




DEVELOPMENT PLAN

2020-2023

www.wartapoznan.pl

A photograph of three young soccer players, two girls and one boy, standing on a grassy field. They are all wearing green jerseys with "futbolsport.pl" and a Nike logo. The girl on the left has her arm around the boy in the middle, who has his arm around the boy on the right. A soccer ball is on the ground near the girl on the left. The background shows a stadium with seating and a cloudy sky.

Do the great things
while they are small

Laozi





Bartłomiej Farjaszewski

owner of Warta Poznań

Let's make something worthwhile together

Ladies and gentlemen, when in September 2018 I took over Warta Poznań football club, I was driven to do something worthwhile for Poznań and its inhabitants.

I'm certain that none of us imagined that as soon as July 2020 we would return to the Ekstraklasa, from which we had been absent for 25 years! A team that nobody was backing achieved a historic success and was deservedly promoted to the Polish premier league. For me, this is proof that the impossible doesn't exist. Taking that idea further, we want to restore Warta Poznań's former glory and make the club even more special.

I see enormous potential for developing this organisation. My goal is to build a powerful Poznań brand which goes beyond sport, involving the community in the city and the wider region. Come and join us in this exciting project. Let's change how people think about a football club. In an age where everything revolves around astronomically high budgets and being successful at any price, we want to offer a different – more human – scale to perceiving football.

Going back to basics, remembering our roots, and the role that Warta Poznań has played in the capital of Wielkopolska, we want to offer the city and its inhabitants an attractive alternative way of running a sports club. We're going to go about this in the Poznań way – pragmatically and reliably.

It's worth building!

Development plan in brief:

- Transformation of the Club since 2018 – change of owner.
- By 2020, develop sections of the Club: set up 4th division reserve team, improve the functioning of the Warta Poznań Academy, create a girl's team (fuse with Lejdis Luboń), set up a disabled football section.
- Concurrent changes in the Club's organisational structures – setting up a new Supervisory Board, developing the marketing division, developing the stadium infrastructure (installing lighting at Droga Dębińska 12, initiating further investment processes), streamlining licensing processes.
- End of 2019/2020 season – promotion to the Ekstraklasa after 25 years.
- Draw up a development plan for the Club for 2020 – 2023.
- Plan assumes the development of the Club in 5 areas: Sport, Infrastructure, Community, Finance, Organisation.
- Introduce a new sporting policy – first team built around Polish footballers, especially those from the region, ongoing introduction of youth team players and development of other footballing sections.
- Warta Poznań is to be a sports club deeply engaged in the community.
- Maintain a high sporting level while simultaneously promoting the revitalised image of the Club – a new mission and vision.
- Setting up a group to implement the development plan in project mode.



For the beginning is thought to be more than half of the whole, and many of the questions we ask are cleared up by it.

Aristotle

THE CLUB AND ITS CONTEXT



The club and its context

HISTORY

Founded on 15 June 1912, Warta Poznań is the oldest existing football club in the capital of Wielkopolska, and one of the oldest in the country. The Club was set up by a group of young people who didn't want to join the teams run by Germans in Prussian Poznań. Warta, then, was born out of a sense of patriotism and a desire for development through physical activity. The desire to run a club which didn't focus exclusively on sport, but which also was aware of its important social role, has accompanied the "Greens" for over 100 years. Not only do we have no intention of abandoning that path, we are doing, and will continue to do everything to positively affect the Club's surrounding environment, helping and uniting the members of the Green family.

Football was the first, and remains the most important section of Warta Poznań. Footballers bearing the W on their chest won the Polish championship twice – in 1929 and 1947. They were runners-up five times, and were in the top three of football sides in the country fourteen times. This history gives Warta Poznań today a place in the top ten most-titled football clubs in Poland!

The Club has also written itself into the history of Polish football. It had a representative in the first, historic match played by the Polish national team (against Hungary in 1921, the Warta player Marian Einbacher appeared), and also when the red-and-whites debuted at the Olympics (the Poznanian Marian Spojda played in the Paris Games in 1924). The scorer of the first ever goal for Poland at the World Cup was Warta Poznań's ace striker, Fryderyk Scherfke, who against France in 1938 put one past the Brazil goalie in a crazy match which Poland lost 5:6.



With pride, we can recall that in the twenty year interwar period Warta Poznań was one of the leading Polish sports clubs, standing out for its innovations. It was from a match of the Greens that the country's first radio transmission took place (a match against the Dutch champions, PSV Eindhoven in 1929). Another friendly meeting (with Legia Poznań in 1933) went down in history as the first match on Polish soil played under artificial lighting. Meanwhile, published from 1929-1939 the club newspaper *Warciarz* was the first such publication to appear over such a length of time, and as early as in 1927 fans at Warta Poznań's stadium received a match programme...

We undoubtedly have wonderful traditions to draw upon.

The club and its context

THE PRESENT

Shortly after winning their second Polish championship in 1947, the tables turned for Warta Poznań. As the club of pre-war merchants, businessmen and soldiers, it was looked on poorly by the communist authorities. For four decades, the footballers of “The Pride of Wilda” (Wilda is the district of Poznań where Warta is based) were dispatched to roam the lower leagues. Only in 1993 did they manage to win promotion to the Ekstraklasa and remained there for two seasons.

The current hot streak of the Warta Poznań team began in 2016. For the second time in a row, the team topped the Polish 3rd Division, but this time successfully won the promotion play-offs. Barely two years later, in 2018 they won promotion to the 1st Division and in 2020 they returned to the country’s footballing elite.

It’s worth emphasising that the Greens promotion to the Ekstraklasa was long-awaited by a lot of fans. This included fans of Lech Poznań, who eagerly anticipated having a derby match in the top footballing division. There is no antagonism between the fans of the current, two best teams in the capital of Wielkopolska. It’s more a question of respect for tradition, as expressed by the popular old expression “Lech King, Warta Queen”.

The route to the Ekstraklasa was a winding one, though. Shortly after promotion to the 1st Division the Club found itself in dire straits and was on the brink of withdrawing from competition. It was then, in August 2018 that Warta Poznań was rescued by Bartłomiej Farjaszewski. He took over the company, paid off the debts and a side that had seemed doomed to relegation managed to avoid the drop.



In summer 2019, the time for further changes came, which led to the steady improvement of the Club’s situation and a positive change in its image. The new board and CEO Marcin Janicki quickly came to terms with the city authorities and along the Droga Dębińska investments on

a scale not seen for many years took place. The most clearly visible symbol of these changes is the stadium lighting completed in June 2020 with its four, large characteristic masts. The stadium meets the licensing requirements for 1st Division clubs and further building work is planned to make the Ogródek stadium ready for the Ekstraklasa.

In ensuring the development of the sporting and training base, we haven’t forgotten what Warta Poznań’s calling card has always been, namely the schooling of new generations of footballers. Since the beginning of 2020, all training of children and youth players takes place at the Warta Poznań Academy. In line with tradition, and at the same time following the latest models, we are schooling over 360 male and female sportspeople. So we have every right to believe that the Greens’ first team will see a steady flow of players brought up in the spirit of Warta Poznań.

