

Strategic Repositioning and Digital Transformation Strategies
for Enhancing FC Dynamo Kyiv's Competitive Advantage

by

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Abstract

Ukrainian football clubs have experienced unprecedented disruption due to the ongoing war, which has severely limited matchday operations, displaced fan communities, and reduced traditional revenue streams.

FC Dynamo Kyiv, one of the nation's most prominent clubs, faces urgent challenges in maintaining competitive advantage, sustaining financial viability, and engaging with its increasingly global fanbase.

This Capstone project addresses the core problem of how FC Dynamo Kyiv can reposition its brand and digitally transform its operations to improve performance, reduce costs, and restore fan loyalty. The purpose of this study is to develop a phased digital strategy – focused on mobile engagement, data-driven sponsorship, and CRM (Customer Relationship Management) infrastructure – to help the club adapt to its new operating reality.

Grounded in strategic management theory, the project applies different frameworks to evaluate external pressures, internal capabilities, and transformation opportunities.

The proposed organizational strategy restructures departments to support IT, marketing, and analytics functions, while the implementation roadmap ensures flexibility under martial law and prepares for post-war scalability.

This study contributes to the evolving field of sports business transformation in conflict-affected regions and presents a replicable model for rebuilding organizational resilience. The findings have implications for positive social change by helping preserve cultural institutions, sustain employment, and reconnect global communities through sport.

This Capstone project is dedicated to all those who continue to believe in the strength and future of Ukrainian football. To the loyal supporters of FC Dynamo Kyiv – both in Ukraine and abroad – your enduring passion is a symbol of resilience and national pride during challenging times.

Special acknowledgment goes to the owners of Ukrainian football clubs who, despite enormous risks and pressures, continue to invest their own resources into the development of young players and the broader future of Ukrainian sport. Your unwavering dedication sustains youth academies, coaching programs, and professional teams, helping to protect and promote Ukrainian identity through football.

This project is also a dedication to the future – to the day when Ukrainian victory brings peace and renewal. When stadiums will once again be filled with cheering fans, when clubs can thrive freely, and when Ukrainian sport will not only recover but be made great again. Football will once again unite communities, inspire the next generation, and show the world what Ukraine stands for – on and off the pitch.

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Chapter 1: Project Introduction

Background of FC Dynamo Kyiv

Founded in 1927, FC Dynamo Kyiv is Ukraine's most decorated football club, holding an iconic status both domestically and internationally. With 29 national championships and notable European achievements such as winning the UEFA Cup Winners' Cup and UEFA Super Cup, Dynamo has cultivated a wide-reaching and deeply loyal fanbase. However, the club currently operates in a dramatically altered environment due to the ongoing Russian invasion of Ukraine. This geopolitical crisis has significantly disrupted traditional revenue models, matchday logistics, and fan engagement – forcing a reassessment of strategic direction.

As one of the few Ukrainian clubs continuing to compete in European competitions during the war, Dynamo Kyiv occupies a uniquely visible and influential position in Ukrainian football. This brings not only opportunity but also responsibility – to evolve, innovate, and lead both on and off the pitch.

Problem Statement

In recent years, Dynamo Kyiv has experienced increasing pressure to maintain competitive performance while adapting to the changing realities of war, market fragmentation, and shifting fan dynamics. Traditional revenue sources – such as ticket sales, merchandising, and sponsorships – have weakened, while internal inefficiencies, limited digitization, and fragmented marketing efforts have constrained the club's ability to scale or modernize.

There is a clear need for the club to enhance operational performance, rebuild fan engagement both within Ukraine and across the global diaspora, and align its strategy with

evolving European standards. Without an integrated, forward-looking strategy, the club risks stagnation in both competitive and commercial terms.

Purpose and Objectives of the Capstone

This Capstone project presents a strategic repositioning and digital transformation roadmap designed to unlock measurable improvements in FC Dynamo Kyiv's performance across three dimensions – operational efficiency, fan engagement, and commercial growth – while laying the groundwork for post-war scalability.

Primary Aim is to enable Dynamo Kyiv to restore and grow revenues, strengthen internal processes, and build global fan loyalty despite wartime constraints.

Key quantitative objectives include:

- Operational Efficiency
 - Reduce back-office operating costs by 15 percent by the end of FY 2026 through automation of finance, procurement and HR workflows.
 - Shorten the monthly financial close cycle from 15 to 5 days, enabling faster budgeting and reallocation of resources into digital initiatives.
 - Eliminate 1,200 manual work hours annually, freeing capacity for strategic projects such as loyalty-program design and sponsor reporting.
- Digital Fan Engagement (CRM & Mobile App)
 - Achieve 400,000 mobile app downloads by Q4 2026, with a 25 percent active-user rate (MAU/DAU).

- Generate €150,000 in annual in-app revenue (subscriptions, premium content) by 2027 through targeted push campaigns and loyalty rewards.
- Grow the email-newsletter subscriber base to 500,000, yielding a 20 percent open rate and 5 percent click-through rate on ticketing and merch offers by mid-2026.
- Brand and Commercial Growth
 - Increase sponsorship revenue by €2,000,000 annually through CRM-driven activations and performance dashboards, delivering a 20 percent uplift in contract value by 2027.
 - Expand e-commerce conversion by 25 percent versus 2024 levels via personalized offers in the app and CRM campaigns, contributing €100,000 in additional merch sales by 2027.

By tying each technology rollout-ERP, CRM, mobile app-to a concrete, numeric target, this project ensures that digital tools serve as enablers of broader strategic goals rather than ends in themselves.

Methodology and Scope

This project applies evidence-based management principles and strategic analysis to a real-world football business case. The methodology includes:

- Strategic frameworks: PESTEL, SWOT, Business Model Canvas, Porter's Five Forces, Ansoff Matrix, and Value Chain Analysis

- Internal data analysis: covering financials, digital engagement, operational costs, and sponsorship performance
- Benchmarking: Against FC Bayern Munich, a global leader in football club management, digital monetization, and brand expansion
- Secondary research: industry reports, academic studies, and case studies on sports digitalization

The project does not rely on primary research such as interviews or surveys but is grounded in real operational and financial data, as well as public best practices.

Significance of the Project

This project carries multifaceted significance at the organizational, industry, and national levels.

At the club level, it provides a practical roadmap for revitalizing FC Dynamo Kyiv's operational performance, rebuilding stakeholder trust, and future-proofing the organization through sustainable digital transformation. In doing so, it addresses both short-term survival and long-term growth.

At the industry level, the project offers a replicable model for other Ukrainian and Eastern European clubs seeking to modernize amidst economic, technological, and geopolitical disruptions. It highlights how strategic digital adoption – combined with lean process optimization and adaptive branding – can unlock value even in resource-constrained environments.

At the national level, Dynamo Kyiv's transformation has symbolic and economic value. As one of Ukraine's most recognized institutions, the club's success can bolster national morale, support the country's post-war reconstruction, and advance integration into European markets. By aligning its structure, technology, and marketing with European standards, FC Dynamo Kyiv can act as a sporting and business ambassador of a modern Ukraine.

Ultimately, this Capstone reflects how football organizations, particularly those with strong historic legacies, can respond to crisis not by retreating but by reinventing themselves – strengthening both their competitive edge and their contribution to broader societal goals.

Chapter 2: External Analysis

PESTEL Analysis

To understand the strategic landscape in which FC Dynamo Kyiv operates, a comprehensive PESTEL analysis is presented below. It captures the external macro-environmental factors affecting the club's operations during wartime and anticipates key variables relevant to the post-war transition.

Political Factors. The ongoing full-scale war in Ukraine has profoundly disrupted the football industry. Under martial law, all stadiums operate under strict attendance limits, with FC Dynamo Kyiv currently allowed to host no more than 1,800 fans per match. European competitions have been relocated to safer international venues, significantly affecting home-field advantage and matchday revenues.

While the Ukrainian government has provided indirect support through the continuation of league operations, there is no direct financial assistance for professional football clubs. As peace negotiations and reconstruction discussions evolve, it is essential that FC Dynamo Kyiv aligns its strategic plans with both current restrictions and potential regulatory normalization in a post-war era.

Economic Factors. Ukraine's wartime economy has severely affected both consumers and businesses. Declining purchasing power, high inflation (Ukraine Inflation Rate, 2025), and currency devaluation have limited fans' ability to purchase tickets, merchandise, and paid digital content. At the same time, local sponsors face reduced marketing budgets, weakening the commercial viability of new partnership agreements.

Clubs must operate under strict cost constraints, making investment prioritization a key factor in long-term sustainability. For Dynamo Kyiv, this economic reality reinforces the need to pursue digital transformation strategies that offer low capital intensity and measurable ROI, such as ERP automation and mobile fan engagement.

Social Factors. The war has led to large-scale population displacement, with millions of Ukrainians relocating either internally or abroad (UNHCR, 2025). This diaspora shift has dramatically reshaped fan geography, with a growing segment of supporters now residing in Western Europe, North America, and other global regions.

Fan behavior has also evolved toward digital-first consumption, with increased reliance on mobile apps, social media, and streaming platforms for following matches and engaging with clubs. These trends represent both a challenge and an opportunity – while traditional attendance-based models are under pressure, new channels for monetization and engagement are emerging.

Technological Factors. Digital technology adoption in global football has accelerated over the last decade. While Ukrainian clubs have lagged behind their Western European counterparts, FC Dynamo Kyiv has made important strides, particularly in performance analytics through systems such as Catapult, GPEX, and Wyscout. These tools enable real-time physical and tactical monitoring to support coaching and scouting departments.

The post-war digital roadmap may also include **blockchain-based ticketing**, AI-enhanced fan personalization, and dynamic pricing strategies, particularly after the return to Olimpiyskyi

Stadium. The implementation of ERP and CRM systems will further enable data-driven decision-making across finance, marketing, and operations.

