

A portrait of a man with short, dark hair and a light beard, wearing a dark button-down shirt. He is looking slightly to the right of the camera. The background is a light blue and white hexagonal pattern. The image is framed by a dark blue diagonal band on the right and a white diagonal band on the left.

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

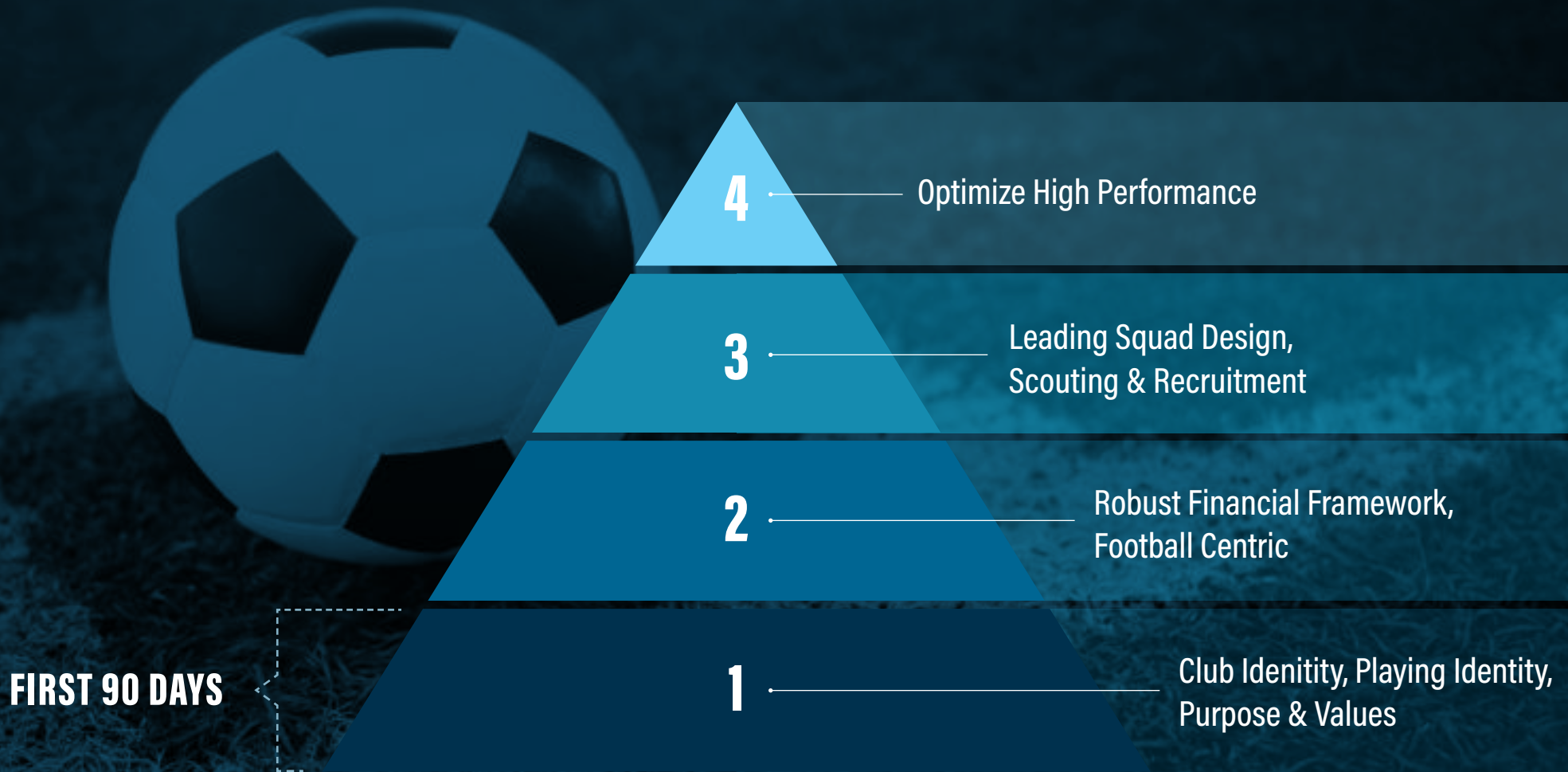
Prozone Sports, Limited
2006 – 2008

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

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» **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/ measurable.

» **Future Focus** – Limit chaos, secure the process, maximize the plan.