The club and its context **LOCATION**

Since the beginning of its existence, Warta Poznań has been associated with Wilda, one of the city's districts since 1900. The Greens first pitch was on today's Łęgi Dębińskie. Then, for many years, the Club's pride was its stadium on ul. Rolna. From there, the team moved to the largest stadium in the city – Stadion im. 22 Lipca (the 22nd of July Stadium), later named after the legendary footballer Edmund Szyc, a co-founder of the Club, one of its players and ultimately president of Warta Poznań. It is currently based at Droga Dębińska 12, where the stadium is, nicknamed the Ogródek (or Garden).

It's a small, fan-friendly stadium located in the heart of Poznań, neighbouring other sporting facilities – Lodowisko im. Witalisa Ludwiczaka (Witalis Ludwiczak Ice Rink), sports halls, swimming pools, a fitness club and so on. One of Warta Poznań's near neighbours is the Akademia Wychowania Fizycznego (Academy of Physical Education) and its beautiful sports complex.

It's a similar distance to Park Jana Pawła II (Pope John Paul II Park), found on the Łęgi Dębińskie, right there where, amid makeshift, temporary turnstiles, Warta Poznań was born. Today, the park is the largest recreational area in Wilda and one of the favourite places for many Poznań residents to enjoy the leisure time actively.



The club and its context

FACTS IN BRIEF

1912
FOUNDED

1929 | 1947
POLISH CHAMPIONS

1922 | 1925 | 1928
1938 | 1946
RUNNERS-UP

- The oldest existing football club in Poznań and **one of the oldest clubs in Poland**
- **9th** in the all-time list of Polish footballing honours
- **We are currently schooling over 360 male and female players** in the Warta Poznań
- We're backing schooling young players, we involve **the parents of young players** in the life of the club.

Did you know that:

The first radio transmission of a football match in Poland was at a meeting between Warta Poznań and PSV Eindhoven (August 1929).



For neither talent without instruction
nor instruction without talent
can produce the perfect craftsman.

Vitruvius

ANALYSIS OF THE CLUB

We have carried out an analysis of the organisation and how it is perceived – using outside assistance (the company Sport Analytics). This analysis was based on gathering the opinions of our own fans, polling the inhabitants of Poznań and the people connected with the Club.

Thanks to the information gathered, we gained a fuller picture.

STRENGTHS

- Tradition, history, successes
- Family atmosphere
- Closeness to fans
- Safety
- Location
- Neutral relations with other fans,
- Lack of antagonism with the largest club in the city (Lech Poznań) – unlike anywhere else in the country
- Friendly club image
- Schooling and training youth
- A sympathetic club

WEAKNESSES

- Poor infrastructure – a stadium which doesn't meet current licensing standards for the top division
- Necessity of playing outside Poznań – no opportunity to build engagement of there fanbase
- Lack of an imposing headquarters
- Organisation and working standards at an early stage of development
- Incomplete organisational structures

OPPORTUNITIES

- Current sporting results
- Club's location and immediate environment (sport, league, city, district)
- Human potential and involvement of fans
- No negative emotions around the Club
- Interest from neutral fans
- Developing a new internal organisation
- Using Ogródek as an unusual place on the sporting map
- Opportunity to build the Club based on a modern model
- Transparency
- Growth of other sections (amputee football, ladies team, futsal)

THREATS

- Underdeveloped and imbalanced income structure which affects the budget
- Image as a "club that's had hard times"
- Not being able to play at the home stadium is dragging on
- Insufficient employees

CONCLUSION FROM SWOT ANALYSIS

Major tasks (goals) in terms of how the Club functions:

- infrastructure as the main aspect of the Club's organisation
- attracting a large, engaged group of fans
- creating an organisational culture
- ensuring a stable source of finance
- carrying out the agreed sporting model.

Analysis of the club

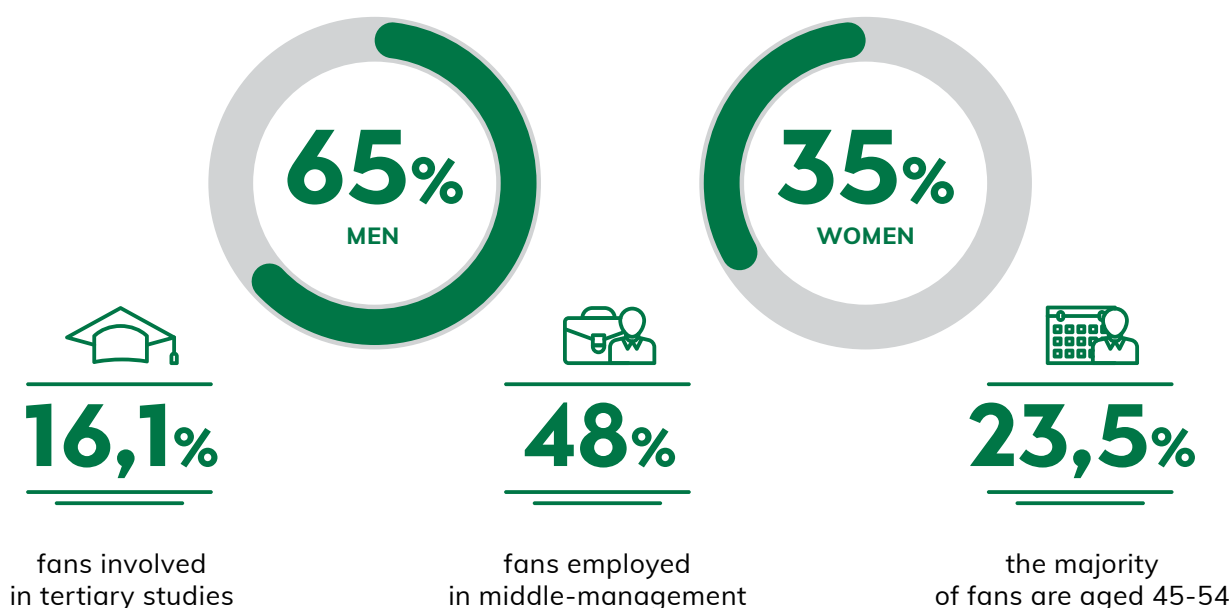
THE CLUB'S TARGET CUSTOMERS

SUPPORTER | FAN

1ST DIVISION RESEARCH

To better understand our fans, we conduct research and analysis. We use external firms' reports, research carried out by the authorities of the Fortuna 1 Liga, as well as commissioning our own opinion polls by professional canvassers. We do all this to learn as much as we can about our target customers and to create for them the most attractive product possible. This is our starting point.

Who are the fans of WARTA POZNAŃ?





DESCRIBING FANS OF WARTA POZNAŃ

Research conducted in 2019 and 2020 present the picture of a fan who, when at Warta Poznań's stadium, expects more than just to watch a game of football.