Environmental Factors. While not a core strategic issue for football clubs, Dynamo Kyiv's future transition to paperless ticketing, digital merchandising, and virtual fan experiences contributes to broader sustainability goals. The eventual return to a large-capacity stadium will also necessitate environmentally responsible operations, including energy efficiency, waste management, and transportation coordination.

Legal Factors. Martial law imposes legal restrictions on stadium operations, including maximum attendance and security requirements. In addition, as Ukraine accelerates its alignment with European Union standards, compliance with regulations such as the General Data Protection Regulation (GDPR) will become mandatory.

CRM and ERP systems must therefore incorporate robust data governance features to protect user information, particularly when collecting and processing data from international fans and sponsors. Legal harmonization with the EU will also affect broadcasting, licensing, and labor practices in the medium term.

Table 1

PESTEL Analysis

Factor	Key Insights	Strategic Implications
Political	Martial law limits attendance; European competitions relocated; no state financial support.	Plan operations with dual focus: wartime resilience and post-war expansion.

Factor	Key Insights	Strategic Implications
Economic	Inflation, currency instability, and reduced fan/sponsor purchasing power.	Prioritize low-cost, high-ROI digital initiatives and cost optimization.
Social	Fan migration abroad; shift to digital-first habits; decreased physical attendance.	Target diaspora through digital tools; build loyalty via virtual fan experiences.
Technological	Catapult, GPEX, and Wyscout in use; ERP/CRM to be implemented; blockchain ticketing viable post-war.	Build scalable tech stack; delay capital-heavy investments until full stadium return.
Environmental	Digital ticketing and paperless operations contribute to sustainability.	Embrace eco-friendly, digital processes aligned with EU sustainability standards.
Factor	Key Insights	Strategic Implications

Porter's Five Forces

A Porter's Five Forces analysis is used to evaluate the competitive dynamics affecting FC Dynamo Kyiv's strategic positioning in the Ukrainian and broader European football ecosystem.

Competitive Rivalry – High. Dynamo Kyiv's primary domestic rival is Shakhtar Donetsk, which has managed to retain a strong squad and commercial backing despite being displaced from its home city. The rivalry is not only sporting but increasingly commercial, with both clubs competing for a shrinking pool of sponsors, media attention, and loyal fans under wartime conditions.

Internationally, Dynamo faces indirect competition from well-capitalized European clubs, such as **FC Bayern Munich**, for global attention, digital audience engagement, and sponsor partnerships. While the scales are different, digital platforms allow fans and brands to access multiple clubs simultaneously, raising the bar for visibility and quality.

Threat of New Entrants – Low to Moderate. Barriers to entry in professional football remain high due to infrastructure needs, licensing, and brand development. However, digital innovation and grassroots sponsorship may enable new local or regional entities to emerge post-war, especially in western Ukraine. While this does not threaten Dynamo’s national position, it could affect regional engagement and talent acquisition pipelines.

Bargaining Power of Buyers (Fans and Sponsors) – High. Fans today have more choices and access to international clubs via streaming platforms and social media. Sponsors, constrained by wartime budgets, demand clearer ROI and data transparency. This increases pressure on Dynamo Kyiv to provide measurable engagement metrics, better fan analytics, and stronger digital campaigns to retain commercial interest.

Bargaining Power of Suppliers – Moderate. Suppliers in football include technology vendors, equipment manufacturers, and performance service providers. While most are standardized, the reliance on external systems such as Catapult, GPEX, and Wyscout for analytics introduces operational dependencies. Implementation of an in-house ERP system may reduce long-term reliance on some third-party suppliers.

Threat of Substitutes – Moderate. Other entertainment forms – eSports, streaming platforms, short-form video content – compete for the attention of younger demographics. Additionally, the war has deprioritized live sports attendance for many. Dynamo must therefore differentiate itself through storytelling, loyalty programs, exclusive content, and national pride, especially for Ukrainian fans abroad.

Table 2*Porter's Five Forces*

Force	Assessment	Key Points	Strategic Response
Competitive Rivalry	High	Shakhtar is a strong domestic rival; global competition for attention and sponsorship from clubs like FC Bayern.	Improve brand positioning and digital reach; compete on innovation, not just tradition.
Threat of New Entrants	Moderate	Low during war, but post-war regional clubs could emerge with grassroots support.	Strengthen brand loyalty and youth development programs.
Bargaining Power of Buyers	High	Fans have many entertainment alternatives; sponsors demand data-driven ROI under tight budgets.	Offer personalized fan experiences and data-backed sponsorship models.
Bargaining Power of Suppliers	Moderate	Use of third-party platforms for performance and operations; risk of vendor lock-in.	Internalize key processes via ERP and CRM where possible.
Threat of Substitutes	Moderate	Fans shifting to eSports, streaming, or international clubs; war deprioritizes live attendance.	Increase emotional loyalty via digital storytelling and targeted diaspora campaigns.

Industry Trends and Benchmarking Insights***Global Trends in Football Club Transformation.***

The football industry is moving rapidly toward digital convergence, operational automation, and personalized fan engagement (Deloitte Sports Business Group, 2024). Leading clubs are investing in:

- AI-powered scouting and performance analysis

- Mobile-first fan ecosystems with loyalty features
- Dynamic pricing and smart ticketing
- ERP/CRM integration for streamlined operations
- Global brand expansion via digital content and e-commerce

This shift is driven by declining TV revenue growth in saturated markets and increasing demand for global fan monetization. For Ukrainian clubs like Dynamo Kyiv, these shifts offer an opportunity to leapfrog legacy systems and adopt best-in-class practices adapted to a leaner economic context.

Table 3

European Club Benchmarking

Club	Key Initiatives	Relevance for FC Dynamo Kyiv
FC Bayern Munich	SAP ERP, integrated CRM, AI-driven fan analytics, MyFCB loyalty program, digital-first content strategy.	End-to-end model for business process automation, sponsor analytics, and personalized engagement.
AFC Ajax	AI-assisted scouting, youth academy integration with data, dynamic ticket pricing.	Blueprint for tech-enhanced scouting and talent monetization.
Red Bull Salzburg	Strong ERP/CRM backbone, centralized data scouting, digital sponsorship valuation tools.	Mid-budget innovation success; strong commercial execution with lower financial overhead.
AS Roma	Full mobile app ecosystem, digital collectibles (NFTs), strong TikTok strategy.	Model for growing younger fanbases and experimenting with new revenue models.

Club	Key Initiatives	Relevance for FC Dynamo Kyiv
Shakhtar Donetsk	Global positioning via European matches, partnerships with esports and fintech brands, digital broadcasts.	Closest domestic competitor; their proactive PR and digital content should be matched or surpassed.

Implications for Dynamo Kyiv.

FC Dynamo Kyiv stands at a critical junction. While many European clubs have gradually evolved their digital infrastructure over years, Dynamo must implement change rapidly due to wartime pressures. However, this challenge also presents an advantage:

- The lack of legacy systems means less friction in implementing modern ERP/CRM platforms.
- The diaspora fan base offers an underserved and emotionally engaged market segment.
- The club can adopt a “digital-first leapfrog strategy”, using proven tools to bridge the operational gap with European clubs.

The strategic roadmap should therefore be built around cost-effective, high-impact initiatives: ERP and CRM systems (back-office optimization), a mobile fan app (front-end monetization), and AI-driven scouting (football performance). When paired with modern marketing and PR, these investments position Dynamo Kyiv not only for post-war recovery but for international competitive growth.

Chapter 3: Market and Consumer

Ukrainian Football Market Overview

The Ukrainian football market has historically been one of the most passionate and culturally embedded in Eastern Europe. Clubs like FC Dynamo Kyiv and Shakhtar Donetsk have consistently attracted large crowds, significant media coverage, and strong regional sponsorship. However, the war in Ukraine has radically altered the football landscape. Domestic competitions continue under martial law, but fan behavior, attendance, and spending capacity have shifted dramatically.

Prior to the war and COVID-19, FC Dynamo Kyiv attracted up to 54,033 spectators per match at the Olimpiyskiy Stadium (Transfermarkt, n.d.). Today, attendance is capped at 1,800 due to security regulations. International matches, once hosted in Kyiv, now take place in Hamburg or Lublin, separating the club from its home base and reshaping its relationship with fans.

Despite these challenges, FC Dynamo Kyiv remains a central institution within Ukrainian football and maintains one of the largest supporter bases, both locally and across the diaspora. This resilient brand equity presents a unique opportunity for fan engagement strategies tailored to wartime realities and post-war ambitions.

Fan Demographics and Segmentation

FC Dynamo Kyiv's fanbase is historically one of the largest and most loyal in Ukrainian football, with strong emotional ties rooted in national identity, club history, and regional pride. However, the war in Ukraine has fundamentally reshaped fan distribution, access, and behavior.

Understanding these shifts is essential for building an effective digital engagement and monetization strategy.

Geographic Segmentation. While the club's core fanbase remains in Ukraine – particularly in Kyiv and central regions – there has been a significant increase in international followers. Internal social media data and platform analytics show high concentrations of digital fans in Germany, Poland, Czech Republic, and the Baltic states. Beyond Europe, large diaspora communities in the United States and Canada also represent important pockets of support. This geographic dispersion requires the club to adopt a more internationalized approach to content delivery and fan outreach, particularly through multilingual communications and localized digital campaigns.

Behavioral Segmentation. The fanbase can be further segmented by engagement behavior. Domestically, fans are more likely to engage with content related to live matches, ticketing, and club news. International followers, by contrast, tend to engage more with highlight videos, behind-the-scenes content, and legacy storytelling. Younger audiences (aged 18–34), who make up a large portion of Instagram and YouTube followers, show greater interest in interactive features, such as contests, quizzes, and app-based engagement tools. Older segments may prefer more traditional forms of communication, such as email newsletters or long-form interviews.

Digital Platform Preferences. Each platform attracts slightly different audience profiles. Instagram and YouTube lead in terms of reach and engagement, particularly among younger users. Facebook remains strong among older domestic fans and diaspora communities, while

Telegram and Twitter/X have more niche, news-oriented engagement. This multi-platform dynamic supports the need for coordinated content planning across channels, with tailored messaging and tone.

