



POLISH FOOTBALL ASSOCIATION STRATEGY

FOR THE YEARS
2020–2025

United by football







Dear All,

It is a great honour and privilege to be able to be involved with football, the beloved sport of Poles. It also bears a great amount of responsibility. Being aware of such a situation, we have taken the utmost care to create a strategy for the development of football in Poland for the next five years.

In the process of drawing up the document, we relied primarily on the help of our football family, as well as on the knowledge and experience of national and international experts (i.e. UEFA, FIFA, Deloitte). During the many days of consultations and workshops, as well as on the basis of the results of research on the image of football and the PFA itself, not only in Poland but also in Europe, we defined the mission and vision in order to develop key strategic pillars for the development of the federation. After many months of work, we are pleased to present to you the "Polish Football Association Strategy for 2020–2025".

This document shows where we are and where we would like to be as the largest Polish sports federation. As the most beloved sport of Poles, which brings so many emotions and great experiences, football is in responsible hands. However, we do not content ourselves with the results of research that shows our activities have taken the right direction. Instead, we are proposing an ambitious vision for the coming years. We want to involve all Poles in football because we believe that

this sport plays a great social role. It contributes to better health, stronger interpersonal relations, proper behavioural patterns, economic development and a sense of national pride. Our main mission is to lead in the development and popularisation of football in Poland. The main strategic objectives for the next few years include, among other things: increasing the level of football, social integration, allowing for a sense of community regardless of age, gender, skill or nationality. We also want to shape the right patterns of behaviour, as well as a healthy lifestyle.

In line with global trends, our federation is strongly committed to the development of women's football. We have prepared for this with a concept, means and great willingness to act. However, our activities have to be assisted by football clubs from Poland. It will be difficult for all of us to develop such projects without their assistance and experience. In this matter, we are counting on the whole football family, especially on close cooperation with the Regional Football Associations, which are responsible for the development of amateur and youth football to a greater extent. Women's football must find a prominent place in our community.

Ambitious goals, combined with passion, diligence and the joy of playing, will lead us to success. As the president and representative of the entire football community in Poland, I strongly believe in that.

United by football

Zbigniew Boniek

President of the Polish Football Association

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In the last eight years, the main tasks of the Polish Football Association have been to rebuild the image of the federation as a dynamic and transparent sports organisation. These changes were supported, among other things, by the reform of the office of the Polish Football Association, the establishment of new management structures of the federation, as well as a change in information channels with the United by Football platform at the forefront. The official matches of the national team and the final of the Polish Cup (with substantial cash prizes for the finalists) – that is, events regularly played at the National Stadium – were an unforgettable experience for Polish football fans with a beautiful setting and atmosphere. Thanks to good cooperation with UEFA and FIFA, the Polish Football Association was able to organise international events such as: the FIFA U-20 World Cup finals in 2019, the UEFA European Under-21 Championship finals in 2017, the UEFA Europa League final in 2015 at the National Stadium and the UEFA Europa League final which is to be held in Gdańsk in 2021.

Simultaneously with the reconstruction of its image, the Polish Football Association has implemented a number of ideas and initiatives supporting children and adolescents playing football. The training philosophy of the Academy of Young Eagles and the associated projects such as the Mobile Young Eagles Academy, Summer, Autumn, Winter or Spring Young Eagles Academy are the places where the youngest, talented football adepts meet and carry out the National Play Model programme under the supervision of the association's coaches. A constant process of monitoring the most talented football players of

the youngest generation, associated with the Talent Pro programme, is underway. Dozens of selected players go to special national team training camps twice a year to practice under the guidance of the best coaches. A PFA Certification Programme for football schools was created in order to support centers raising young male and female football players, as well as to improve the quality of training. For years, the Polish Football Association has been organising one of the largest children's football tournaments in Europe: "From the Backyard to the Stadium – Tymbark Cup" tournament. In addition, a modern School for Coaches of the Polish Football Association has been operating in Biała Podlaska for seven years now. This is where new training staff learn, and can gain, for example, UEFA Pro and UEFA Elite Youth A diplomas. Thanks to an effective and stable financial policy, the Polish Football Association can allocate funds to Polish clubs in the form of an Aid Package, under which the association donated 116 million PLN to support Polish football in connection with the coronavirus pandemic. The Pro Junior System assumes the granting of financial bonuses to teams which are most willing to introduce Polish players under the age of 21 into central competitions. The latest support programme for women's football assumes the allocation of 30 million PLN for the development of this segment of Polish football.

As the largest sports organisation in Poland, the Polish Football Association has a sense of responsibility for the implementation of its mission and ambitious goals. Especially those strategic objectives which will be implemented to keep the pace of the changing reality.



FOOTBALL AND PFA

01

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FOOTBALL AND THE POLISH FOOTBALL ASSOCIATION IN THE EYES OF THE POLES

In June 2019, at the request of UEFA, Kantar Media conducted detailed research on the image of the Polish Football Association, fans, football as a sports discipline and the potential for further development. Compared to the research carried out in 2016 by the same company, Polish football and the Polish Football Association recorded an increase in each aspect. The results prove that football has a strong and leading position in Poland.

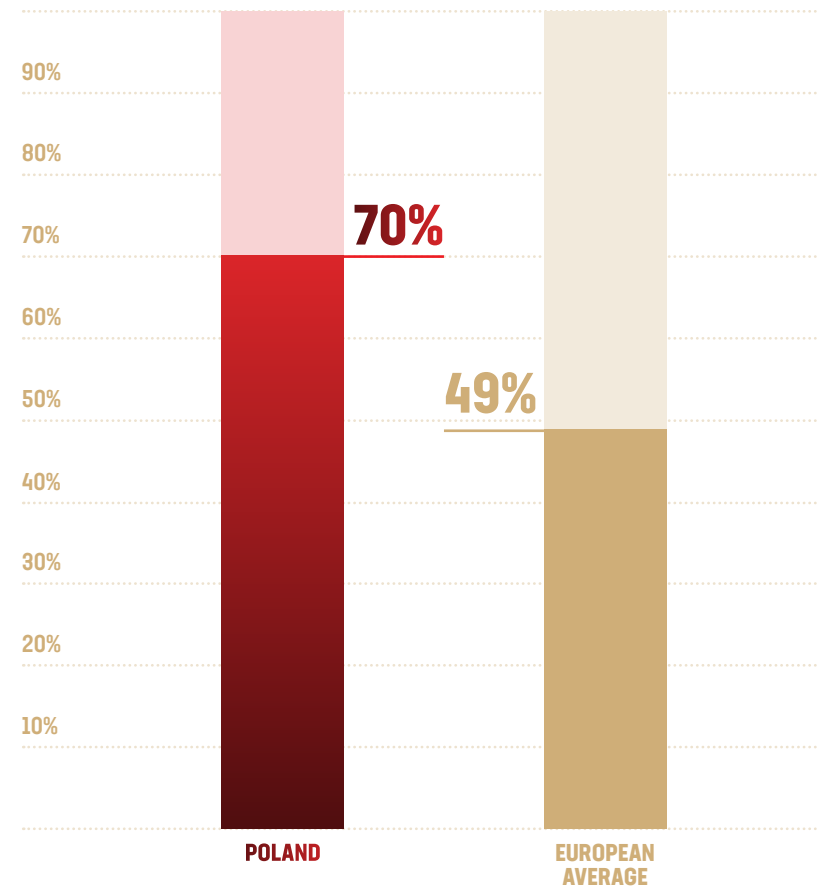
The activities of the Polish Football Association have a positive impact not only on the image of the federation itself, but are also visible in the results of the research on the popularity of the Polish National Team and the whole discipline, as well as the number of people actively playing football, as it is the most popular sport in our country. In 2019, 70% of the population declared interest in this sport (7 percentage points more than in 2016). What is more, football is dynamically gaining popularity, especially among women. An increase by 10 percentage points means that currently 63% of Polish women show interest in football events while the European average is only 35%. The increased interest in the discipline also

has a positive influence on its practice by Poles. Compared to the survey from four years ago, the number of people playing football has increased by 4 percentage points (18% of Poles declared such activity) and remains above the European average. What particularly attracts attention, and at the same time is very pleasing, is the fact that the participation of children in football competitions is growing rapidly. Research shows that every second child (48%) spends time playing football on the pitch, while in 2016 this activity was declared by 28% of children.

