

# STEWART MAIRS

TECHNICAL DIRECTOR  
& GENERAL MANAGER



# EXPERIENCE

---

## INDEPENDENT CONSULTANT

December 2023 - Present

## TECHNICAL DIRECTOR

DC United, Major League Soccer  
May 2019 – December 2023

## GENERAL MANAGER

Loudoun United, United Soccer League  
Jan 2020 – Dec 2022

## DIRECTOR OF SOCCER STRATEGY & ANALYSIS

D.C. United, Major League Soccer  
2016 – May 2019

## CONSULTANT AND HEAD OF PERFORMANCE ANALYSIS

US Women's National Soccer Team  
2012 – 2015

## GENERAL MANGER AMERICAS

Prozone Sports, LLC / STATS  
2010 – 2015

## PERFORMANCE ANALYST

US Men's National Soccer Team  
World Cup 2010

## INTERNATIONAL BUSINESS DEVELOPMENT MANAGER

Prozone Sports, LLC  
2008 – 2010

## GENERAL MANGER MIDDLE EAST

Prozone Sports, Limited  
2006 – 2008

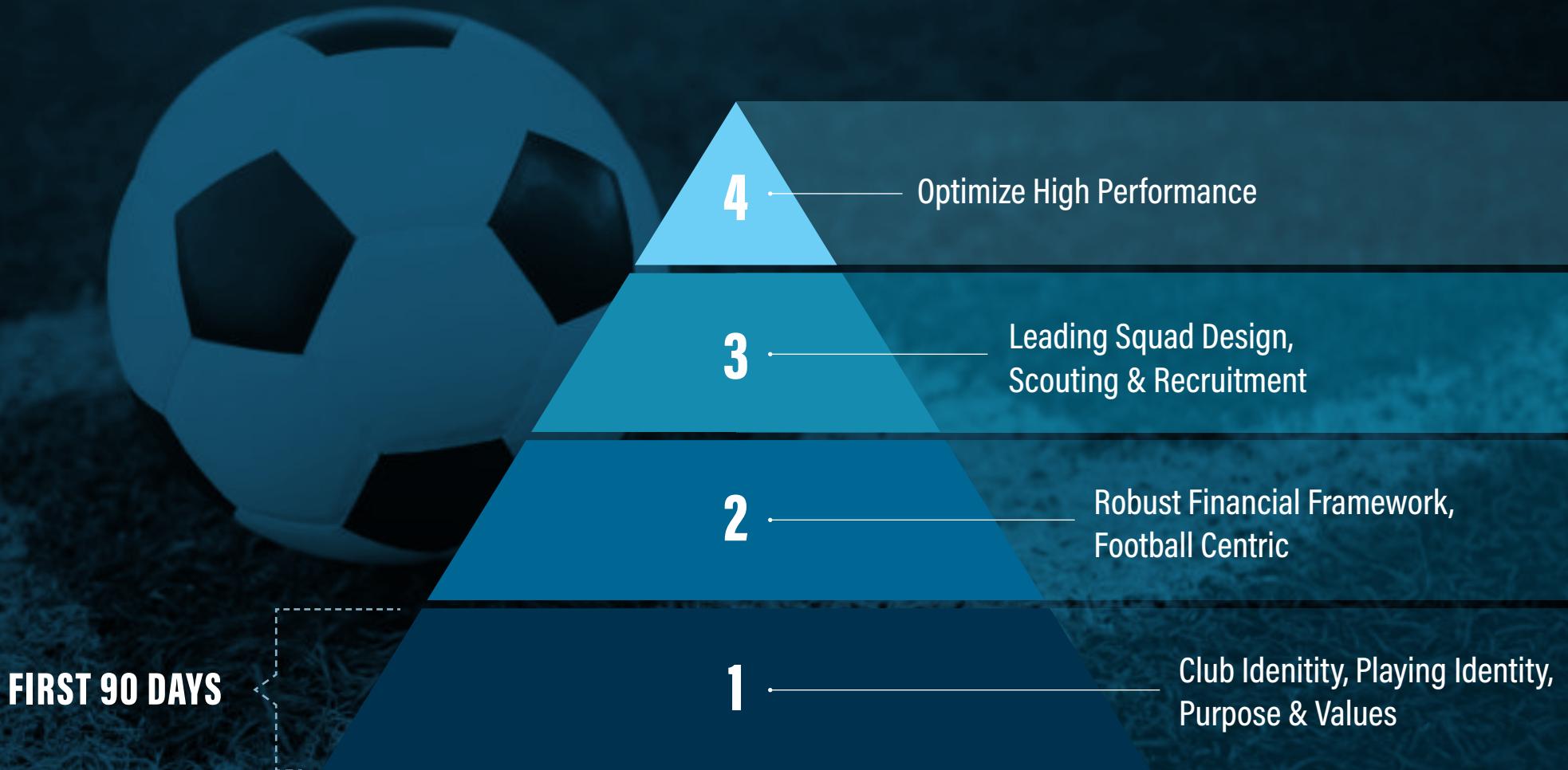
## HEAD OF PERFORMANCE ANALYSIS

Al Jazira Sports Club, UAE  
2004 – 2006

# **01. THE FIRST 90 DAYS**

# 01. BUILDING A FOUNDATION FOR SUCCESS

---



# 01. THE FIRST 90 DAYS

---

## 30 DAYS

### LEARN

- » Define club vision & values
- » Align club expectations
- » Define success & set goals
- » Codify the vision into a strategy
- » Review organization design
- » Define roles and responsibilities
- » Build a diverse staff
- » Listen & observe
- » Gather input from key personnel
- » Communicate with key stakeholders

## 60 DAYS

### EXECUTE

- » Define code of conduct/ leadership groups
- » Build high performance culture
- » Determine game model
- » Prioritize recruitment, squad design & core principles
- » Clarify periodisation for preseason
- » Engage players, set high standards
- » Encourage positive player welfare
- » Engage with fans & increase visibility within the community (ex. press)
- » Map out team ops & travel
- » Short term wins to build momentum

## 90 DAYS

### OPTIMIZE

- » Obtain feedback & use as fuel
- » Review/ audit all processes
- » Continue to develop best & next practices
- » Manage ongoing IDP progress reports