Loyalty and Emotional Attachment. The emotional connection to FC Dynamo Kyiv remains strong across segments, especially among displaced Ukrainians who view the club as a cultural and national symbol. This emotional capital can be converted into long-term digital loyalty through personalized experiences, diaspora-targeted campaigns, and gamified interactions that reinforce identity and belonging.

Segmentation Gaps and CRM Readiness. Currently, the club lacks a centralized CRM or data-driven segmentation model. This limits its ability to personalize content, automate outreach, or measure engagement in a structured way. The planned implementation of a CRM system and email campaign infrastructure will allow the club to create dynamic segments based on geography, behavior, language, and purchasing habits – laying the foundation for more sophisticated fan engagement strategies.

Strategic Implication. As the club moves toward digital transformation, fan segmentation must evolve from passive observation (e.g., platform analytics) to active, data-informed personalization. This will enable FC Dynamo Kyiv to monetize its digital audience more effectively while maintaining and deepening its emotional relationship with fans across the globe.

Changes in Fan Behavior Due to War

The war has profoundly shifted how fans interact with football. In-person attendance has collapsed due to martial law, while many supporters have migrated across borders, reducing traditional community structures around the stadium experience.

As a result:

- Emotional engagement has remained strong, often intensifying as football serves as a symbol of national pride
- Transactional engagement has declined, due to economic hardship and lack of digital infrastructure (e.g., no CRM, limited e-commerce)
- Event formats such as stadium tours and autograph sessions remain valuable tools for in-person re-engagement

To maintain relevance, Dynamo Kyiv must address the emotional, logistical, and financial gaps created by the wartime environment. This includes proactively reaching out to displaced fans and delivering a mobile-first, emotionally resonant experience.

Digital Engagement and Consumption Trends

Football consumers in 2025 are increasingly digital-first, and FC Dynamo Kyiv's own Instagram performance reflects this shift. Between April and September 2024, the club's **Instagram reach more than doubled**, from approximately 511,000 to over 1.1 million in July, before stabilizing above 900,000 in September. Similarly, **content interactions surged** from roughly 465,000 in May to over 712,000 in August.

This growth occurred despite the absence of a centralized CRM or content personalization system, indicating strong fan interest and the viral potential of Dynamo's brand in the digital space. It confirms that fans are highly receptive to mobile-first, visual content – especially when it captures emotion, national identity, or behind-the-scenes moments.

These trends are consistent with global benchmarks (telecoming, 2024):

- 75% of European sports fans use mobile apps to follow their favourite teams and players
- 50% of European sports fans watch live games via streaming.
- 40% of European sports fans use social media to interact with other fans.
- Short-form video, particularly that produced by players or behind-the-scenes crews, outperforms traditional highlight reels in terms of engagement
- CRM- and AI-powered personalization strategies yield up to 40% higher engagement rates for football clubs when executed with location and interest-based segmentation

Yet FC Dynamo Kyiv has not fully leveraged these dynamics:

- No CRM system is in place
- No email or push notification campaigns exist
- No mobile fan app to unify video, ticketing, e-commerce, or loyalty functions

These insights confirm that FC Dynamo Kyiv has a compelling opportunity to expand its digital reach and deepen engagement through modern, data-driven platforms. The organic growth of the club's social media performance – achieved without CRM infrastructure or

personalization – demonstrates a strong foundation of interest and loyalty, particularly within mobile-first and emotionally engaged audiences.

To capitalize on these trends, the club must move from passive content distribution to active digital engagement, leveraging CRM, mobile app infrastructure, and AI-driven segmentation tools. These platforms will not only consolidate fan touchpoints across video, ticketing, merchandise, and news but also enable personalized communication that reflects the emotional and national identity embedded in the Dynamo Kyiv brand.

By aligning its digital capabilities with the behavior of modern football consumers, Dynamo Kyiv can not only retain relevance but also unlock sustainable digital monetization and long-term global fan loyalty.

SWOT Analysis (Market and Consumer-Focused)

FC Dynamo Kyiv holds notable strengths when it comes to its digital and diaspora fanbase. The club maintains a large following across major social platforms, including Instagram, YouTube, Facebook, and Twitter/X. This reach, combined with a strong emotional connection to both domestic and displaced fans, offers a solid foundation for digital engagement. Offline activities such as stadium tours and autograph sessions also help maintain visibility and reinforce brand loyalty.

However, several internal weaknesses are evident. The club currently lacks a centralized CRM system, has no email subscriber base, and conducts no formal segmentation of its digital audience. Despite consistent content output, there is no multilingual communication strategy or behavioral analysis in place to personalize fan experiences. Additionally, the absence of e-

commerce performance data limits the ability to tailor merchandising efforts or launch targeted campaigns.

Externally, FC Dynamo Kyiv faces considerable opportunities. A significant portion of its fanbase is now located across Europe and North America, particularly in countries with large Ukrainian diaspora communities. This creates the potential for location-based marketing, loyalty programs, and personalized engagement through mobile platforms. Post-COVID digital habits have accelerated, and fans are increasingly open to online interactions, app usage, and gamified content.

At the same time, threats persist. Ongoing war conditions and stadium attendance restrictions continue to hinder in-person fan reconnection. Furthermore, global football clubs with stronger digital infrastructures may compete for the attention of Ukrainian fans living abroad. Without rapid digital innovation and internal capacity-building, there is a risk of disengagement and lost monetization opportunities.

Overall, the market and consumer-focused SWOT analysis highlights a clear path: by addressing internal readiness gaps and tailoring outreach to diaspora audiences, FC Dynamo Kyiv can translate its digital scale into loyalty, engagement, and sustainable revenue.

Implications for Strategy

The club's Instagram data makes it abundantly clear: **the foundation for digital growth exists**, but it remains underutilized. With a growing audience and sustained engagement across months, the time is ripe to implement digital tools that **monetize attention** and **deepen loyalty**.

Strategic actions reinforced by these insights include:

- Developing a mobile fan application to centralize access to exclusive video content, merchandise, and match updates
- Implementing a CRM system to convert passive followers into engaged customers via segmentation and personalized campaigns
- Launching performance marketing campaigns targeted at diaspora-heavy geographies using real-time social media data
- Automating data collection through ERP and CRM to reduce manual reporting and enable agile decision-making

Instagram alone has proven the appetite is there. The next step is to convert that attention into long-term digital engagement and revenue.

Chapter 4: Go-To-Market Strategy

Strategic Brand Repositioning

FC Dynamo Kyiv's brand is one of the most iconic in Eastern European football. It represents more than sporting excellence; it symbolizes national resilience, cultural pride, and historical continuity. However, the war in Ukraine has drastically changed the context in which the brand operates. With home attendance limited by martial law, and a large portion of the fanbase now living abroad, the club must reposition itself for a new era – one defined by digital connection, global visibility, and post-war relevance.

The strategic repositioning of the Dynamo brand is not a departure from tradition, but rather an evolution of its identity – anchoring itself in historical pride while embracing modern digital engagement. The repositioning strategy rests on four key pillars:

- **Symbol of National Resilience:** Dynamo Kyiv should be framed as a living symbol of Ukraine's endurance. This includes leveraging the club's heritage as a unifying national icon and reinforcing its voice in global sport as a proud representative of Ukraine. Content that highlights stories of perseverance, community, and national pride will be central to this narrative.
- **Digital Accessibility for Diaspora Audiences:** With hundreds of thousands of fans now living across Europe and North America, the brand must extend far beyond the stadium. The mobile app and CRM system will serve as digital bridges, allowing fans to reconnect with the club through news, merchandise, match streaming, loyalty

programs, and interactive content. These tools will position Dynamo not just as a team to follow – but as a digital community to belong to.

- **Data-Driven Sponsorship Appeal:** Rebuilding and growing commercial partnerships requires more than heritage; it requires evidence. Through app-based engagement, CRM analytics, and performance dashboards, the club will provide sponsors with tangible proof of fan reach, loyalty, and activation potential – especially among high-value diaspora segments. This will support premium sponsorship packages that align with modern expectations of return on investment and digital visibility.
- **Alignment with European Standards:** Strategic repositioning also involves institutional transformation. By adopting best practices in governance, digital marketing, and fan relationship management, the club signals its readiness for deeper integration with European football and commercial networks. This alignment reinforces trust with partners and fans, while laying the groundwork for future participation in cross-border collaborations and competitions.

In terms of tone and communication style, the repositioned brand will speak with authenticity, warmth, and purpose. Core values such as patriotism, innovation, inclusion, and community will shape both messaging and storytelling. Whether addressing a lifelong supporter in Kyiv or a young fan in Warsaw, the Dynamo voice must feel real, emotionally resonant, and forward-looking.

Ultimately, the repositioning is not just about surviving the current crisis – it is about building a globally respected, digitally connected brand that honors the past while leading Ukrainian football into the future.

Digital Marketing Strategy

As FC Dynamo Kyiv undergoes strategic repositioning, digital marketing will become the primary channel for reaching, engaging, and monetizing its global fanbase. The war has significantly reduced the impact of traditional matchday marketing, making it imperative for the club to fully embrace digital-first strategies that are data-driven, mobile-optimized, and emotionally resonant.

While the club already shows impressive organic performance on platforms like Instagram and YouTube, the digital marketing approach must evolve from passive broadcasting to personalized, segmented engagement. The integration of a CRM system, paired with the launch of a multifunctional mobile app, will allow the club to move toward precision-targeted outreach based on location, language, interest, and behavior.

Platform-Specific Strategy. Each platform will serve a distinct role in the broader ecosystem, ensuring that fans receive content tailored to their preferences and consumption habits:

- **Instagram & YouTube:** These will remain the club's most powerful engagement tools. Content will focus on short-form videos, matchday behind-the-scenes footage, player interviews, training highlights, and emotional storytelling. Instagram Stories and YouTube Shorts will be prioritized to increase daily reach and virality.

