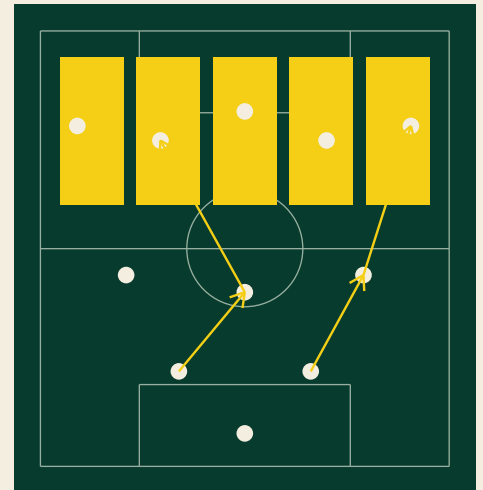


AC OULU CASE STUDY | 2027-2029

AC OULU

ANAS ALDARAMI

Football Operations & Sporting Strategy
Portfolio



MAKE TOP SIX REPEATABLE.

- 01 Protect the Core.
- 02 Develop the Pathway.
- 03 Create Player Value.
- 04 Strengthen the Sporting Operation.

CASE STUDY PRINCIPLE

Understand the club -> protect what works -> identify the next constraints -> build repeatable processes -> measure progress.

Independent outside-in case study based on publicly available information | October 2026

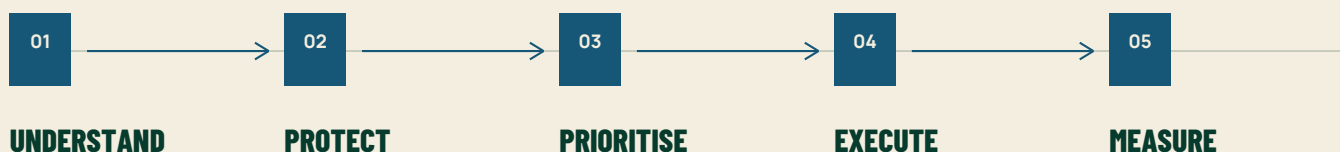
PURPOSE + ABOUT ME

Purpose of this portfolio

This portfolio is an independent, outside-in case study designed to demonstrate how I approach football operations, squad planning, recruitment structure, player development, player trading and sporting strategy.

DECISION FRAMEWORK

Understand the club -> protect existing strengths -> identify sporting and contractual risks -> define squad needs -> recruit the right profiles -> develop player value -> measure results.



ABOUT ME

ANAS ALDARAMI

Operations background. Football ambition. Structured execution.

My professional background is in business operations, management, entrepreneurship, stakeholder coordination and building operational workflows.

I am focused on the space where football decisions and operational execution meet: football operations, sporting operations, squad planning support, recruitment coordination, player operations, contract tracking and international player integration.

I do not expect to begin by making the biggest decisions. I want to begin by helping the people who make those decisions work more effectively.

EXECUTIVE SUMMARY

Executive summary

MISSION STATEMENT

Turn AC Oulu's 2026 breakthrough into a repeatable sporting model: protect the core, strengthen the pathway, create player value and add operational systems around sporting leadership.



Why this matters for AC Oulu

- First Top Six qualification
- Sporting and coaching continuity
- New stadium environment
- Proof of player-value creation
- Opportunity to make progress repeatable

Three-year priorities

- Make Top Six repeatable
- Reduce attacking concentration
- Protect contracts before value is vulnerable
- Formalise pathway and operations
- Develop the next exportable assets

THESIS

2026 proved AC Oulu can reach the Top Six. The next challenge is making that level repeatable.

PERFORMANCE DIAGNOSIS

Club Context & Performance Diagnosis

2026 breakthrough season - strong enough to reach the upper group, but not yet stable enough to make Top Six automatic.

CURRENT CONTEXT

AC Oulu reached the Mestaruussarja for the first time in club history. The task now is to make the competitive level repeatable across an entire season and through player turnover.

2026 SNAPSHOT

RECORD

10-4-11

34 pts

GOALS

26/29

for/against

GD

-3

HOME

20

pts

AWAY

14

pts

CONV.

~10%

shot

PERFORMANCE DIAGNOSIS

- 01 Top Six qualification is a platform, not a finished project.
- 02 Home performance is stronger than away performance.
- 03 Scoring is concentrated and overall goals per match remain low.
- 04 Championship-round results exposed the need for stability against stronger opposition.
- 05 Do not replace the identity - add solutions around it.