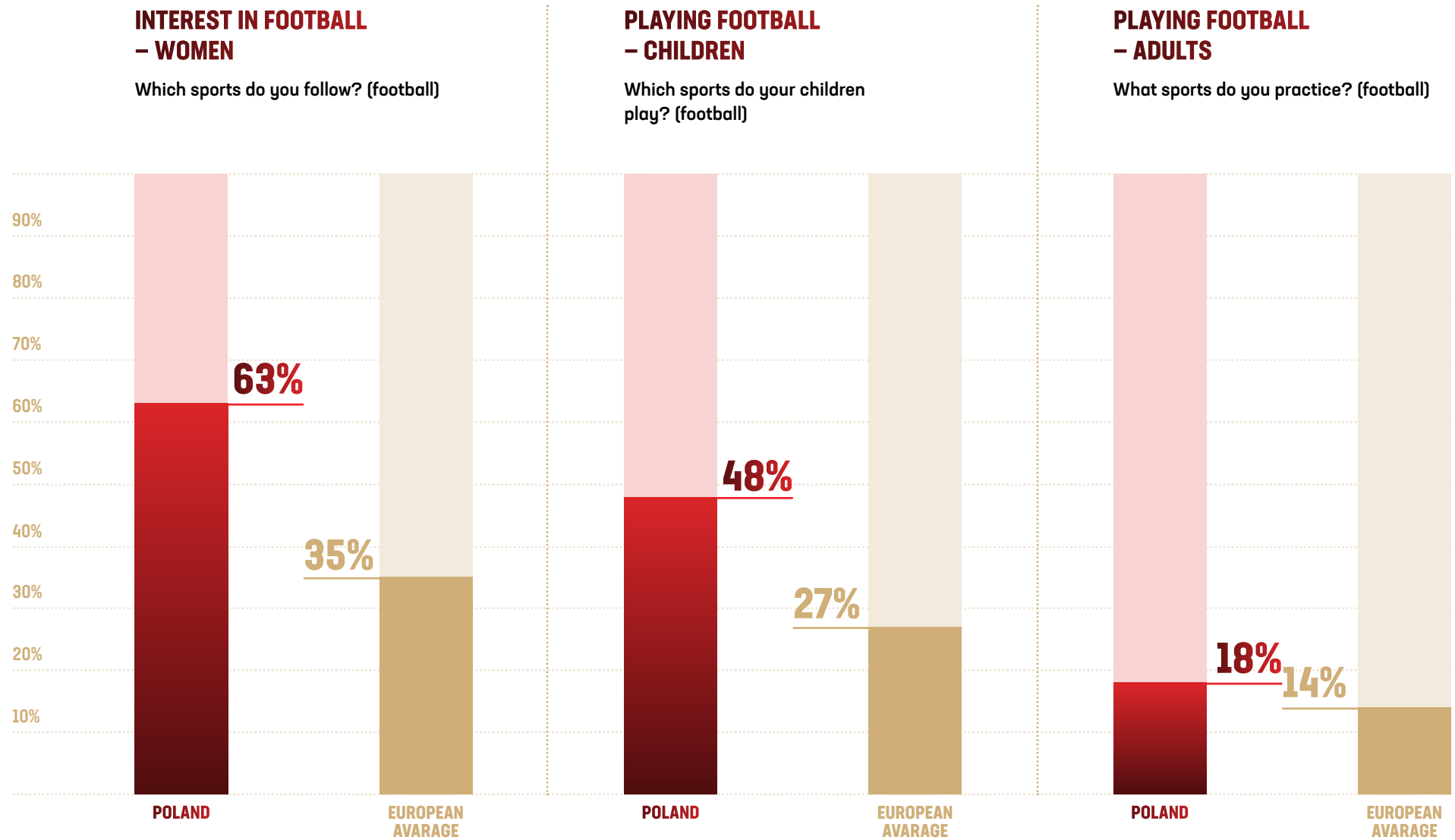
The Polish Football Association as an organisation is positively evaluated by 59% of respondents. This is an increase by 23 percentage points compared to the research conducted in 2016. Positive changes concern both the federation and the whole discipline, which plays an important role in the Polish society. This craze for football, which we have been observing for several years, results in the fact that currently practically every second child in our country plays football, which is a much higher score than the European average (adjacent figure).

INTEREST IN FOOTBALL – ALL RESPONDENTS

Which sports do you follow? (football)



The survey was conducted by UEFA in June 2019 [CAWI, N=1000] in 41 countries: Albania, Armenia, Austria, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, United Kingdom, Estonia, Finland, FYR Macedonia, Georgia, Germany, Greece, Iceland, Italy, Israel, Kazakhstan, Latvia, Lithuania, Malta, Moldova, Netherlands, Northern Ireland, Norway, Poland, Portugal, Ireland, Romania, Russia, Scotland, Serbia, Slovakia, Spain, Ukraine, Wales. The results are considered the European average.



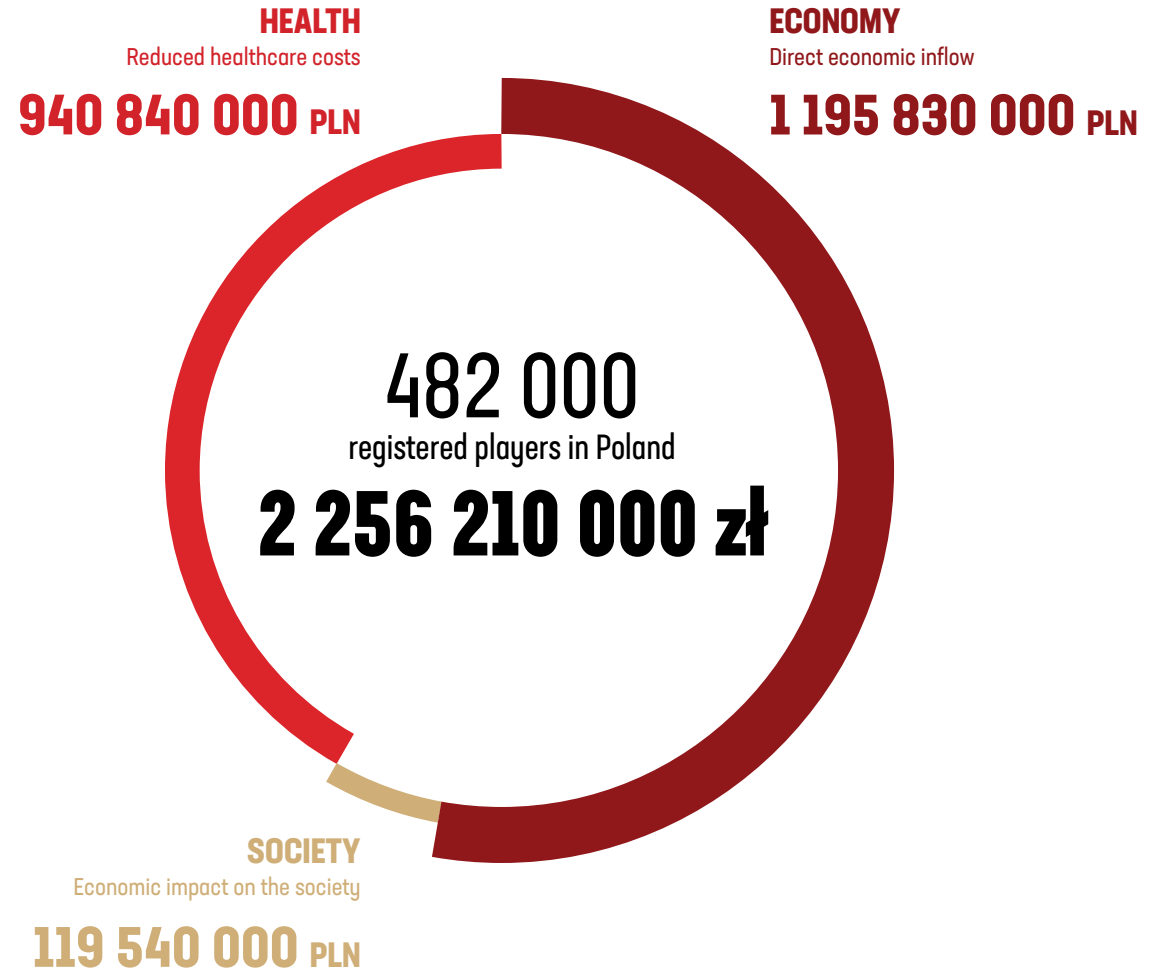
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FOOTBALL IN ECONOMIC AND SOCIAL TERMS

