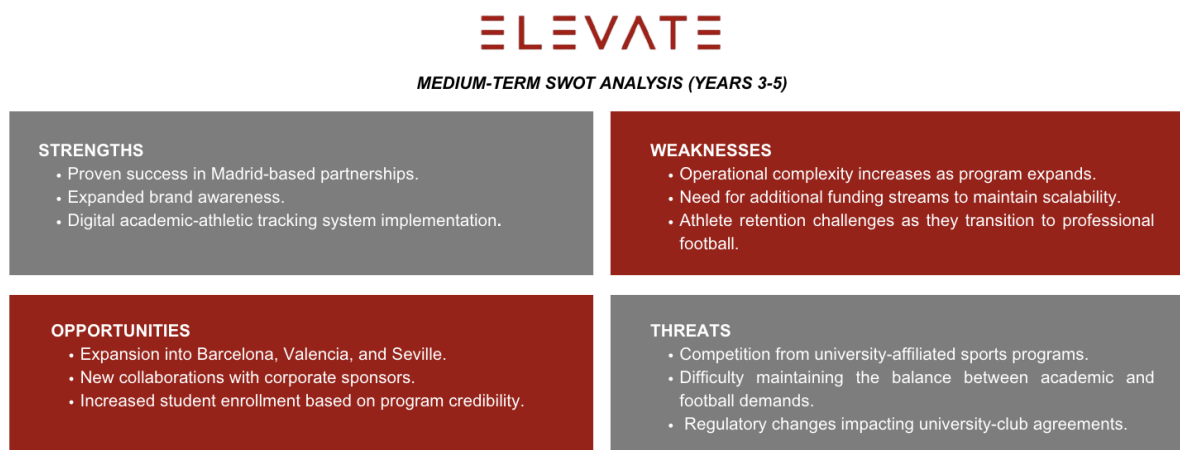
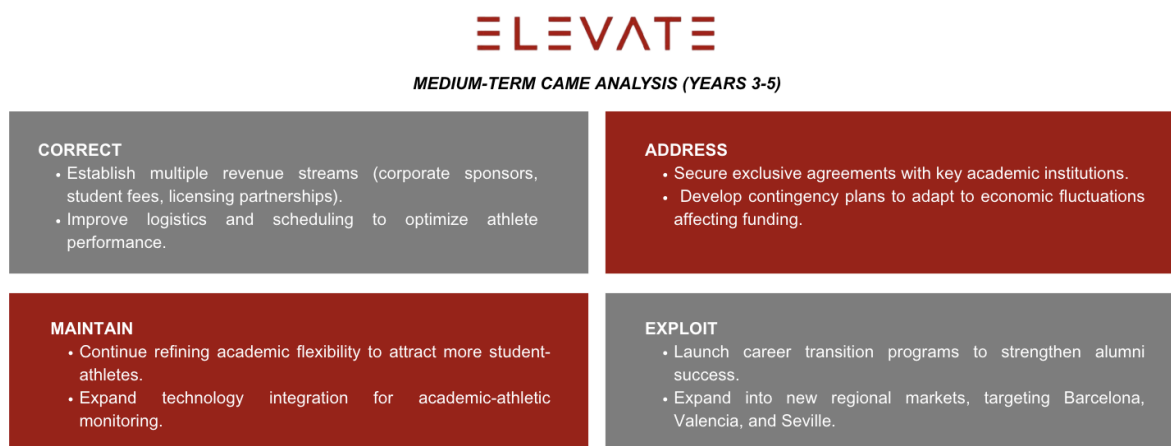


Figure 21. CAME Analysis Medium Term



Note: SWOT and CAME Analysis of Elevate medium term (own elaboration).

Figure 22. SWOT Analysis Long Term

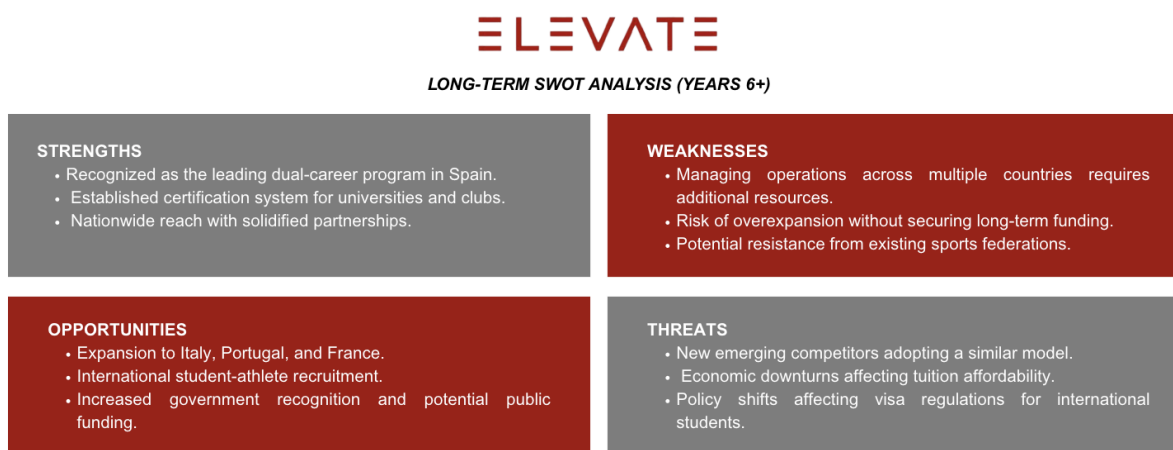
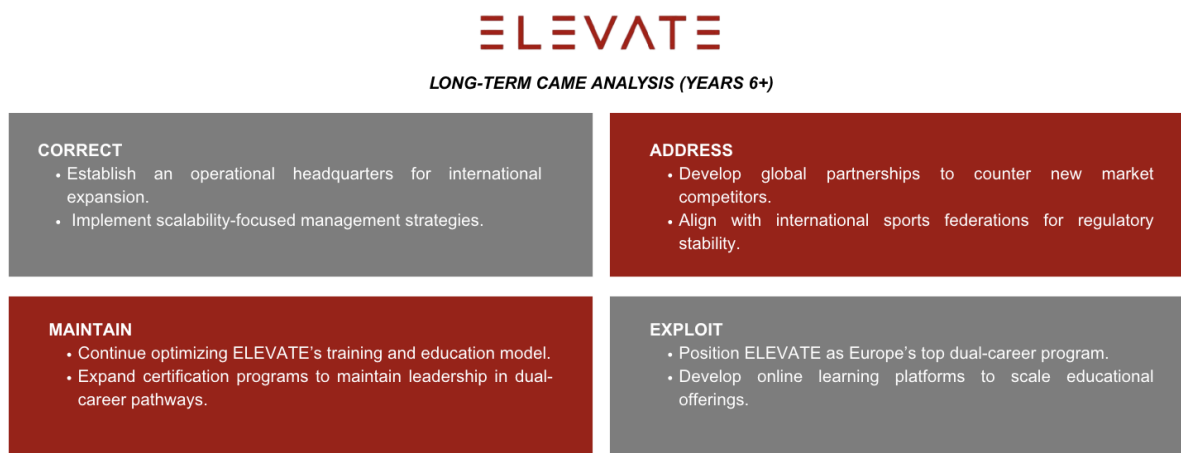


Figure 23. CAME Analysis Long Term



Note: SWOT and CAME Analysis of Elevate long term (own elaboration).

Annex VII. Operational Objectives

To ensure the structured and measurable growth of ELEVATE, we apply the SMART framework (Specific, Measurable, Achievable, Relevant, Time-bound) to define operational objectives.

These objectives are analyzed across three phases; Short-term (Years 1-2), medium-term (Years 3-5), and long-term (Years 6+) to effectively guide and lead ELEVATE development.

Figure 24. Smart Model Short Term

	S (Specific)	M (Measurable)	A (Achievable)	R (Relevant)	T (Time-bound)
Short Term	Establish partnerships with universities and clubs.	Secure agreements with at least 3 universities and 5 football clubs.	Early adoption by institutions in Madrid-based locations.	Essential for building credibility and initial program success.	Within Year 1.
	Enroll the first generation of student-athletes.	A minimum of 50 student-athletes enrolled in the first intake.	Focused on Segunda and Tercera RFEF players.	Needed to validate the model and prove feasibility.	First 12 months.
	Secure corporate sponsorships and funding agreements.	Raise at least €200,000 in sponsorships from sports-related businesses.	Approach companies with a vested interest in athlete development.	Necessary for financial stability in the initial phase.	Within first 18 months.
	Implement an academic-athletic integration system.	Develop customized flexible study plans for athletes.	Work closely with partner universities.	Ensures academic success without affecting sports performance.	By end of Year 2.

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Note: Short-term objectives focus on partnerships, enrollment, funding, and academic integration (own elaboration).

Figure 25. Smart Model Medium Term

	S (Specific)	M (Measurable)	A (Achievable)	R (Relevant)	T (Time-bound)
Medium Term	Expand operations into new football regions .	Launch programs in Barcelona, Valencia, and Seville .	Scale based on Madrid's success metrics .	Key for growing national reach and market share .	Within Year 4 .
	Launch a career transition program for student-athletes.	Develop a mentorship program with industry professionals.	Secure mentors from professional football & business sectors .	Helps athletes prepare for life post-football .	Implemented by Year 5 .
	Develop a digital academic-athletic tracking system .	Platform used by at least 500 student-athletes and coaches .	Collaboration with technology providers for monitoring.	Provides real-time insights into performance and education .	Fully functional by Year 5 .
	Strengthen corporate partnerships for long-term sustainability.	Increase sponsorship revenue to €500,000+ .	Expand partnerships to non-sports-related brands (e.g., education, tech, health sectors) .	Ensures financial stability and long-term support .	By Year 5 .

Note: Medium-term objectives focus on expansion, mentorship, digital tracking, and sponsorship growth (own elaboration).

Figure 26. Smart Model Long Term

	S (Specific)	M (Measurable)	A (Achievable)	R (Relevant)	T (Time-bound)
Long Term	Expand operations to international markets .	Secure partnerships in Italy, Portugal, and France .	Build on the success of ELEVATE in Spain .	Key for establishing ELEVATE as a European leader .	Within Years 6-8 .
	Launch an ELEVATE certification program for universities and clubs.	Certify at least 10 institutions .	Partner with governing bodies for accreditation.	Creates standardized dual-career pathways in Europe.	Fully operational by Year 8 .
	Develop alternative revenue streams to ensure financial independence.	Implement merchandising, summer camps, and online courses .	Reduce dependency on sponsorships as the primary revenue source .	Ensures long-term financial autonomy .	By Year 10 .
	Secure government support and policy backing .	Achieve formal recognition of dual-career programs in Spain.	Collaborate with sports ministries and education boards .	Strengthens institutional credibility and program sustainability .	By Year 10 .

Note: Long-term objectives focus on international expansion, certification, financial independence, and policy support (own elaboration).