SOCIAL FANS

- Over **40% of fans** attend games with friends
- Almost **20% of those sympathetic to the Greens** sit in the stands with their families
- Nearly **89% of fans** feel safe at Warta Poznań's stadium, and stress that this is something that matters to them a lot



DEMANDING FANS

- Over **20% of fans** expect cheaper food on match days
- **14% percent** of fans want more entertainment on match days
- As many as **84% of fans**, who contact the Club, rate the employees of Warta Poznań and service levels highly



INVOLVED FANS

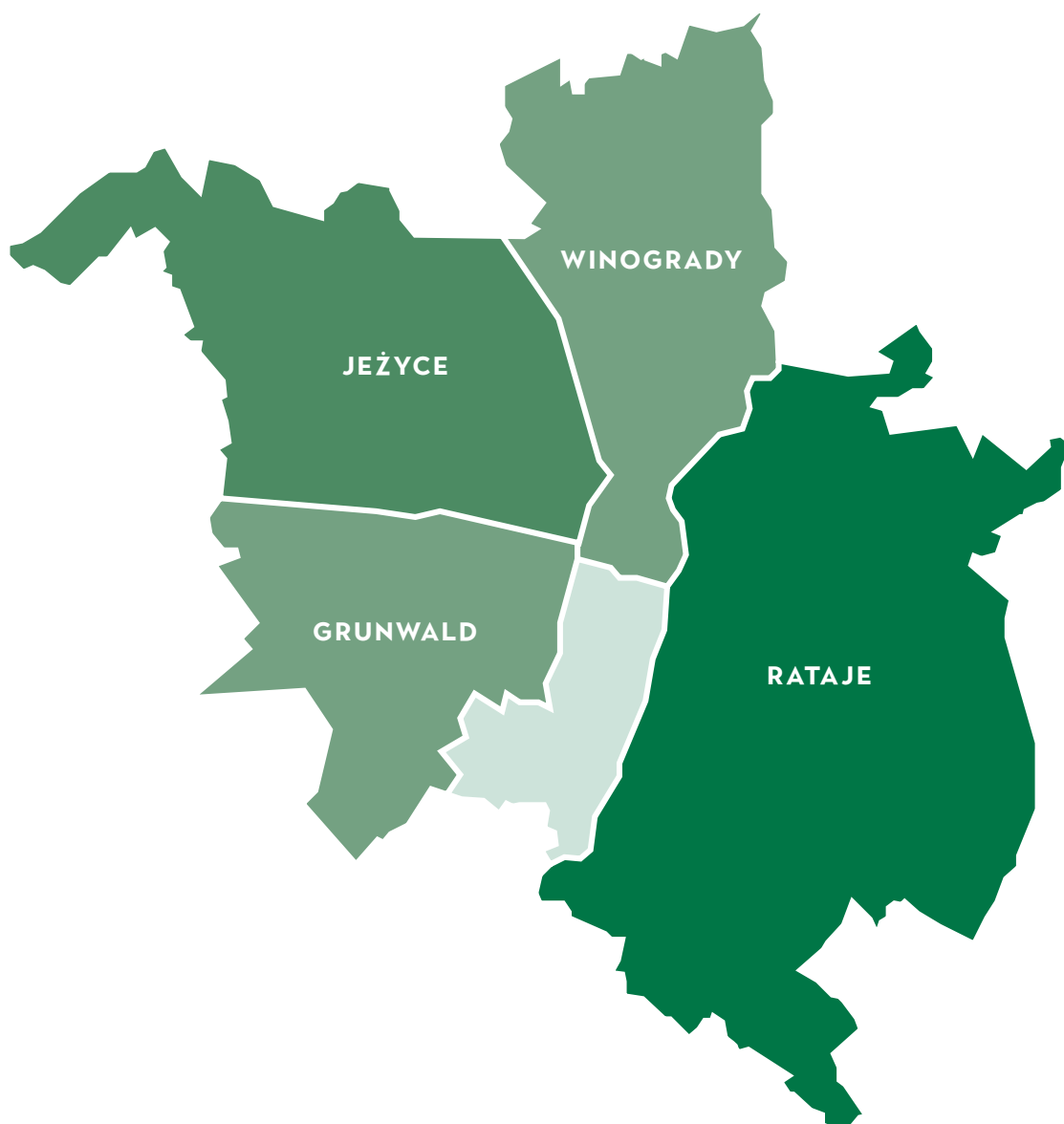
- For **79% of fans** the fundamental source of information about what's happening at Warta Poznań is the Internet
- **47.9% of those** get their information from the fan page on Facebook, an **31,1%** regularly read the information placed on the official website
- **25%** watch the Fortuna 1 Liga roundup programme on Polsat Sport; match highlights are especially popular, being the main reason why people sit down to watch the league roundup

OUR OWN RESEARCH

Despite the fact that Warta Poznań is historically associated with Wilda, and has its head offices and stadium there, it isn't a club just of that district. Research shows that, for example, **Warta has as many fans, say, in Piątkowo as it has in Wilda**. And so, proximity and being in the same "fyrteł" (Poznań slang for district) doesn't influence interest in the club by residents. At the same time, in opinion polls **fans suggest that Warta should be more closely associated with Wilda**.

Rataje, where Warta Poznań has most fans in the city, is one of the largest districts in the capital of Wielkopolska. The Club's popularity likely comes from its proximity (for many inhabitants of Rataje, they simply have to cross one of the bridges over the Warta river to reach the stadium) as well as memories of when the Greens last played in the Ekstraklasa, in the early 1990s.

Warta fans from the districts of Poznań



The Club can count on the support of its loyal fans. **80% of members of the Warta Poznań Green Family have taken an interest in the team for over 2 years.** It's also worth emphasising that a proportionally large growth in the number of fans took place in 2019. The source of this phenomenon lies in the good sporting results and improvements in the Club's marketing together with the increased presence of Warta Poznań in the media.

Warta Poznań has large reserves in terms of fan engagement. **38% of them never, or only sporadically participate in sporting events.** Improving this figure will increase attendance at the stadium, improve the atmosphere at matches, increase income from ticket sales and other match day revenues.

For both fans of Warta Poznań, as well as inhabitants of the city, important aspects are **safety and culture in the stadium.** Importantly, these are things long since associated with Warta Poznań, which can only add to the Club's credibility.

Fans. Emphasise that the **atmosphere at the Club and its familiarity** are features which matter most to them. There is a group of people who like the fact that the Club isn't a "corporation". This view is reflected in such popular and noticeable trends such as grassroots football (approaching the game above all as fun, and not for material rewards), or the Against Modern Football movement, expressing faithfulness to the old, valued principles enshrined in football clubs, and in opposition to their being treated as billionaires' playthings. You can't buy everything – supporters of the idea claim, and they are becoming an ever greater force in world football. As can be seen, some of the fans of Warta Poznań also value these principles. Of course, we still place Warta Poznań as a professional football club in the forefront.

When we say that Warta Poznań evokes positive associations even in those who aren't really that interested in football, that statement is based on research. It shows that the Club is associated in the eyes of many with the positive changes that have taken place recently at Droga Dębińska 12. Fans emphasise the competence and shrewd financial management at Warta, and these are features that have been attributed to Poznań people for decades. Maintaining such traditions is very positively viewed. So, we can say that the **Warta Poznań Green Family is a community based around attachment, intimacy and loyalty** as well as quite simply a friendly atmosphere.

58% of fans declare a readiness to pay a regular Club subscription.

In the opinions of the fans and residents of Poznań WARTA POZNAŃ should launch the following initiatives:



WOMEN'S FOOTBALL

67%



FUTSAL

42%



E-SPORT

25,4%

The WARTA POZNAŃ brand is rated highly by inhabitants of the city
Scale from 1-10 (brand rating assessment)



8,56



7,59



4,41



4,30



3,77

Warta is viewed in Poznań through its proud history and traditions. On top of that, inhabitants can see, and appreciate the changes taking place in the Club, both in terms of its organisation as well as of the steady improvement in its sporting achievements. It is clear that the image of Warta Poznań is improving in the eyes of the inhabitants of the capital of Wielkopolska.