The activities initiated by the Polish Football Association, which serve to popularise and professionalise football in our country, have a much broader dimension than it might seem. Football is a factor influencing a number of important social and economic changes.

The scale of this phenomenon is best reflected in numbers. Let us assume that 482 000* people play football in our country. It is estimated that for the economy, this will mean an added value of more than PLN 2 billion a year** [adjacent graphic].

This amount consists of components of a varied nature. On the one hand, it is influenced by the direct economic value of consumer goods related to football (e.g. employment or income of football infrastructure managers). On the other hand, the profits will also be a resultant of the situation in such areas as: the quality of training, sports infrastructure or the position of Polish sport. We must not forget another important aspect: physical activity has a positive impact on the health of society. When calculating the added value, the decrease in healthcare costs should also be taken into account.



** Extranet data from 01/07/2018

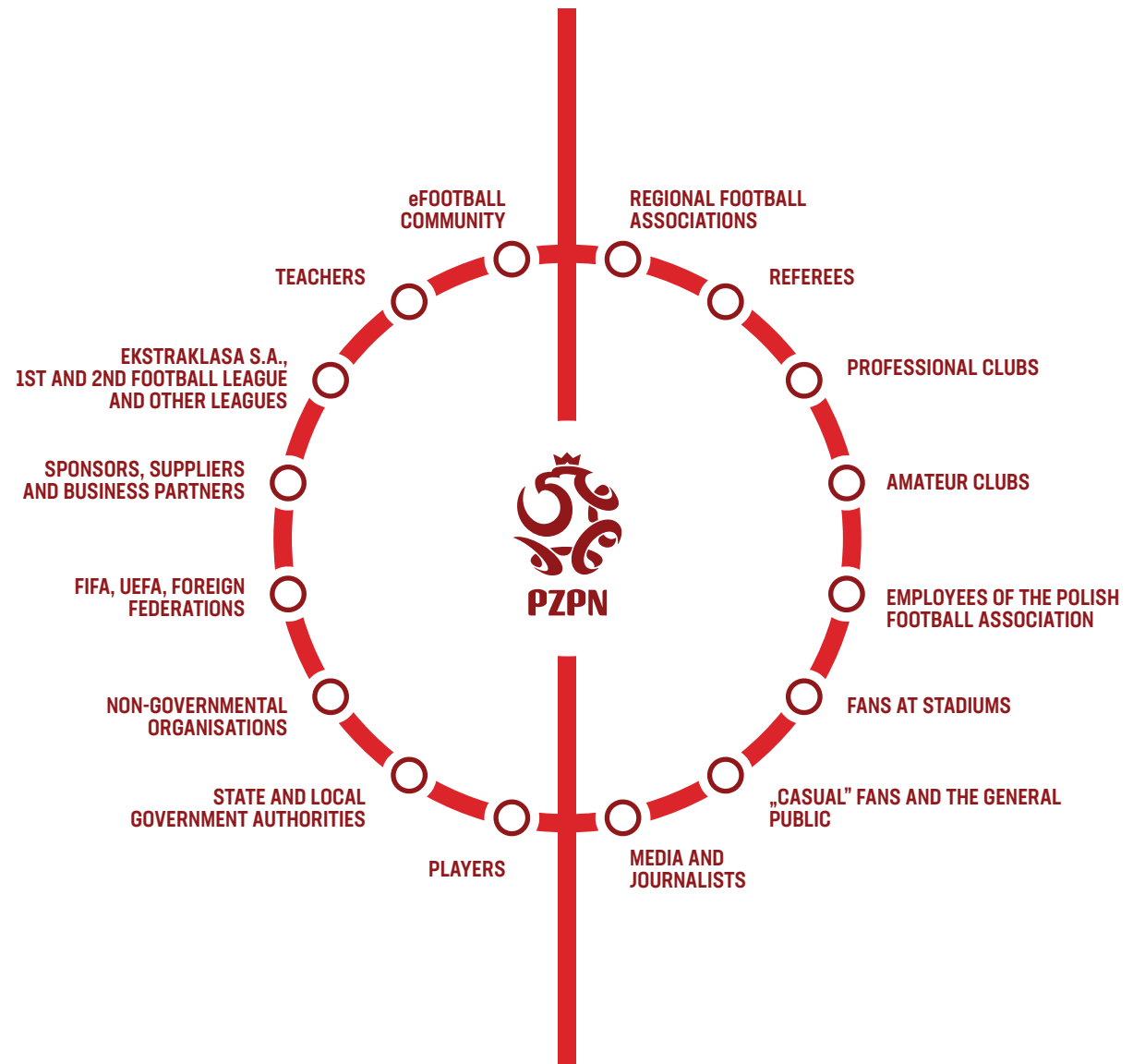
** UEFA SROI MODEL 2018 (Social Return on Investment)



THE ESSENCE OF COOPERATION WITH STAKEHOLDERS

People representing varied groups and institutions are involved in the development of Polish football. The list of stakeholders is long and it consists of those who influence this discipline.

The future of the entire discipline depends largely on the quality of cooperation between the entities mentioned here. In this case, the Polish Football Association plays the role of a centre integrating an environment which does not lack institutions with different needs and expectations. Dialogue with stakeholders who co-create Polish football is one of the Federation's priorities. It is essential that it is based on the principles of transparency, understanding and mutual respect.







VISION, MISSION, GOALS AND VALUES

02

United by football



VISION, MISSION, GOALS AND VALUES

VISION AND MISSION

VISION

It is our vision to involve all Poles in football, as we believe it plays not only an important sporting role, but also an important social role - it contributes to better health, stronger relations, proper behavioural patterns, economic development, and a sense of national pride.



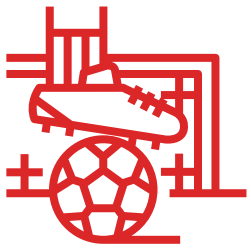
MISSION

Our mission is to stimulate the development and popularisation of football in Poland.