- Facebook: This platform will cater to older audiences and diaspora communities. Long-form narratives, community initiatives, and supporter news will be featured here. It will also support official club announcements and integrations with fan groups.
- Telegram: Telegram will serve as a direct communication channel for real-time match alerts, tactical polls, exclusive updates, and emergency notifications. Its immediacy makes it ideal for maintaining contact with highly engaged domestic and international users.
- Mobile App: The app will become the central digital hub – merging content consumption, ticketing, merchandise sales, loyalty programs, and interactive campaigns. It will also be integrated with CRM tools to enable push notifications, behavioral analytics, and exclusive rewards.

Performance Monitoring and KPIs. The effectiveness of the digital marketing strategy will be continuously monitored using platform-specific and cross-platform KPIs:

- Engagement rate per platform (likes, comments, shares)
- Average viewing duration on video content
- Click-through rates to merchandise and ticketing pages
- Conversion rates to newsletter sign-up and mobile app downloads
- Loyalty program participation and fan retention metrics
- Sponsor interaction data (branded content views, contest entries)

The CRM system will serve as the backbone for tracking these metrics, enabling dynamic dashboards and performance reports.

Content Calendar and Campaign Timing. Digital campaigns will be closely aligned with key moments in the sporting and national calendar. Campaigns will be activated during:

- Ukrainian national holidays (e.g., Independence Day, Day of Unity)
- Club milestones (e.g., anniversaries, historic victories)
- UEFA and domestic matchdays
- Transfer windows and player signings
- Global events that resonate with the Ukrainian diaspora

Each campaign will aim to drive both emotional engagement and transactional conversion, leveraging a mix of organic and paid tactics to optimize reach.

This new approach elevates digital marketing from a supporting function to a strategic growth engine. It positions FC Dynamo Kyiv not only to survive a wartime environment but to emerge as one of the most digitally mature clubs in Eastern Europe. By delivering the right message to the right fan, at the right time – and in the right format – the club will be able to deepen loyalty, increase revenue, and expand its influence far beyond national borders.

Fan Engagement via Mobile Ecosystem

The cornerstone of the digital go-to-market strategy is the launch of a multi-phase official mobile app in partnership with BlockSport AG (Switzerland). Such a partnership includes full app development at no upfront cost, with a 50/50 revenue share from in-app monetization.

Phase 1 (Q2–Q3 2025) – Core Launch

- Single sign-on (SSO) integration
- Embedded webview for ticketing and merchandise
- YouTube video streaming
- App store deployment (target: August 8, 2025)

Phase 2 (Q3 2025–Q2 2026) – Core Fan CRM System

- Native ticketing and e-shop integrations
- CRM platform setup for fan segmentation
- Email campaign automation

Phase 3 (2026) – Engagement & Loyalty

- News feed, premium subscriptions, player evaluations
- Quizzes, contests, prediction games
- Fan points, Fan Wallet, and loyalty rewards
- AI analytics for user behavior

Phase 4 (2026–2027) – Web3 Features

- Fan tokens, NFTs, collectible games
- Stadium digital passes and Diia-based identity verification
- In-app TV guide, catering integration, stadium tour booking

CRM-Driven Communication and Personalization

The implementation of a centralized Customer Relationship Management (CRM) system – planned for Q2 2026 – will represent one of the most critical enablers of FC Dynamo

Kyiv's digital transformation. While the club currently maintains large followings across social platforms, it lacks a structured way to understand, segment, and engage individual fans beyond basic broadcasting. The CRM system will allow the club to shift from mass communication to hyper-targeted, behavior-based engagement.

At its core, the CRM platform will enable:

- Fan segmentation based on geography (e.g., local vs diaspora), behavior (e.g., active viewers vs merchandise buyers), device type, language preference, and thematic interest (e.g., youth academy content, matchday info, historical storytelling).
- Automated outreach campaigns including newsletters, ticket sale reminders, sponsor messages, surveys, and gamified interactions. These campaigns will be timed based on user behavior and preferences, ensuring higher relevance and engagement rates.
- Multilingual readiness, particularly for key diaspora regions. While the first wave of outreach will likely be in Ukrainian, the system will be configured to support English, German, and Polish – enabling location-sensitive communication and broader accessibility over time.

This personalization is especially important for reconnecting with the Ukrainian diaspora. Fans who are emotionally connected but geographically distant are more likely to engage – and convert – when content reflects their location, language, and habits. Personalized greetings, tailored ticketing offers for neutral UEFA venues (e.g., Hamburg, Lublin), or exclusive diaspora community content can significantly increase brand loyalty and spending intent.

Moreover, CRM will be deeply integrated with the Mobile app, allowing for real-time synchronization between user behavior and campaign logic. For example:

- A fan who regularly watches matchday streams may receive personalized merchandise offers related to their favorite player.
- A user who joins a contest or poll may be added to a loyalty track or targeted with push notifications.
- Inactive users may trigger reactivation flows, such as reminders, giveaways, or content nudges.

From an operational perspective, CRM will also unlock a range of performance analytics, including:

- Monthly Active Users (MAU) and Daily Active Users (DAU)
- Click-through and open rates per channel
- Conversion tracking to e-commerce, ticketing, or sponsor campaigns
- Segment-level engagement heatmaps

Importantly, these analytics can be compiled into dynamic dashboards accessible to internal stakeholders and sponsors. This represents a fundamental shift from current practice, where sponsor reporting is ad hoc and not data-driven. Going forward, Dynamo Kyiv will be able to offer partners verifiable audience insights, digital activation metrics, and ROI reports – creating opportunities for higher-tier sponsorship packages and deeper commercial relationships.

In essence, the CRM system is more than a marketing tool – it is a strategic engine for personalization, loyalty, and monetization. It will allow FC Dynamo Kyiv to operate with the sophistication of top-tier European clubs, while reflecting the unique values and emotional depth of its Ukrainian identity.

Voices from the Field

To validate the strategic need for a mobile app, CRM, and ERP, FC Dynamo Kyiv conducted two targeted surveys in Q1 2025 to assess demand, pain points, and readiness among fans and staff:

- External Survey (n = 1,250 fans across Ukraine and abroad)
- Internal Survey (n = 85 staff across Finance, Marketing, Operations)

External Fan Survey

Between January and February 2025, FC Dynamo Kyiv conducted an online survey of 1,200 supporters to understand their digital needs and willingness to adopt new club technologies. Respondents were drawn from our core markets – 90 percent based in Ukraine and 10 percent in key diaspora regions (Germany, Poland, North America).

The 12-question instrument combined Likert-scale and multiple-choice items to explore fans' current pain points with ticketing, content access, and communications, as well as their appetite for premium app features and personalized notifications.

Insights from this pre-implementation research directly informed the design priorities for the mobile app MVP and the CRM alerting framework, ensuring our digital roadmap aligns with genuine fan demand.

The key findings from our external fan survey are summarized in Table 4 below. These results highlight fans' current frustrations with ticketing and content delivery, as well as their strong interest in dedicated mobile-app features and personalized communications through a CRM platform.

Table 4

Key Results from the External Fan Survey

Question	"Agree"
I find the current ticket-purchase process cumbersome.	82%
I would use an official Dynamo app for match streaming and news.	76%
I am willing to receive app push notifications for ticket availability and club news.	69%
I would pay a small subscription fee for exclusive behind-the-scenes content.	41%
Receiving personalized offers (e.g., discounts) would increase my spending.	58%
I believe a unified digital wallet for tickets, merch, and loyalty points is necessary.	71%

The conducted research explored attitudes toward a unified club app, personalized communications, premium features, and multilingual support. The following key insights emerged from this pre-implementation research:

- Strong Demand for a Unified Digital Platform

Over three-quarters of respondents (76–82%) expressed frustration with the current fragmented ticketing and content channels and indicated they would adopt a single official Dynamo app for streaming, news, and commerce.

- High Appetite for Personalized Communications

Nearly 70% of fans favor push notifications for ticket availability and club updates, rising to over 90% among diaspora respondents. This underscores the value of CRM-enabled segmentation and real-time outreach.

- Monetization Potential through Premium Features

While only 41% are immediately willing to subscribe for exclusive content, a majority (58%) report increased spending intentions when offered personalized discounts – suggesting initial loyalty-program features may yield faster ROI than paywalled content.

- Loyalty Wallet Concept Resonates

A unified digital wallet for tickets, merchandise, and loyalty points garners strong endorsement (71%), validating the roadmap for Fan Wallet and in-app commerce integration.

Collectively, these findings validate our digital transformation roadmap – underscoring the urgent need for a unified, multilingual mobile app and CRM-driven communications to consolidate fan engagement, streamline commerce, and unlock new revenue streams – while highlighting that prioritizing loyalty-focused features and personalized outreach will drive both adoption and early ROI, especially among our core Ukrainian and diaspora audiences.

Internal Staff Survey

Prior to rolling out the new ERP system, we conducted an internal survey of 85 Dynamo Kyiv staff across Finance, Operations, Commercial, Marketing, and IT. The goal was to gauge current pain points in day-to-day workflows, understand expectations for process automation, and identify training needs. Responses were captured in March 2025, before any ERP configuration or training began. The key findings from our internal staff survey are summarized in Table 5 below.

Table 5

Key Results from the Internal Staff Survey

Question	“Agree”
A central ERP system would streamline month-end financial close, reducing manual reconciliations across departments.	90 %
Integrating finance and admin workflows in ERP would improve budget reallocation speed for digital initiatives.	88 %
Digitalized supplier communications via ERP would reduce purchase-order processing delays.	85 %
Automating approval workflows in ERP could eliminate frequent bottlenecks in matchday logistics and asset handling.	82 %
An ERP-enabled ticketing and merchandise tracking module would provide accurate, real-time sales data.	80 %

Question	“Agree”
Integrating loyalty and in-app customer support channels into ERP would strengthen our fan-service operations.	75 %
A unified ERP-CRM platform would allow marketing to pull accurate campaign attribution data without manual consolidation.	92 %
Replacing multiple standalone systems with a single ERP platform would reduce support burden and maintenance complexity.	95 %

Prior to launching our ERP initiative, the internal survey sought to gauge staff perceptions of how an enterprise-wide system would impact daily workflows and strategic capabilities. By aligning questions with the specific transformation opportunities identified in our Value Chain Analysis – such as finance automation, supplier communication, ticketing integration, and unified marketing-sales data – we collected actionable feedback from each department.

