
ANAS ALDARAMI

Football Operations & Sporting Strategy Portfolio

FS JELGAVA CASE STUDY | 2027–2029

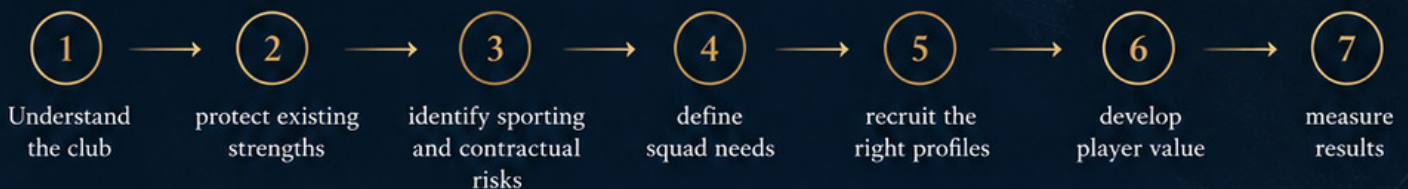
Develop Talent. Protect Value. Compete Sustainably.
Build a Repeatable Player-Trading Model.

PURPOSE OF THIS PORTFOLIO

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

It is not intended to suggest access to FS Jelgava's internal information, nor to replace the knowledge of the club's existing coaching, sporting or executive staff.

DECISION FRAMEWORK



The analysis is based entirely on publicly available information available as of October 2026.

ABOUT ME



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

I am now focused on bringing that experience into professional football.

CURRENT AREAS OF FOCUS: football operations, sporting operations, squad planning, recruitment, contract strategy, player development and asset management.

My ambition is to contribute within a professional football environment while continuing to develop toward broader sporting-management responsibilities over time.

This portfolio is intended to demonstrate the preparation, analytical thinking and operational discipline I would aim to bring to a professional football organisation.

EXECUTIVE SUMMARY



Mission Statement

Build a competitive and financially sustainable football model that converts academy development and intelligent recruitment into first-team performance and player value.

Why This Matters for FS Jelgava

- Young first-team environment
- Large academy and development potential
- Opportunity to build a repeatable player-trading model
- Need to connect sporting performance with financial sustainability
- Current sporting-department transition creates a strategic opening

Three-Year Priorities

- Protect the young core
- Preserve transition and pressing strengths
- Improve controlled progression and chance creation
- Connect academy, second team and first team
- Recruit undervalued 18–24-year-old players with upside
- Strengthen contract control before value becomes vulnerable

Club Context & Performance Diagnosis

FS JELGAVA CASE STUDY | 2027-2029

CURRENT CONTEXT



FS Jelgava competes in the Virsliga and is building its next sporting structure.



The club combines a young Latvian core with selected international players, especially from Czech and nearby markets.



The club is seeking a Sports Director to lead squad restructuring, recruitment, player trading and measurable player value.

2026 SNAPSHOT

(THROUGH 31 LEAGUE MATCHES)



LEAGUE POSITION

7th



GOALS FOR

32



GOALS AGAINST

49



AVERAGE POSSESSION

~46%



xG PER MATCH

1.34



xGA PER MATCH

1.73



FAILED TO SCORE

48%



PERFORMANCE DIAGNOSIS

- 01 Stronger when the game becomes transitional.
- 02 Defensive organisation and pressing can be effective.
- 03 More comfortable attacking space than creating against organised blocks.
- 04 Home attacking output needs improvement.
- 05 Main technical challenge: add controlled progression without losing transition identity.



Playing Model & Squad-Building Philosophy

PROPOSED PLAYING MODEL



KEY PLAYING PRINCIPLES



Preserve defensive organisation and transition strength



Improve structured progression through midfield



Occupy all five attacking lanes more effectively



Create more solutions against organised defensive blocks

SQUAD-BUILDING PHILOSOPHY

FS Jelgava does not require a full rebuild. It requires refinement.



Protect the best young assets



Retain selected experienced performers



Reduce redundant depth



Recruit only genuine upgrades



Maintain a balanced age structure

TARGET AGE STRUCTURE



Squad Audit — Executive Overview

Strategic conclusion: refinement, not rebuild.