STRATEGIC GOALS



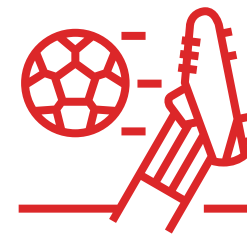
FOOTBALL LEVEL

The development of football in Poland is possible only if we consistently work to raise its level. To achieve this objective, it is necessary to continuously strengthen the development path for children, adolescents, coaches, referees and football players.



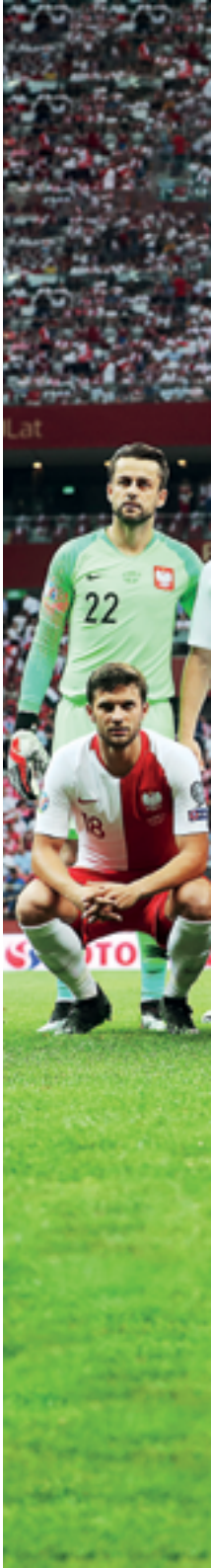
SOCIAL INITIATIVES

The egalitarian character of football gives a sense of acceptance, belonging and national pride. When entering the world of football, we become part of the football family, which belongs to a great community, regardless of age, gender, skill or nationality. Football counteracts social exclusion.



HEALTHY LIFESTYLE

Movement and physical activity are the best preventive healthcare measures. By promoting an active lifestyle, we have a direct impact on the health of Poles. By encouraging people to practice football, we contribute to a decrease in the number of people struggling with lifestyle diseases, which also translates into lower social costs of treatment.



VISION, MISSION, GOALS AND VALUES



ENTERTAINMENT AND INVOLVEMENT

Football is, by definition, a spectacle full of emotions. It is sports entertainment that unites society thanks to common interests and experiences. Through activities aimed at raising the level of football and its popularisation, we want to build quality and commitment.



PROPER BEHAVIOURAL PATTERNS

During football education, positive patterns of behaviour are promoted. Not only are they fundamental for sport, but they also represent important values in all of our lives. Football teaches everyone who participates in it, either actively or passively. From the youngest adepts to adolescents, coaches and, above all, parents. The principles of fair play, healthy competition, respect for peers, coaches, parents, and referees, as well as continuous self-improvement are values that shape our character from an early age. These patterns are of cardinal value, not only on the pitch but, above all, in our everyday lives.

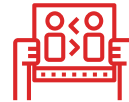
VALUES

INTEGRITY



We value trust and promote fair play. We are open to novelties, but we always follow pre-established rules.

KNOWLEDGE



We have the knowledge and experience that we are happy to share. We never give up on improving our competence, as we value professionalism and hard work.

LEADERSHIP



We value courage and innovation. We are focused on the future and ready to set new directions of development

RESPONSIBILITY



We are aware of the mission that constitutes an indispensable part of football. We are aware of the impact football has on society from an early age. With that in mind, we want to serve the whole football community, so that, thanks to the right patterns of behaviour gained through football, we can shape Polish society to be more respectful and passionate.





STRATEGIC PILLARS OF PFE

03

United by football



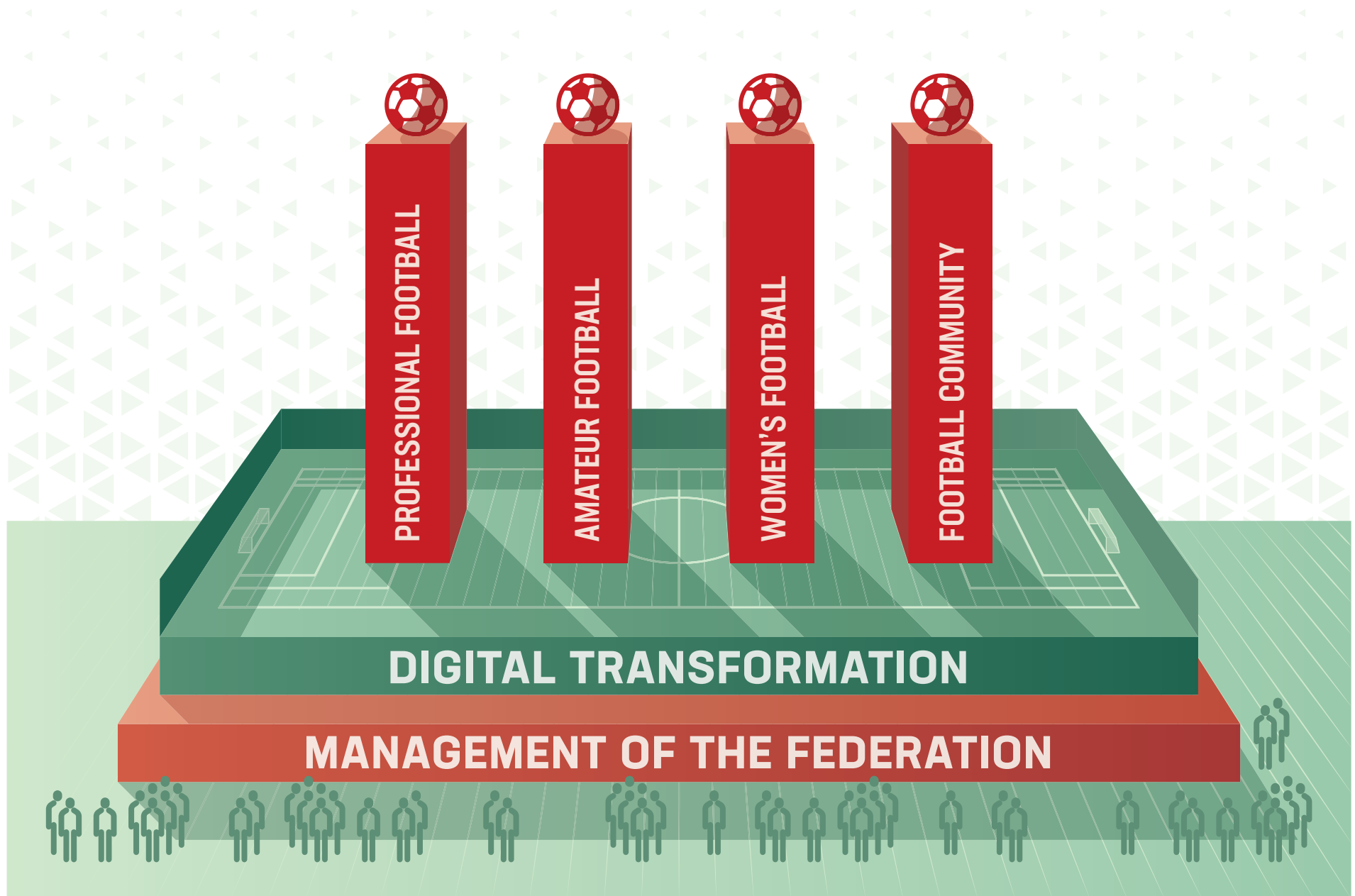
STRETEGIC PILLARS OF PFE

Over the next five years, the Polish Football Association will pursue its mission and vision within the framework of four pillars developed together with key stakeholders. These are based on digital transformation, which is so necessary nowadays, as well as on the stable and professional management of the federation. In carrying out its statutory activities, the Polish Football Association leads the development and promotion of football in Poland. Thanks to the developed strategy and precisely defined pillars, it builds value and supports basic areas and projects. By indicating the four main foundations of its strategy, it stresses the importance of the development of professional football and the need to develop amateur football. Moreover, the priority for the professionalisation of women's football and the idea of building a football community is emphasised.

