



Football Club Management

Conference

Wrocław '23

Focus: Club Development Model

19.-20.06.2023



Dear Sir or Madam,

since the founding of the **Football Development Institute**, we have been planning and also implementing ambitious projects. Today I would like to welcome you to the content-based conference, one of our unconventional ventures.

Conferences are an integral part within the "**Education System of FDI**", intended for Specialists active in the field of football, as well as persons seeking proper preparation for the start of a professional path. Ahead of us is the premiere of the European series called "**Football Club Management Conference**", in which we deal with aspects of management and development of football Clubs. We address absolutely essential subject matter, because the Club is the most important stakeholder in the football world, most strongly influencing the level of the entire sport. By educating Specialists, read: current and potential employees of football organizations, we simultaneously support the multifaceted development of Clubs.

Each FDI conference has a main theme. The upcoming **FCMC** event has been given the motto "**Club Development Model**". I consider the elaboration of a complex model serving the management and development of the Club as a prerequisite for strategic planning, managing the football organisation in a structured mode, conducting coherent operations, acting calculably, making systematic progress and controlling development. It is from this step that positive transformation in football Clubs should begin. And on this step also depends the quality of the transformation. That is why I have chosen the aforementioned topic for the inauguration of the "**Football Club Management Conference**" series.

Our conferences have a non-standard, even unconventional character, based on a number of substantive distinctions. I will first mention the foundations, namely the "**Football Identity of FDI**" and the "**Club Development Model of FDI**". On this basis, a multi-year **FCM Conference** scenario was created, progressively and complementarily leading through the various areas and stages in the management and development of Club. Each conference is also grounded on a coherent narrative, all Expert presentations are characterized by unification of content, and we also understand the presentation of specific definitions, concepts and models as a great asset.