03. CREATING A FOOTBALL- CENTRIC FINANCIAL FRAMEWORK

03. ROBUST, FOOTBALL-CENTRIC FINANCIAL FRAMEWORKS



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

The background features a white space with several geometric elements. In the top-left corner, there are thin, parallel diagonal lines. In the top-right corner, there is a solid dark blue triangle. A large, light blue hexagonal grid pattern extends from the bottom-right towards the center. In the bottom-right corner, there are thin, parallel diagonal lines, similar to the ones in the top-left but with a blue tint.

04. LEADING SQUAD DESIGN & RECRUITMENT

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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**

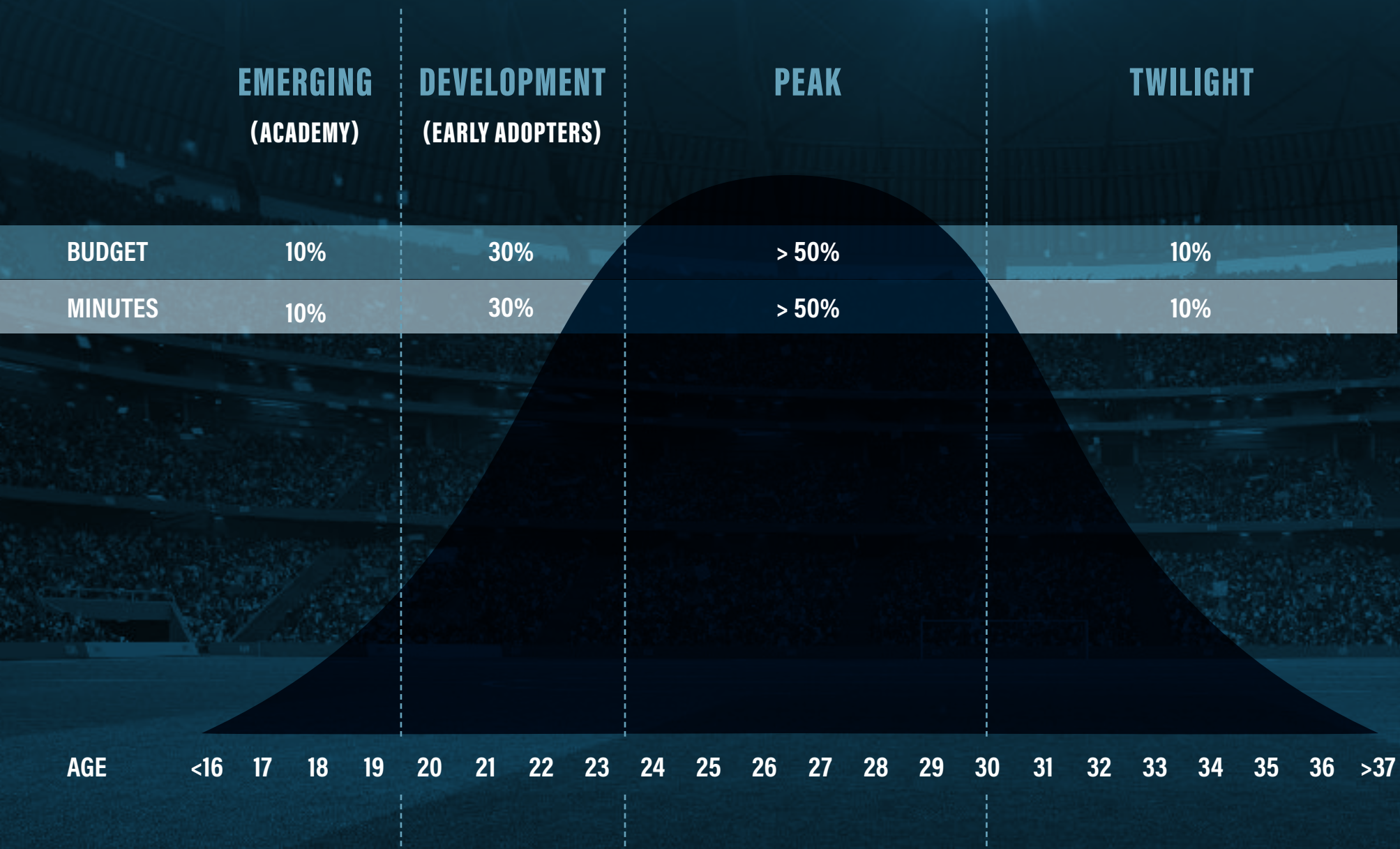
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Creating depth in every position so there is always **NEGOTIATING LEVERAGE** when buying, selling or renewing a player