- » Build DNA positional player profiles
- » Finalize 2024 recruitment cycle
- » Take strategic risks in transfer market
- » Continue staff development with speaker series
- » Organize staff event & include families
- » Focus on the future & succession planning



**LIMIT CHAOS.  
SECURE THE PROCESS.  
MAXIMIZE THE PLAN.**

## **02. CLUB IDENTITY, PLAYING STYLE, PURPOSE, VALUES**

## 02. CLUB IDENTITY, PLAYING IDENTITY, PURPOSE, VALUES

---

- » **Identity** - Solidify playing style/MLS success trends/game changers
  - » **Core Values** - Develop a level of clarity/solidity and simplicity. Create a culture of collaboration.
  - » **Mission Driven** - Stakeholder Orientated - Build deep connections with consumers [fans] through high-trust relationships and high-impact innovation - create a strategy and culture that embraces the organisation's higher purpose.
  - » **Mission Statement** - Motivate and excite the group with a clear purpose. Believe in it. Execute it.
  - » **The Conscious Leader** - Executive coach/mentor. Create freedom to lead and inspire action. Adversity is the fuel to success.  
Drive results by smart goal setting/ measureables.
  - » **Future Focus** - Limit chaos, secure the process, maximize the plan.
-

# **03. CREATING A FOOTBALL-CENTRIC FINANCIAL FRAMEWORK**

## 03. ROBUST, FOOTBALL-CENTRIC FINANCIAL FRAMEWORKS



### TACTICAL IDENTITY

#### » SUCCESSFUL TRENDS IN MLS

- Coaching
- Hiring
- Developing
- Winning
- Culture Fit

#### » GROW THE FRANCHISE



### SUSTAINABLE FINANCIAL MODEL

#### » HOW DO WE SPEND?

#### » WHERE DO WE SPEND?

#### » WHERE SHOULD WE SPEND?

#### » OWNERSHIP REPORTING



MEASURABLE GOALS IN BOTH  
TACTICAL IDENTITY AND SFM

# 03. TACTICAL IDENTITY: WHAT SEPARATES TOP TEAMS WITHIN MLS?

## OUT OF POSSESSION

### PRESSING

Higher frequency of press action, duels & recoveries

- » Decrease time of opponent possession
- » Disrupt opponent build-up
- » Decrease opponent chances