01		Protect / Build Around Young core with sporting and/or future market value.	Adam Dvořák Alans Kangars Gļebs Žaleiko Roberts Melķis Emīls Kristers Šmaukstelis
02		Retain for Performance Experienced contributors who support the current first team.	Filip Hašek Jegors Novikovs Kristers Aļekseičiks Armands Pētersons
03		Develop Players who require a defined pathway and measurable progress.	Miloš Pudil Gļebs Kačanovs Ādams Dreimanis Artūrs Janovskis Gļebs Patika Mārtiņš Veļika
04		Decision Required Role, contract and cost-value decisions required.	Maksims Semeško Martin Hašek
05		Loan / Exit Review Low-minute senior players should move to Jelgava-2, loan, transfer, or release depending on pathway and contract status.	



Before external recruitment, launch a 7-day
Contract & Asset Control Review.

Recruitment Priorities & Market Strategy



01



Starting Mobile #9

Highest external priority. Increase goals, box threat, vertical running and finishing output.

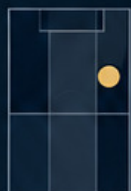
02



Controlling #6

Provide ball security, transition protection and allow Žaleiko to operate as a progressive #8.

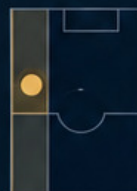
03



1v1 / Half-Space Creator

Add dribbling, inside movement and creativity against organised blocks.

04



Progressive Left Wing-Back

Secondary need. Add width, carries, overlaps and final-third support if internal options are insufficient.



Conditional Need — Centre-Back

Only if the preferred existing young defensive core cannot be retained.

Recruitment Market Strategy

01

Latvia



02

Baltics



03

Czechia / Slovakia



04

Selective Central / Northern Europe



Recruit profiles, not names.



PLAYER-TRADING MODEL & ACADEMY ADVANTAGE

Player-Trading Model

DISCIPLINED PROCESS.
SUSTAINABLE GROWTH.



Academy Advantage

OUR ACADEMY DRIVES
TOMORROW'S FIRST TEAM
AND CREATES LONG-TERM VALUE.

- Academy base of **500+** young players.
- The pathway must become the club's **primary talent supply system**.
- By end of 2027: **2–3** top prospects in regular first-team training;
1–2 receive meaningful league minutes.



Three-Year Roadmap, KPIs & First 90 Days

THREE-YEAR ROADMAP

2027 — Stabilise & Build

- Protect contracts
- Retain the young core
- Add a starting #9 and controlling #6
- Improve home attacking output
- Formalise the academy pathway

2028 — Grow & Monetise

- Become a stable Top-5 competitor
- Improve attacking efficiency
- Integrate development players into real rotation roles
- Complete the first repeatable player-trading cycle

2029 — Compete Toward European Access

- Operate with consistent upper-table ambition
- Maintain positive sporting and asset trends
- Keep core players under contract
- Build a realistic route toward European qualification

KPI FRAMEWORK



Performance

- League position & points
- Goals scored / conceded
- Home performance



Squad

- Core players retained
- Age profile & balance
- Availability & minutes



Recruitment

- Quality over cost
- Positional balance
- Integration success rate



Development

- Academy pathway utilisation
- Development player minutes
- Progression to first team



Asset Management

- Player value growth
- Trading profit / reinvestment
- Contract risk management



Operations

- Financial sustainability
- Infrastructure & facilities
- Data and decision-making

FIRST 90 DAYS

01 Days 1-30: Control

- Assess squad, contracts and finances
- Set non-negotiables and key decisions
- Stabilise dressing room and daily operations

02 Days 31-60: Design

- Finalise squad plan and recruitment targets
- Define playing model and performance KPIs
- Align academy pathway and development plan

03 Days 61-90: Execute

- Implement key signings and exits
- Embed tactical approach and staff processes
- Launch academy pathway actions
- Track early KPI progress

“

FS Jelgava should aim to win an information, development and decision-making competition.

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