The most frequently repeated phrases which, according to the fans and residents of Poznań, best fit the Club:

FAMILY

SAFETY

FAMILIAR

GREEN FAMILY

HISTORY OF THE CITY

TRADITION

SYMPATHETIC



CONCLUSIONS AND RECOMMENDATIONS FOLLOWING THE ANALYSIS OF THE RESULTS OF OPINION POLLS AMONG THE FANS OF WARTA AND INHABITANTS OF POZNAŃ

The above analysis and conclusions based in it have led us to launch the relevant strategic initiatives. Work at the Club is currently underway in 5 main areas:



INFRASTRUCTURE

This is a fundamental matter for any sports club. We need a genuine base, a home from which to develop and which will allow us to view the future positively. We feel that Poznań needs a small, intimate stadium with a totally different character to the 40,000-seater Stadion Miejski on ul. Bułgarska. We want Warta Poznań's stadium to pulsate with life more than just twice a month when playing home league games. It should be a place where we can build a community focussed around the Club, realising their plans and ideas, carrying out activities in the community and so on.

We value how far Ogródek has changed in recent months: the lighting has been installed, the under-pitch heating is due to go in. Warta Poznań deserves a solid club building, covered stands, whose creation will help meet the licensing standards for a team in the Ekstraklasa. Then more stands need to be built, which will in effect complete Warta Poznań's new stadium. We see it as a place for everyone in Poznań, and as the centre of numerous sections: the children's and youths from the Warta

Poznań Academy, amputee footballers and the women's section. A small, but beautiful building – one of Poznań's calling cards in the country.

We believe that through close collaboration with the City's authorities we can realise these plans. Otherwise, the Club's ambitious plans will stand under a question mark.



A new headquarters and constantly developing infrastructure are essential tools for Warta Poznań, so as to engage the fans and friends of the Club deeper into its life. The public wants to watch matches in ever more comfortable conditions. Creating them enables us to increase attendances at games. In turn, a new Club building is essential to launch the projects which will bring Poznań residents closer to the oldest football club in the city.

We want to do more than just interest the inhabitants in our sporting results. We aim to build a community which shares the values represented by Warta Poznań. Thanks to that, we will attract an ever larger group of sympathisers, ready to act, engaged and sharing a sense of responsibility for the fate of the Club.



Warta Poznań has its own ambience – we often hear this affectionate compliment on the lips of fans. We want to retain that character and be different from the clubs managed like corporations. Of course, this doesn't change the fact that we are determined to constantly professionalise and raise standards, not only in terms of sport.

Warta Poznań should be a modern working environment for fulfilling our professional passion. Thanks to such an approach, we will be able to attract to Droga Dębińska not only more footballing talent, but also ambitious people engaged in the process of supporting the Club in its business activities.



No professional football club can function without a solid financial background. In its history, Warta Poznań has discovered this more than once. We are working to ensure we become more and more financially independent. And even more effective at managing ongoing costs. This has been recognised by the Polski Związek Piłki Nożnej (the Polish FA) – finance is no longer an issue in the process of awarding Warta Poznań its league licenses.

We emphasise this because we consider that by demonstrating effectiveness across the organisation will help us to bring onboard further attractive business partners. We want to continue building something typically called a pyramid, or sponsorship structure. We prefer to speak about partnership, because we view the Club's collaboration with businesses in these terms: mutual benefits and win-win situations.

In line with this idea, we are developing the Warta Poznań Business Club. It was created with smaller businesses in mind, who support the Greens, and at the same time are participating in building relationships to develop their own activities.

We are aware of our corporate social responsibility (CSR). In the case of a football club, it's more than just sporting activity. Warta Poznań is a place where football encounters the values represented by the Club. We are ready to share those values, such as when meeting with other companies or at various events involving our partners. Our experience and value system form a part of the product and add to our financial worth.

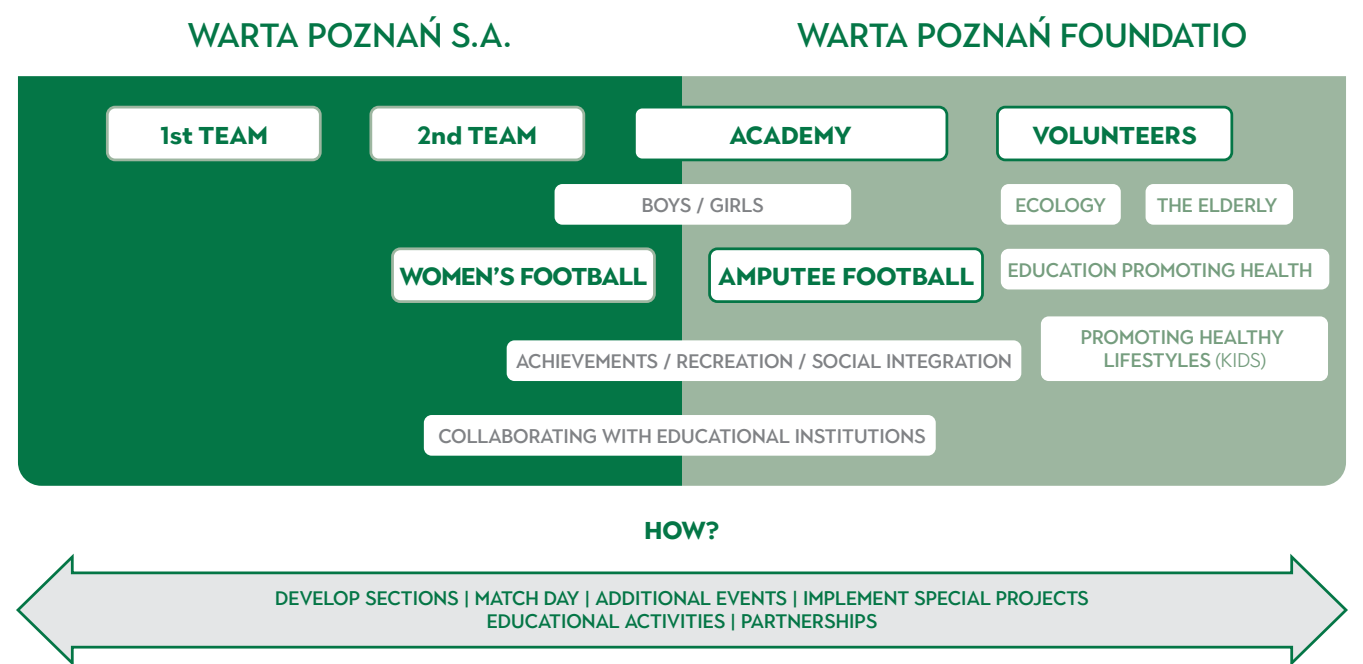
We are deeply convinced that we are in a position to generate even greater income through marketing activities. We are developing the sales of our own product, which are available for purchase at the Warta Poznań internet store. We are also planning to grow our sales of memorabilia, souvenirs and shirt sales in bricks and mortar stores. Thanks to the increasing engagement of our fans, and the increasing attendances at games, we confidently predict greater match-day income.



Playing football and training footballers of all ages remain the fundamental goal of Warta Poznań's activities. Our work here rests both on ensuring the best results for the first team as well as on systematically raising the level of our schooling of children and youths at the Warta Poznań Academy, and making maximum use of the footballing potential of the Academy in terms of strengthening the first team. We are fully aware of how modern technology can support the development of football clubs.