Sincerely,

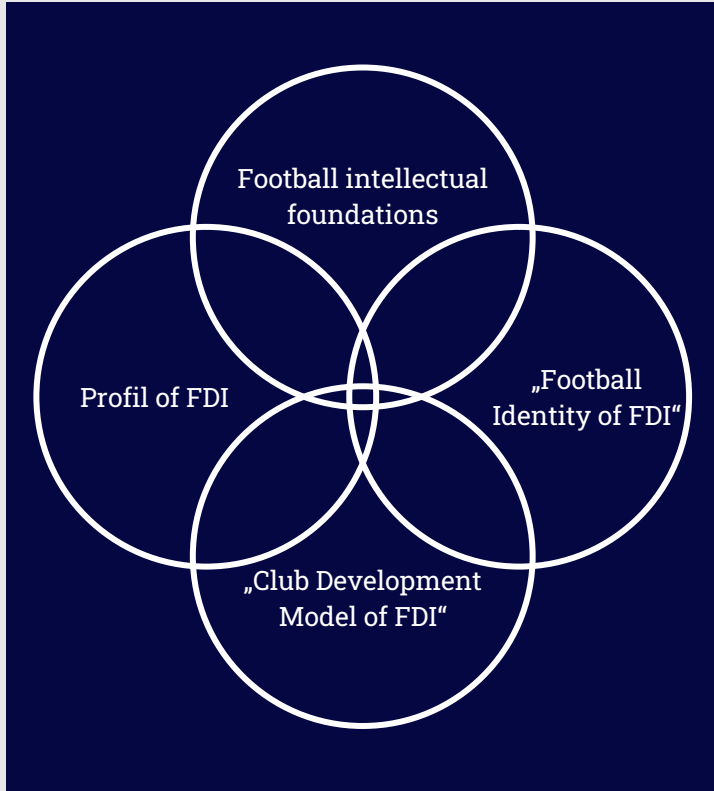


Marcin Gabor

CEO | author of the FDI Concept



Foundations

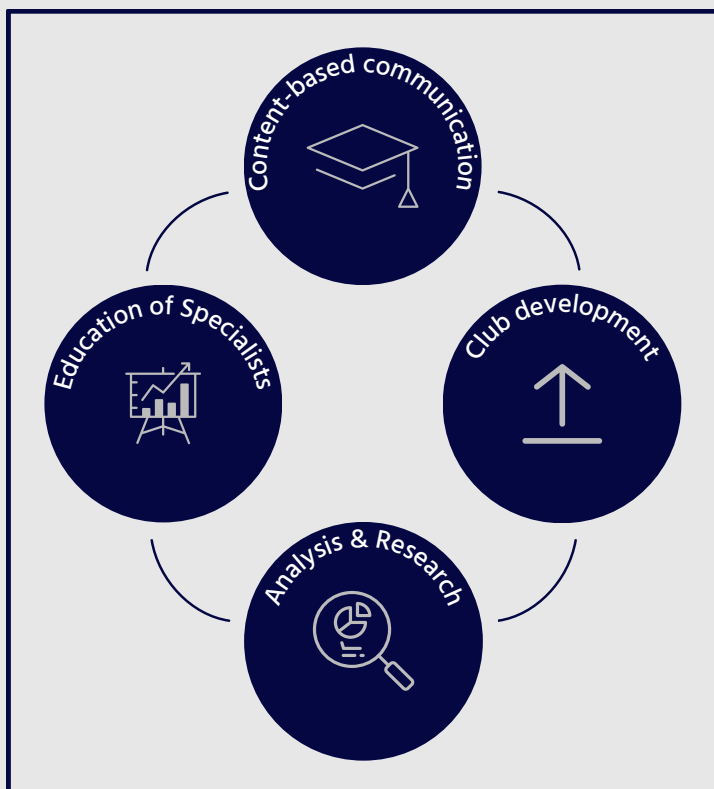


Main goal

Raising the level of European football within 25 areas



Complementary plan



Action radius





Football Club Management

Conference

Focus: Club Development Model

Detailed information



Football Club Management

Conference

Focus: Club Development Model

Characteristics



concept

event in
the conference series



series subject

management and
development of Clubs



main theme 2023

"Club Development
Model"



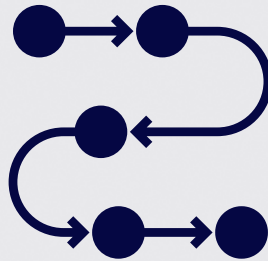
level

professional
football



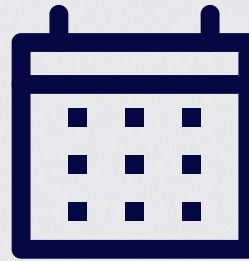
character

international
conference



duration

two days
(17 hours in total)



date

19-20.06



number of participants

100+ | two languages





Football Club Management

Conference

Focus: Club Development Model

Substantive distinctions



part of the "Education System of FDI" | the possibility of continuing education



foundations || "Football Identity of FDI" | "Club Development Model of FDI" | "FCM Conference Identity"



schedule based on the defined "Club Development Areas of FDI"



multi-year scenario of conference series | main theme of single conferences



consistent narrative | unified presentations by experts



presentation of specific definitions, concepts, models



innovative form || character of presentations | project tasks | workshop | interactive participation



"Club Development System of FDI" | the possibility of starting collaboration





Detailed schedule

Day 1 | 19.06

09:00

Participant registration | networking

- Registration of participants combined with the possibility of networking while enjoying coffee.



FDI

10:00

Official opening of the conference

10:05

"Club Development Model"

- "Club Development Model" | definition of FDI
- Advantages generated by the "Club Development Model"
- Presentation of the original "Club Development Model of FDI"



Marcin Gabor

11:50

Coffee break | networking

12:05

Risk management within the "Club Development Model"

- The issue of risk in a football club
- Risk management methods
- Example of risk management in the "Club Development Model"



dr Leszek Bohdanowicz

13:20

Lunch break

14:05

Legal protection of the "Club Development Model"

- Securing legal risks
- Legal prerequisites for the long-term Club development
- Legal basis for the Club's independence



Dariusz Laszczyk



Detailed schedule

Day 1 | 19.06

15:10

The substantive foundation of the "Club Development Model of FDI"

- ⇒ Presentation of the components included in the substantive foundation
- ⇒ Original examples of the practical content of the foundation
- ⇒ Complex impact of the substantive foundation on Club development



Marcin Gabor

16:25

Coffee break | networking

16:40

Intelligent finance in the "Club Development Model of FDI"

- ⇒ Classical budget structure
- ⇒ A budget structure designed for long-term development
- ⇒ The process of budget transformation



Adrian Pietrzyk



Marcin Gabor



dr Leszek Bohdanowicz

17:40

IT systems in the "Club Development Model"