Strategic interpretation: make progress repeatable rather than judging 2026 only through the late dip.

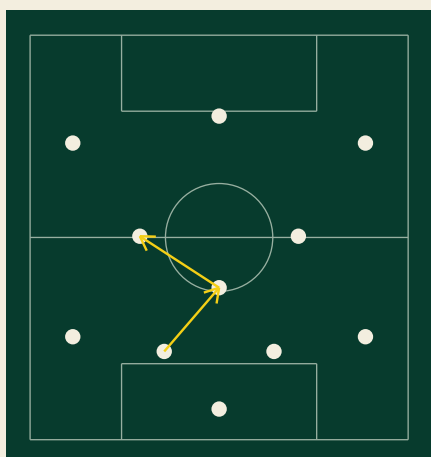
PLAYING MODEL + IDENTITY

Playing Model & Squad-Building Philosophy

Protect box defending, counterpressing and fast attacks - then add controlled progression and solutions against organised blocks.

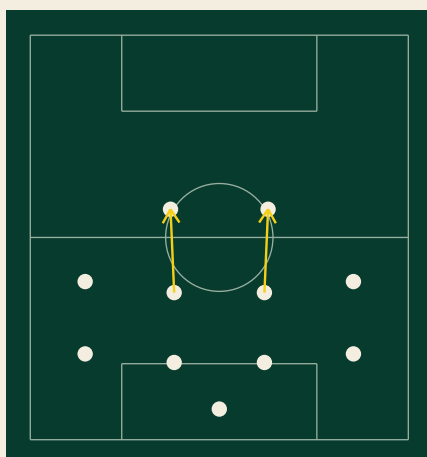
PRIMARY BASE

4-3-3 / 4-2-3-1



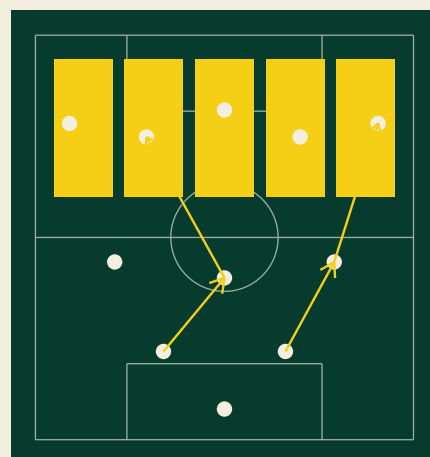
OUT OF POSSESSION

4-4-2 / 4-1-4-1



IN POSSESSION

2-3-5 LANES



- S** Preserve defensive organisation and transition strength
- B** Improve structured progression through midfield
- L** Occupy all five attacking lanes more effectively
- B** Create more solutions against organised defensive blocks

SQUAD-BUILDING PHILOSOPHY

AC Oulu does not require a full rebuild. It requires refinement.

TARGET AGE STRUCTURE

- 20-24: development and resale
- 25-28: prime performance
- 29+: selective leadership

PERFORMANCE PROBLEM

From Dangerous to Repeatable

Separate the attacking issue into chance creation, finishing concentration and the ability to create when transition space is limited.

GOALS / MATCH

1.04

26 goals in 25 matches

XG / MATCH

~1.24

above actual output

SHOT CONVERSION

~10%

room for efficiency

FTS

32%

failed to score

FOUR QUESTIONS BEFORE RECRUITMENT

- 01 Are enough high-quality chances being created?
- 02 Are goals concentrated among too few players?
- 03 Can the team create chances when transition space is limited?
- 04 Can the bench change the attacking profile of a match?

DECISION RULE

Do not jump from low scoring straight to “sign another striker.” Diagnose the function first.

SCORING CONCENTRATION

Reduce Dependence - Do Not Reduce Rasmus

Rasmus Karjalainen is a strength. The risk is that the rest of the attack does not supply enough goals around him.



RASMUS KARJALAINEN

10 goals + 3 assists

25 league appearances | 2,158 minutes
Contracted through 2028

THE STRATEGIC QUESTION

Who gives AC Oulu a second reliable source of goals while complementing Karjalainen?

WHY IT MATTERS

KÖRKKÖ OUTPUT REMOVED

Five league goals before moving to AC Horsens. A successful asset outcome, but it removed secondary attacking production.

KONE OUTPUT REMOVED

Two goals and one assist in 298 first-team minutes before moving to Westerlo. Again: positive value creation, but a role must be replaced.