We also haven't forgotten about effective scouting, as it enables us to engage the best possible players, trainers and specialists at the Club.

Realising these plans is scheduled for a period of three years, and the work is to take place in project mode. We assume that the transformation will take place above all within the area of the fundamental activities of Warta Poznań S.A., but not exclusively. In 2019, we set up the Warta Poznań Foundation, as part of which we launched the implementation of various sporting and organisational projects (e.g. amputee football – football for the disabled). Additionally, as part of the Warta Poznań Foundation, we aim to carry out further social activities.





Ask yourself the question: Can I give more?
The answer is usually: Yes.

Paul Tergat – Kenyan runner and former marathon world record holder

CLUB MISSION AND VISION



Club mission and vision

A PROPOSAL OF VALUES

SPORT | ORGANISATION

Sporting rivalry, battling for victory and the highest position possible in the table is a phenomenon that arouses interest and emotions. In the broader context, supporting your beloved team means experiencing both beautiful and difficult moments. We know well that the worst thing that can happen to a football club is to be mediocre. Warta Poznań has in its time been a great club, one of the most powerful in the country, but it has also been cast into the sporting peripheries.

Of course, we wish above all that the players with the W on their chests were fighting for the highest goals. Arriving in the Ekstraklasa was a dream come true for many generations of Warta Poznań fans, both those that still remember the Polish championship in 1947, as well as those who fell in love with the club during the Greens last sojourn in the top division and those that only know Warta in the lower leagues.

Promising successes just around the corner, focussing solely on chasing points would be nothing less than dishonest. We are aware of the position of Warta Poznań at the beginning of its second century as a club. Mass interest in the fates of the Greens is history, just like the stadium named after Edmund Szyk, once the largest football stadium in the city. Since that time, a large sporting competitor within the city has appeared. The Club, then, faces the challenge of rebuilding its position and of making up for lost time.

With a clear conscience, then, we can say how much it matters to us to restore that legend, so that saying, "I'm a fan of Warta Poznań" becomes a source of ever greater pride. For that to happen, we need to engage a community. This is where the Green Family, which crosses its fingers for the players and shares the same values represented by the Club and those around it, comes in; because sport and community ought to complement one another and support one another. If that happens, the joy will be greater than any number of victories on the field.

Key aspects of the values which WARTA POZNAŃ want to promote (the organisation as a club, sport as a model for carrying out training and achieving results)

SPORT	ORGANISATION
<ul style="list-style-type: none"> • local identity (50% local/90% Poles) • Academy and local scouting • young squad (core age of 25) • promoting, developing and selling players • "our style of play" (pressing, commitment, possession) • team spirit ("our bunch", "normal" lads) • different varieties of football 	<ul style="list-style-type: none"> • openness • somewhere to meet with a friendly atmosphere • culture and safety at the stadium • a focus for social activity • education • a history connected to the city • bringing different

The above conclusions and concepts enable us to formulate the club's mission and vision, on the basis of which operational decisions will be made.

MISSION

The strength of the Warta Poznań brand is valuable on the pitch and beyond – it's about changing the lives of the inhabitants of Poznań, and of the region, for the better.

VISION

We want to create a place combining sport and community, somewhere that inspires and drives various social groups. We are creating an alternative club, for people who aren't indifferent. Thanks to this approach, we will occupy a good place on the market. We want to show you can go your own way.

THE WARTA POZNAŃ BRAND

We're building the Warta Poznań brand through carrying out activities in areas important to the Club and the community of fans of the Greens. The essence of these activities is the combination of sport with values. The brand will draw on both these fields.

Creating a strong and distinct brand will ensure visibility and positive associations among recipients. The effectiveness of the brand building activities for Warta Poznań will be a result of planned and systematic steps to realise a strategy.

ASSUMPTIONS BEHIND THE SPORTING STRATEGY

The long-term sporting goal of Warta Poznań is to play at the highest possible league level, as well as to have a team that contains at least half of local players, people who come from within 150 km from Poznań.

To realise these two aims, we will focus on scouting and developing players. We're doing this to maximise the value of the team and to increase its ability to succeed. A natural step in this process is to develop further sporting sections within the Club.

One of the first actions taken, in 2019, was to employ a new director at the Warta Poznań Academy. This was the nationally renowned trainer and educator of youth players, Wojciech Tomaszewski. His task is to improve the quality and efficient of the work with the youth teams, and the main goal – to consistently supply the senior team with players from the Warta Poznań Academy.

In addition, in 2020, we set up a department of methodology and analysis, and a scouting department, which will be expanded year on year. Also in 2020, we aim to employ a specialist in motor learning and to entrust that person with the task of developing a plan for increasing the motor skills of the senior and reserve teams as well as in the Warta Poznań academy. This is one of the key aspects



in sporting development, especially when we take in consideration the style and nature of Warta Poznań's game. It is based on intensity of action on the field, playing a so-called high pressing game, and so harrying the opponent and stopping them from playing in their own half.

From 2021-2023, we plan to create a department of science, whose focus will be on the introduction of new technologies to aid the development of our players, and also to expand the medical department, scouting, methodology and analysis, individual training and administration.

To broaden our offer to the local community and meet their expectations, in 2019 we set up an amputee football team, and so football for those who have lost limbs. In 2020, we created a girls' football section with the goal of creating a senior Warta Poznań women's team within 2-3 years. Another new section which will be established in the Club in 2020 is a Teqball section. This is a rapidly developing discipline, which is also growing in popularity, which is a combination of football, volleyball and table tennis.

- size of 1st team squad: 25 – 28 players
- min. 50% local players
- 22 – 25 outfield players
- 3 goalkeepers, of which the 2nd goalie should be a maximum of 25 years old, and the nr 3 in the hierarchy – a junior
- 18 – 21 senior players of an even, high level, with a deliberate policy of avoiding older players over 30 (max. 4)
- 7 – 8 youth players, of which 1 – 3 will be born in the years 2001-2003
- Including in the squad the 3 – 6 most talented juniors from the Warta Poznań Academy (at a level that does not significantly affect the quality of training in the senior first team)
- at least 4 senior players with resale value
- majority of leading players focussed on development, and on additional work
- at least 5 youth players and junior connected to the region
- a maximum of 1 – 3 foreign players, but only if they meet all the relevant criteria

IMAGE-RELATED INITIATIVES

Developing the image of Warta Poznań is based on several foundations. The history and traditions of the Club are important to us. On the relevant occasions, we recall the greatest moments in the Club's history. This approach guarantees Warta Poznań is perceived a time-honoured club with a slight retro feel. We emphasise the Poznanian system of values and working style, based on economy, competence and modesty. At the same time, we do not forget about the times we're living in. We respond to new trends. We are fully aware of the phenomena that currently influence the image of any institution. We know about corporate social responsibility in business and we do not shy away from it. We are engaged in such initiatives and will continue to be, because we want to use the Warta Poznań brand to develop unity.

In our communications, we use the handy double meaning of the Club's name (whereby Warta in Polish also means 'worth'), using the appropriate hashtags, we can announce it's #WARTObudować (#WORTHbuilding), #WARTOpamiętać (#WORTHremembering), #WARTOwiedzieć (#WORTHknowing), #WARTOwspierać (#WORTHsupporting) etc. Messages constructed in this way are aimed at developing a consistent image in relation to values and engagement.

As a Club with the nickname "Zieloni" (the Greens) we can't possibly avoid ecology and emphasising matters connected to protecting the natural environment => #szanujZIELEŃ (#respectTHEGREENERY).