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

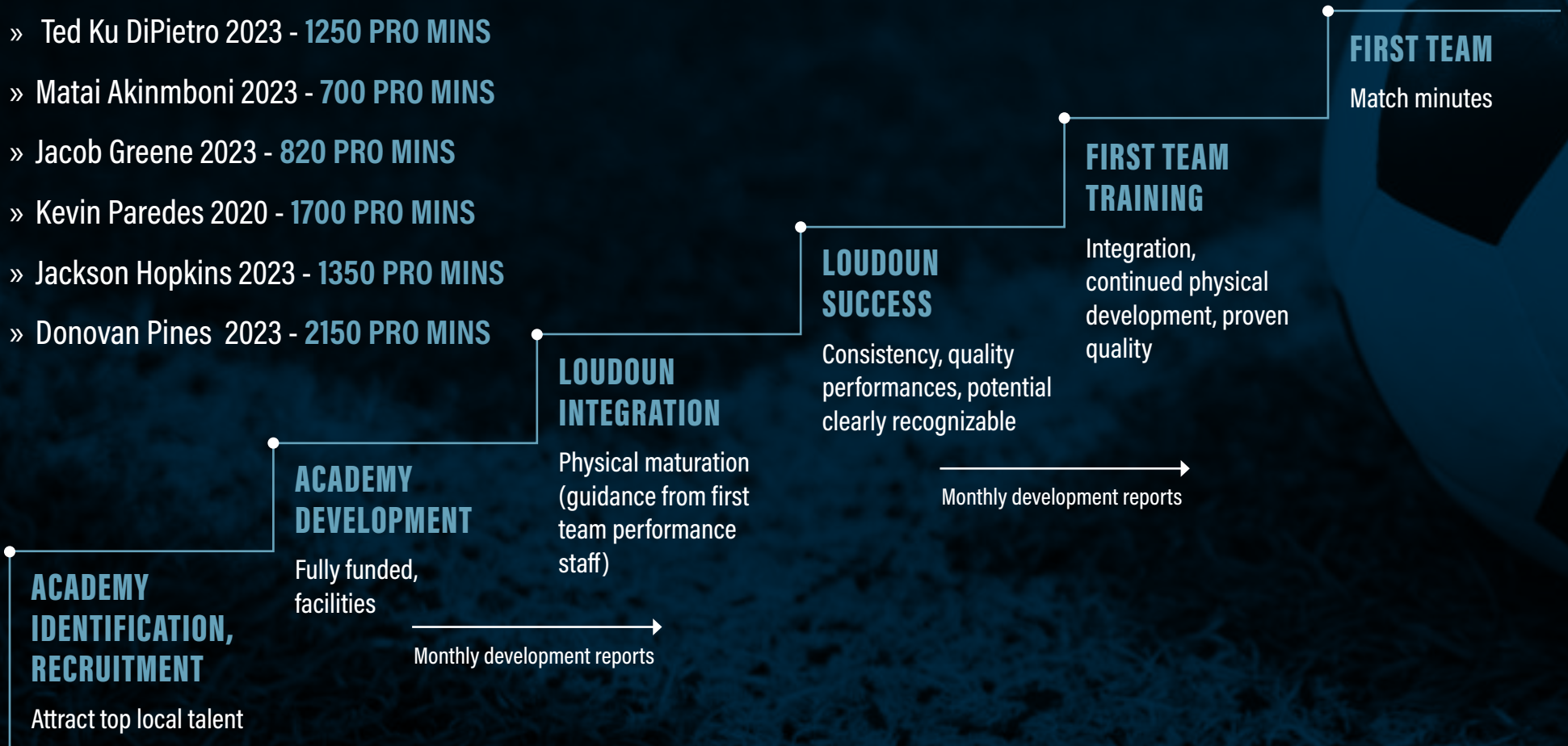
20%

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

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

I HAVE ACCESS TO

THOUSANDS

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

04. RECRUITMENT PROCESS

SPEED & CONTINUITY



MLS CLUBS AVERAGE

3.5

FULL-TIME SCOUTS

MLS CLUBS AVERAGE

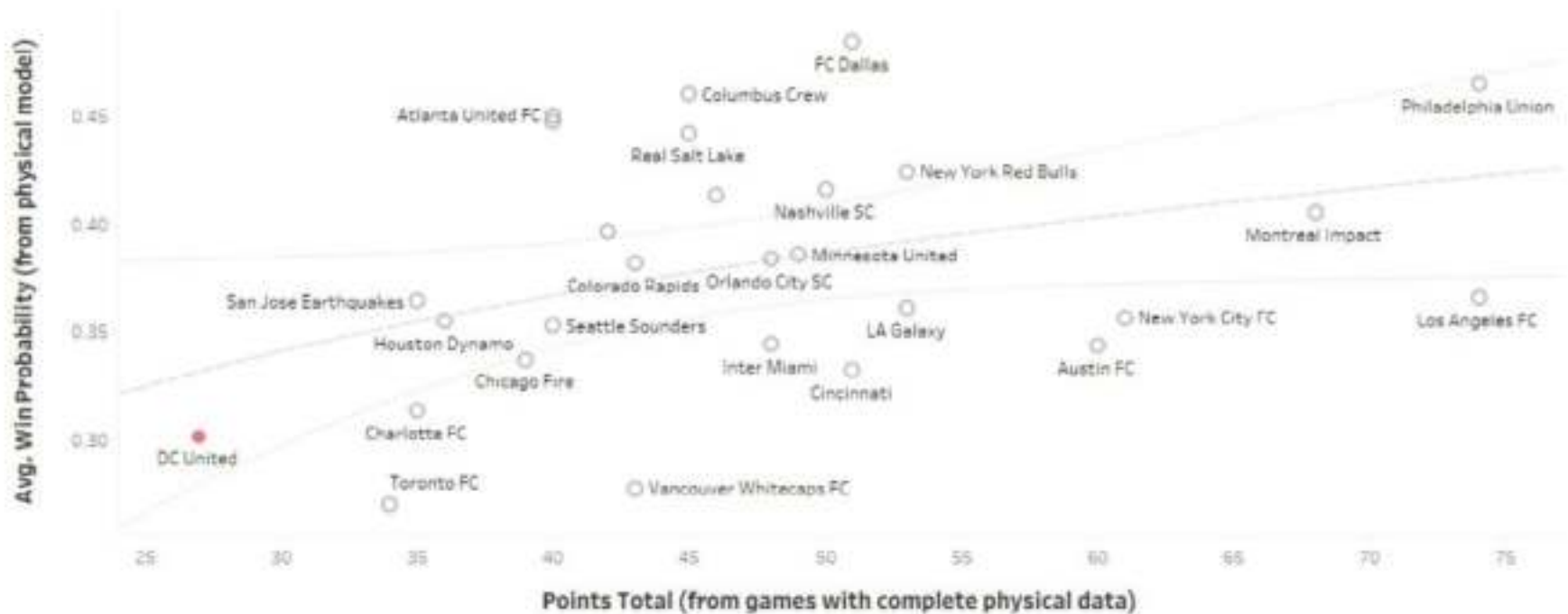
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PART-TIME SCOUTS