### BALL RECOVERIES

Substantial increase in ball recoveries in the opponent's half

- » Decrease time of opponent possession
- » Decrease opponent chances
- » Increase expected assist

## TRANSITION TO DEFENSE

### COUNTER PRESS

Immediate recovery of the ball within 3-5 passes

- » Increase opponent physical exertion
- » Positional control of game
- » Reduce opponent influence

## TRANSITION TO ATTACK

### BALL SECURITY

Top performing teams maximize the 1-3 and 3-5 pass sequences

- » Increase number of possessions
- » Increase attack half entries
- » Positional control

## IN POSSESSION

### SUSTAINED POSSESSIONS

Longer sustained possession in opposition's half

- » Increase possession time
- » Opponent box entries
- » Positional control

### SHOTS ON TARGET

Increase number of shots on target directly correlated with winning

- » Increase in Xa and Xg
- » Increase in second chances
- » Set-pieces increase

# **04. LEADING SQUAD DESIGN & RECRUITMENT**

## 04. LEADING SQUAD DESIGN & RECRUITMENT

---

### CORE PRINCIPLES

- » **Economics** – Smart distribution and effective utilisation, of both the wage bill and wider football budget, are key
- » **Squad Balance** – Maintain the balance of the squad at all costs, it's the foundation of sustained winning
- » **Availability** – Never put talent before availability, players can't help you win if they're not on the pitch
- » **Quality** – Players must have sufficient 'quality' to achieve the team's aims
- » **Goal-threat** – Maximise the goal-threat of every player in the squad, relative to their position
- » **Physicality** – pace, power, aggression, tenacity, pressing, competitive in all types of duels
- » **Experience** – Elite players who bring character, good leadership and a strong history of winning

*\*DISCLAIMER - RECRUITMENT IS EVERYTHING*

## 04. WHY IS SQUAD BALANCE IMPORTANT?

1

Always **PRESERVING A CRITICAL MASS** of players that understand the culture, ethos and playing systems

2

Designing opportunities for first team exposure, which are **CRUCIAL FOR PLAYER DEVELOPMENT AND VALUE GROWTH**

3

Ensuring a steady pipeline of player sales, crucial to funding **CONTINUED INVESTMENT IN THE SQUAD WITHOUT RAISING NEW CAPITAL**