As Warta Poznań we want to be identified with **a certain lifestyle, in which sport, values and engagement are important components.**

Warta Poznań, as a club and an organisation focussed on promoting specific values, aims to realise a range of sport-related initiatives directed at the local community.





As Greens, we want to be strongly associated with ecology. We shall gradually introduce more and more initiatives connected to protecting the natural environment. At the stadium, and within the Club, we shall slowly eliminate the use of materials which are not biodegradable. Our pitches are watered first using rain water specifically collected for the purpose, and ecological substances are used to care for the turf. We want to discuss creating a range of ecological solutions at the stage of designing the Club's infrastructure.

The man of the match award will be something that undoubtedly draws the public's attention to ecological matters. Awarding the player a sapling, we shall create the "Warta Players Avenue". We shall do all we can to promote environmentally friendly ways of travelling to matches – by public transport or by bike. More so, we have an idea for a new kind of stadium catering, which will be strongly associated not only with footballing, but also with the Greens of Warta Poznań. Our inspiration in developing range of ecological initiatives is the English club Forest Green Rovers.

Warta Poznań will be a club that is deeply socially engaged. What does this mean? We will participate in undertakings important for the inhabitants of Poznań, and encourage everyone to get involved.

It's important for us to involve people threatened with social exclusion due to disability. We have already set up an amputee football section, which has powerfully changed the lives of many. But those with other disabilities should also feel at home at the stadium and during sporting events. We are working on solutions for the partially sighted and non-sighted.

Channels of contact will also change in relation to this – for example, we would like to adapt our website for those unable to use it in its current form. The Club should be wide open to those with disabilities.



To this end, we need the relevant infrastructure and support, but we have already considered this at the design stage – through the motto “an open stadium for more than 90 minutes, twice a month”.

We are counting on greater involvement of women and the elderly in the life of the Club. A female section is in the process of being created at Warta Poznań as part of the Academy. The next step will be to set up an adult women’s team and to activate women in the life of the Club’s community. We want to ensure that more and more women and children appear in the stadium. The elderly should also have better access to the Club. We are planning a range of initiatives aimed at them.

In the immediate future, we shall consult our plans with their recipients – it shouldn’t just be about our ideas. We want to give the fans, the inhabitants of Poznań and the surrounding areas a space to tell us about their needs.

We are introducing procedures and methods of operating a club that is engaged and responsible to its community. These values will be promoted in meetings with our business partners and their employees.. **Warta Poznań is more than a football club, it’s a place where values and social attitudes are created, through sharing know-how with our partners. We plan to set up a position in the Club for a person responsible for liaising with business in the field of corporate social responsibility.**

This approach will create further opportunities for B2B collaborations – Warta Poznań has the opportunity to become an important and desirable link in the chain, serving as an incubator of new projects and innovative solutions undertaken by businesses, local institution or NGO’s.

For several years, we have observed the social trend which has pushed organisations towards sharing and participation. In modern society, various groups are seeking a space in which to realise their goals and needs (living their passions, their need to belong, of identification, their desire to change reality). **This type of institution has not yet existed on the Polish market** – typically, leading sports organisations work on their images by getting involved in various social activities. Warta aims to become an initiator and innovator of the **model of a socially engaged club**. Examples of this can be seen in the countries of Western Europe: Union Berlin, FC Sankt Pauli. In Poland, the niche, community club AKS ZŁY Warszawa has shown that small clubs can do great things. We want to follow a similar path of our own making.

Warta Poznań should exist beyond the pitch and bring joy not only through purely sporting emotions. We want the City of Poznań to see us as a credible partner in social campaigns, just like our hitherto and new business partners have.

Warta Poznań as a Club based on values and social engagement.





However beautiful the strategy,
you should occasionally look at the results.

Winston Churchill

RECIPIENTS OF THE STRATEGY

A football club functions in a specific environment which it interacts with. At Warta Poznań, we are aware of our surroundings. That's why, at the strategic and tactical level, we want to be an important and credible partner for public institutions, the local community, as well as for business entities. We want the Club to develop through co-creating effective synergies in three areas:



CITY



COMMUNITY



BUSINESS

Over the last few years, Warta Poznań lacked the relevant mechanisms for cooperation with the authorities of Poznań, the inhabitants and its business representatives. We came into contact with these groups intermittently, according to need. We are now changing that approach, because we know that some actions make it possible to effectively influence relations with other entities. For example? We want to use our good relations with the city authorities to activate the elderly, who are an important target group from the Club's point of view. The success of our activities will positively influence the image of the city as being elderly-friendly.

2020



DIRECTION
(areas of synergy)

2023



Building a professional football club that is deeply socially engaged enables us to attract a large group of committed fans and ambassadors of our plans. We think the Club can be an attractive platform for cross-selling the products of our business partners. In particular, those who **place an emphasis on CSR (corporate social responsibility)** in their company images. At the same time, being **a partner of the city authorities** we can achieve the goals set in the Poznań strategy, offering an attractive way of spending free time for various social groups – children, the elderly, the disabled, groups suffering social exclusion for various reasons, ecological activists, those seeking a space in which to live their values. We want to be a partner to those groups who can make use of our power to influence (media presence, community, lobbying). So far, our initiatives, though often valuable, useful and noble, have been thinly spread. Now, we want to operate with greater cohesion and intensity.

MODEL OF THE CLUB, AND FINANCIAL OPTIONS.

The club model described above brings with it an opportunity to diversify income streams.

CITY	COMMUNITY/FANS	BUSINESS
Infrastructure that matches the Club's needs and the league it is in	Match-day incomes <ul style="list-style-type: none"> • ticket sales/season tickets • catering 	Business partnerships <ul style="list-style-type: none"> • sponsoring • exchange of experiences • advertising services • acceleration and incubation of new business initiatives
Subsidies for children's and young people's sport	Merchandising	CSR <ul style="list-style-type: none"> • creating special project
Social subsidies (activating the elderly)	Subsidies for specific projects <ul style="list-style-type: none"> • disabled sport, • development of ecological projects • activities for the elderly 	
Ecological initiatives/projects	Donations to Club from various sponsors (in return for Club loyalty)	

Recipients of the strategy **BENEFITS**

FOR THE CITY

- club becomes more financially independent
- club is an operator of social initiatives in collaboration with city institutions
- image – the oldest existing football club in Poznań, thanks to the city authorities, returns to the highest sporting levels and establishes Poznanian values in its organisation
- the city gains promotion in the media and other channels
- caring for, and maintaining the stadium so that it can truly serve the inhabitants (a stadium that's alive in between matches).