Annex VIII. Overview of the Spanish Student-Athlete Landscape

Spain's current structure for student-athletes lacks the same level of integration between academics and athletics as found in countries like the United States. Unlike the National Collegiate Athletic Association (NCAA), which governs and provides structured athletic and academic opportunities for student-athletes in the U.S., Spain does not have a centralized governing body overseeing student-athlete development at the university level. Instead, Spanish football players must navigate a fragmented system where clubs and universities operate independently, often forcing young athletes to choose between education and their sporting careers (El País, 2023).

Recent research highlights that student-athletes in Spain, particularly those competing in the Primera and Segunda RFEF, face significant challenges in balancing their athletic aspirations with higher education. According to Ramos-Agost et al. (2024), only a small percentage of players in the Spanish football system manage to combine professional football with academic studies beyond the age of 18. Key factors contributing to this include rigid academic structures, lack of financial aid, and inadequate institutional support for dual careers (Ramos-Agost et al., 2024).

Annex IX. Demographics and Market Demand

The demographics of Spanish football suggest that many players competing in lower-tier professional and semi-professional leagues fall within the 18-23 age bracket, an ideal target for programs that aim to integrate academic and athletic development (Football Observatory, 2024). In the Tercera Federación, for example, clubs are required to maintain a quota of U-23 players, further emphasizing the need for career planning and educational support for young athletes (Royal Spanish Football Federation, 2024).

However, studies have shown that many players do not pursue higher education due to the demands of their football careers. A report from El País (2023) estimates that only 0.07% of youth footballers make it to the professional level, highlighting the urgent need for dual-career solutions that allow athletes to prepare for life beyond football (El País, 2023).

Annex X. Opportunities for ELEVATE

Given this landscape, ELEVATE aims to fill a critical gap by offering a structured pathway for student-athletes in Spain to pursue both their education and football careers simultaneously. By partnering with universities and clubs, ELEVATE will provide:

- Flexible academic programs that accommodate rigorous training schedules.
- Financial aid and scholarship opportunities to reduce the financial burden on athletes.

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- Career guidance and post-athletic transition services, preparing athletes for careers beyond football.
- Access to elite training and recovery facilities, ensuring top-tier athletic development.

The data suggests a strong demand for an initiative like ELEVATE, given the current challenges faced by student-athletes in Spain. By leveraging insights from successful models like the NCAA and adapting them to Spain's unique football landscape, ELEVATE has the potential to become the leading agency for dual-career development in Spanish football.

The market investigation reveals that Spanish lower-division footballers face significant career uncertainty, and many lack the structured support necessary to balance education and sports. ELEVATE's model will bridge this gap by providing personalized academic and athletic solutions, making it a pioneering force in Spain's evolving student-athlete ecosystem.

Annex XI. Product Service

Figure 27. ELEVATE's Product Service Offering



Note: Visual Representation of our Product Service (own elaboration).

Annex XII. Principal Service

ELEVATE's principal service is a dual-career development program, offering an integrated pathway for athletes to pursue their academic and athletic ambitions simultaneously. This program ensures that student-athletes receive tailored support that enables them to thrive in both fields without compromising either pursuit.

Table 18. ELEVATE's principal services

Key Component	Description
Academic Integration	Partnerships with universities to offer customized learning pathways, allowing student-athletes to adjust academic schedules around training and competition.
Athletic Development	Collaborations with football clubs to enhance player performance through personalized training, sports science resources, and injury prevention services.
Financial Aid & Scholarships	Partnerships with institutions and private sponsors to ensure athletes receive support to cover tuition and training expenses.
Career Transition Services	Post-athletic career planning, networking opportunities, and professional development workshops to prepare athletes for life after football.
Personalized Mentorship & Psychological Support	Mental health and performance psychology sessions to help athletes manage stress, maintain focus, and sustain high performance.

Note: Table explaining the Key characteristics of the key services (own elaboration).

This holistic service package ensures that athletes can achieve their professional football aspirations while securing their educational and career futures.

Annex XIII. Design of The Product

ELEVATE's service model is structured around a membership-based system where student-athletes, universities, and football clubs enroll in customized service packages. The design of the product incorporates key elements that optimize accessibility, efficiency, and effectiveness.

Table 19. Design and Description of the Product

Service Element	Description
Customized Dual-Career Pathways	<ul style="list-style-type: none"> • Flexible academic programs tailored to training schedules • Personalized study plans aligned with each athlete's career trajectory
Exclusive Access to Elite Resources	<ul style="list-style-type: none"> • State-of-the-art training, recovery, and rehab facilities • Nutrition and performance analysis programs • Sports psychology and mental health services
Support Network & Mentorship	<ul style="list-style-type: none"> • One-on-one mentorship with former athletes and professionals • Career guidance and job placement support • Psychological support for stress and anxiety
Technology-Integrated Platform	<ul style="list-style-type: none"> • AI-driven performance tracking (academic and athletic) • Digital academic support with remote tutoring • Virtual career coaching for tailored development

Note: Table explaining the key design of the services/ product provided (own elaboration).

By implementing this athlete-centric and data-driven approach, ELEVATE ensures that student-athletes in Spain no longer have to choose between education and football, but instead thrive in both arenas simultaneously.

Annex XIV. Short Term Pricing Strategy

In the initial phase, ELEVATE will establish partnerships with universities and clubs in Madrid, offering customized packages tailored to different levels of institutional involvement. Our short-term pricing strategy will focus on affordable entry pricing to encourage adoption and demonstrate the value of structured athlete support.

Table 20. Short-Term Institutional Pricing Model

Service Tier	Annual Cost (€)	Included Services
Basic Package	€15,000 – €20,000	Access to athlete academic support, basic mentorship, and integration into university programs.

Standard Package	€30,000 – €40,000	Expanded support including career transition planning, psychological services, and club-academic coordination.
Premium Package	€55,000 – €70,000	Full-service integration with advanced performance tracking, priority access to resources, and individualized player development plans.

Note: Table representing the short-term pricing model that ELEVATE will adopt (own elaboration).

Annex XV. Medium- and Long-Term Pricing Strategy

As ELEVATE establishes credibility and expands its footprint, our pricing model will evolve towards a performance-based and scalable structure. The goal is to align pricing with the impact provided to universities and clubs, allowing institutions to increase investment as they experience tangible improvements in athlete development and retention.

Table 21. Medium-to-Long-Term Institutional Pricing Strategy

Service Model	Revenue Generation Approach	Objective
Subscription-Based Model	Institutions pay an annual fee based on the number of athletes enrolled.	Ensures predictable revenue and institutional commitment.
Performance-Based Pricing	Clubs/universities pay fees tied to athlete retention rates and academic performance improvements.	Aligns pricing with measurable success metrics, incentivizing quality service.
Tiered Expansion Model	Increasing service levels as ELEVATE expands nationally, offering specialized programs for high-performance academies.	Allows scalability while ensuring localized effectiveness.

Note: Table representing the medium and long-term pricing model that ELEVATE will adopt (own elaboration).

This pricing structure guarantees that student-athletes receive necessary support without financial burden, while institutions benefit from structured athlete management, improved academic integration, and long-term career development pathways.

Annex XVI. Revenue Distribution by Service

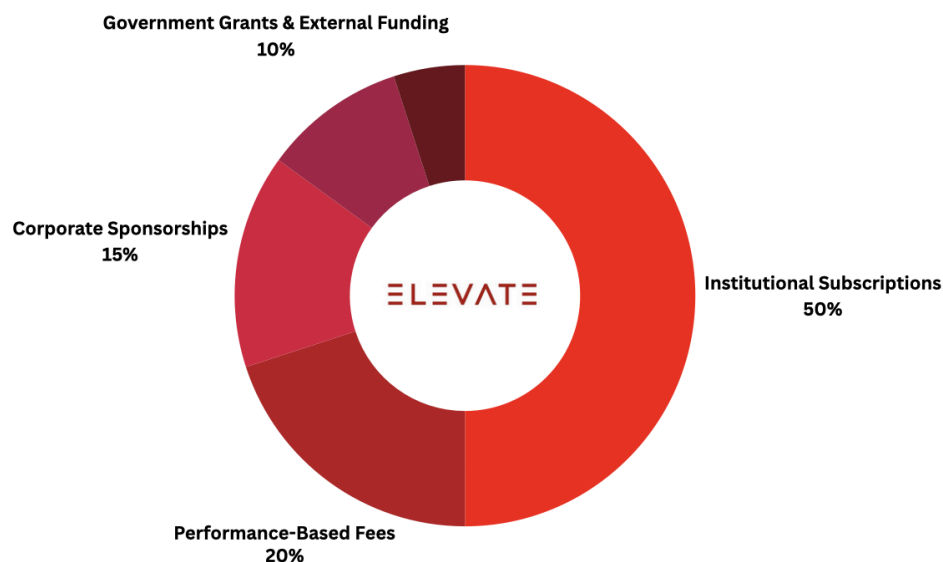
To ensure financial sustainability, ELEVATE's revenue streams will be diversified across various service offerings. The following table outlines the estimated contribution of each service to the overall income of the company.

Table 22. Estimated Revenue Distribution by Service

Revenue Source	Estimated Contribution (%)	Explanation
Institutional Subscriptions	50%	Majority of revenue comes from universities and clubs subscribing to structured athlete programs.
Performance-Based Fees	20%	Clubs and universities contribute additional fees based on athlete retention and academic success.
Corporate Sponsorships	15%	Partnering companies support athlete scholarships, training, and career transition programs.
Government Grants & External Funding	10%	Potential funding from government initiatives promoting sports and education integration.
Additional Services	5%	Career counseling, workshops, and mentorship programs for long-term athlete development.

Note: Table representing the Estimated Revenue Distribution by Service (own elaboration).

Figure 28. Estimated Revenue Distribution by Service



Note: Donut Chart representing the Estimated Revenue Distribution by Service (own elaboration).

Table 23. Explanation of Revenue Distribution

Justification for 50% Revenue from Institutional Subscriptions	Explanation
Service Model Alignment	ELEVATE's core service model focuses on dual-career development for student-athletes, universities, and clubs, directly addressing the gap in Spain's current system.
Inspired by NCAA System	The revenue model replicates the NCAA approach, where U.S. universities fund athletic-academic programs through structured agreements, adapted here to the Spanish context.
Institutional Value Creation	Universities and clubs gain competitive advantages by attracting top-tier athletes, enhancing reputation, and improving performance and academic outcomes.
Club-Specific Benefits	Segunda and Tercera RFEF clubs benefit from player retention, development, and career transition planning—protecting their investment in young talent.
Scalable Subscription Model	The model allows for sustainable growth through recurring contracts with institutions rather than relying on athlete payments.
Financial Sustainability	Institutional buy-in guarantees long-term revenue flow and supports service quality without burdening student-athletes.
Strategic Revenue Focus	The 50% institutional contribution reflects ELEVATE's mission to build long-term, systemic value by aligning service delivery with institutional incentives.

Note: Table explaining the revenue distribution and the rationale (own elaboration).