- ⇒ Presentation of the IT systems characteristics for Club management
- ⇒ Advantages provided by the IT system in the implementation of the "Club Development Model"
- ⇒ Practical demonstration of **SAP SPORTS ONE** in relation to the "Club Development Model of FDI"



Achim Ittner

19:30

Finishing the Day 1 of the conference



Detailed schedule

Day 2 | 20.06

09:00

Official start for Day 2 of the conference

09:05

Complex football concept in the "Club Development Model of FDI"

- ⇒ Structure of the "Complex football concept"
- ⇒ Presentation of the correlation between the various elements of the concept
- ⇒ "Complex football concept" as a determinant of the Club's operations



Marcin Gabor

10:05

Role of the Sports Director in the "Club Development Model of FDI"

- ⇒ Problems with interpreting the role of the Sports Director in European football
- ⇒ Specialist role as defined by the FDI
- ⇒ Presentation of the characteristics of the Sports Director role based on the FDI concept



Marcin Gabor

11:05

Coffee break | networking

11:20

Team squad planning | part of ongoing operations

- ⇒ Substantive pillars in the process of team squad planning
- ⇒ The process of team squad planning and building
- ⇒ Use of data in the selection process



Philipp Kaufmann

12:35

Lunch break

13:20

Psychology in the "Club Development Model"

- ⇒ Efficient internal communication of the evolution process
- ⇒ Communicating decisions
- ⇒ Resilience among "managers of evolution"



Konrad
Czapeczka



Rafał
Malinowski



Detailed schedule

Day 2 | 20.06

14:35

Long-term strategy in the "Club Development Model of FDI"

- ⇒ "Concept of Club Strategy"
- ⇒ Profile of strategic goals



Marcin Gabor

15:05

Coffee break | networking

15:20

Work on the Club Strategy

First steps in working on long-term Club strategy in workshop format.



Marcin Gabor



dr. Leszek Bohdanowicz



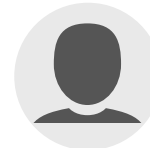
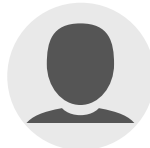
Dariusz Laszczyk



Achim Ittner



Philipp Kaufmann



Presence on stage of selected conference participants.

16:20

Communication in the "Club Development Model"

- ⇒ Standard communication of Clubs
- ⇒ Project of external communication based on the idea of FDI
- ⇒ Transformation of external communication



Mikołaj Zych



Marcin Gabor

17:00

Finishing the Day 2 of the conference



Narration

Introduction

Let's imagine that the conference room, the meeting place, as well as all the rest of the stadium space is the headquarters of our Club. Each person attending the event takes on the role of a Club employee. A new executive board has just been elected, which has taken the decision to make a new start for the last time and consequently to carry out the transformation to the Club of new format. Members of the executive board appear on stage, and additionally the heads of several departments and divisions, presenting their idea to the rest of the staff, seated in comfortable chairs. Both conference days simulate the beginning of a long-term process of Club transformation.

Day 1

Elaboration of own "Club Development Model" (CDM) is the prerequisite for complex evolution of a football entity. For this reason, at the beginning we present the self-conceived "Club Development Model of FDI". We are aware that the implementation of the model development process - which is a huge undertaking - involves various risks. This fact obliges us to diagnose potential sources of risk and find a way to effectively manage them within the framework of the CDM.

After analyzing the topic of risk, we deal with the setting up of a legal basis for the CDM, excluding certain types of danger, as well as supporting the transformation into a strong and autonomous Club. Aspects of risk and legal basis provide a very important background for the work on conceptual matters. In this context, we focus with the highest priority on the substantive foundation of the CDM, stimulating in parallel the understanding for wide impact of the developed pillars on the entirety of Club's management and development.

The first stages of the evolution process are always two-pronged: implementation of the CDM with consideration of ongoing operations. We should operate no differently in the finance field. The decisive factor is the comparison of differences between the classical budget structure and the development budget structure. The latter is understood as the goal of financial transformation. To achieve the full benefit from the work described above, we need technological tools. Specifically, this means the IT system for managing the Club.