Metodology

The Polish Football Association, together with partners from Deloitte and UEFA GROW, created a 47-person team which, during their work on the strategy, carried out among other things: 25 in-depth interviews with stakeholders, 21 questionnaires with key employees of the federation from all areas of activity. In close cooperation with the UEFA GROW team, the second wave of quantitative research on the image of football in Poland and the Polish Football Association itself was conducted in July 2019. With comparative results from 2016 vs. 2019, the development of the pillars took place with great awareness of the needs and expectations of the Polish society towards the national federation. All the conclusions from the analyses, interviews and research were worked out during 6 workshops in which all interested parties took part. The result of this cooperation is a strategy combined with the pillars of the Polish Football Association for the next five years.

STRATEGIC PILLARS OF PFE



STRATEGIC PILLARS OF PFA

PROFESSIONAL FOOTBALL





STRATEGIC PILLARS OF PFE

1

PROFESSIONAL FOOTBALL

Professional football consists of all competitions, both male and female, conducted at the central level. In this pillar, the education and training of referees and coaches at the PFA School for Coaches occupies a high place. The resultant of professional football is the condition of individual national teams.

Polish national team

National football teams are the flagships of football in our country, so the bar should be set high for them. The PFA expects satisfactory results, but it also undertakes to ensure optimal working conditions for national team players and members of coaching staff.

Different national teams – the same objective!

The PFA has set the same sporting objective for all national teams: they are expected to perform with their country's emblem on their chest and regularly advance to the finals of European and global tournaments. The role of the federation is to create optimal working conditions for each of the national teams and to provide the coaching staff with tools that help them in achieving their objectives.

Important mission of junior national teams

Although the attention of fans and the media is mostly focused on the senior national teams, the federation emphasises the important role of youth teams. They have a mission which the future of football in our country depends on. A strong emphasis was placed on identifying talents and facilitating the development of the most talented youth. This allows for the transfer of the greatest talents to the senior national team, which is the essence of proper work in junior national teams.

Club competitions

National team matches are a real celebration for players and fans, but league competitions also provide great football excitement. The PFA wants to continue its activities aimed at making our national club football more attractive.

The Federation is committed to making full use of the potential of the Polish Cup, as well as the I Liga and II Liga. The aim is to make the competitions organised by the PFA even more attractive and systematically increase their prestige.

The PFA intends to monitor the operation and support further development of projects important for clubs, such as:

- PRO Junior System,
- Mandatory participation of youth players in every team,
- Central Youth League (U18, U17, U15) and Central Youth Girls League (U17, U15),
- Polish Cup,
- Women's Ekstraliga



STREATEGIC PILLARS OF PFA – PROFESSIONAL FOOTBALL

EDUCATION OF COACHES

Professional football at the highest level cannot exist without a good coach education system. The activities of the Polish Football Association focus here on the systematic improvement of the quality of courses and streamlining of the educational process.

More courses and more coaches

We are dealing with very precisely defined plans here. The intention of the Association is to organise at least 150 coaching courses, including 100 UEFA C (Grassroots C) ones. This will help to achieve the main objective: to increase the number of licensed coaches to 35,000 in 2025. Back in 2014, the number of coaches with such qualifications fluctuated at around 6,000. By 2019, there were approx. 20,000 of such coaches.

Own path based on best practices

The number of courses is only one side of the coin. It is equally important to provide future coaches with education at the highest possible level. The PFA is developing its mechanisms here, but they will refer to the best European models. The goal is to implement an educational strategy, based on the National Play Model of the Polish Football Association. The Federation's activities must be consistent with the UEFA Coaching Convention.

Practice at foreign internships

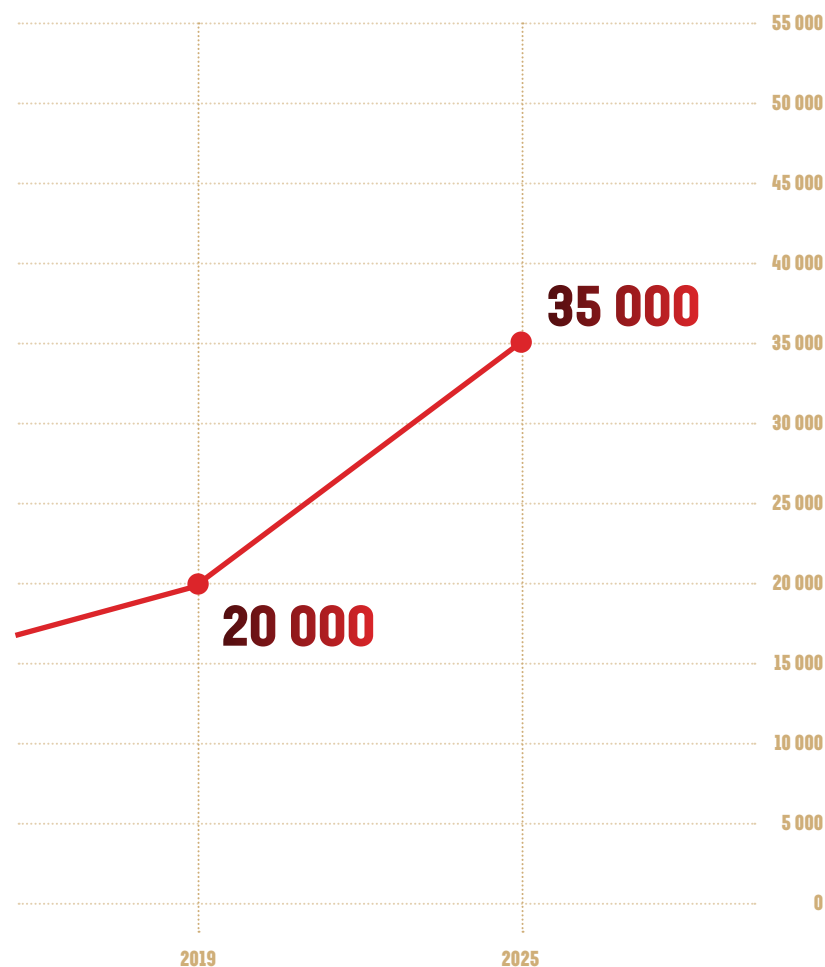
It is no secret that in the world of sports, in addition to theoretical knowledge, appropriate practice is also necessary. The PFA makes sure that future coaches can learn from the best, therefore every UEFA Pro and UEFA Elite Youth A course participant has an opportunity to do an internship abroad.

New courses and useful programmes

In today's world, narrower specialties are in great command. Therefore, by 2025, the PFA plans to extend the offer of the School for Coaches of the Polish Football Association, located in Biała Podlaska, with physical preparation courses for goalkeepers and coaches.

The Federation also plans to implement two more educational programmes. The first is to strengthen cooperation with pedagogical universities. Together with the universities, the Polish Football Association would organise coaching courses for the teachers studying there. The second programme is aimed at coaches with non-renewed licenses and its role is to encourage such people to become active again.