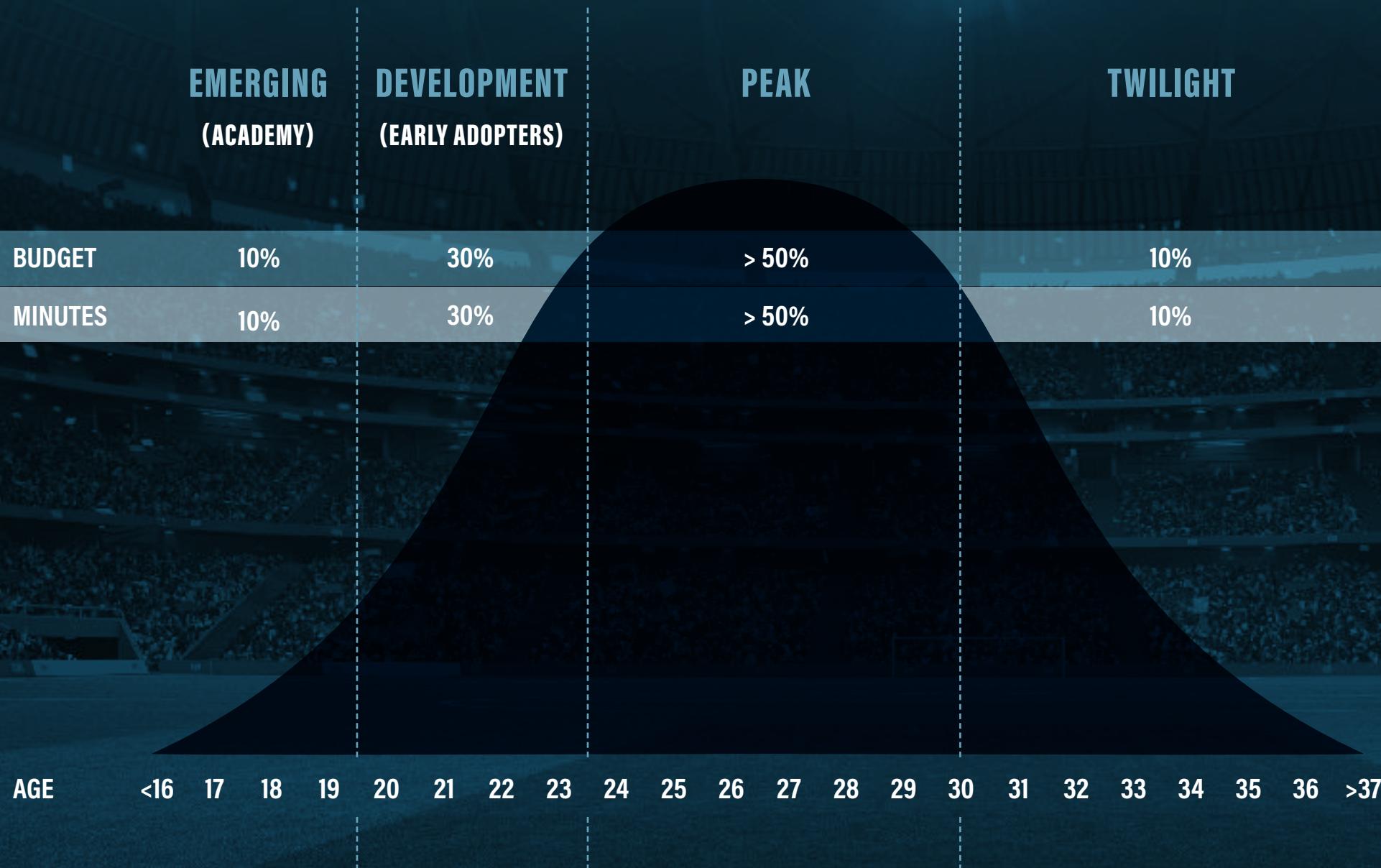
4

Creating depth in every position so there is always **NEGOTIATING LEVERAGE** when buying, selling or renewing a player

5

**CREATING CLARITY** around the profile of player we need to recruit and a deeper understanding of 'Why' we are targeting that player

## 04. AGE PROFILE & BUDGET UTILIZATION



## 04. HOMEGROWN DEVELOPMENT

---

**TOP 5**

IN HOMEGROWN MINUTES IN 2023  
[OVER 5,500 MINUTES]

**17%**

OF TOTAL MLS MINUTES

WE WILL  
**MAXIMIZE**  
THIS PLAYER DEVELOPMENT

SMART GOAL IN 2024  
**20%**  
HOMEGROWN MINUTES

## 04. ACADEMY DEVELOPMENT & PRO PATHWAY

### I DEVELOPED 5 HOMEGROWN PLAYERS IN THE LAST 3 YEARS

- » Ted Ku DiPietro 2023 - **1250 PRO MINS**
- » Matai Akinmboni 2023 - **700 PRO MINS**
- » Jacob Greene 2023 - **820 PRO MINS**
- » Kevin Paredes 2020 - **1700 PRO MINS**
- » Jackson Hopkins 2023 - **1350 PRO MINS**
- » Donovan Pines 2023 - **2150 PRO MINS**

### ACADEMY IDENTIFICATION, RECRUITMENT

Attract top local talent

### ACADEMY DEVELOPMENT

Fully funded,  
facilities

Monthly development reports

### LOUDOUN INTEGRATION

Physical maturation  
(guidance from first  
team performance  
staff)