Annex XVII. Sponsorships and Partnerships

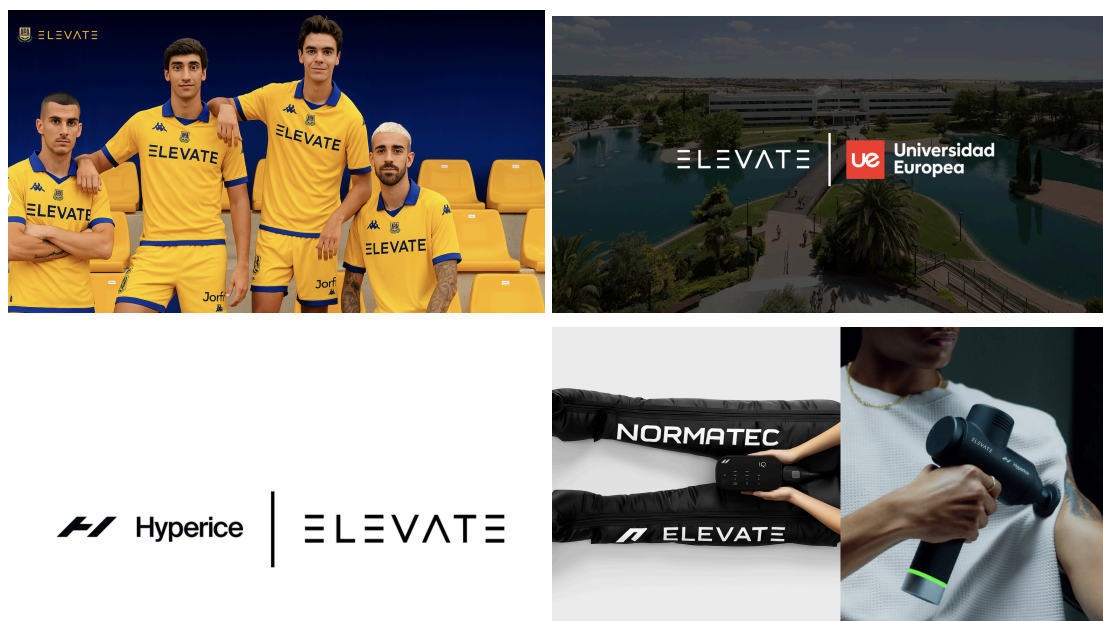
To further support student-athletes and ensure the accessibility of our services, ELEVATE will establish sponsorship agreements and strategic partnerships with corporations, sports brands, and academic institutions. These collaborations will help fund scholarships, provide access to premium facilities, and create additional career pathways for athletes.

Table 24. Types of sponsorships and assets provided

Sponsorship / Partnership Area	Description
Sportswear & Equipment Brands	Collaborate with leading brands to provide athletes with high-quality gear, recovery tools, and performance-tracking technologies.
Corporate Sponsorships	Secure financial support from private companies seeking to align their brand with education, sport, and youth development.
University Alliances	Establish formal agreements with universities to integrate student-athletes into academic programs with tailored support and flexible schedules.
Football Club Partnerships	Work with clubs, especially in Segunda and Tercera RFEF to enhance player development, promote education, and support post-career planning.
Government & Educational Institutions	Apply for grants and forge partnerships with public organizations that promote dual-career pathways and sports-education integration in Spain.

Note: Table explaining the different types of sponsorships whilst assets received for each one accordingly (own elaboration).

Figure 29. Sponsors & Partnerships



Note: Visual Representation of Sponsorship and Partnerships (own elaboration using AI generated images).

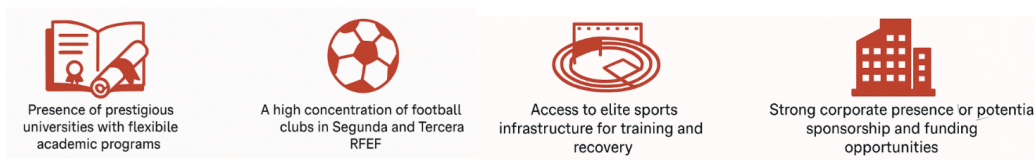
These sponsorships and partnerships will reduce costs for institutions, making it easier for clubs and universities to participate in ELEVATE's program while ensuring athletes receive premium services at no personal expense.

Annex XVIII. Initial Market Entry

ELEVATE will initially operate in Madrid, leveraging its status as a strategic hub for elite sports and higher education. Madrid is home to numerous top-tier universities, training facilities, and football clubs within Segunda and Tercera RFEF, making it the ideal location to launch our program. By collaborating with established academic institutions and clubs, we will create a pilot model that can later be replicated in other cities.

Figure 30. Madrid as a target market

Key reasons for selecting Madrid as our entry market



Note: Visual Representation of why Madrid is a key market for ELEVATE to start (own elaboration).

Annex XIX. Expansion Strategy

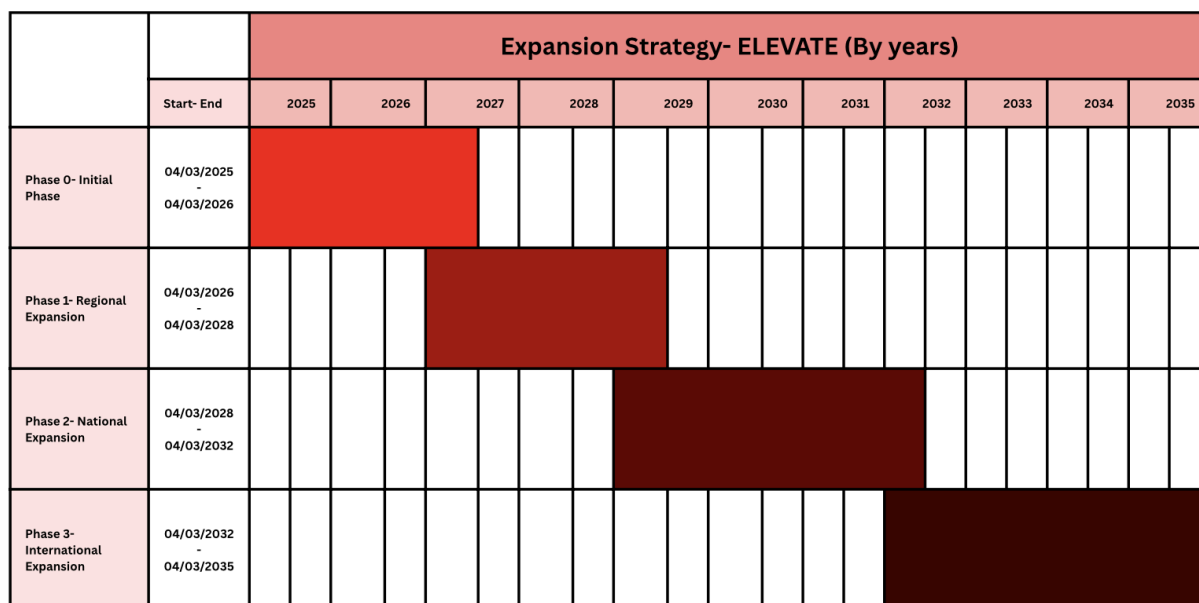
After successfully implementing the program in Madrid, ELEVATE will scale its services to other major cities with a high concentration of student-athletes, ensuring a gradual but effective expansion.

Table 25. Expansion Strategy and Rationale

Expansion Phase	Target Locations	Justification & Strategic Rationale
Phase 1: Regional Expansion(Years 2–4)	Barcelona, Valencia, Sevilla	These cities combine strong football cultures with well-established university systems. • <i>Barcelona</i> hosts top-tier academies and leading universities. • <i>Valencia</i> offers growing academic infrastructure alongside La Liga presence. • <i>Sevilla</i> has strong demand for dual-career programs due to club academies and regional focus on youth development.
Phase 2: National Expansion(Years 5–7)	Bilbao, Málaga, Zaragoza	Identified for their rich football ecosystems, youth academies, and reputable universities. • These cities offer ideal conditions for integrating ELEVATE's model. • Strategic alignment with educational institutions enhances the program's impact and scalability.
Phase 3: International Expansion(Years 8+)	Greece, Portugal, Italy	As the model matures, ELEVATE will target similar football markets in Europe where academic-athletic integration remains underdeveloped. • Potential collaborations with international universities and football clubs to replicate the dual-career framework.

Note: Table explaining the expansion plan for the future whilst describing characteristics for potential locations (own elaboration).

Figure 31. GANTT Chart



Note: Gantt chart representing ELEVATE Expansion Strategy (own elaboration).

Annex XX. Promotion

4.5.1 University Collaborations

- **Integration into Academic Programs:** Forge partnerships with leading universities to embed ELEVATE's services within their existing academic-athletic frameworks. This collaboration will provide student-athletes with tailored support, enhancing their academic performance and athletic development.
- **Workshops and Seminars:** Organize educational sessions on campuses to inform student-athletes about the benefits of dual-career pathways, emphasizing the importance of balancing sports and education.

4.5.2 Club Partnerships

- **Customized Academic Solutions:** Collaborate with football clubs, particularly those in Segunda and Tercera RFEF, to offer structured academic programs for their youth and senior teams. This initiative will aid in the holistic development of athletes, preparing them for life beyond their sports careers.
- **On-Site Support Services:** Provide clubs with access to ELEVATE's academic advisors and mentors, ensuring that players receive continuous educational guidance alongside their training schedules.

4.5.3 Targeted Digital Marketing

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- **Social Media Engagement:** Utilize platforms such as Instagram, Twitter, and TikTok to share compelling content, including success stories, training highlights, and educational tips. Engaging with the audience through interactive posts will foster a strong online community.
- **Influencer Partnerships:** Collaborate with prominent figures in the sports and education sectors to amplify ELEVATE's message, leveraging their platforms to reach a broader audience.
- **Content Marketing:** Develop a blog and YouTube channel featuring expert advice, athlete interviews, and behind-the-scenes glimpses into the lives of student-athletes, positioning ELEVATE as a thought leader in the industry.

4.5.4 Alumni Success Stories & Testimonials

- **Case Studies:** Showcase narratives of athletes who have successfully balanced their academic and athletic pursuits through ELEVATE's programs. These stories will serve as powerful testimonials to inspire current and prospective clients.
- **Video Testimonials:** Produce short videos featuring alumni discussing their experiences and achievements, providing authentic insights into the benefits of ELEVATE's services.

4.5.5 Industry Networking & Events

- **Educational and Sports Fairs:** Participate in prominent events such as IFEMA Madrid, Feria Aula in Madrid and Saló de l'Ensenyament in Barcelona, which attract thousands of students and educational professionals annually. These platforms offer opportunities to connect directly with potential clients and partners.
- **Conferences and Workshops:** Attend and host industry-specific conferences, such as the International Conference on Physical Education and Sport Science, to stay abreast of the latest trends and establish ELEVATE's authority in the field.
- **Organizing Exclusive Events:** Host seminars and networking events that bring together stakeholders from the sports and education sectors, fostering collaborations and expanding ELEVATE's reach.

By implementing this strategic promotional plan, ELEVATE aims to build a robust network of partners and clients, enhancing visibility and solidifying its reputation as the leading agency dedicated to supporting student-athletes in Spain.