SQUAD FOUNDATION

2027 Squad Foundation

The public contract picture suggests evolution rather than a full rebuild. Several important players are already protected beyond 2026.

PLAYER	CONTRACT	2027 VALUE
Rasmus Karjalainen	2028	Goals / leadership
Julius Paananen	2028	19-year-old midfield asset
Iiro Mendolin	2028	20-year-old midfield core
Juuso Mäkeläinen	Jul 2028	Longer-term squad asset
Miguel Santos	2027	Goalkeeper / continuity
Juha Pirinen	2027	Experienced defensive core
Johan Lietsa	2027	Defensive continuity
Elias Kallio	2027	22-year-old attacking asset
Kalifa Jatta	2027 + 2 options	Development upside
Onni Tiihonen	2027	Extension during rehab

IMPLICATION

2027 is a selective squad-building window - not a reason to restart the project.

CONTRACT CONTROL

Contract Decision Window

Turn expiring contracts into planned decisions. The risk is not losing every player - it is allowing decisions to become urgent.

CLUB OPTIONS

Mikko Pitkänen

2026 + 1

Otto Kemppainen

2026 + 1

Niklas Jokelainen

2026 + 1

Tuomas Kaukua

2026 + 1

PUBLICLY LISTED 2026 EXPIRIES

Pentti	Schulz	Sipola	Cassamá	Ala-Iso
Silander	Ojala	Arsalo	Triana	Ghezali

DECISION FRAMEWORK

- Performance contribution
 - Age & development curve
 - Contract cost
 - Asset / resale value
- 2027 tactical role
 - Availability / medical
 - Replacement cost
 - Pathway blocking risk

No important contract should become urgent because the decision process started too late.

OPTION DECISIONS

Four Option Decisions

These are working recommendations - not definitive verdicts. Internal tactical, medical and financial information should lead the final call.

TUOMAS KAUKUA

21 apps | 1,870 min | age 25

Strong continuity case

Exercise if role expectations and financial terms remain aligned. Availability + versatility have squad value.

OTTO KEMPPAINEN

17 apps | 1,167 min | age 22

Development + availability

Positive option consideration, subject to medical review and a clear 2027 role projection.

MIKKO PITKÄNEN

15 apps | 1,250 min | age 29

Role-specific decision

Does his profile remain important enough in the 2027 defensive model to retain rather than replace?

NIKLAS JOKELAINEN

Option 2027

Role clarity first

Define the role before deciding the contract. Continuity has value only when the next role is clear.

PROFESSIONAL PRINCIPLE

Know the limit of public information. Public data supports hypotheses; internal coaching, medical and salary information should decide the final call.

RECRUITMENT

Recruitment Priorities & Market Strategy

Recruit profiles, not names. Replace functions the squad needs while protecting pathways for young players already under contract.

01



SECONDARY GOAL-SCORING FORWARD

Age 20-25. Can play 9 / second striker / inside forward. Attacks depth, presses, coexists with Karjalainen and carries resale potential.

02



1V1 CREATOR / FINAL-THIRD CONNECTOR

Receives between lines, beats first defender, progressive carries, final pass and combination play against organised blocks.

03



LEFT-SIDED DEFENDER - IF NEEDED

Departure-dependent. Recovery speed, 1v1 defending, progression and flexibility between full-back / wing-back.

04



CONTROLLING MIDFIELD COVER

Only if the internal structure changes. Recruitment should complement Paananen and Mendolin rather than block development.

RECRUITMENT MARKET STRATEGY

01 Finnish Step-Up

Ykkösliiga / Ykkönen / emerging Veikkausliiga

Lower adaptation risk

02 Nordic / Baltic

Underused 20-24 year-olds with role fit

Moderate risk + resale upside

03 Controlled International

Selective young talent with clear development plan

Higher upside + onboarding risk

INTEGRATION QUESTION

The question is not only "Can we sign this player?" - it is "Can we successfully integrate and develop this player?"

PLAYER VALUE ENGINE

Player-Trading Model & Development Advantage

AC Oulu already has proof of concept: development, opportunity and contract protection can create sporting and financial value.

PLAYER-VALUE ENGINE



Develop -> Protect -> Play -> Sell

JULIUS KÖRKKÖ

- Contract extended to 2028
- Five league goals in 2026
- Move to AC Horsens on a four-year deal
- Market value reportedly increased fivefold in six months

Identify -> Integrate -> Develop -> Expose -> Monetise

ABDOULAYE KONE

- Loan development in Ykkösliiga
- Reserve-team pathway
- 298 Veikkausliiga minutes
- 2 goals + 1 assist
- Transfer to Westerlo

LESSON

These are not only transfer stories. They are evidence that AC Oulu can create a repeatable development advantage.