NUMBER OF LICENSED TRAINERS IN POLAND



source: PFA own materials



SZKOŁA
TRENERÓW



OGÓLNOPOLSKA
KONFERENCJA TRENERÓW

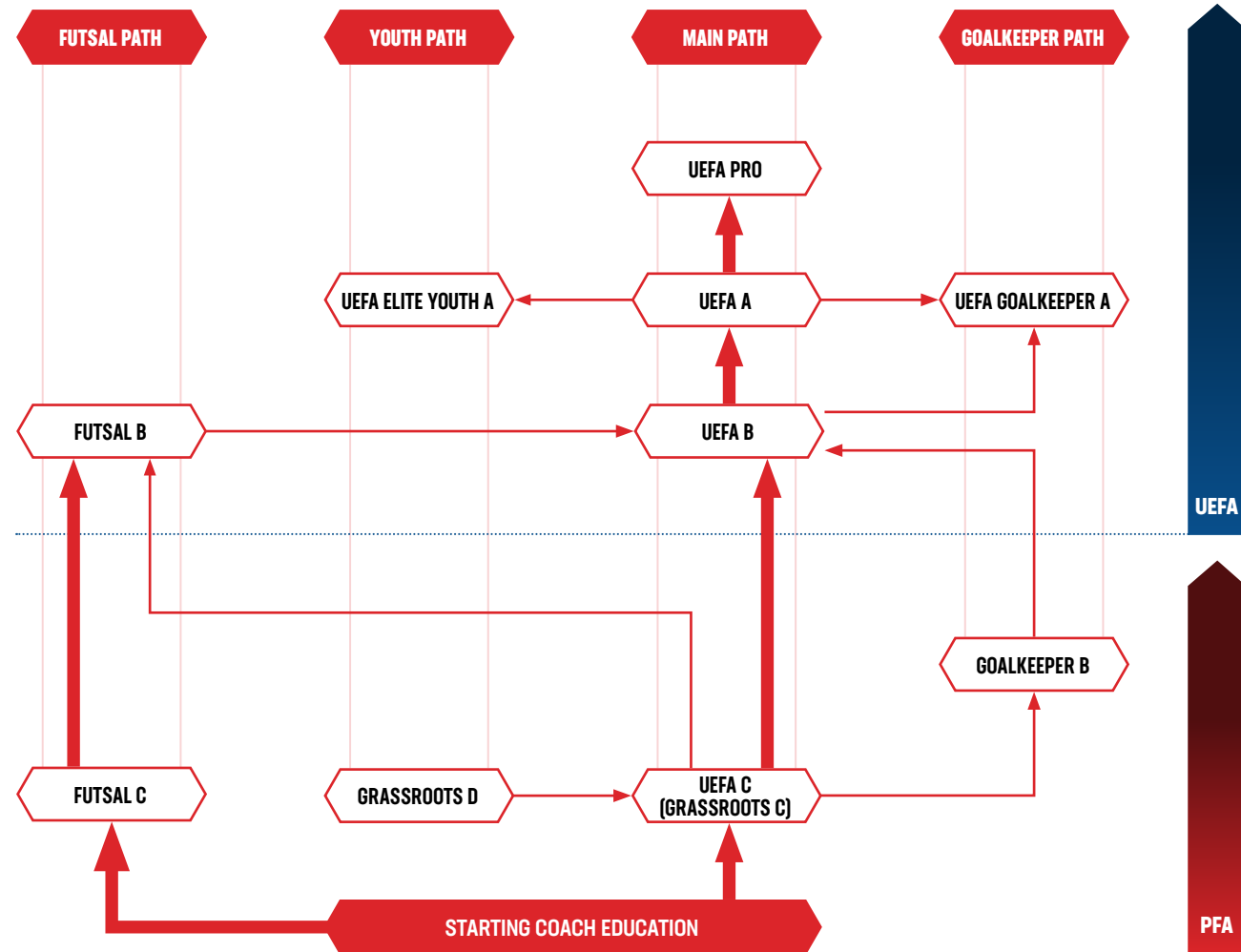


STRATEGIC PILLARS OF PFA – PROFESSIONAL FOOTBALL

Functions that require more support

In the Polish coaching education system, there are areas that require additional support. The PFA places great emphasis on the development of women's football. However, in order to increase the participation of girls in this sport, it was decided to allocate additional funds for the education of female coaches. The Federation also appreciates the role of coach-educators and regional coordinators of coach education.

SCHEME – BEGINNING OF COACHING EDUCATION



source: PFA own materials

REFEREES

The PFA is aware of the fact that the development of football will not be possible without a broad, well-educated and respected refereeing staff. Therefore, the federation will carry out a number of educational activities for players, coaches and parents, which will influence the awareness of the importance of fair play and respect not only on the pitch, but also outside of it.

First of all: education!

Priority is given to projects concerning the education of referees. The PFA intends to introduce a uniform path of education, acquisition of qualifications, as well as professional development. This coherent system will include referees from all over Poland. This education also concerns players, coaches, supporters and parents. The PFA aims to change the perception of referees but, above all, the behaviour towards referees.



OBJECTIVES FOR THE PILLAR OF PROFESSIONAL FOOTBALL

- ⚽ All national teams run by the Polish Football Association regularly advancing to the finals of European and global tournaments.
- ⚽ Provision of optimal working conditions for national teams.
- ⚽ Dynamic development of the training sector and an increase in the number of licensed coaches.
- ⚽ Enhancement of the attractiveness of the function of a referee, initiation of activities improving their image and unifying the education path.
- ⚽ Early identification of talents among young football players, both boys and girls.
- ⚽ Support for top divisions in futsal in order to professionalise the discipline.
- ⚽ Further development of projects dedicated to clubs – e.g.: PRO Junior System and Central Youth League (U18, U17, U15) as well as Central Youth Girls League (U17, U15).
- ⚽ Development of commercial value of all Polish national teams and individual competitions in order to increase sponsorship potential.



STRATEGIC PILLARS OF PFA

AMATEUR FOOTBALL





STRATEGIC PILLARS OF PFE

2

AMATEUR
FOOTBALL

Amateur football accounts for 90% of football in Poland. The most important role is played by 16 Regional Football Associations, which manage and organise amateur competitions in their regions on a daily basis. On average, over 4,000 matches are played at different levels during the weekend.

Football for All (Piłka Dla Wszystkich)

The PFA supports amateur leagues and various children's tournaments, as well as football for senior citizens and people with various disabilities. The aim is to promote football as widely as possible regardless of gender, age, skill or place of residence.

Why is it worth focusing on amateurs?

The Federation wants the widest possible range of people to have the opportunity to play football. The development of amateur football is not only an investment that will make our society healthier. The more popular football is, the greater the chances of bringing up more conscious fans. It also gives hope for the emergence of a promising generation of football players. With the participation of such shaped crowds of amateurs, it will also be possible to develop stronger coaching and refereeing staff.

Support for the participants of amateur competitions

Association is not only responsible for the organisation of youth leagues. It also plans to create databases of amateur competitions and football pitches, which will be updated on an ongoing basis. Those interested in practicing football will thus gain convenient access to verified information

The Association's strategy also provides for the development of a football pitch base and the PFA Certification Programme for football schools. Among the more important initiatives, it is worth mentioning the idea of Football for All (Piłka dla Wszystkich), whose aim is to attract new groups to football, both on social media channels and on football pitches. This should result in an increase in Poland's football potential.