Annex XXI. Activations

4.6.1 Event Activation: ELEVATE at the Global Sports Education & Innovation Fair

One of our key activations will involve participating in a leading sports and education fair, such as IFEMA's Global Sports Education & Innovation Fair in Madrid. This event gathers universities, sports organizations, clubs, and corporate stakeholders to discuss the future of education in sports, making it an ideal platform for ELEVATE to showcase its model.

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Activation Details:

- **ELEVATE Exhibition Stand:** A dedicated booth where professionals from ELEVATE engage with student-athletes, universities, and club representatives to explain how our program facilitates the academic and athletic balance.
- **Live Demonstrations:** Interactive case studies showcasing success stories of student-athletes who have benefitted from dual-career pathways.
- **Networking & Lead Generation:** QR-coded digital contact forms for potential partnerships with clubs, universities, and corporate sponsors.
- **Expert Talks & Panel Discussions:** ELEVATE representatives will present insights on sports education trends, dual-career pathways, and the role of structured support in athlete retention and development.

Expected ROI:

- **Lead Conversion:** Targeting at least 15 direct partnerships with universities and clubs within the first year.
- **Brand Exposure:** Estimated 10,000+ attendees at the event, creating strong visibility for ELEVATE.
- **Client Acquisition:** Projected increase in institutional subscriptions, generating revenue exceeding €50,000 annually.
- **Strategic Networking:** Establishing partnerships with potential corporate sponsors and sports federations to fund future projects.

Figure 32. IFEMA Madrid



Note: IFEMA Madrid Fair. *Source:* (IFEMA Madrid, n.d.)

Figure 33. ELEVATE at IFEMA Fair



Note: Representation of our Marketing for the IFEMA Madrid Fair (own elaboration using AI generated images).

Annex XXII. Corporate Event: ELEVATE Sports Education Forum

To position ELEVATE as an industry thought leader, we will host our own corporate event, bringing together students, athletes, universities, sponsors, and clubs to discuss the future of sports education in Spain.

Activation Details:

- **Keynote Speakers & Panel Discussions:** Featuring sports executives, university representatives, and former professional footballers sharing insights on the importance of education in an athletic career.
- **Career Guidance Workshops:** Providing direct counseling sessions for student-athletes on managing their academic and sports careers.
- **Networking Session:** Allowing clubs, universities, and potential sponsors to connect and explore collaborative opportunities with ELEVATE.
- **Exclusive Announcements:** Launching pilot partnerships with selected institutions to offer scholarship opportunities.

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Expected ROI:

- Institutional Engagement: Securing at least 5 new partnerships with universities and football clubs.
- Sponsorship Revenue: Generating at least €30,000 in sponsorship commitments from brands supporting sports education initiatives.
- Increased Awareness: Reaching a target audience of over 500 industry professionals and student-athletes.
- Long-Term Client Growth: Building credibility and industry connections that will lead to sustained business development.

These activations provide a measurable and structured approach to promoting ELEVATE while ensuring a high return on investment. By strategically participating in major industry fairs and hosting exclusive corporate events, ELEVATE will solidify its reputation, attract new institutional clients, and secure long-term partnerships that will drive the agency's growth.

Figure 34. ELEVATE at Career Fair

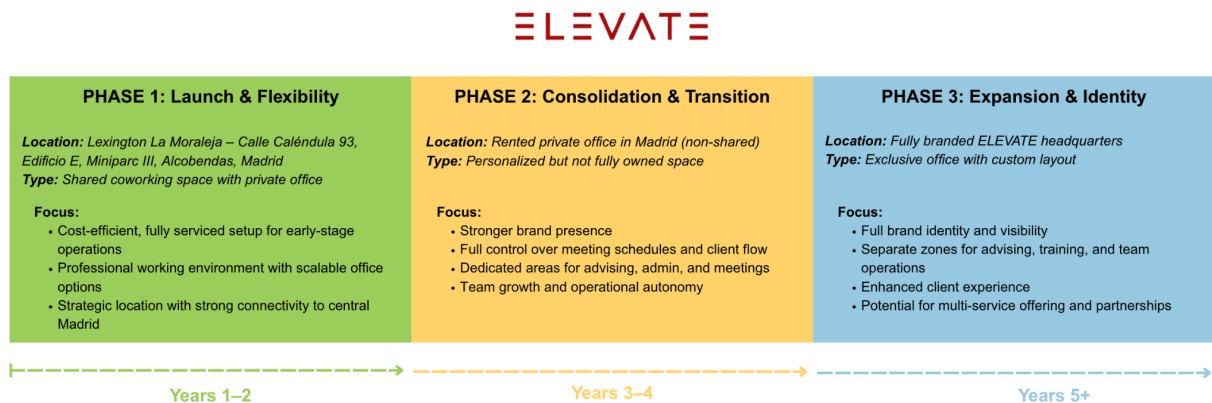


Note: Representation of our ELEVATE Career Fair (own elaboration using AI generated images).

Annex XXIII. Office Setup & Growth Timeline

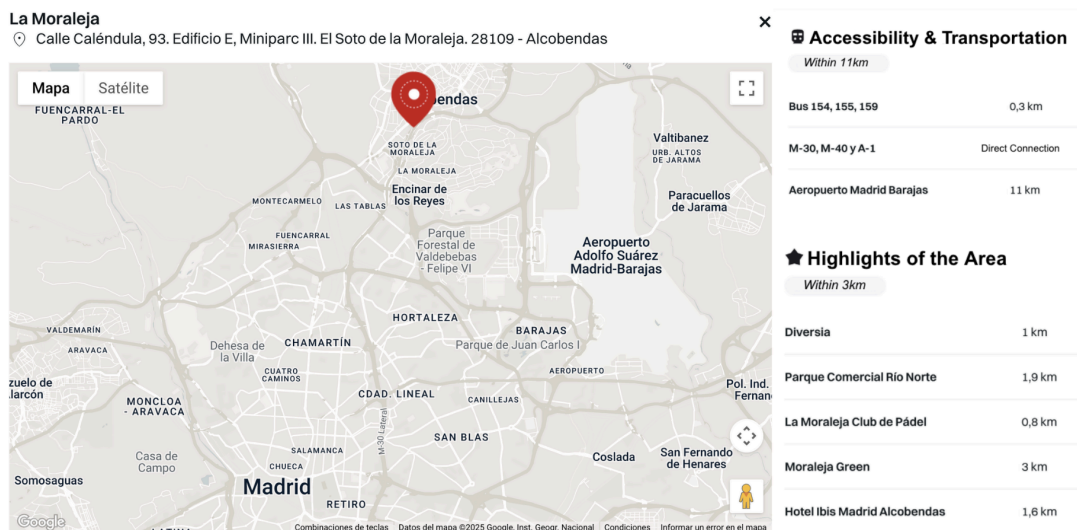
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Figure 35. ELEVATE's projected office space evolution over three growth phases.



Note: Timeline outlining ELEVATE's strategic progression from coworking to a fully branded headquarters (own elaboration).

Figure 36. Location



Note: Map indicating the location of ELEVATE's initial headquarters at Lexington La Moraleja, located in Alcobendas, Madrid, with direct access to public transportation and major roadways.

Source:

https://www.lexington.es/espacios-coworking-madrid/la-moraleja?_gl=1*1mw6mq*_up*MQ..*_gs*MQ..&gclid=Cj0KCQjwxJvBBhDuARIsAGUgNfh8hDQNfmpXrpXzOQa9YV2zrZ7_ErtepQ0JimDxZ7-2Nfz7GDHBAUaAhVtEALw_wcB&gbraid=0AAAAACoKfo2BNzWxXYBe_sJBxmokC_OttY

Figure 37. Included Amenities – Lexington La Moraleja



Note: Overview of the services and features included in ELEVATE’s monthly coworking package. These amenities reduce operating costs and ensure a productive, fully supported working environment (own elaboration).

Figure 38. Initial Office Space



Note: Photos of the shared workspace and private office space where ELEVATE will operate during its initial phase at Lexington La Moraleja.

Source:

https://www.lexington.es/espacios-coworking-madrid/la-moraleja?_gl=1*1mw6mq*_up*MQ..*

[gs*MQ..&gclid=Cj0KCQjwxJvBBhDuARIsAGUgNfh8hDQNfmptXrpXzOQa9YV2zrZ7_ErtepQ0JimDxZ7-2Nfz7GDHBAUaAhVtEALw_wcB&gbraid=0AAAAACoKfo2BNzWxXYBe_sJBxmokCOttY](https://www.google.com/search?q=gs*MQ..&gclid=Cj0KCQjwxJvBBhDuARIsAGUgNfh8hDQNfmptXrpXzOQa9YV2zrZ7_ErtepQ0JimDxZ7-2Nfz7GDHBAUaAhVtEALw_wcB&gbraid=0AAAAACoKfo2BNzWxXYBe_sJBxmokCOttY)

Figure 39. ELEVATE's Future Headquarters



Note: This visual representation showcases ELEVATE's long-term vision; a dedicated office space that reflects the agency's brand identity, professional growth, and commitment to innovation. Designed to host client meetings, internal operations, and collaborative work in a dynamic environment (own elaboration using AI generated images).

Annex XXIV. Materials and Software for Phase 1

Table 26. Office Equipment (Coworking Scenario)

Item	Purpose	Estimated Cost (€)	Renewal Frequency
Laptops (x7)	Workstation for each team member	5,250 (€750 x 7)	Every 3–4 years
Shared printer	Printing documents and forms	150	Every 3–4 years
Portable Projector	For presentations and partner meetings	100	Every 4 years
Office supplies (starter kit)	Pens, paper, folders, notebooks	100	Monthly replenishment
Extension cords / chargers	Support charging and desk setup	50	As needed
Business cards (x200)	Used by staff in external meetings and presentations	50	As needed
Brochures (x200)	To present services to clubs and universities	100	As needed
Branded polo shirts (x7)	Internal uniforms to ensure team identity and visibility	210 (€30 x 7)	Annual

Note: Furniture, internet, and meeting rooms are included in the coworking space rental (own elaboration).