FOR THE COMMUNITY

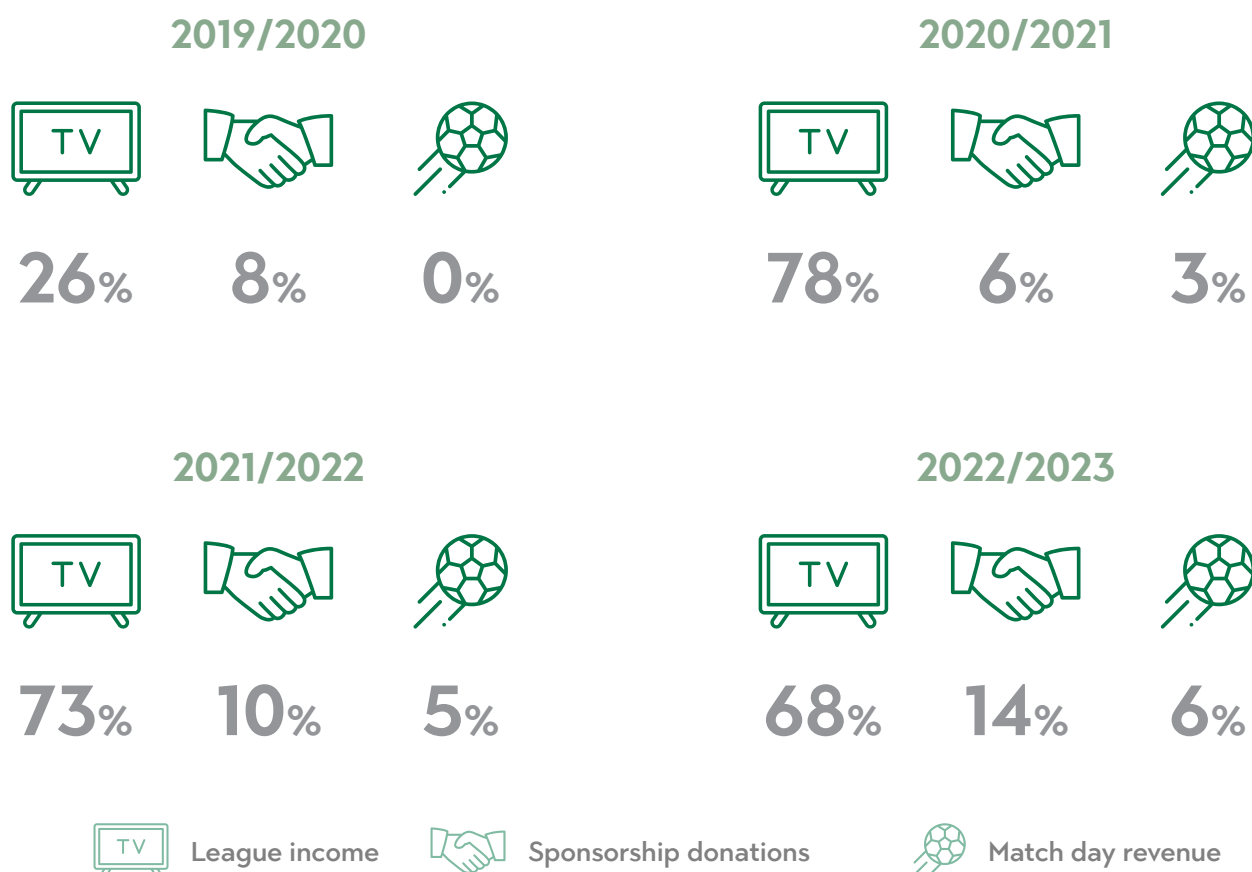
- sporting entertainment at a high level, with added attractions in the form of various engaging initiatives (inclusive)
- creation of an attractive space to realise your passions and interests (sporting, professional, hobby-related)
- looking after marginalised people, socially excluded (disabled activities, children from orphanages)
- creation of proposals that other sporting organisations don't provide (amputee football, girls' and women's football)
- the opportunity to get involved in projects that have a real sense of value (volunteering, caring for the environment, helping the weak).

FOR BUSINESS

- a platform for CSR projects
- co-creating socially valuable events
- functioning in a developing environment, providing additional perspectives for business (networking)
- an elastic approach to the creation of marketing projects (tailor-made)
- enhancing image as an entity that is socially engaged
- media resources and promotional potential correlated with the quality of the sports teams.

BUDGET STRUCTURE

Putting the above initiatives into action is connected with the necessity of creating the appropriate budget. We assume that we will acquire business partners for whom the idea of a socially engaged football club, but one that still represents a high sporting level, will be a great place for them to promote their values, too.



The transformation of Warta Poznań is a project that means the initiatives undertaken must be appropriately scheduled. At the same time, they need to generate profits and make it possible to launch further projects.

In the immediate future, we foresee changes in the income structure. We expect greater match day revenues as well as from our own sales activities. We are setting up an internet store and launching the sale of club souvenirs, memorabilia and so on. At the same time, our commercial incomes, as well as those from broadcasting rights should grow. We have already drawn up the relevant cost indicators for the separate organisational divisions, but we are aware that we can still increase our cost effectiveness (Cost / Income).

Warta Poznań needs to be an effective organisation on every level – including finance.

HOW TO IMPLEMENT THE ASSUMPTIONS

INFRASTRUCTURE – THE CLUB'S OPERATING BASE AROUND WHICH OTHER ACTIVITIES CAN EMERGE

- building a club without the relevant training and commercial backup, and without a proper headquarters is doomed to failure.

What we need:

- » stands with facilities (changing rooms, offices, conference rooms, social spaces, gastronomic outlets, VIP spaces, storage spaces for equipment).
- » additionally, we need our own stadium – even a small, intimate one, but one which „meets the necessary licensing criteria
- » and one which makes it possible to put on attractive events in comfortable conditions
- » infrastructure related to training youths and children (Academy)
- » shared spaces – meeting places, where the goals of social integration can be realised