04. PHYSICAL PREDICTIVE ACCURACY

STRICTLY PRIVATE & CONFIDENTIAL

PHYSICAL PERFORMANCE, 80-90% PREDICTIVE ACCURACY



MAKING UNBIASED DECISIONS

04. RECRUITING A HEAD COACH

EVIDENCE-DRIVEN FACTORS THAT DRIVE A SUCCESSFUL TENURE

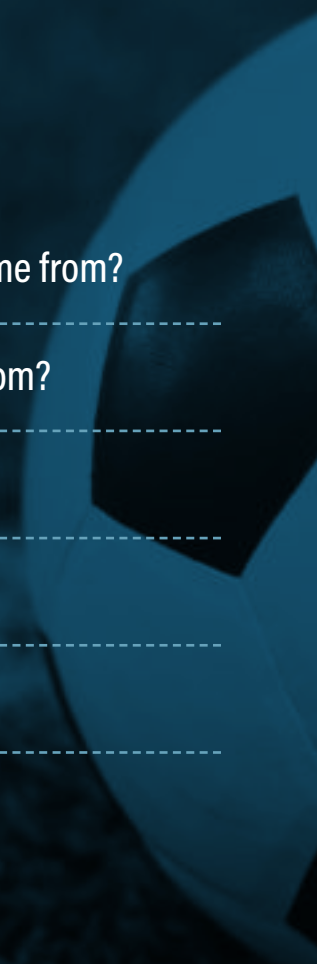
- » **Correlation** – How structured an environment is the first-time head coach coming into and the one they have come from?

 - » **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