

# LIMITATIONS WHILE TRANSFORMING A FOOTBALL CLUB INTO A FAN-OWNED ORGANISATION

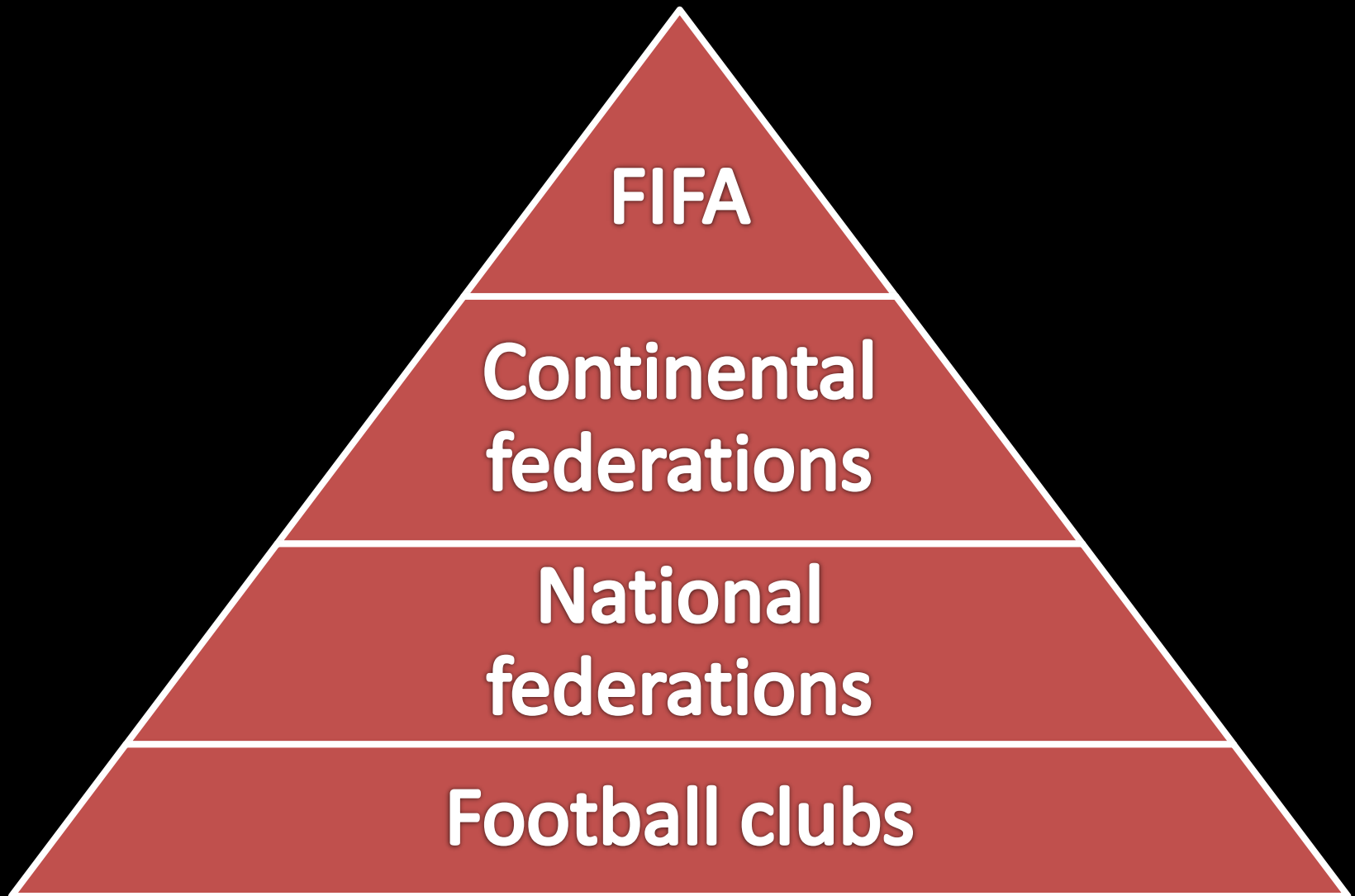
BY GREG LAGOWSKI  
PLAY THE GAME 2015



ZAWSZE WIERNI



# Structure in football





■ Polonia z 1912 roku, jeszcze w strojach pasiastych.





Modern  
football

**FAIL**

# Supporter community ownership



# Supporter community

## ownership

Sustainable business model

Social enterprise

Stakeholders theory

Non-profit organisation

Corporate Social Responsibility





# Reasons for the failure

1. Misunderstanding the nature of fan-ownership movement;
2. Open Conflicts between groups of fans;
3. Too many interest groups;
4. Competing visions of how the club should be managed;
5. Doing a negative PR by all interest groups;
6. Not keeping promises;
7. Lack of stability on a position of a first team coach;
8. Not-centralised marketing and communication strategy;
9. A lack of dynamism in action;
10. Not clear enough messages, there was place left for rumors;
11. Way of dealing with issues taken from the 90s samples in Poland (autocracy);
12. Negative image of a “football fan” in the minds of Poles;
13. Low level of the social capital in Poland;
14. Lack of a habit of creating local communities in Poland.

# Lessons to be learnt

BY SUPPORTERS OF **By FIFA** FOOTBALL CLUBS

- Project communication need to be well-considered, intensive and effective;
- Transforming a football club into a fan-owned organisation should be done from scratch – you should get rid of all old structures and old way of thinking;
- The essence of the change is to act – changes should be MADE dynamically;
- In order to make fan-owned structure working well,

# Greg Lagowski

Sponsorship specialist  
*„Warsaw Marathon” Foundation*

[grzegorz.lagowski@maratonwarszawski.com](mailto:grzegorz.lagowski@maratonwarszawski.com)