The following key insights distill the overarching themes and areas of consensus revealed by the survey results.

- Strong Cross-Functional Support

Between 75 percent and 95 percent of staff “Agree” that ERP modules addressing finance, procurement, operations, sales, and support activities will resolve major pain points – highlighting broad readiness.

- Finance Gains

Over 88 percent anticipate faster month-end closes and more agile budget reallocations, directly supporting strategic digital investments without overburdening teams.

- Operational Efficiency

Automation of supplier communications and approval workflows is seen as a critical lever, with more than 82 percent expecting significant reduction in logistics bottlenecks.

- Commercial & Fan Service

Around 80 percent believe ERP-enabled ticketing, merchandise tracking, and integrated loyalty channels will enhance revenue visibility and service quality.

- Marketing Empowerment

A unified ERP-CRM platform is almost universally (92 percent) valued for delivering precise campaign attribution – eliminating manual data pulls and improving ROI analysis.

- IT Simplification

Near-unanimous (95 percent) agreement that consolidating systems into a single ERP will reduce technical complexity and support costs.

The internal survey confirms that FC Dynamo Kyiv's staff across all key functions recognizes the transformative potential of an integrated ERP system. With clear consensus on the expected efficiency gains – ranging from financial close acceleration to logistics automation

and enhanced fan-service modules – the organization is well-positioned to launch ERP implementation as a foundational enabler of broader digital and commercial objectives.

The combined external and internal survey responses underscore a clear mandate for digital transformation: supporters overwhelmingly demand seamless, personalized engagement via a mobile app and CRM, while staff across finance, operations, commercial, marketing, and IT recognize that an integrated ERP will eliminate bottlenecks, improve data visibility, and free up capacity for strategic initiatives. This dual endorsement of fans prioritizing digital access and of employees anticipating meaningful efficiency gains – provides both the justification and the direction for our phased rollout.

By responding to these stakeholder voices, FC Dynamo Kyiv can ensure that its digital investments not only modernize core processes but also deepen fan loyalty and commercial value in both wartime and post-war contexts.

Sponsorship and Commercial Strategy

The war in Ukraine has significantly disrupted the traditional sponsorship ecosystem in professional football. With attendance capped, home matches often relocated abroad, and the broader economy under stress, many sponsors have reduced their financial commitments or reallocated budgets elsewhere. For FC Dynamo Kyiv, this context has necessitated a complete rethinking of how value is created, delivered, and measured in commercial partnerships.

The club's new strategy emphasizes a shift from physical presence to digital activation. With the upcoming implementation of the mobile app and CRM system, sponsors will no longer rely solely on shirt logos, stadium signage, or press backdrops. Instead, value will be generated

through measurable digital interactions and direct fan engagement. Specifically, the new sponsorship model will include:

- Trackable in-app metrics, including impressions, click-through rates, and conversion to merchandise or ticket sales.
- Interactive sponsor activations such as branded challenges, loyalty rewards, fantasy contests, and gamified experiences that integrate sponsor content seamlessly into the fan journey.
- Native advertising opportunities, where branded videos, match previews, or push notifications are co-produced in a way that feels organic rather than intrusive.
- Segment-level sponsor targeting, where brands can reach fans in specific geographies, languages, or behavior groups via CRM integration.

These tools will enable FC Dynamo Kyiv to offer a more sophisticated and transparent sponsorship product – something that aligns with how modern brands evaluate ROI in sports partnerships. Sponsors will receive monthly digital performance reports via dashboards powered by app analytics and CRM segmentation. This shift from exposure-based to performance-based partnerships will help the club attract longer-term, higher-value commercial relationships.

In addition to renewing relationships with historical partners, Dynamo will expand its outreach to brands that resonate with the Ukrainian diaspora. These may include:

- Fintech and neobanks, which provide cross-border financial services

- E-commerce platforms targeting global Ukrainians with cultural or sports merchandise
- Telecom operators and mobile platforms that offer services to migrants
- Airlines and travel companies with strong regional networks

This broader, digitally enabled approach will not only compensate for the temporary loss of matchday visibility but unlock entirely new revenue streams that are scalable, data-driven, and less vulnerable to geographic limitations.

The strategic vision is structured using the Ansoff Matrix, guiding both short-term and long-term moves across markets and products:

Table 6

Strategic Alignment: Ansoff Matrix

Ansoff Strategy	Tactical Moves for Dynamo Kyiv
Market Penetration	CRM implementation, email campaigns, social media optimization
Product Development	Mobile app launch, loyalty system, Fan Wallet, premium content
Market Development	Targeted diaspora campaigns in Germany, Poland, and North America
Diversification	Digital collectibles, NFT games, fan tokens, and exclusive in-app experiences

This dual-track approach allows FC Dynamo Kyiv to build wartime resilience through efficient digital communication (CRM, social media, gamification), while also laying the foundation for post-war expansion via innovation in Web3, loyalty economies, and immersive fan engagement. Ultimately, this commercial strategy enables the club to strengthen its financial base and global presence, even in times of crisis.

White Ocean Analysis: Prioritizing Initiatives for Strategic Focus

To allocate scarce resources most effectively – and to ensure that FC Dynamo Kyiv’s transformation efforts yield the greatest strategic impact – we apply a White Ocean framework.

Unlike “red ocean” environments where competitors fiercely battle over existing capabilities, the White Ocean approach guides us to identify which current products and processes to maintain, which to enhance, and where to introduce novel offerings that unlock uncontested value.

By categorizing our initiatives in this way, we focus the club’s limited wartime-era resources on high-leverage areas that will drive growth and differentiation in both the short and long term.

Table 7*White Ocean Analysis*

Category	Initiative	Rationale
Maintain	Core Brand Narrative & National Symbol Campaigns	Dynamo’s heritage and patriotic storytelling remain central to fan loyalty and sponsor appeal; continue consistent messaging across digital and broadcast channels.
	Basic App MVP Features (SSO, Ticketing, Merch WebView)	These “table stakes” ensure fans have easy access and reinforce trust in the digital platform as it scales.
Enhance	CRM-Driven Email & Push Campaigns	Upgrade segmentation logic (geography, behavior, spend) and A/B testing to boost open rates by 15–20 percent.
	ERP Financial Close & Reporting Automation	Shorten monthly close from 15 to 5 days and expand self-service dashboards for department heads, freeing 1,200 staff hours.
	Loyalty & Gamification Modules	Introduce tiered rewards, “fan points,” and predictive quizzes to increase repeat app engagement and data capture.

Category	Initiative	Rationale
Introduce	Diaspora Localization & Multilingual Support	Roll out English, German, Polish language paths in CRM and app to capture and monetize new European fan segments.
	“Fan Token” & NFT Collectibles	Launch limited-edition digital collectibles post-war as a premium revenue line and engagement driver.
	Corporate Hospitality & Virtual Stadium Tours	Create virtual matchday experiences and premium corporate packages via the app to offset restricted in-stadium attendance.

The White Ocean framework crystallizes where Dynamo should invest its limited bandwidth to produce outsized impact. By maintaining the club’s core brand narrative and essential app functionality, we protect the foundation of fan trust and ensure continuity of experience – even under wartime constraints. The enhance bucket targets “low-hanging fruit” that multiplies returns on existing systems: ramping up CRM sophistication will turn one-off communications into sustained, high-value engagements; automating ERP workflows not only slashes administrative burden but directly redeploys human capital into strategic marketing and loyalty efforts; and layering advanced gamification deepens emotional bonds, driving both data capture and incremental monetization.

Crucially, the introduce category lays the groundwork for tomorrow's uncontested White Ocean. Diaspora localization and multilingual outreach unlock new markets currently beyond the club's reach. Fan tokens and NFTs represent the first step into Web3 (PwC's Global Sports Network, 2023), creating premium experiences that distinguish Dynamo from peers still fighting over traditional sponsorship deals. Finally, virtual hospitality and stadium tours pivot post-war ambitions into digital products that transcend physical limitations and generate high-margin revenue.

Together, these prioritized moves form a coherent "fast, focused, and future-proof" transformation portfolio: they shore up core capabilities, turbocharge near-term returns, and seed genuinely novel offerings that will define Dynamo Kyiv's competitive edge in a digitized, post-conflict football economy.

Chapter 5: Organization Strategy

Current Organizational Structure and Challenges

FC Dynamo Kyiv currently operates with a traditional structure rooted in pre-digital football business models. Two key departments oversee revenue generation and public communications:

- Commercial Department
 - Sales Unit
 - Sponsorship Relations Unit
 - Advertising Unit
 - Fan Shop

- PR Department
 - PR Unit
 - Press Services
 - Media and SMM Unit
 - Website Unit

The current organizational structure of FC Dynamo Kyiv reflects a legacy football model, which, while effective in the pre-digital era, is now ill-suited to support the strategic goals of digital transformation, global fan engagement, and data-driven commercial growth. While the existing Commercial and PR departments provide a foundation for traditional revenue and communications functions, the absence of core digital enablers severely limits the club's ability to evolve.

The lack of a dedicated **Marketing Department** means that key responsibilities such as digital campaign planning, fan segmentation, content strategy, and performance tracking are either fragmented or absent altogether. This creates a disconnect between the club's fanbase potential and its ability to activate that potential through targeted outreach and monetization.

Furthermore, the absence of a **centralized CRM function** means that there is no system or team responsible for consolidating fan data, measuring engagement behavior, or driving personalized communication. Without this capability, the club cannot fully benefit from its growing digital audience – particularly its diaspora supporters whose engagement depends on relevance, language, and accessibility.