The next opportunity is to make this less dependent on individual circumstances and more visible as a club-wide process.

PLAYER VALUE PIPELINE

Make It A System

Link recruitment, integration, development, contract protection and exit planning into one visible process.

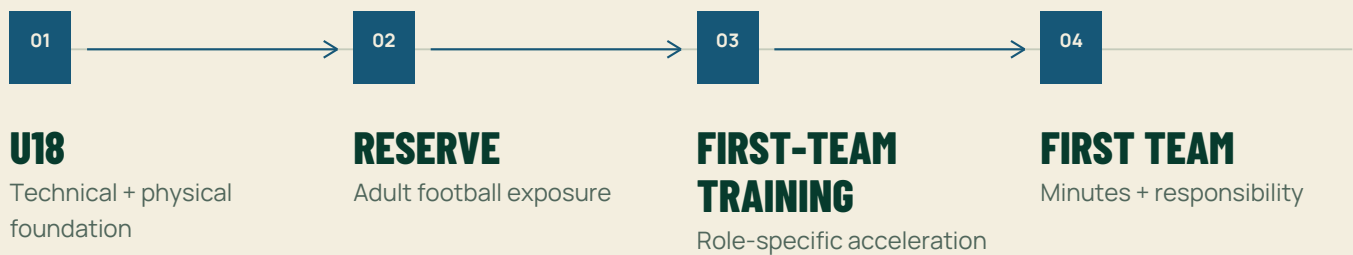
**OUTCOME**

A club operating system for player development - not only a recruitment list.

ACADEMY PATHWAY

Academy -> Reserve -> First Team

Create a visible next step for every high-potential player and make progression decisions explicit and measurable.



DEVELOPMENT MAP FOR EACH SELECTED PROSPECT

- | | |
|---|---|
| <ul style="list-style-type: none"> Primary / secondary position | <ul style="list-style-type: none"> Physical development priority |
| <ul style="list-style-type: none"> Technical / tactical priority | <ul style="list-style-type: none"> Current competition level |
| <ul style="list-style-type: none"> First-team training exposure | <ul style="list-style-type: none"> Target minutes |
| <ul style="list-style-type: none"> Contract status | <ul style="list-style-type: none"> Next decision date |

QUARTERLY DECISION

Continue / Accelerate / Loan / First-team integration / Reassess

SPORTING OPERATIONS SYSTEM

Sporting Operations System

Help good sporting decisions move faster. The opportunity is not bureaucracy; it is visibility around contracts, recruitment, deadlines and pathways.

SQUAD & CONTRACT

Expiry | options | decision dates | agent | next action

RECRUITMENT PIPELINE

Position | priority | video/data status | contract | contact | decision

WINDOW CALENDAR

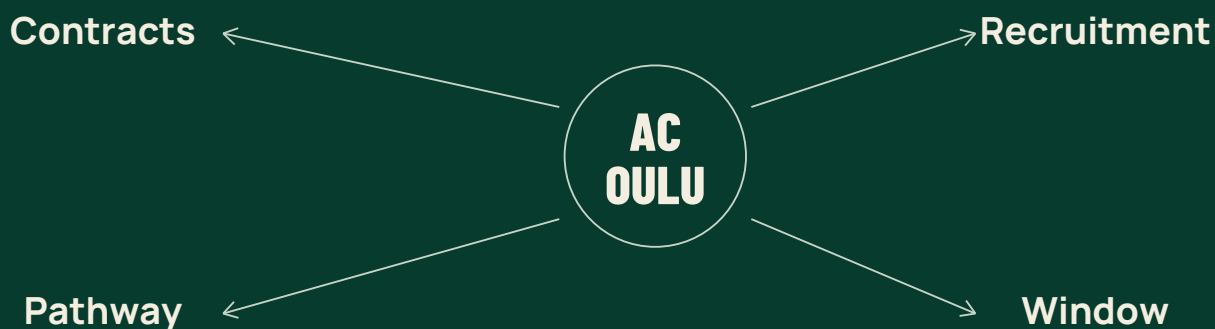
Registration | medical | documents | travel | housing | arrival

PLAYER PATHWAY

U18 -> Reserve -> First Team | role | minutes | next decision

WEEKLY ACTION BOARD

Decision | owner | deadline | status



INTERNATIONAL PLAYER OPERATIONS

Recruitment Does Not End When the Contract Is Signed

For young foreign players, the first 90 days can influence whether talent converts into performance.