Table 27. Software and Digital Services

Platform / Tool	Function	Estimated Monthly Cost (€)	Renewal Frequency
Google Workspace (business standard plan)	Email, calendar, document collaboration	96.60€ (13.80€/user x 7)	Monthly
Holded (Starter Plan)	CRM, client and partner tracking, invoicing, task/project management	29€ (per user x 1)	Monthly
Canva Pro	Content design and communication	100-120€	Yearly
GDPR Data Protection Tools (Grupo Ático 34)	Ensure data privacy compliance	Starting at 180€	Yearly
Cloud storage (Google Drive or integrated)	Document storage and access (via Google Workspace)	Included in Workspace	Monthly
Chat GPT (Team Plan)	AI support for writing, content generation, and productivity	175€ (25€ per user x 7)	Monthly
Grammarly	Writing assistance and grammar correction for the full team	105€ (15€ per user x 7)	Monthly

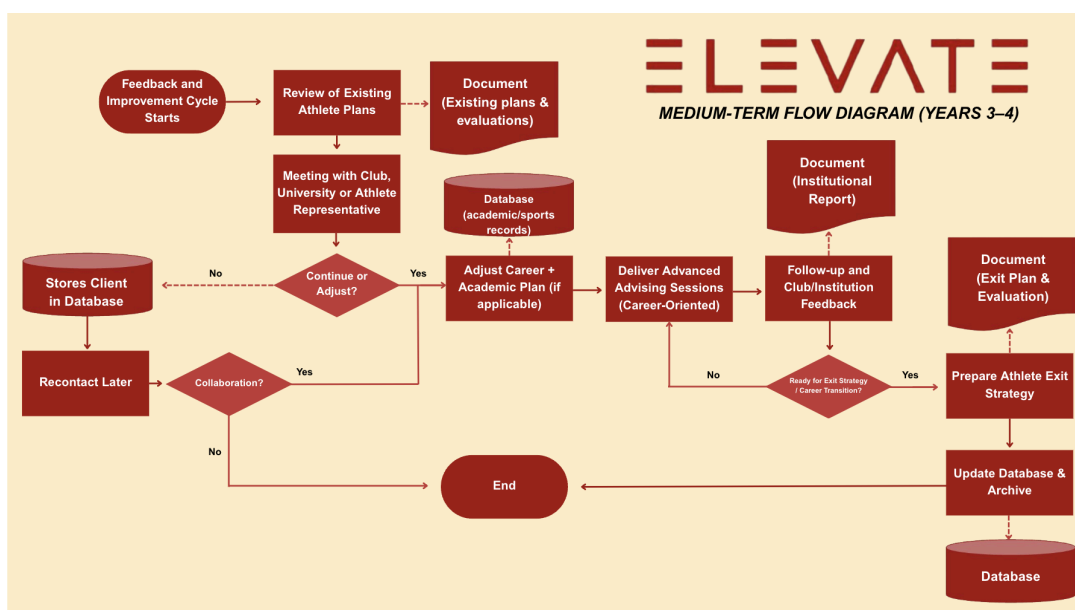
Note: Estimated monthly costs for essential software and digital services required for ELEVATE's initial operations (own elaboration).

Annex XXV. Medium- and Long-Term Flow Diagrams

In addition to the short-term flow, ELEVATE's operational processes will evolve as the agency scales.

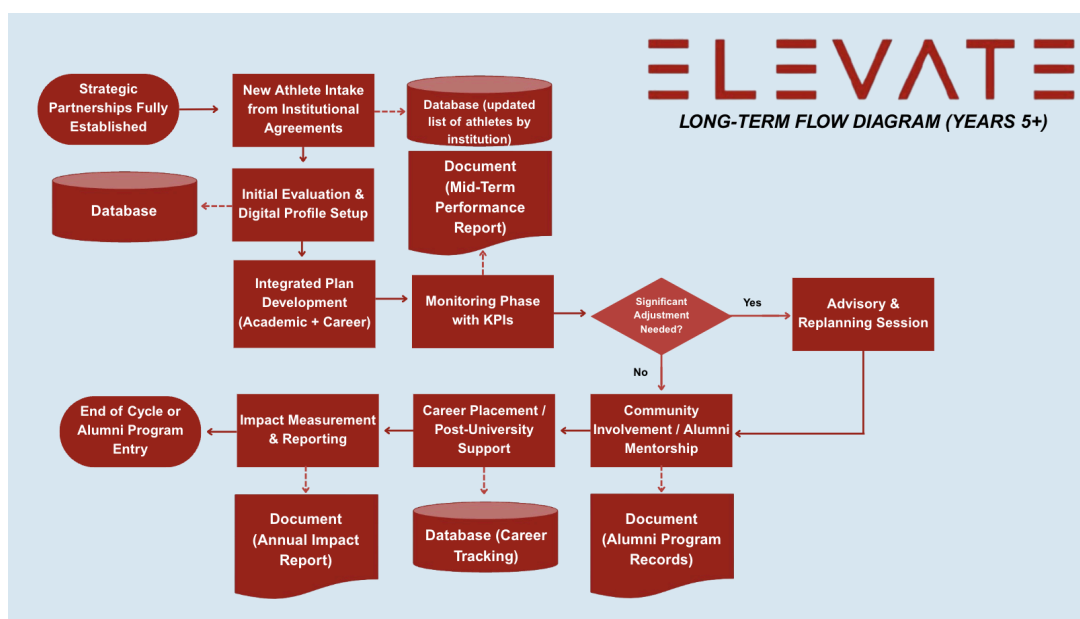
Two additional diagrams are included in this Annex and outline the medium- and long-term workflows, which incorporate expanded service tiers, larger staff involvement, and broader academic and career development strategies.

Figure 40. Medium-Term Flow Diagram



Note: Medium-term process flow illustrating the feedback and improvement cycle during years 3–4 of ELEVATE's development. This stage emphasizes mid-program adjustments, institutional coordination, and career-oriented advising to ensure continuity or initiate transition planning, depending on each athlete's evolving needs (own elaboration).

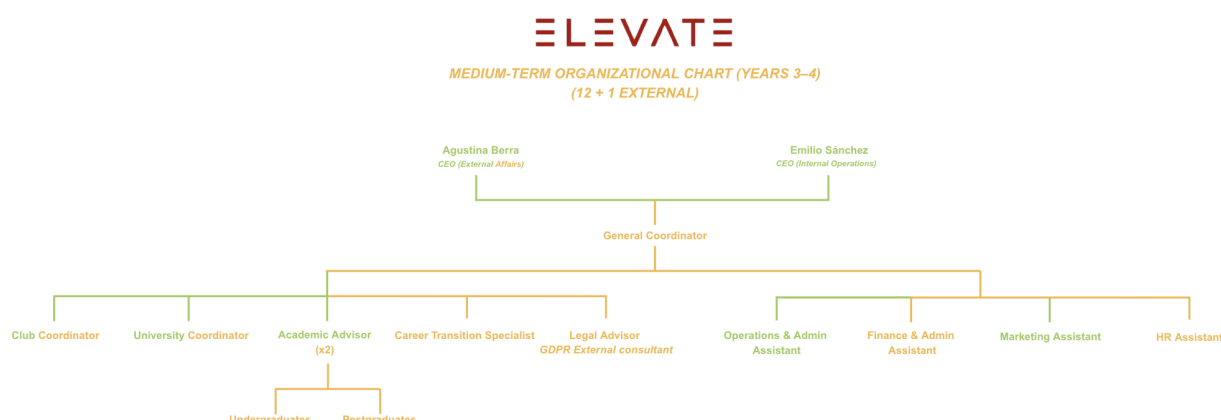
Figure 41. Long-Term Flow Diagram



Note: Long-term process flow illustrating ELEVATE's fully developed operations beyond year 5. This stage focuses on institutionalized athlete intake, advanced academic-career integration, KPI monitoring, post-university support, and alumni program involvement, reinforcing continuity and long-term impact (own elaboration).

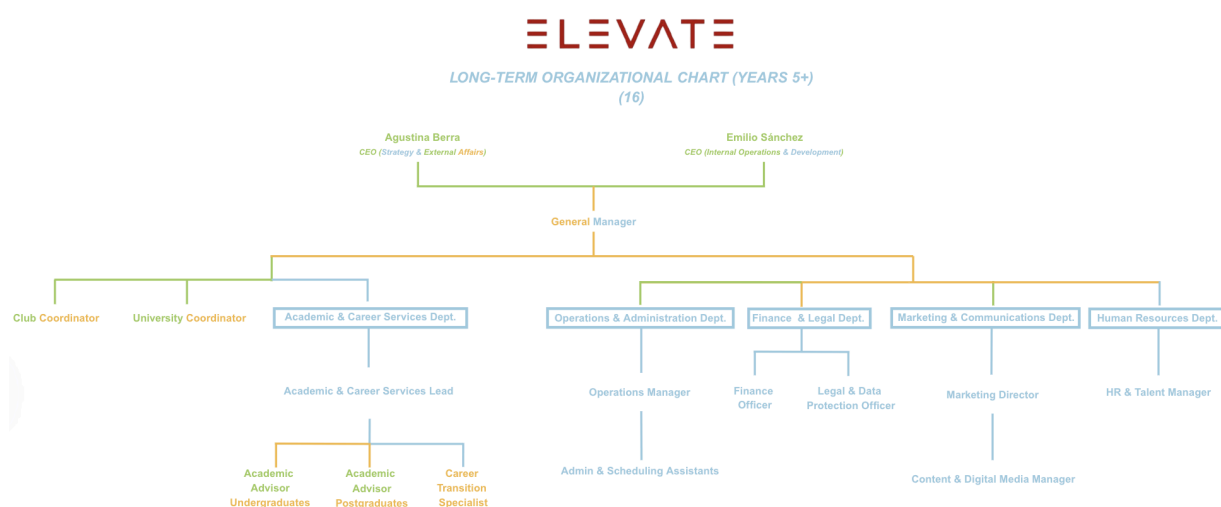
Annex XXVI. Organizational Chart Evolution (Medium and Long Term)

Figure 42. Medium Term Organizational Chart



Note: Medium-term chart illustrating the projected expansion of ELEVATE's structure (12 + 1 external). This model introduces department heads and specialized roles to support growing service demands while maintaining the dual-focus leadership system. One external role (Legal Advisor - GDPR Consultant) is integrated to reduce internal costs while ensuring regulatory compliance (own elaboration).

Figure 43. Long Term Organizational Chart



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Note: Long-term chart representing ELEVATE's fully developed organizational model (16 internal roles). It features a functional and scalable hierarchy with clearly defined departments and advanced operational roles aligned with strategic growth. In this phase, the Legal & Data Protection Officer is incorporated as an internal position, reinforcing ELEVATE's commitment to in-house regulatory compliance and data privacy management as operations expand (own elaboration).

Annex XXVII. Job Profile Sheets for Key Operational Roles

Table 28. Job Profile: Academic Advisor

POST TITLE	Academic Advisor		
MISSION	Guide student-athletes through academic planning and eligibility processes, ensuring their academic success while balancing athletic commitments.		
HIERARCHICAL DEPENDENCE	Co-CEO (External Relations)		
POSITIONS IN YOUR CARE	None		
SPECIFIC FUNCTIONS			
1. Provide individualized academic planning and support to student-athletes.		3. Liaise with universities to align athlete coursework and eligibility.	
2. Monitor academic progress and adapt plans as needed.		4. Assist in the coordination of onboarding and orientation for new athletes.	
RESPONSIBILITIES			
1. Ensure compliance with academic eligibility requirements.		3. Address academic concerns and coordinate with university staff as needed.	
2. Maintain accurate academic records and provide progress reports.		4. Promote academic development through personalized strategies.	
ACADEMIC REQUIREMENTS	Bachelor's Degree in Education, Psychology, or related fields. Master's preferred.		
OTHER REQUIREMENTS	Excellent interpersonal and mentoring skills. Knowledge of Spanish and English. Familiarity with academic systems and athlete support programs.		
COMPETENCIES			
1. Academic advising	4. Empathy and supportiveness	7. Cultural awareness	
2. Communication	5. Organization	8. Collaboration	
3. Problem solving	6. Attention to detail	9. Initiative	10. Goal setting
INDICATORS			
1. Academic eligibility and retention rate of student-athletes	4. Academic performance improvement rate		7. Timeliness of progress reporting
2. Student-athlete satisfaction with advising	5. Responsiveness to academic concerns		8. Onboarding effectiveness
3. Number of personalized academic plans developed	6. Coordination with university staff		9. Conflict resolution outcomes

Note: Description of the job profile for the Academic Advisor, developed based on internal academic support needs. The role ensures proper guidance for student-athletes and coordination with external academic institutions (own elaboration).