The **limited integration between PR, Commercial, and Digital functions** also results in missed opportunities for coordinated messaging, real-time sponsor activation, and cross-channel storytelling. Each department operates in functional silos, reducing efficiency and impairing the club's ability to build unified fan experiences or scalable campaigns.

Finally, the absence of **internal IT and product ownership** for ERP and mobile app development places too much reliance on external vendors, while limiting the club's long-term agility and innovation capacity. As digital transformation accelerates, in-house capability to manage, iterate, and evolve digital platforms will be essential.

In summary, while the current structure has supported FC Dynamo Kyiv through decades of football tradition, it is no longer aligned with the demands of modern sport business. Without significant adaptation – particularly through the creation of dedicated Marketing, CRM, and Digital roles – the club risks falling short of its transformation objectives. A redesigned

structure will not only enable operational execution but will also foster the cross-functional collaboration, data literacy, and innovation mindset required to lead Ukrainian football into its next chapter.

Proposed Organizational Design

To meet the demands of its digital transformation, FC Dynamo Kyiv must adapt its internal structure to reflect the realities of a modern, data-driven football organization. The aim is not to dismantle the club's traditional operational strengths, but to evolve and expand them – creating the structural capacity required to deliver innovation, global fan engagement, and commercial growth.

The current reliance on legacy departmental lines – particularly the separation between Commercial and PR – has become a constraint in an environment that increasingly demands integration, agility, and digital fluency. As the club prepares to launch a mobile fan application, implement a CRM system, and professionalize its commercial offerings to sponsors and fans worldwide, a modern organizational design is essential.

At the heart of the proposed structure is the establishment of two executive leadership roles: the Chief Marketing Officer (CMO) and the Chief Commercial Officer (CCO). These two positions will ensure that the club's digital growth and revenue strategies are aligned yet distinct – driving performance across all fan-facing and partner-facing operations.

Chief Marketing Officer (CMO): the CMO will be responsible for all aspects of brand development, digital communication, fan engagement, CRM strategy, and content planning. This role will ensure that FC Dynamo Kyiv speaks with a unified voice across platforms, maximizes fan

loyalty through personalization and storytelling, and expands its global digital presence – especially among the Ukrainian diaspora.

Chief Commercial Officer (CCO): the CCO will lead all revenue-generating verticals, including sponsorship acquisition and servicing, advertising, ticketing (when feasible), and merchandising. This role will focus on driving commercial performance through structured sales strategies, B2B relationship building, and leveraging CRM and mobile app insights to deliver tangible value to partners.

Both roles will maintain close operational collaboration with the PR Director, ensuring strategic alignment of content, campaigns, and public messaging.

The organizational redesign proposes the following updated departmental structure:

- Commercial Department (Led by the CCO)
 - Sales Unit: Drives sponsorship acquisition, partnership sales, and (post-war) ticketing strategies.
 - Sponsorship Relations Unit: Manages activation delivery, retention, and fulfillment reporting.
 - Advertising Unit: Oversees media buying, digital ad space, and branded placements.
 - Fan Shop: Responsible for merchandise operations, pricing strategy, and e-commerce expansion.

- Marketing Department (Led by the CMO)
 - Digital Marketing Unit: Executes social media campaigns, mobile communication, email marketing, and influencer partnerships.
 - CRM and Data Analytics Unit: Segments fan data, tracks behavioral metrics, runs automated engagement flows, and manages newsletter and loyalty outreach.
 - Brand and Content Strategy Unit: Shapes club storytelling, campaign messaging, visual identity, and long-term brand positioning.
- Public Relations Department (Led by the PR Director)
 - Press Services and Public Relations Unit: Manages media relations, press releases, and club representation.
 - Media and SMM Unit: Operates day-to-day social and video production, working in coordination with Marketing.
 - Website and Editorial Unit: Maintains official content publication across digital properties.
- IT and Digital Department
 - ERP/CRM System Management: Oversees implementation, integration, and maintenance of internal systems.
 - Mobile App Product Owner: Acts as a business-side coordinator with development partners, ensuring app features align with club priorities.

- Data Protection and GDPR Compliance Officer: Ensures all digital operations meet Ukrainian and European data privacy standards.

Strategic Implications

This evolved organizational design reflects the growing complexity and opportunity of managing a modern football club in a digital era. It separates commercial growth from engagement strategy while fostering alignment through clearly defined executive roles. By building out departments focused on CRM, content, analytics, and technology, the club creates internal ownership over tools that were previously managed by external vendors or informal processes.

The structure also improves the club's ability to respond to data, act on fan insights, and deliver sponsor value with precision. Each unit will contribute to a shared performance framework, supported by KPIs across engagement, conversion, revenue, and retention.

Most importantly, this organizational blueprint is scalable. It will serve the club effectively during wartime constraints, while also preparing it for long-term post-war growth, international expansion, and integration into best-in-class European football business practices.

ERP & CRM Implementation Readiness

The successful deployment of an **Enterprise Resource Planning (ERP)** and **Customer Relationship Management (CRM)** system represents a foundational pillar of FC Dynamo Kyiv's digital transformation. However, technology alone will not deliver results. The readiness of internal processes, data quality, role clarity, and change management will determine whether these systems become enablers of efficiency and engagement – or underutilized tools.

ERP Implementation Readiness

The ERP system will serve as the operational backbone for the club, streamlining internal workflows, document management, reporting, and approvals. As the system is sponsor-funded and requires no direct capital outlay, the key focus will be on **organizational readiness and adoption**. To ensure successful rollout:

- Departmental Process Owners will be appointed in each core function – Finance, Human Resources, Operations, and Commercial. These individuals will act as implementation leads, ensuring that workflows are mapped correctly and integrated into daily operations.
- A data governance framework will be developed to standardize internal document flow, approval chains, and archiving protocols. This ensures compliance, traceability, and efficiency.
- Internal training will focus on user adoption, with a special emphasis on eliminating manual processes, reducing paperwork, and introducing accountability checkpoints.

Over time, the ERP platform will enable better planning, resource tracking, and alignment between administrative and commercial functions. It will also provide clean and accessible data for integration with CRM and reporting tools.

CRM Implementation Readiness

While the ERP system will modernize internal processes, the CRM system will directly transform fan engagement, personalization, and monetization. Unlike ERP, CRM impacts nearly every fan-facing department – from PR and Marketing to Sponsorship and Sales.

To prepare for CRM implementation in 2026, the following steps are necessary:

- Appointment or reassignment of a CRM Manager: This individual will serve as the product owner and internal liaison for all CRM-related activities, including system configuration, vendor coordination, and user training.
- Cross-system integration must be ensured to avoid silos and enable real-time data flow. The CRM will connect to:
 - Ticketing platforms (e.g., to track attendance, offers, and purchase frequency)
 - Mobile app analytics (capturing behavioral data such as logins, video views, and loyalty interactions)
 - E-commerce systems (to link merchandise behavior with communication strategies)
 - Email campaign tools (to run automated and segmented communication flows)
 - Segmentation logic and data models will be developed in advance to support campaign personalization. Suggested segmentation parameters include:
 - Geography (e.g., Ukraine vs diaspora regions)
 - Engagement level (e.g., app active users vs inactive)
 - Language preferences (Ukrainian, English, Polish, German)
 - Purchase history (e.g., ticketing, merchandise, app usage)
- The CRM will also support sponsorship by creating exportable reports on campaign reach, open rates, and fan demographics – making it a revenue-generation tool as well as an engagement engine.

To maximize impact, CRM readiness must be approached holistically – not only as a technology rollout, but as a strategic capability embedded into Marketing, Commercial, and PR functions. Early use cases, such as newsletter opt-ins, automated match alerts, and sponsor-branded campaigns, will serve as test pilots for broader adoption.

Both ERP and CRM systems will reduce operational inefficiencies, unlock fan-level insights, and support scalable growth. However, to avoid implementation failure, Dynamo Kyiv must invest in internal champions, process clarity, and adoption incentives. These systems must not be viewed as “IT projects” but as club-wide enablers of transformation – connecting back-office efficiency with front-office innovation.

Talent and Capability Development

A successful digital transformation at FC Dynamo Kyiv will require more than systems and strategy – it will depend on people. While the club already has experienced staff in key operational and communication roles, the shift toward a data-driven, fan-centric model introduces new demands that current resources alone cannot meet. Building organizational capability means identifying and filling key talent gaps while also investing in the development of current staff to work effectively in a digitally integrated environment.

The transformation roadmap calls for both selective hiring of digitally skilled professionals and cross-departmental training to foster digital literacy and alignment. These human capital investments will ensure that digital platforms – such as CRM, ERP, and the mobile app – are not only launched, but actively utilized to drive revenue, engagement, and operational efficiency.

Key Roles to Be Created or Enhanced. To support this transformation, several new or redefined roles will be introduced. These positions will act as the operational drivers of the club's digital engagement and data infrastructure:

- **CRM Manager:** Responsible for managing the club's fan database, segmentation logic, automated campaign delivery, and integration with ticketing and e-commerce systems. This person will coordinate fan communication flows and support sponsor activation reporting.
- **Digital Analyst:** Will work across Marketing and Commercial to extract actionable insights from app analytics, social media data, merchandise behavior, and CRM metrics. This role supports decision-making, campaign optimization, and sponsor reporting.
- **Mobile App Product Owner:** Serves as the internal point of contact for all matters related to the Mobile app. This role ensures the app evolves in line with user needs, integrates correctly with internal systems, and aligns with business objectives.
- **Marketing Content Strategist:** Acts as a bridge between PR and Commercial functions, ensuring storytelling, messaging, and branded content are aligned across platforms. This person will lead campaign development, copywriting, and editorial calendars.

Depending on availability, these roles may be filled through internal promotions, external recruitment, or partnership-based secondments (e.g., through service providers).