Plan to activate former football players

It should not be forgotten that the amateur football sector is also made up of former football players who have already finished their adventure with professional sport. The PFA intends to activate this group, by making it easier for them to become coaches or referees. It also offers substantive support in the form of e-learning tools available on the PFA platforms. Such actions are to bring mutual benefits. The experience of the former players gained on the pitch should positively influence the level of the referee and training staff

Education

Football has a great impact on each of us. The Polish Football Association is aware of this responsibility and it aims to constantly develop appropriate models of behaviour in not just players and parents, but also coaches. The promotion of the principles of fair play, respect and healthy competition is positively reflected not only on the pitch, but, above all, in everyday life. The green fair play card project, the "A referee is also a person" or courses for coaches and parents on anti-discrimination, as well as young athletes' diet or psychology, are just some of the activities that the Polish Football Association will be expanding on over the next five years.



OBJECTIVES FOR THE PILLAR OF AMATEUR FOOTBALL

- ⊕ Close cooperation with the Regional Football Associations in the development and popularisation of amateur football.
- ⊕ Promotion of diversity in amateur football through the support of: walking football, football for the disabled, amateur and business leagues, oldboy leagues, beach soccer, futsal etc.
- ⊕ Involvement of school teachers in the promotion of the discipline.
- ⊕ Development of the PFA Certification Programme for children competitions in football schools.
- ⊕ Development of youth competitions and support for amateur children's competitions.
- ⊕ Popularisation of amateur football through dedicated communication channels of the PFA's Football for All.
- ⊕ Creation of a nationwide database of pitches available for all amateur players.
- ⊕ Steady increase in the number of women and men playing football on a regular basis.
- ⊕ Activation of former professional female and male football players to take on other roles and tasks in football.



STRATEGIC PILLARS OF PFA

WOMEN'S FOOTBALL





STRATEGIC PILLARS OF PFE

3

WOMEN'S
FOOTBALL

Football is a discipline that excites people all over the world, regardless of their age and gender. With each year, women's football in Poland grows dynamically as a sport, which translates into an increase in its popularity.

Women's football is constantly changing and more decisive actions are needed to face new challenges. The new strategy for the years 2020–2025, one of which the key elements is women's football, constitutes a spur for the development of this discipline.

Professionalisation of competitions

In recent years, Polish women's football has undergone many positive changes. In 2019, decisive steps towards the professionalisation of competitions were made. These actions concerned not only a large-scale reorganisation of senior and youth competitions, but were primarily associated with the implementation of a licensing process that includes clubs of the highest division - the Ekstraliga. The implementation thereof has been a priority for years. It undoubtedly guarantees organisational and training-related stability of clubs, as well as constitutes a basis for the development of the entire discipline in the nearest future.

In order to increase the prestige of competitions, the number of teams in the first women's league was reduced from 24 to 12 teams, and in the second league - from 48 to 24 teams. Moreover, starting from the 2019/2020 season, competitions of the second league will be conducted directly by the Polish Football Association. By introducing these structural changes, the Polish Football Association has secured funds for the support of clubs participating in all levels of competitions in the coming seasons. Similarly, the format has been made more attractive, the financial prizes have been increased, new branding has been introduced and TV broadcasting of the final competition in the Women's Polish Cup has been ensured. Matches of the Ekstraliga are also broadcast.

Youth football

Great emphasis has been put on youth football. The establishment of new youth competitions is an extremely important investment in the context of the future of women's football in our country. As part of the new competition formula and in order to create an optimum training pyramid, the U-15 Central Youth League, for girls aged 15 and 17, and tournaments of the Voivodeship Football Associations, for girls aged 15, have been launched. Similarly, as in the case of senior leagues, the Polish Football Association provides clubs with financial support for running youth sections

New development programmes and a Training Coordinator for Women's Football

In order to achieve the desired effects in implementing the described women's football development strategy, for all areas of activity, the Polish Football Association has decided to launch innovative organisation and training programmes, supporting the development of women's football. Thanks to the launching of the programme of rewarding clubs for the participation of female players in national team training camps, the interested centres will receive notable equivalents for their contribution to the training and development of female players. In addition, the Polish Football Association ensures at least two places for female coaches at each training course.

The Talent Pro project, consisting in the organisation of training consultations for the most talented female players in macroregions, makes it possible to effectively conduct the scouting system and acquire new female players for the Polish national youth team. The actions within the framework of the programme involve also visits to clubs, which will strengthen the cooperation between the clubs and PFA.

The Federation ensures free treatment for all female players of the national team, from youth players of U15 to the senior national team. The implementation of the health insurance programme, which is dedicated to all female players for Poland and includes sports activity conducted both within the framework of the national team and within the framework of clubs, secures the issue of players' health in a comprehensive way .

In order to ensure proper interaction in specific areas of organisational structure, as well as to ensure optimal functioning of the above projects, the position of a Training Coordinator for Women's Football has been established.

A discipline worth promoting

Promotional actions are conducted simultaneously. The aim thereof is to increase the level of knowledge concerning women's football. As a result, the matches of women's football will reach a wider audience. An increase in the popularity of the discipline will result in a greater number of novices. Moreover, for the purposes of popularisation, matches of the Women's National Team and Ekstraliga are broadcast on national television.

Supporting passion for football

The Polish Football Association tries to make participation easier for female players who decided to take up the discipline, but it also remembers about those who simply have a passion for football. The strategy implemented by the Association does not lack initiatives aimed at activating amateur football players. The offer is addressed both to young girls, who are beginning their adventure with football, and players spending time actively after the end of their professional career, or those for whom football is a form of recreation.



OBJECTIVES FOR THE WOMEN'S FOOTBALL PILLAR

- ⊕ Constant financial and organisational support for clubs.
- ⊕ Analysis and surveillance of all functioning programmes and launching of new training initiatives for women.
- ⊕ Unification of the infrastructural level, as well implementation of uniform standards concerning the organisation of matches on all competition levels.
- ⊕ Promotion of initiatives aimed at activating female amateur football players.
- ⊕ Improving qualifications of male and female coaches training female players.
- ⊕ Popularisation of the discipline and increasing the commercial potential in order to attract sponsors.



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STRATEGIC PILLARS OF PFA

FOOTBALL COMMUNITY



4

FOOTBALL
COMMUNITY

Football is a discipline that brings a wide group of stakeholders together. Despite their diverse needs, the Polish Football Association wants to ensure a good and transparent dialogue with each member of the community: from fans, through coaches to football clubs. The Polish Football Association is constantly trying to reach new audiences to show them the beauty of football and keep their interest in it. The Federation follows market trends in the field of communication and responds to them accordingly, creating adequate communication channels and products that may interest a given audience. A significant role in the building of our football community is also played by the licenced products of the national teams.

Sports beyond divisions

The mission of the Federation is to bring football closer to the widest possible audience. Thanks to this it is becoming a sport for which we all take responsibility: some directly, by participating in it, others by managing or helping their favourite teams or supporting them.

Football teams are the subject of interest of not only people strongly involved in the discipline, but also a large part of society. The Federation must therefore act beyond any divisions, by informing and engaging the entire public.

The “Kibice razem” Project

The assumption of the “Kibice razem” project, organised together with the Ministry of Sport and coordinated by the Polish Football Association, is to establish local centres - meeting places for fans. The main objective of the project is to establish contact with active members of the fan community, learn about their views, problems and ambitions, as well as establish a dialogue with them. An important aspect of the project is to create an atmosphere of free discussion and mutual respect, as well as to lessen the significance of violence among football fans. The centres create an opportunity for fans to become actively involved in organisational matters, meet their peers, make new friends - also for young people who are only beginning their journey as football fans.

Good communication is what counts!

Due to the fact that stakeholders are highly dispersed, in addition to traditional areas in which football exerts its impact (stadiums, schools and clubs), the Polish Football Association also uses the digital space for the purposes of communication. It means being constantly present online, including social media. The Association also takes care of the development and popularisation of digital channels, such as “United by Football”, “Football for All” or services addressed to fans and amateur players. The expansion of the Polish Football Library, thanks to which enthusiasts are able to satisfy their hunger for knowledge, is a large project.