Narration

Day 2

The next step determines our conviction that sporting sector is the most relevant development area of a professional football Club. First, we concentrate on the sports substantive basis, meaning the development of the "Complex football concept", as well as the design of a multi-level correlation mechanism. Then we deal with the key factor of sports development and the multi-faceted evolution of the Club: this status in our CDM falls to the role of Sports Director, for which we apply a non-standard definition and a non-standard position profile. Sports Director works from now on the basis of a much broader spectrum of operation areas and content scope, but only the initial stage of the transformation process still requires him to be fully involved in every phase of team squad building.

A flurry of responsibilities sometimes prevents us from pausing, but in the end we find - both Board Members and the Sports Director - time for reflection. Is our internal communication effective? Are we properly communicating decisions? And are we resilient enough to cope with misunderstanding and pressure? We are looking for answers and solutions. The psychological aspect is an extremely important complement to the conceptual work, to which we return again. It's time to define a long-term development strategy, based on the "Concept of Club Strategy". We conduct the formulation of strategic goals from the perspective of the various "Club Development Areas".

The final chord of the preliminary stage is before us. Changes in the executive board, the "Club Development Model", the substantive foundations, visible adjustment of the budget structure, "Complex football concept", a completely different interpretation of the Sports Director role, a clear strategy for the Club. We are facing a serious challenge regarding external communications as an important measure of CDM implementation.





Football Club Management

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Focus: Club Development Model

Experts



Marcin Gabor

CEO, author of concept and FDI projects. Sports Director, Coach, Analyst. He created the concept of "Football Identity", "Club Development Model of FDI", as well as many other original models. For years he has been providing strategic advice and support in the development of European Clubs. Currently, he conducts this on the basis of the "Club Development System of FDI". Educator of football Specialists. He has many professional publications to his credit. Author of the Football Club Management Conference concept.



dr Leszek Bohdanowicz

Professor at the University of Łódź, a member in the Department of Strategy and Value Based Management at UŁ. He is also Head of the Business Analysis Center at the Faculty of Management at UŁ. A few years ago he was Chairman of the Supervisory Board by Widzew Łódź SA. He is the author of the book "The Practice of Football Club Management: Strategy - Structure - Identity".



Dariusz Laszczyk

Lawyer specializing in sports law. He supports football clubs in this area. In addition, he deals with the subject of football organizations' management, participating in the founding and transformation processes of many Clubs. He is also author of publications on legal matters in football. Owner of a law firm.



Adrian Pietrzyk

Researcher representing the University of Economics in Katowice. His main area of research is strategic management in sports companies, with particular emphasis on football. He combines his scientific work with didactics and teaching students. He is also a PhD student in the fourth year of the Doctoral School and the author of numerous articles in Polish and English-language journals. In addition to his academic work, he also has experience from working in football Clubs.



Achim Ittner

He has held the position of Global Business Development Director Sports at SAP for many years. In this role, he has worked with numerous European federations, league organisations and Clubs, advising on developing IT strategies, building management processes and implementing the **SAP SPORTS ONE** application into operations.



Experts



Philipp Kaufmann

Involved with FC Basel for many years. In the beginning, he was responsible for implementing the IT system for Club Management (SAP Sports One) and for coordinating the work of the Academy. In the next step, he worked as the Coordinator of the Sports Department before being promoted to a member of the sporting management and, at the same time, team squad planner. In this role, he had operational responsibility for the sports department. His competencies also included scouting and recruitment strategy, team squad planning for the professional team, negotiations and the whole player transfer process.



Konrad Czapeczka

He is certified as a Mental Trainer. He is the co-author of the Mental Training System™. In this area he supports Sports Directors and Coaches. He is currently developing the mental skills of Coaches and players at Stal Rzeszów. He is one of two authors of a book series on mental training in football called "Mental Kick".



Rafał Malinowski

Certified Mental Coach and member of the International Coach Federation. He actively co-founded the Mental Training System™. His support is used by Sports Directors and Coaches, among others. He worked as a Mental Coach at Stal Rzeszów. He is co-author of a book series on mental training in football titled "Mental Kick".



Mikołaj Zych

Operations Manager at FDI. He is involved in organizational and administrative areas, leading a number of projects and engaging in numerous areas of the Institute's development. He also oversees the analytical team, which is part of the "Analysis & Research" department at FDI, ensuring the proper execution of analyses for Clubs from Europe.



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