Training and Capability Building. To complement new hires, existing staff must be equipped with the tools, knowledge, and collaborative mindset necessary to operate effectively in the new digital environment. The training program will focus on:

- **Digital Tools Onboarding:** Comprehensive training on CRM platforms, ERP workflows, mobile app administration, and email marketing tools. This will help each department integrate these tools into their daily operations rather than treat them as isolated systems.
- **Data Privacy and GDPR Compliance:** As the club gathers and uses more personal data, all staff involved in digital engagement must be trained in data handling, consent protocols, and privacy regulations – especially as Ukraine moves closer to EU legal standards.
- **Cross-Functional Project Collaboration:** With digital engagement now touching PR, Marketing, Commercial, IT, and Operations, staff will need to adopt agile working methods, shared KPIs, and campaign-based teamwork. Training will include project planning, communication skills, and basic data interpretation.

Investing in people is not optional – it is essential. Without the right capabilities, even the best-designed systems and strategies will underperform. By hiring selectively, training intentionally, and fostering a culture of cross-functional collaboration, FC Dynamo Kyiv can build an agile, digitally fluent organization capable of sustaining innovation well beyond the transformation period.

Organizational Culture and Change Management

Transforming a legacy football organization like FC Dynamo Kyiv involves more than restructuring and deploying new technologies – it requires a shift in mindset, habits, and internal culture. While the benefits of ERP, CRM, and digital engagement are clear from a strategic standpoint, successful implementation depends on how well the people inside the organization embrace and apply them in daily operations.

Change, especially in organizations built on long-standing traditions, often encounters friction. Employees may resist new workflows, question the value of data collection, or feel uncertain about cross-functional collaboration. That’s why FC Dynamo Kyiv’s approach to change management is intentionally cautious, inclusive, and adaptive – balancing ambition with realism.

Rather than enforcing top-down directives, the strategy focuses on internal engagement, clear communication, and peer-driven advocacy. The objective is not just to launch new systems, but to build trust in them – and to give each team member a role in shaping and sustaining the transformation.

Key Change Management Tactics

To ensure smooth adoption of new systems and minimize resistance, the following tactics will be used to guide internal alignment, promote ownership, and build momentum for transformation.

Internal Town Halls and Information Sessions. These open forums will provide all staff – from senior management to operational teams – with a clear understanding of why changes are

being made, what systems will be introduced, and how their roles may evolve. These sessions will demystify digital tools and reinforce the strategic vision behind them.

Quick Wins and Pilot Projects. Early, visible successes – such as a targeted CRM campaign that boosts merchandise engagement or a workflow automation that reduces approval delays – will serve as proof points. Quick wins help build confidence, reduce skepticism, and generate momentum across departments.

Departmental Change Ambassadors. Each department will nominate one or two ambassadors to serve as internal champions of the transformation. These individuals will receive early training, participate in pilot tests, and serve as peer advisors. This decentralized approach ensures that support is available “on the ground,” not just from project leaders.

Ongoing Collaboration with Technology Partners. Mobile App and ERP consultants will be more than service providers – they will be knowledge transfer partners. Their involvement in staff onboarding, product walkthroughs, and troubleshooting will be vital in accelerating comfort and adoption of new systems.

Cultural Framing Aligned with National Values. The transformation will be positioned not just as a business necessity but as a reflection of Ukraine’s broader modernization journey. The alignment with European values – digital transparency, efficiency, user-centricity – can inspire a sense of purpose and national pride within the organization.

Value Chain Analysis (Porter’s Model)

To support this cultural and operational evolution, FC Dynamo Kyiv will apply transformation levers across both primary and support activities in its value chain.

Table 8*Analysis of Primary Activities*

Primary Activities	Transformation Opportunities
Inbound Logistics	Digitalized supplier communications via ERP
Operations	Workflow automation, reduced approval delays
Outbound Logistics	App-based ticketing, merchandise delivery tracking
Marketing & Sales	CRM-driven personalization, digital campaign attribution
Service	Loyalty program, in-app customer support channels

Table 9*Analysis of Support Activities*

Support Activities	Transformation Opportunities
Firm Infrastructure	Central ERP system with integrated finance and admin
HR Management	Targeted upskilling in CRM, analytics, digital strategy
Technology Development	New IT and Product team to manage app and data platforms
Procurement	ERP-enabled vendor management and transparency

By prioritizing empathy, inclusion, and transparency, FC Dynamo Kyiv ensures that digital transformation is seen not as a threat but as an opportunity – for staff, for fans, and for the broader Ukrainian football community. This cultural evolution will help the club become more agile, accountable, and resilient – traits that will be essential in both wartime adaptation and post-war growth.

Chapter 6: Financials

Baseline Financial Overview

FC Dynamo Kyiv's financial structure is historically based on four primary revenue streams:

- Sponsorships
- Matchday revenue (tickets, concessions)
- Merchandising
- Broadcasting/UEFA competition income

Prior to the war, matchday revenue constituted a significant portion of total income, with average attendance ranging from 20,000–25,000 fans per game. Currently, under martial law, maximum attendance is capped at 1,800 spectators, effectively reducing matchday revenue by over 90%. Merchandise sales are also underperforming due to limited digital infrastructure and economic constraints.

Despite these challenges, sponsorships and UEFA participation remain relatively stable sources. However, the club faces rising operational costs, inefficiencies from legacy systems, and missed digital revenue opportunities due to the lack of CRM, integrated e-commerce, and app-based monetization.

Projected Investment Overview

The digital transformation of FC Dynamo Kyiv is designed to be both impactful and financially sustainable. Recognizing the budget constraints imposed by wartime conditions and declining matchday revenues, the strategy emphasizes cost efficiency, sponsor co-financing, and

staged investment over multiple fiscal periods. This approach ensures that critical systems are implemented without placing undue strain on club finances, while positioning Dynamo for scalable, post-war revenue generation.

Rather than a large, upfront capital outlay, the transformation is broken into phased investment stages, each aligned with a specific operational or commercial goal. Major digital platforms – such as the ERP system and mobile app – will be developed through sponsor partnerships, minimizing out-of-pocket costs while allowing the club to benefit from enterprise-grade infrastructure. Other components, including CRM deployment, email marketing automation, and digital staffing, will be gradually funded through internal resources and reinvested revenue from early wins (e.g., merchandising, in-app monetization).

Key components are funded or provided through partnerships as summarized below.

Table 10

Investments Overview

Initiative	Partner	Cost to Club	Timeline
ERP System	Sponsor-funded	€0	2025
Mobile App (BlockSport)	Revenue-share	€0 upfront (50/50 profit)	2025–2027
CRM System + Email	Internal rollout	€10–15K (setup & staffing)	2025–2026
Digital Talent (CRM, App)	Internal hiring	€25–40K annually	2025+

The total investment over three years is expected to stay **under €100,000**, with no large CAPEX requirements. This low-risk structure allows for gradual monetization with flexible scaling based on wartime realities.

Revenue Impact Projections

FC Dynamo Kyiv’s digital transformation initiative is projected to generate €400,000–450,000 in annual digital revenue by 2027, under base-case conditions assuming a phased rollout and post-war market normalization. This growth will stem from the club’s transition toward direct-to-fan monetization, CRM-supported sponsorship, and gamified engagement – none of which depend on traditional matchday attendance or infrastructure-heavy investments.

These digital revenue streams offer a scalable, low-overhead model for financial recovery and long-term sustainability. By building these streams around the mobile app, CRM database, and fan behavior analytics, the club can expand monetization in a targeted and performance-driven manner.

Table 11

Estimated Digital Revenue Sources by 2027:

Revenue Stream	Annual Revenue (Base Case)	Notes	Revenue Stream
In-app purchases (Fan Wallet, Subscriptions, Premium)	€150,000	Based on ~5–10% paid app users from 400,000 base	In-app purchases (Fan Wallet, Subscriptions, Premium)

Revenue Stream	Annual Revenue (Base Case)	Notes	Revenue Stream
E-commerce uplift via app/CRM	€100,000	20–25% increase in merch conversion, especially diaspora-targeted	E-commerce uplift via app/CRM
CRM/email-driven sponsor activations	€75,000	New partner categories + measurable value from personalized campaigns	CRM/email-driven sponsor activations
Loyalty & gamified campaigns (quizzes, points)	€25,000	Sponsor-sponsored contests, branded fan rewards	Loyalty & gamified campaigns (quizzes, points)
Digital collectibles & tokens (NFTs, Fan Token)	€50,000 (post-war only)	Conservative adoption assumptions, scaled post-war	Digital collectibles & tokens (NFTs, Fan Token)
Total Estimated Annual Revenue	€400,000–450,000	Achievable by 2027 assuming peace and full rollout	Total Estimated Annual Revenue

Revenue Growth Drivers

These revenue streams are supported by several structural enablers introduced during the transformation process:

- A feature-rich mobile app developed with BlockSport, enabling direct fan purchases and behavioral engagement
- A CRM platform capable of segmenting fans by geography, behavior, and interest, improving both sponsor targeting and fan conversion

- Gamification features such as quizzes, predictions, and loyalty rewards, which create repeat engagement and sponsorship placement opportunities
- Digital merchandise and collectible channels (e.g., NFTs, fan tokens), which cater to younger and global fan segments and can be scaled post-war

These revenue projections demonstrate that the club's transformation is not only operationally necessary but financially viable. Even under conservative assumptions and wartime constraints, digital channels can deliver meaningful, diversified income – independent of stadium attendance.

More importantly, these channels are inherently scalable, offering long-term upside as Ukraine recovers and the club re-engages with its full domestic and international fanbase. Through targeted activation, personalization, and digital product development, FC Dynamo Kyiv is positioning itself as a commercially modern, globally resonant football institution.

Payback Period and ROI Estimates

The financial viability of FC Dynamo Kyiv's digital transformation is underpinned by a low-investment, high-leverage model, made possible through strategic sponsor partnerships and a phased rollout plan. With the ERP system and mobile app development delivered at no cost to the club under sponsorship and revenue-sharing agreements, the only direct investment required is the implementation and operationalization of the CRM system, associated digital marketing infrastructure, and relevant staff training.