BEFORE ARRIVAL

- Contract documentation
- Registration requirements
- Travel plan
- Accommodation
- Medical scheduling
- Basic club information

WEEK 1

- Arrival coordination
- Housing setup
- Club introduction
- Medical / performance baseline
- Team integration
- Practical local setup

DAYS 7-30

- Player check-in
- Coaching feedback loop
- Cultural adaptation
- Admin completion
- Training-load monitoring

DAYS 30-90

- Sporting review
- Welfare review
- Development-plan update
- Housing / family issues
- Role clarity
- Next performance objective

OUTCOME

Allow coaches to coach and players to perform while operational issues are solved before they become sporting issues.

ROADMAP

Three-Year Roadmap

From breakthrough to a sustainable high-performance model.

2027

MAKE TOP SIX REPEATABLE

MAKE TOP SIX REPEATABLE

- Protect the 2026 core
- Resolve options and expiries early
- Replace lost secondary goals
- Formalise recruitment / contract tracking
- Strengthen U18 -> reserve -> first-team pathway

2028

CLOSE THE GAP

CLOSE THE GAP

- Improve points against Top Six opposition
- Reduce reliance on one scorer
- Develop the next exportable assets
- Maintain continuity without blocking young talent
- Strengthen recruitment appeal

2029

MAKE THE MODEL VISIBLE

MAKE THE MODEL VISIBLE

- Consistent Top Six level
- Clear youth pathway
- Disciplined recruitment
- Protected player assets
- Repeatable transfer-value creation
- Strong operational support

MAKE TOP SIX REPEATABLE -> CLOSE THE GAP -> MAKE THE MODEL VISIBLE

KPIs + FIRST 90 DAYS

KPIs & First 90 Days

Measure the model - not only the league table. Then enter the club by listening, supporting and improving execution.

KPI FRAMEWORK

Performance

League position & points

Goals scored/conceded

Away PPG

Squad

Core players retained

Age balance

Availability & minutes

Recruitment

Quality over cost

Positional balance

Integration success rate

Development

U23 minutes

Pathway utilisation

Progression to first team

Asset Mgmt

Value growth

Trading profit / reinvestment

Contract risk

Operations

Decision speed

Deadline control

Data visibility

FIRST 90 DAYS

1-30

LISTEN & MAP

Understand responsibilities, meetings, contract flow, recruitment workflow and pathway communication.

31-60

SUPPORT & ORGANISE

Improve trackers where useful, support deadlines and create concise weekly sporting action reports.

61-90

IMPROVE

Solve one or two high-friction processes, then measure whether the change actually helps.

I would not arrive to tell AC Oulu how to run AC Oulu. I would arrive to learn - and then help.

HOW I COULD CONTRIBUTE

Start by Supporting. Earn Responsibility Through Execution.

My value would be in reducing operational load around the people making sporting decisions, while learning the club from the inside.

WHERE I CAN HELP

- Squad planning support
- Contract / option tracking
- Recruitment coordination
- Player operations
- Sporting reporting
- Academy / reserve / first-team coordination
- Operational workflows

ROLE FIT

- Football Operations
- Sporting Operations
- Player Operations
- Sporting department support

Objective: make football expertise easier to execute.

WHY AC OULU - AND WHY NOW?

The club does not appear to be searching for a completely new identity. It appears to be building on one. That is what makes the next stage interesting.

2026 HAS SHOWN THAT AC OULU CAN:

compete with leading Finnish clubs • develop young players • move players into stronger leagues • build a clearer youth-to-first-team pathway • grow around a new stadium environment

SOURCES + METHODOLOGY

Selected Sources & Methodology

Public information only. Internal financial, medical and scouting data are not available.

AC OULU OFFICIAL WEBSITE

Squad/contracts, player profiles, Mika Nurmela extension, Mikko Isokangas extension, Julius Körkkö and Abdoulaye Kone transfer announcements, reserve/U18 reporting.

VEIKKAUSLIIGA

Official fixtures, results, match line-ups, competition context and table position.

SUPPORTING PUBLIC PERFORMANCE DATA

FootyStats / FBref as referenced in the working analysis. Tactical conclusions are outside-in hypotheses to be tested internally.

DATA CUT-OFF

2 October 2026

This case study is an external strategic exercise, not an internal club assessment.

ANAS ALDARAMI

Football Operations & Sporting Strategy Portfolio