The importance of eFootball

EFootball constitutes an important element of the football-related reality, and the Polish Football Association promptly reacts to the emergence of such trends. The Federation sees the potential of eSport and it sees room for mutually beneficial cooperation. On the one hand, the new discipline has a chance to influence the development of football by maintaining interest in the sport. Whereas on the other hand, football is a discipline that will help people training eSports stay in shape. The recognition of mutual interactions between virtual and real football is key to understanding and fully exploiting the coexistence of both disciplines.

The PFA licencing programme

A collection of products with images of national team players and trademarks from the PFA group. Currently, the Polish Football Association has over 500 various products in its portfolio. Thanks to them, the Federation and the national team can be even closer to fans and build a positive image of the discipline, national team players and the Federation itself.



OBJECTIVES FOR THE PILLAR OF FOOTBALL COMMUNITY

- ⊕ An increase in the involvement and interaction of Internet users using the PFA websites.
- ⊕ Development and popularisation of the Polish Football Library.
- ⊕ Preparation of modern tools and solutions dedicated to all stakeholder groups (i.e.: tools for internal communication, eLearning online platforms).
- ⊕ Tightening of the relations between the Polish Football association and the world of eFootball, as well as the creation of lasting interactions connecting virtual sports and the real world.
- ⊕ Continuation of the „Kibice razem” project.
- ⊕ An increase in social awareness concerning the role and actions of the Polish Football Association beyond the area of league competition organisation and national team support.
- ⊕ Initiation and implementation of projects, the aim of which is to increase the attractiveness of the competitions of the Polish Football Association.
- ⊕ Further development of the licenced products programme.





ORGANIZATIONAL FOUNDATIONS

04

United by football



MANAGEMENT OF THE FEDERATION

The PFA engages Poles in football because it plays a role not only in sports, but also in society. It contributes to better health, stronger interpersonal relations, promotes proper behavioural patterns, economic development and a sense of national pride. Therefore, the Polish Football Association - the largest sports association - has developed high standards of Federation management, based on transparency, credibility and professionalism. Thanks to that it is the leader in the development and popularisation of football in Poland.

Stable financing

In order to properly fulfill its statutory tasks, the Polish Football association is obliged to ensure stable sources of financing. Thanks to the generated revenue, the PFA effectively implements new projects aimed at developing and popularising football in Poland.

Clear rules of the game

Transparent rules for licencing football clubs, together with well-defined regulations of competitions constitute the basis for the creation of strong and stable football. Clear rules and regulations stimulate the development of clubs on all competition levels.

Human resources

The strength and involvement of the PFA are a reflection of the quality of human resources working at all football structure levels in Poland. That is why one of the priority tasks in the 2020–2025 strategy is the development of proficiency of football managers.

The Polish Football Association still wants to promote educational programmes aimed at football activists and support (also financially) people who are undergoing further education. Such actions are to increase the prestige of work in football structures.

Volunteering

The Federation intends to increase the role of volunteers involved in the development of football. The existing programme will be expanded and made more attractive to motivate those considering volunteering. The evolution of the programme is to strengthen the sense of pride in the performed tasks.

Ethics

The PFA cares about transparency and honesty in managing the organisation. These features are of paramount importance to the Federation.



**MACIEJ
SAWICKI**

**ZBIGNIEW
BONIEK**

DIGITAL TRANSFORMATION OF PFE

USE OF DIGITAL COMMUNICATION CHANNELS AND DEVELOPMENT OF AN ECOSYSTEM

The Federation recognises the importance of challenges associated with the increased use of digital channels and tools in communication with the entire football community. In the era of electronic media, which everyone uses today, the development of digital communication channels is one of the priorities of the Polish Football Association.

Development of a digital ecosystem

The shift of emphasis towards electronic media has far-reaching consequences. Further development of the digital ecosystem will only be possible if the IT infrastructure in the PFA starts changing simultaneously. It is also necessary to develop uniform procedures for cooperation with subcontractors representing the sector of new technology and providing dedicated solutions.

Digital support for key groups

The Polish Football Association has identified groups that are key to the development of football in our country and require special support in such communication channels.

These include:

- **Girls and women interested in football.** There is no doubt that women's football is becoming increasingly popular. The Association sees an opportunity to join the world's finest while this discipline is still in development.
- **The youngest group.** The Federation sees the potential of this group, on which the strength of Polish football will depend in the future. The development of interest in football at this stage may lead to life choices and a long-term commitment to sport. It is this group that should be seen as the source of future female and male football players, but also activists, supporters, referees and coaches. The communication addressed to this group must also include people who influence the shaping of the personality of young sports enthusiasts: parents, teachers and coaches.
- **Youth.** It is among the members of this group that the greatest outflow from the football community has been recorded recently. It is not uncommon for people to move to the world of eSports, and the Federation faces the task of reversing this unfavourable trend. The increase in the attractiveness of activities aimed at young people is supposed to help in achieving that.
- **Fans.** For the Polish Football Association, it is a group of exceptional importance, not only because it outnumbers others. It is also important that fans are willing to become actively involved in various projects.

Strengthening of analytical competence

The PFA sees a need for changes that will improve cooperation with the football community. The ambition of the Association is to use analytical techniques to better understand all stakeholders and address their needs more accurately. Actions based on data should bring measurable benefits to Polish football.

The main objective of analytical activities is to increase the involvement of fans and amateur players. First and foremost, they are to support communication with these groups. The techniques used will enable a more precise adjustment of both the message and its form to the recipients' preferences.

The publishing of content that meets specific needs (e.g. concerning the support in training or reminding about upcoming competitions) will enable the further activation of amateur players in every Polish municipality. This information can also be used to manage relationships with other recipients (e.g. fans); using the achievements of the e-commerce revolution, the PFA can upload more personalised content, thus deepening the involvement of the audience both inside and outside of the stadium.

Analytics will improve the internal efficiency of the entire federation and enable the opening of a new chapter in the history of the Polish Football Association. It is supposed to be an impulse for changes covering the whole football environment in our country.



GOALS SET FOR THE ORGANIZATIONAL FOUNDATIONS PILLAR

- ⚽ Development of the competence of advanced analytics and exploitation of the potential of data available in the Polish Football Association.
- ⚽ Carrying out market research to better understand and meet the needs of the broad group of stakeholders (e.g. parents, teachers, referees).
- ⚽ Reliance on digital channels and tools in contacts with the football community and the public. Develop the PFA's internal IT infrastructure and procedures.
- ⚽ Support for the development of managerial skills in Polish football. The organisation of training sessions and courses to improve competences in football management.
- ⚽ Development of IT infrastructure and project management procedures within the Polish Football Association.
- ⚽ Development of tools and competences in the field of the content creation and provision of information by the Polish Football Association.





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The vision, values and strategic objectives, precisely defined by the Polish Football Association, allow us to look to the future with the hope of continuing the development of football in Poland. Over the next few years, we want to engage Poles in practicing football, believing that football plays an important social role and affects our health.

The presented strategy of the Polish Football Association for 2020–2025 indicates the directions of development and main priorities. The main pillars developed together with the stakeholders assume the development of professional, women's and amateur football, as well as the development of the football community. We are confident that the four key strategic areas complemented by aspects of professional management, including the digital transition, ambitious objectives, combined with passion and diligence, will lead us to many successes.

The strategy underlines the PFA's transparent approach towards all stakeholders with whom it has the pleasure to cooperate. A clearly defined development path of the Polish Football Association for the next five years will positively influence the improvement and popularisation of football in Poland.

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