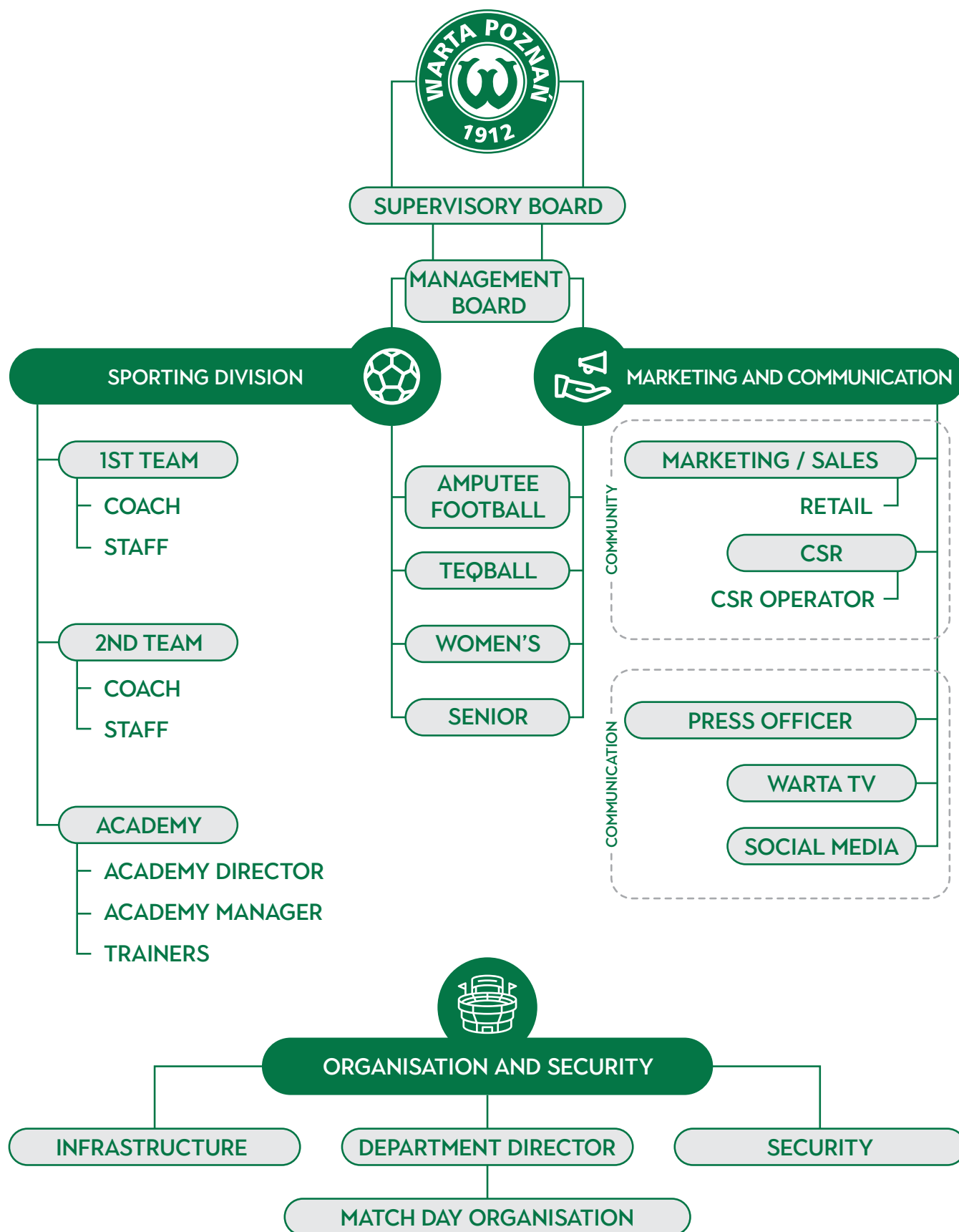
COMMUNITY – THE GROUP OF RECIPIENTS FOR WHOM THE CLUB PREPARES ITS PRODUCT

- attracting new fans and activating those we have – introducing CRM as well as the relevant CLM policy
- creating effective communication platforms (reaching the target groups)
- creating a match day formula (in terms of customer experience)
- introducing quality standards in our contacts with fans
- stronger engagement of the Club with inhabitants (product + operational staff)
- raising the Club's visibility in the city
- we don't want to create our own loyalty programme = we want to stand out for the quality of our approach to the fan, but also the quality of our values and the promises the brand offers expressed through action – we believe that these elements will most effectively attract thinking fans to the Club, fans who care.

ORGANISATION – CREATION OF TARGET STRUCTURE FOR THE TEAM, DEVELOPMENT OF PROCEDURES

- recruit people capable of implementing the plan
- systematically increase the efficiency and effectiveness with which projects are realised
- adopt project mode (division of responsibilities, realisation of tasks, summary of effects)
- digitalisation of processes and operational efficiency
- developing a motivational culture within the organisation.

Target organisational structure of the Club:





When obstacles arise, you change your direction
to reach your goal, you do not change your decision to get there.

Zig Ziglar

AIMS AND TASKS



EXECUTIVE PLAN

	2020	2021
SPORT	<ul style="list-style-type: none"> • Draw up Club's new sporting policy • Set up 4th division reserve team • Set up amputee football section • Set up a girls' section • Introduce a new model Warta Poznań Academy • Draw up functioning patterns for scouting division • Decide on possible development of a network of partner training schools supporting the Warta Poznań Academy 	<ul style="list-style-type: none"> • Set up a Teqball section • Develop the scouting division • Warta Poznań Academy – develop network of partner clubs • Develop department of methodology and analysis • Expand sporting area • – motor training zone (senior team level, second team and Academy)
INFRASTRUCTURE	<ul style="list-style-type: none"> • Turn on artificial lighting on Droga Dębińska • Turn on under-pitch heating at Droga Dębińska 12 • Draw up concept for the use of the land at Droga Dębińska 12 	<ul style="list-style-type: none"> • Conduct tender for Warta Poznań clubhouse • Complete design work for clubhouse necessary to gain planning permission • Select contractors and suppliers for each stage of the project to modernise the stadium at Droga Dębińska 12 • carry out infrastructure work planned for the Warta Poznań Academy
FINANCE	<ul style="list-style-type: none"> • Acquire 2 new sponsors as part of the sponsorship pyramid • Establish the Business Club • Launch internet store and develop Club merchandising • Introduce CRM solutions 	<ul style="list-style-type: none"> • Maintain and develop support involving a sponsor or strategic sponsors • Introduce own CSR products • Draw up new match day concept • Introduce CLM policy and actions • Develop Business Club, min. 100% increase in number of entities yoy
COMMUNITY	<ul style="list-style-type: none"> • Announce new vision for building a community around the Club • Review customer database and data sources • Launch first actions enhancing the Club's image – minimum 20 new initiatives 	<ul style="list-style-type: none"> • Wdrożenie kolejnych działań Launch further activities enhancing the Club's image – minimum 30 new initiatives • Carry out local community actions and develop CSR • 100% growth in customer base yoy

	2020	2021
ORGANISATION	<ul style="list-style-type: none"> • “Swojska Banda” (Our Bunch) across the Club – carry out key recruitment in organisational structures • Draw up principles for new organisational culture within the Club – not corporate, but value based • Launch new visual identification for the Club – Corporate Identity (CI) • Draw up key operational measures and plans to achieve them 	<ul style="list-style-type: none"> • Set up target structures mentioned in the development plan • Set up volunteer programme • Implement ongoing analysis method for external research • Draw up a quality policy for the customer experience, establishing KPI's for the next 3 years • Digitise selected internal processes
	2022	2023
SPORT	<ul style="list-style-type: none"> • Set up new departments: <ul style="list-style-type: none"> » Sport Science and Technical Skills » Expand existing departments: Medicine, Scouting, Administration » Develop tools needed to increase effectiveness of training 	<ul style="list-style-type: none"> • Solidify sporting position at level of Ekstraklasa/Division 1 • Set up adult women's team • Develop local scouting (50% local players) • Develop players through Sport Scienc
INFRASTRUCTURE	<ul style="list-style-type: none"> • New clubhouse at Droga Dębińska 12 • Commence building new stand with technical areas • Try to get conditional permission to play Ekstraklasa games at home 	<ul style="list-style-type: none"> • New stand with technical areas at Droga Dębińska 12 • Try to get full license to play Ekstraklasa games at Droga Dębińska 12 • Complete further elements of infrastructure – e.g. training pitches with astroturf
FINANCE	<ul style="list-style-type: none"> • New sources of finance and further diversification of incomes • Development of Business Club – min. 70% growth in number of entities yoy 	<ul style="list-style-type: none"> • New sources of finance and further diversification of incomes • Development of Business Club – min. 40% growth in number of entities yoy
COMMUNITY	<ul style="list-style-type: none"> • #WartaOtwarta (Open Warta) opening of community centre and implementation of plans in this area • 70% growth in customer base yoy 	<ul style="list-style-type: none"> • 40% growth in customer base yoy
ORGANISATION	<ul style="list-style-type: none"> • Check realisation of indicators set in earlier years • Improve quality indicators in line with plan (e.g. by a min. 3 p.p.) 	<ul style="list-style-type: none"> • Check realisation of indicators set in earlier years • Improve quality indicators in line with plan • Warta Poznań as an attractive employer in its sector – certification or branch award



Success is no accident. It's hard work, perseverance, learning, studying, sacrifice, and most of all, love of what you are doing.

Pele





Warta Poznań S.A.

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