Table 29. Job Profile: Operations & Admin Assistant

POST TITLE	Operations & Admin Assistant		
MISSION	Support the day-to-day internal functioning of ELEVATE by coordinating operations, managing documentation, and ensuring the efficient delivery of services.		
HIERARCHICAL DEPENDENCE	Co-CEO (Internal Operations)		
POSITIONS IN YOUR CARE	None		
SPECIFIC FUNCTIONS			
1. Maintain and organize internal documentation, athlete records, and schedules.		3. Support the use and integration of internal digital tools (e.g., CRM, cloud storage).	
2. Coordinate advising sessions, progress tracking, and reporting logistics.		4. Assist with onboarding of new team members and internal communication flow.	
RESPONSIBILITIES			
1. Ensure accuracy and timely updates of internal databases and reports.		3. Monitor and support compliance with internal workflows.	
2. Facilitate coordination between operational staff and advisors.		4. Provide logistical and administrative assistance across all departments.	
ACADEMIC REQUIREMENTS	Bachelor's Degree in Business Administration, Sports Management, or related fields.		
OTHER REQUIREMENTS	Proficiency in digital platforms (Google Suite, CRM), organizational skills, and bilingual communication (Spanish/English preferred).		
COMPETENCIES			
1. Organization	4. Internal communication	7. Initiative	
2. Administrative efficiency	5. Attention to detail	8. Confidentiality	
3. Digital tools management	6. Time management	9. Flexibility	10. Collaboration
INDICATORS			
1. Timely coordination of meetings and advising sessions	4. Support quality during onboarding of new hires		7. Contribution to internal communication flow
2. Accuracy of documentation and records	5. Responsiveness to internal team requests		8. Error resolution and process troubleshooting
3. Effective use of internal tools and software	6. Compliance with operational deadlines		9. Staff satisfaction with operational support

Note: Description of the job profile for the Operations & Admin Assistant, developed according to internal management and support tasks. The position is essential for maintaining workflows, documentation, and overall operational efficiency (own elaboration).

Table 30. Job Profile: Marketing Assistant

POST TITLE	Marketing Assistant		
MISSION	Support the visibility and positioning of ELEVATE by assisting in content creation, digital outreach, and communication with external stakeholders.		
HIERARCHICAL DEPENDENCE	Co-CEO (External Relations)		
POSITIONS IN YOUR CARE	None		
SPECIFIC FUNCTIONS			
1. Assist in the creation of marketing content (visuals, copy, presentations, brochures).		3. Coordinate promotional activities and sponsorship visibility efforts.	
2. Support the management of ELEVATE's social media platforms and digital presence.		4. Help track campaign performance metrics and engagement levels.	
RESPONSIBILITIES			
1. Ensure consistent brand messaging across all communication channels.		3. Collaborate with the team during activations, fairs, and public presentations.	
2. Maintain and update marketing materials for use in outreach and events.		4. Monitor and report on digital engagement and outreach effectiveness.	
ACADEMIC REQUIREMENTS	Bachelor's Degree in Marketing, Communication, Sports Management, or related fields.		
OTHER REQUIREMENTS	Proficiency in design tools (e.g., Canva, Adobe), social media management, content writing, and bilingual communication (Spanish/English).		
COMPETENCIES			
1. Creativity	4. Digital marketing tools	7. Team collaboration	
2. Communication	5. Organization	8. Initiative	
3. Content creation	6. Visual design	9. Attention to detail	10. Adaptability
INDICATORS			
1. Number and quality of published content per month	4. Consistency in visual and written brand identity		7. Responsiveness to last-minute marketing needs
2. Growth and engagement across social media platforms	5. Effectiveness of support during marketing activations/events		8. Feedback from stakeholders and partners
3. Timeliness and relevance of campaign materials	6. Quality of internal coordination with other departments		9. Use of analytics to improve communication strategies

Note: Description of the job profile for the Marketing Assistant, developed to support the external communication and branding efforts of ELEVATE. The role contributes to the promotion and visibility of the organization (own elaboration).

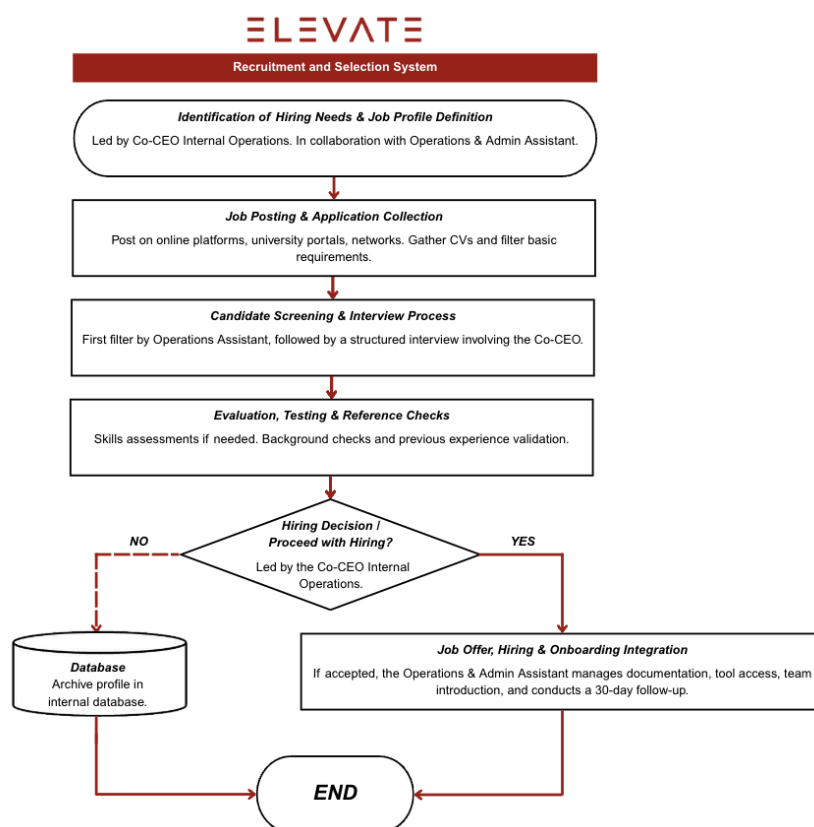
Table 31. Job Profile: Club/University Liaison Officers

POST TITLE	Club/University Liaison Officer		
MISSION	Act as the primary point of contact between ELEVATE and its partner clubs and universities, ensuring smooth coordination and alignment of services.		
HIERARCHICAL DEPENDENCE	Co-CEO (External Relations)		
POSITIONS IN YOUR CARE	None		
SPECIFIC FUNCTIONS			
1. Serve as a communication bridge between ELEVATE and assigned clubs/universities.		3. Assist in the scheduling of meetings, sessions, and institutional presentations.	
2. Coordinate onboarding, follow-up, and reporting with institutional partners.		4. Support the delivery and customization of services based on partner needs.	
RESPONSIBILITIES			
1. Maintain ongoing and proactive communication with institutional stakeholders.		3. Identify opportunities for improved collaboration and service delivery.	
2. Ensure timely coordination of activities and documentation exchange.		4. Represent ELEVATE professionally in partner meetings and events.	
ACADEMIC REQUIREMENTS	Bachelor's Degree in Sports Management, Education, Communication, or related fields.		
OTHER REQUIREMENTS	Strong interpersonal and negotiation skills. Familiarity with football clubs and academic environments. Bilingual in Spanish and English.		
COMPETENCIES			
1. Communication	4. Problem-solving	7. Organization	
2. Relationship building	5. Adaptability	8. Initiative	
3. Coordination	6. Professionalism	9. Institutional awareness	10. Follow-up and accountability
INDICATORS			
1. Frequency and quality of communication with assigned partners	4. Accuracy and clarity in documentation and reports shared		7. Number of successfully maintained partnerships
2. Timely coordination of onboarding and follow-up actions	5. Responsiveness to partner requests or issues		8. Identification and reporting of collaboration opportunities
3. Partner satisfaction with communication and service delivery	6. Attendance and contribution in partner-related meetings/events		9. Internal feedback on coordination effectiveness

Note: Description of the job profile for the Liaison Officer, responsible for facilitating communication and coordination between ELEVATE and its partner clubs or universities. This position plays a key role in service alignment (own elaboration).

Annex XXVIII. Recruitment and Selection Flowchart

Figure 44. Recruitment and Selection System Flowchart



Note: Visual representation of ELEVATE's full recruitment and selection system. It includes all six steps from hiring need identification to onboarding or candidate archiving (own elaboration).

Annex XXIX. Detailed Revenues for Year 1

Figure 45. Year 1 Income Statement

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
Income													
Basic Package Subscription	€2,916.66	€4,374.99	€4,374.99	€4,374.99	€4,374.99	€4,749.90	€4,749.90	€4,749.90	€4,749.90	€6,333.20	€6,333.20	€6,333.20	€58,415.82
Standard Package Subscription	€2,916.67	€2,916.67	€2,916.67	€6,416.66	€6,416.66	€6,416.66	€6,416.66	€6,416.66	€6,416.66	€5,833.34	€5,833.34	€5,833.34	€64,749.99
Premium Package Subscription	€0.00	€0.00	€5,208.33	€5,625.00	€5,625.00	€11,250.00	€11,250.00	€11,250.00	€11,250.00	€11,250.00	€11,250.00	€16,875.00	€100,833.33
Performance-Based Fees	€3,475.00	€0.00	€0.00	€0.00	€5,000.00	€8,500.00	€0.00	€0.00	€1,500.00	€0.00	€8,000.00	€0.00	€26,475.00
Corporate Sponsorships	€0.00	€0.00	€10,000.00	€0.00	€0.00	€0.00	€0.00	€13,000.00	€0.00	€0.00	€0.00	€13,000.00	€36,000.00
Government Grants & External Funding	€5,000.00	€0.00	€0.00	€0.00	€0.00	€5,000.00	€0.00	€0.00	€5,000.00	€0.00	€0.00	€5,000.00	€20,000.00
TOTAL INCOMES	€14,308.33	€7,291.66	€22,499.99	€16,416.65	€21,416.65	€35,916.56	€22,416.56	€35,416.56	€28,916.56	€23,416.54	€31,416.54	€47,041.54	€306,474.14
Expenses													
Coworking Office Rent (LEXINGTON Alcobendas, Madrid)	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€715.00	€8,580.00
Salaries (2 co-founders + support staff)	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€13,747.00	€164,964.00
Digital Tools & Subscriptions	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€430.60	€5,167.20
Marketing and Advertising Campaigns	€150.00	€0.00	€0.00	€0.00	€150.00	€150.00	€0.00	€0.00	€0.00	€150.00	€0.00	€0.00	€600.00
Travel and Representation	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€50.00	€600.00
Insurance & Liability	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€17.00	€204.00
Utilities & Supplies	€5,650.00	€100.00	€100.00	€100.00	€100.00	€100.00	€100.00	€100.00	€100.00	€100.00	€100.00	€100.00	€6,750.00
Event Participation Fees	€0.00	€0.00	€0.00	€0.00	€0.00	€18,000.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€18,000.00
Social Security Contributions	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€4,537.50	€54,450.00
Interests	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€4,000.00	€4,000.00
TOTAL EXPENSES	€25,297.10	€19,597.10	€19,597.10	€19,597.10	€19,747.10	€37,747.10	€19,597.10	€19,597.10	€19,597.10	€19,747.10	€19,597.10	€23,597.10	€263,315.20
EBITDA	-€10,988.77	-€12,305.44	€2,902.89	-€3,180.45	€1,669.55	-€1,830.54	€2,819.46	€15,819.46	€9,319.46	€3,669.44	€11,819.44	€23,444.44	€43,158.94
Amortizations & Depreciations	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€192.50	€2,310.00
EBIT	-€11,181.27	-€12,497.94	€2,710.39	-€3,372.95	€1,477.05	-€2,023.04	€2,626.96	€15,626.96	€9,126.96	€3,476.94	€11,626.94	€23,251.94	€40,848.94