Monthly development reports

### LOUDOUN SUCCESS

Consistency, quality  
performances, potential  
clearly recognizable

### FIRST TEAM TRAINING

Integration,  
continued physical  
development, proven  
quality

### FIRST TEAM

Match minutes

ACADEMY

LOUDOUN UNITED

D.C. UNITED

## 04. I WAS AN INTEGRAL COMPONENT IN THE FOLLOWING ACQUISITIONS

**37**

TRANSFERS IN

**27**

TRANSFERS OUT

**23.5**

AVERAGE AGE IN

**26.7**

AVERAGE AGE OUT

### OVER THE PAST TWO SEASONS:

- » Matai Akinmboni - **HOMEGROWN**
- » Ted Ku Dipietro - **HOMEGROWN**
- » Kristan Fletcher - **HOMEGROWN**
- » Taxi Fountas - **250K**
- » Julian Gressel - \$750,000 - **TRADE**
- » Brendan Hines-Ike - **LOAN WITH BUY OPTION**
- » Jackson Hopkins - **HOMEGROWN**
- » Gabriel Pirani - **LOAN & OPTION**

I HAVE ACCESS TO

**THOUSANDS**

OF AGENTS, SPORTING DIRECTORS,  
AND SCOUTS IN MY GLOBAL NETWORK

## 04. RECRUITMENT PROCESS

---

### SPEED & CONTINUITY

1

#### SCREEN

- » DATA (SkillCorner/Statsbomb /TransferRoom)- Use profiling markers, leagues and players

2

#### VIDEO FAST CHECKS

- » HIRE 2-3 PART TIME STAFF - We need volume & capacity
  - Target nerds under 30/single

3

#### SENIOR REVIEW

MLS CLUBS AVERAGE

3.5

FULL-TIME SCOUTS

MLS CLUBS AVERAGE

2

PART-TIME SCOUTS

## 04. PHYSICAL PREDICTIVE ACCURACY

STRICTLY PRIVATE & CONFIDENTIAL

### PHYSICAL PERFORMANCE, 80-90% PREDICTIVE ACCURACY



MAKING INTELLIGENT DECISIONS

## 04. RECRUITING A HEAD COACH

---

### EVIDENCE-DRIVEN FACTORS THAT DRIVE A SUCCESSFUL TENURE

- » **Correlation** - How structured an environment is the first-time head coach coming into and the one they have come from?
- » **Influence** - Who are the top coaches/coaching tree they may have worked with and absorbed their philosophy from?
- » **Adaptability** - How rigid or adaptable are they?
- » **Proven track record** - Are they coming from a successful high-performance environment?
- » **Core values** - Do they align with club core values?

## **04. MY ROLE IN IDENTIFYING DC UNITED'S HEAD COACH**

---

1. Prioritized essential criteria – looked at club history and demographics

---

2. Identified suitable candidates

---

3. Evaluated candidates against style criteria

---

4. Interviewed candidates

---

5. Added balance and structure to the process

---

6. Provided clarity in the decision making process

---

7. Contract negotiation with agent

---

## 04. IDENTIFYING DC UNITED'S HEAD COACH USING DATA

---

### » Style variance

- » Best fit teams/Coaches
  - » Attack/Defend/Press/Direct
  - » Game state
- 

### » Squad age – rolling over tenure

---

### » Squad strength – xPoints v Ave Points, ELO rating

---

### » Social media

---

### » Player development – homegrown minutes

---

### » Underlying team performance metrics

---

# **05. OPTIMIZING PERFORMANCE ENVIRONMENT**

# 05. OPTIMIZE PERFORMANCE ENVIRONMENT & WHAT WILL YOU GET FROM ME

WHAT YOU WILL GET FROM ME

## 1. EXCEPTIONAL LEADERS

- Empower the team to consistently over-perform over opponents
- Sacrifice & selflessness
- Belief to win championship

## 2. EXCEPTIONAL EMPLOYEES

- People - diverse skill sets
- Development - challenge & innovate
- High performance not for everyone / mental health support

## 3. RADICAL TRANSPARENCY AND BRUTAL HONESTY

- Trust, to ensure everyone is working to a higher goal than themselves
- Authenticity

## 4. CLEAR VISION AND A SHARED IDENTITY

- Clear definition of roles / responsibility and objectives within the team
- Will take trial and error time

## 5. UNWAVERING FOCUS AND DISCIPLINE

- Align behaviors and actions
- Manage interval tensions and use as positives
- Resolve

## 6. APPLIED TECHNOLOGY ACCELERATORS WHEN APPROPRIATE