Note: Profit and Loss Statement for Year 1 of Operation (own elaboration). Office rental at Lexington La Moraleja is estimated at €715/month, representing an annual cost of €8,580. Although a promotional offer includes two free months in the first year, this has not been considered in the financial projections to reflect stable long-term costs. The CEOs did not purchase professional liability insurance, as they do not carry out any external activities outside of ELEVATE. Interest expenses were calculated based on an 8% rate applied to the initial loan (own elaboration).

Figure 46. Detailed Revenues for Year 1

	January	February	March	April	May	June	July	August	September	October	November	December
Income												
Number of Basic Package Subscriptions	2 2 initial subscriptions form year 0	3 Increase of one subscription	3 Maintenance of the 3 subscriptions	3 Maintenance of the 3 subscriptions	3 Maintenance of the 3 subscriptions	3 Maintenance of the 3 subscriptions	3 Maintenance of the 3 subscriptions	3 Maintenance of the 3 subscriptions	3 Maintenance of the 3 subscriptions	4 Increase of one subscription	4 Maintenance of the 4 subscriptions	4 Maintenance of the 4 subscriptions
Number of Standard Package Subscriptions	1 One initial subscriptions from year 0	1 One initial subscriptions from year 0	1 One initial subscriptions from year 0	2 Increase of one subscription	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions
Number of Premium Package Subscriptions	0 No initial subscriptions from year 0	0 No initial subscriptions from year 0	1 Increase of one subscription	1 Maintenance of the 1 subscription	1 Maintenance of the 1 subscription	2 Increase of one subscription	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	2 Maintenance of the 2 subscriptions	3 Maintenance of the 2 subscriptions

Average Price of the Basic Package per month	€1,458.33
•Price of Basic Package (January- April)	€1,458.33
•Price of Basic Package (May- December)	€1,583.30
Average Price of the Standard Package per month	€2,916.67
•Price of Standard Package (January-March; October - December)	€2,916.67
•Price of Standard Package (April- September)	€3,208.33
Average Price of the Premium Package per month	€5,208.33
•Price of Premium Package (January- March)	€5,208.33
•Price of Premium Package (April- December)	€5,625.00
Percentage of Income based on the Subscription Packages	73.09%
Percentage of Income based on Performance- Base Fees	8.64%
Percentage of Income based on Sponsorships	11.75%
Percentage of Income based on Grants and External Funding	6.53%

Note: Detailed revenues of ELEVATE (own elaboration)

Annex XXX. Growth under Realistic, Optimistic, and Pessimistic Scenarios

Figure 47. Growth under Realistic Scenario

Realistic Scenario				
Income Growth	Year 2	Year 3	Year 4	Year 5
Income				
Basic Package Subscription	30.00%	20.00%	20.00%	30.00%
Standard Package Subscription	30.00%	20.00%	20.00%	15.00%
Premium Package Subscription	30.00%	30.00%	40.00%	50.00%
Performance-Based Fees	25.00%	25.00%	25.00%	25.00%
Corporate Sponsorships	30.00%	25.00%	25.00%	30.00%
Government Grants & External Funding	30.00%	25.00%	20.00%	15.00%
Expense Growth	Year 2	Year 3	Year 4	Year 5
Expenses				
Coworking / Office Rent	2.30%	34.41% (move to private office)	2.30%	33.3% (transition to full HQ)
Salaries	2.30%	76.8% (team expansion)	2.30%	43.2% (additional staff added)
Digital Tools & Subscriptions	2.30%	13.5% (more licenses)	2.30%	22.1% (new tools per department)
Marketing and Advertising Campaigns	2.30%	551.7% (initial brand push)	2.30%	46.6% (national positioning)
Travel and Representation	2.30%	95.5% (start of national outreach)	150% (regional expansion)	50% (institutional growth)
Insurance & Liability	2.30%	67.7% (increased coverage: office)	2.30%	109.5% (coverage for full HQ)
Utilities & Supplies	2.30%	30.3% (left coworking, more usage)	2.30%	19.5% (bigger space, more staff)
Event Participation Fees	2.30%	2.30% (same event strategy)	6.16% (improved presence)	25% (greater presence at events)
Social Security Contributions	2.30%	76.3% (aligned with salary increase)	2.30%	43.3% (more staff)
Interests	2.30%	2.30%	2.30%	2.30%

Note: This table presents the expected income and expense growth rates under the realistic scenario. Income percentages reflect moderate and consistent growth aligned with ELEVATE's planned expansion. The expense section includes both percentage changes and brief justifications to clarify the rationale behind increases, which are primarily linked to structural growth such as office upgrades, staffing, and visibility efforts (own elaboration).

Figure 48. Growth under Optimistic Scenario

Optimist Scenario				
Income Growth	Year 2	Year 3	Year 4	Year 5
Income				
Basic Package Subscription	45.00%	40.00%	40.00%	50.00%
Standard Package Subscription	45.00%	45.00%	50.00%	35.00%
Premium Package Subscription	40.00%	50.00%	60.00%	75.00%
Performance-Based Fees	40.00%	45.00%	55.00%	50.00%
Corporate Sponsorships	50.00%	40.00%	60.00%	45.00%
Government Grants & External Funding	50.00%	45.00%	35.00%	30.00%
Expense Growth	Year 2	Year 3	Year 4	Year 5
Expenses				
Coworking / Office Rent	5.00%	40.00%	10.00%	15.00%
Salaries	10.00%	90.00%	20.00%	20.00%
Digital Tools & Subscriptions	10.00%	20.00%	20.00%	30.00%
Marketing and Advertising Campaigns	20.00%	40.00%	60.00%	80.00%
Travel and Representation	10.00%	25.00%	40.00%	50.00%
Insurance & Liability	10.00%	10.00%	10.00%	15.00%
Utilities & Supplies	10.00%	10.00%	10.00%	10.00%
Event Participation Fees	10.00%	20.00%	30.00%	35.00%
Social Security Contributions	10.00%	90.00%	20.00%	20.00%
Interests	2.30%	2.30%	2.30%	2.30%

Note: This table presents income and expense growth projections under the optimistic scenario. Income percentages reflect rapid market traction, increased sponsor engagement, and consistent public support. On the expense side, growth assumptions are based on an

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accelerated scale-up: an earlier move to a larger office, fast-paced team expansion, and greater investment in visibility, technology, and industry presence. Although this version does not include in-table justifications, each percentage was defined according to strategic milestones outlined in the business plan (own elaboration).

Figure 49. Growth under Pessimistic Scenario

<i>Pesimist Scenario</i>				
Income Growth	Year 2	Year 3	Year 4	Year 5
Income				
Basic Package Subscription	20.00%	15.00%	10.00%	15.00%
Standard Package Subscription	10.00%	10.00%	12.50%	5.00%
Premium Package Subscription	10.00%	15.00%	12.50%	17.50%
Performance-Based Fees	10.00%	10.00%	10.00%	10.00%
Corporate Sponsorships	15.00%	10.00%	10.00%	12.50%
Government Grants & External Funding	7.50%	10.00%	5.00%	5.00%
Expense Growth	Year 2	Year 3	Year 4	Year 5
Expenses				
Coworking / Office Rent	2.30%	15.00%	2.30%	5.00%
Salaries	0.00%	30.00%	2.30%	2.30%
Digital Tools & Subscriptions	0.00%	5.00%	2.30%	2.30%
Marketing and Advertising Campaigns	2.30%	10.00%	5.00%	5.00%
Travel and Representation	0.00%	10.00%	10.00%	10.00%
Insurance & Liability	2.30%	5.00%	2.30%	2.30%
Utilities & Supplies	2.30%	2.30%	2.30%	2.30%
Event Participation Fees	0.00%	5.00%	5.00%	5.00%
Social Security Contributions	0.00%	30.00%	2,3%	2,3%
Interests	2.30%	2.30%	2.30%	2.30%

Note: This table shows the growth estimates under the pessimistic scenario, assuming slower market traction and tighter financial management. Income growth remains limited across all sources, while expense increases are highly conservative. Office expansion is delayed, team hiring is reduced, and most operational costs are kept at minimum levels. The percentage variations reflect a cautious approach, with spending focused solely on essential functions such as basic coverage, essential tools, and selective participation in external activities (own elaboration).

Annex XXXI. Income Statement for the Optimistic and Pessimistic Scenarios

Figure 50. Five-Year Income Statement under the Optimistic Scenario

Optimist Scenario						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Income						
Basic Package Subscription		€58,415.82	€86,651.11	€124,101.71	€177,738.48	€272,739.69
Standard Package Subscription		€64,749.99	€96,046.90	€142,471.17	€218,622.00	€301,927.92
Premium Package Subscription		€100,833.33	€144,413.50	€221,602.51	€362,718.99	€649,357.66
Performance-Based Fees		€26,475.00	€37,917.50	€56,244.92	€89,184.75	€136,854.00
Corporate Sponsorships		€36,000.00	€55,242.00	€79,117.59	€129,499.68	€192,093.34
Government Grants & External Funding		€20,000.00	€30,690.00	€45,524.01	€62,870.94	€83,612.06
TOTAL INCOMES		€306,474.14	€450,960.99	€669,061.91	€1,040,634.83	€1,636,584.68
Expenses						
Coworking / Office Rent		€8,580.00	€9,216.21	€13,199.45	€14,853.34	€17,474.22
Salaries		€164,964.00	\$185,633.99	\$360,816.78	\$442,938.69	\$575,444.16
Digital Tools & Subscriptions		€5,167.20	\$5,814.65	\$7,138.06	\$8,762.69	\$11,653.50
Marketing and Advertising Campaigns		€600.00	\$736.56	\$1,054.90	\$1,726.66	\$3,179.48
Travel and Representation		€600.00	\$675.18	\$863.39	\$1,236.54	\$1,897.47
Insurance & Liability		€204.00	\$229.56	\$258.33	\$290.69	\$341.99
Utilities & Supplies		€6,750.00	\$7,595.78	\$8,547.53	\$9,618.53	\$10,823.73
Event Participation Fees		€18,000.00	\$20,255.40	\$24,865.53	\$33,068.67	\$45,669.48
Social Security Contributions		€54,450.00	\$61,272.59	\$119,095.52	\$146,201.66	\$179,477.16
Interests		€4,000.00	\$4,092.00	\$4,186.12	\$4,282.40	\$4,380.89
TOTAL EXPENSES		€263,315.20	€295,521.91	€540,025.61	€662,979.87	€850,342.08
EBITDA	0	€43,158.94	€155,439.09	€129,036.30	€377,654.96	€786,242.60
Amortizations & Depreciations		€2,310.00	€2,310.00	€2,310.00	€2,310.00	€2,310.00
EBIT	0	€40,848.94	€153,129.09	€126,726.30	€375,344.96	€783,932.60
Income Tax	0	€10,212.24	€38,282.27	€31,681.58	€93,836.24	€195,983.15
NOPLAT (Net Operating Profit Less Adjusted Taxes)	0	€30,636.71	€114,846.82	€95,044.73	€281,508.72	€587,949.45
Amortizations & Depreciations		€2,310.00	€2,310.00	€2,310.00	€2,310.00	€2,310.00
Operating Free Cash Flow	0	€32,946.71	€117,156.82	€97,354.73	€283,818.72	€590,259.45
CAPEX (Capital Expenditures)	€10,041.20			€10,000.00		€25,000.00
Cash Flow	-€10,041.20	€32,946.71	€117,156.82	€87,354.73	€283,818.72	€565,259.45

Note: Optimist Five-Year Profit and Loss Statement using percentages from Figure 48 (Own Elaboration)

Figure 51. Five-Year Income Statement under the Pessimistic Scenario

Pessimist Scenario						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Income						
Basic Package Subscription		€58,415.82	€71,711.26	€84,364.71	€94,935.61	€111,687.00
Standard Package Subscription		€64,749.99	€72,863.16	€81,992.92	€94,363.60	€101,360.66
Premium Package Subscription		€100,833.33	€113,467.75	€133,489.13	€153,629.30	€184,666.26
Performance-Based Fees		€26,475.00	€29,792.32	€33,525.29	€37,726.01	€42,453.08
Corporate Sponsorships		€36,000.00	€44,193.60	€51,991.56	€58,506.10	€67,333.21
Government Grants & External Funding		€20,000.00	€21,994.50	€24,750.41	€26,585.65	€28,556.98
TOTAL INCOMES		€306,474.14	€354,022.59	€410,114.03	€465,746.28	€536,057.20
Expenses						
Coworking Office Rent (LEXINGTON Alcobendas, Madrid)*Move to own space since year 3		€8,580.00	€8,777.34	€10,326.10	€10,563.60	€11,346.89
Salaries		€164,964.00	€164,964.00	€219,385.62	€224,431.49	€229,593.42
Digital Tools & Subscriptions		€5,167.20	€5,167.20	€5,550.35	€5,678.01	€5,808.60
Marketing and Advertising Campaigns		€600.00	€613.80	€690.71	€741.93	€796.94
Travel and Representation		€600.00	€600.00	€675.18	€759.78	€854.98
Insurance & Liability		€204.00	€208.69	€224.17	€229.32	€234.60
Utilities & Supplies		€6,750.00	€6,905.25	€7,064.07	€7,226.54	€7,392.75
Event Participation Fees		€18,000.00	€18,000.00	€19,334.70	€20,768.37	€22,308.34
Social Security Contributions		€54,450.00	€54,450.00	€72,413.06	€74,078.56	€75,782.36
Interests		€4,000.00	€4,092.00	€4,186.12	€4,282.40	€4,380.89
TOTAL EXPENSES		€278,735.20	€263,778.28	€339,850.07	€348,759.99	€358,499.78
EBITDA		€27,738.94	€90,244.31	€70,263.96	€116,986.29	€177,557.42
Amortizations & Depreciations		€2,310.00	€2,310.00	€2,310.00	€2,310.00	€2,310.00
EBIT		€25,428.94	€87,934.31	€67,953.96	€114,676.29	€175,247.42
Income Tax		€6,357.24	€21,983.58	€16,988.49	€28,669.07	€43,811.86
NOPLAT (Net Operating Profit Less Adjusted Taxes)		€19,071.71	€65,950.73	€50,965.47	€86,007.22	€131,435.57
Amortizations & Depreciations		€2,310.00	€2,310.00	€2,310.00	€2,310.00	€2,310.00
Operating Free Cash Flow		€21,381.71	€68,260.73	€53,275.47	€88,317.22	€133,745.57
CAPEX (Capital Expenditures)	€10,041.20			€10,000.00		€25,000.00
Cash Flow	-€10,041.20	€21,381.71	€68,260.73	€43,275.47	€88,317.22	€108,745.57

Note: Pessimist Five-Year Profit and Loss Statement using percentages from Figure 49 (Own Elaboration)

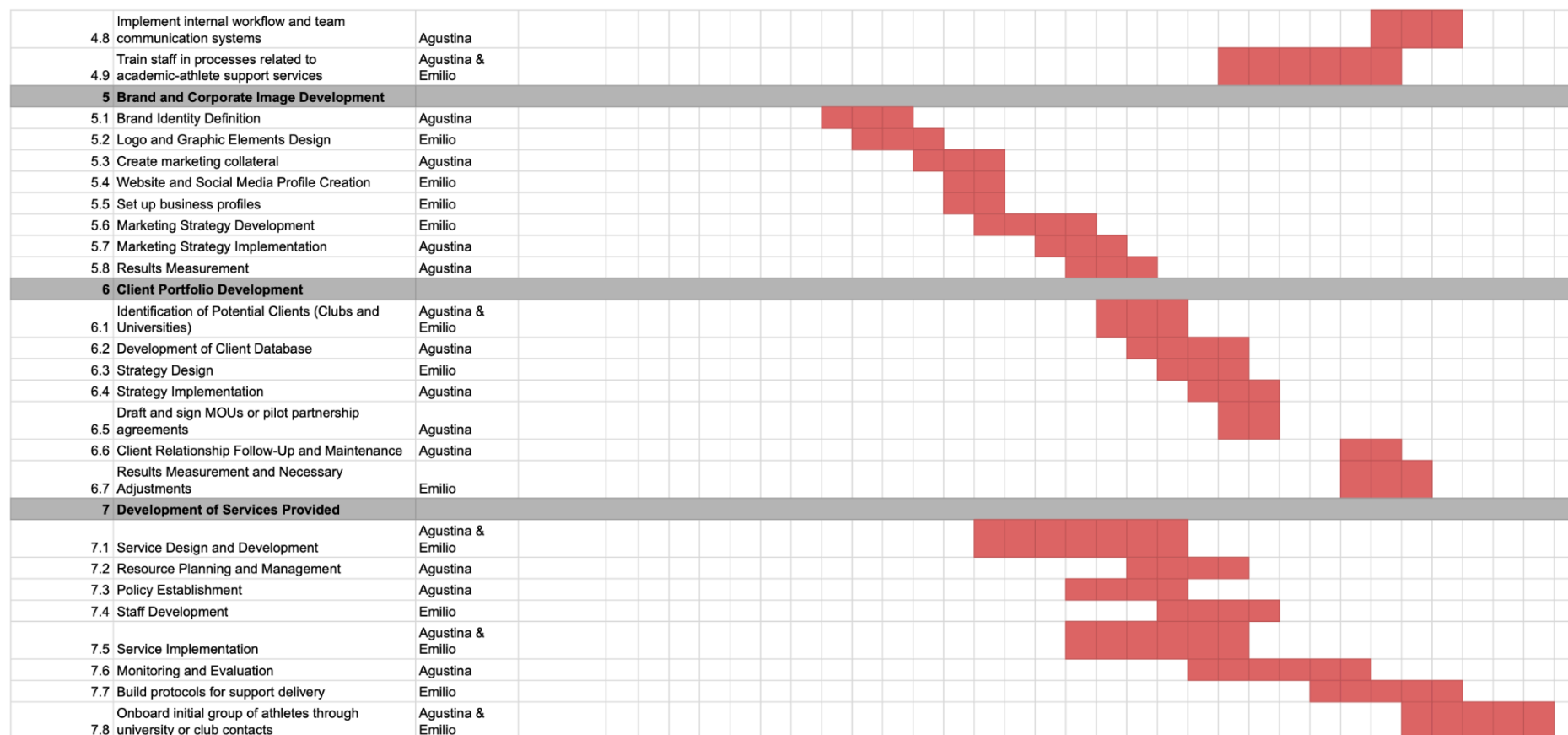
Annex XXXII. To-Start Timeline

Table 32. To-Start Timeline



Business Plan: Elevate

Number	Tasks	Project Lead	Number of Days	First Stage																Second Stage															
				March				April				May				June				July				August				September				October			
				S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4
1 Preparation and Organization																																			
1.1	Objective Identification	Agustina & Emilio																																	
1.2	Market Identification	Agustina																																	
1.3	Organizational Chart Definition	Emilio																																	
1.4	Team Definition	Agustina & Emilio																																	
1.5	Business Plan Development	Agustina & Emilio																																	
1.6	Initial Budget Preparation	Agustina & Emilio																																	
1.7	Company Schedule Establishment	Agustina & Emilio																																	
2 Company Registration and Legalization																																			
2.1	Company Name Reservation	Agustina																																	
2.2	Bylaw Creation	Agustina & Emilio																																	
2.3	Deed Signing	Agustina & Emilio																																	
2.4	Legal constitution of the company	Agustina & Emilio																																	
2.5	Commercial Registry Registration	Agustina																																	
2.6	Obtaining Necessary Licenses and Permits	Agustina																																	
2.7	Tax ID and regulatory compliance (including athlete data handling under GDPR)	Agustina & Emilio																																	
2.8	Evaluation of insurance and liability protections	Agustina																																	
3 Launch of Headquarters & Operational Setup																																			
3.1	Site Selection	Agustina & Emilio																																	
3.2	Hiring of Support Staff	Emilio																																	
3.2.1	Acquisition of basic office equipment and supplies	Agustina																																	
3.2.2	Office Equipment Installation	Emilio																																	
3.3	Facility Functionality Testing	Agustina & Emilio																																	
3.3.1	Headquarters Opening	Agustina & Emilio																																	
3.4	Implementation of digital platforms (CRM, communication tools, learning portal)	Emilio																																	
3.5	Coordination with legal advisor for contracts with clubs and universities	Agustina & Emilio																																	
4 Human Resources																																			
4.1	Identification of Additional Needs	Agustina																																	
4.2	Preparation of Job Offers	Agustina																																	
4.3	Resume Screening and Interviews	Agustina & Emilio																																	
4.4	Reference Checks and Skills Evaluation	Agustina																																	
4.5	Job Offers	Emilio																																	
4.6	Staff Hiring	Agustina & Emilio																																	
4.7	Social Security Registration for Employees	Emilio																																	



Note: ELEVATE's To-Start Timeline (own elaboration).