The total estimated internal expenditure for the entire transformation – including CRM setup, campaign platform integration, limited external consulting, and internal team

expansion – is projected at €80,000–100,000. This makes the initiative highly capital-efficient compared to similar digital transformation programs in Western European clubs, which often exceed six figures annually in licensing and vendor fees alone.

Payback Assumptions and Timeline

The payback period is expected to conclude by the end of FY2027, based on conservative modeling of user engagement and digital revenue growth. Key assumptions include:

- Gradual monetization beginning as early as mid-2025, even under wartime constraints, through the mobile app’s initial merchandise integration and early push campaigns
- Full monetization rollout after the war, with loyalty features, fan tokens, and sponsor integrations launching in 2026–2027
- CRM-driven email and diaspora campaigns starting in Q4 2026, boosting engagement and conversions from targeted segments

Return on Investment (ROI) Projections

Based on the base-case revenue projection of €400,000–450,000 per year by FY2027, the expected return on investment is substantial – even without including potential upsides from ticketing recovery or major international sponsor deals.

- Total Investment (2025–2027): €80,000–100,000
- Recurring Annual Digital Revenue (by 2027): €400,000+
- Estimated ROI (by 2027): 400%–500%

These are conservative estimates, assuming moderate fan conversion rates (5–10%), no paid ticketing recovery during martial law, and phased revenue ramp-up across CRM, loyalty, and collectibles. Upside potential remains strong if fan engagement surpasses current projections – particularly in diaspora-heavy regions like Germany, Poland, and North America.

This digital transformation represents a rare opportunity to achieve high financial return with minimal up-front capital exposure. By leveraging sponsor-funded development, modular rollouts, and organic monetization channels, FC Dynamo Kyiv can not only recover its investment within three years but also build a recurring revenue model that strengthens long-term competitiveness.

Moreover, as one of the first Ukrainian clubs to deploy CRM-based monetization and sponsor targeting at scale, Dynamo will also gain reputational value – positioning itself as a modern, investor-ready institution aligned with European business standards.

Risks and Mitigation

While the proposed digital transformation strategy for FC Dynamo Kyiv is carefully designed to be cost-efficient, phased, and largely sponsor-supported, no transformation of this scale is free of risk. Both **external threats** – such as geopolitical instability, macroeconomic volatility, and changing fan behavior – and **internal challenges** – including limited digital maturity and resistance to organizational change – pose potential barriers to full execution.

Understanding these risks in advance is essential for shaping a **proactive response framework**. This section outlines the most significant strategic and operational risks facing the project and proposes corresponding mitigation actions based on internal planning and external

best practices. Where applicable, **benchmarks from peer clubs** across Europe are used to assess the realism of projected outcomes and mitigation feasibility.

Table 12

Key Risks and Mitigation Strategies

Risk	Impact	Mitigation
Prolonged war delays fan monetization	High	Monetization begins with diaspora only; scalable post-war
CRM adoption barriers internally	Medium	CRM training, phased rollouts, department champions
App user retention below expectations	Medium–High	Loyalty program, Fan Points, gamified content in-app
Inflation increases staffing or platform cost	Medium	Revenue-share model protects from initial CAPEX
GDPR/data compliance failure	Medium	Hire Data Privacy Lead, integrate compliance tools into CRM from start

Scenario Analysis: Financial Impact under Alternative Futures

To anticipate risks and opportunities, we model three distinct scenarios – Pessimistic, Base-Case, and Optimistic – for Dynamo Kyiv’s digital initiatives through FY 2027. Each scenario adjusts key drivers: fan conversion rates, diaspora engagement, and post-war rollout timing. This analysis highlights how deviations in adoption or external conditions affect revenues, ROI, and payback timing.

Table 13*Scenario Analysis*

Scenario	Assumptions	Annual Digital Revenue by 2027	Payback Timing	ROI by 2027
Pessimistic	<ul style="list-style-type: none"> - Wartime delays push full monetization to Q1 2027 - Fan conversion only 3 % - Diaspora uptake 20 % below base projection 	€250 000	Q4 2027	150 %
Base-Case	<ul style="list-style-type: none"> - Monetization begins mid-2025, full rollout by Q4 2026 - Fan conversion 5–10 % - Diaspora uptake as originally projected 	€400 000 – 450 000	End 2027	400 – 500 %
Optimistic	<ul style="list-style-type: none"> - Accelerated post-war recovery, full rollout by Q2 2026 - Fan conversion 12–15 % - Diaspora uptake 20 % above base projection 	€550 000 – 600 000	Q2 2027	550 – 650 %

The scenario analysis above quantifies how varying levels of fan conversion, rollout timing, and diaspora engagement will impact Dynamo Kyiv's digital revenue, payback period, and ROI by 2027. These modeled futures serve as the foundation for our strategic action plan, guiding resource allocation, risk mitigation, and contingency planning to ensure the transformation delivers maximum value under any circumstance.

Considering these potential futures, we derive the following strategic imperatives:

- Resilience through Diversification

The pessimistic scenario demonstrates that relying solely on rapid post-war monetization is risky. By targeting diaspora-only revenue streams early and expanding fan conversion initiatives, the club can buffer against delays in full feature rollout. Diversifying revenue-through merchandise, in-app purchases, and sponsor activations-will be critical to sustaining operations even if matchday or loyalty features are postponed.

- Validation of the Base-Case Plan

Our base-case assumptions-5-10 percent fan conversion, phased rollouts, and mid-2025 monetization-align with industry benchmarks and our internal projections. Achieving a €400 K-450 K annual revenue by 2027 and breakeven by year-end underscores the viability of the current roadmap. Continued focus on CRM-driven campaigns and incremental feature launches (e.g., loyalty, gamification) will keep us on track to deliver 400-500 percent ROI.

- **Upside from Accelerated Adoption**

The optimistic scenario reveals significant upside if fan engagement exceeds projections. A faster post-war rollout and higher conversion (12-15 percent) could generate up to €600 K in annual revenue, achieve payback by mid-2027, and deliver over 600 percent ROI. This highlights the value of front-loading high-impact features-such as fan tokens and personalized rewards-when early uptake metrics are strong.

- **Strategic Flexibility Is Essential**

Across all scenarios, flexibility in development and budget allocation emerges as a core success factor. Contracts with technology partners should allow us to scale resources up or down in response to real-time adoption data. Equally, contingency plans-like diaspora-only pilot programs-ensure continuity of revenue momentum even in adverse conditions.

- **Data-Driven Decision-Making**

Regularly revisiting these scenarios with updated performance metrics will enable Dynamo Kyiv leadership to refine priorities, reallocate budgets, and mitigate emerging risks. By anchoring strategic decisions in scenario-based insights, the club can balance ambition with pragmatism and shepherd its digital transformation to a successful, sustainable outcome.

By modeling pessimistic, base-case, and optimistic futures, Dynamo Kyiv equips its leadership with a clear roadmap for resource allocation, risk management, and strategic focus. These insights ensure that whether wartime constraints persist or a rapid post-war recovery unfolds, the club can adapt its digital initiatives—prioritizing high-impact features, leveraging diaspora engagement, and maintaining the flexibility needed to maximize revenue growth, operational efficiency, and long-term competitive advantage.

Risk Analysis and Strategic Outlook

While the above table provides a summarized view of the most critical risks and corresponding mitigation strategies, this section offers a more detailed narrative to contextualize these challenges within the broader scope of FC Dynamo Kyiv’s digital transformation. Each risk is examined not only in terms of potential operational disruption or financial impact, but also through the lens of long-term strategic alignment. The analysis highlights how the club’s transformation approach – rooted in phased implementation, sponsor co-financing, and diaspora engagement – has been deliberately structured to anticipate and absorb external shocks while building internal capability.

This outlook also draws upon proven benchmarks from comparable European clubs, helping to validate mitigation strategies and guide expectations. By translating lessons from external best practices into the local Ukrainian context, Dynamo Kyiv is positioning itself not just to manage risk – but to convert it into a foundation for sustainable innovation and growth.

Geopolitical and Wartime Constraints. The most significant external risk remains the ongoing war in Ukraine, which may continue to limit matchday attendance, reduce domestic purchasing power, and delay the return to full fan monetization. However, by initially targeting diaspora audiences through digital channels, the club can establish monetization mechanisms that are resilient and scalable post-war. The app's international reach and multilingual roadmap further reinforce this strategy.

Internal Change Management and Digital Literacy. Digital transformation success hinges on internal adoption – particularly of the CRM system, which touches PR, Marketing, Commercial, and Sponsorship units. To mitigate resistance or underutilization, the rollout will be phased and supported by departmental champions, ensuring that CRM use cases (e.g., email campaigns, sponsor reporting) demonstrate value early on.

Fan Engagement and App Usage Risks. Retaining user interest post-download is a known challenge in mobile fan engagement. To mitigate this, FC Dynamo Kyiv will implement gamified content, fan loyalty rewards, and predictive features within the app, driving repeat visits and emotional stickiness. Benchmark data from Red Bull Salzburg and similar clubs shows that even mid-tier teams can achieve 5–7% paid app conversion when loyalty features are present.

Macroeconomic Factors and Cost Escalation. Inflation and currency volatility may increase the cost of staffing and technology services. However, the use of sponsor-backed and revenue-share models for app and ERP deployment dramatically reduces initial exposure. This

financial structure shifts risk away from the club while enabling growth-focused reinvestment of early revenues.

Data Privacy and Regulatory Compliance. As CRM systems centralize fan data and begin campaign automation, compliance with data protection laws – including GDPR – is non-negotiable. To address this, the club will hire a dedicated Data Privacy Lead and embed compliance tools into CRM architecture from the start, ensuring alignment with both Ukrainian and European legal frameworks.

Taken together, the identified risks and corresponding mitigation strategies demonstrate that FC Dynamo Kyiv’s transformation roadmap is both ambitious and grounded in operational realism. While the current environment – shaped by wartime instability, economic uncertainty, and evolving fan behavior – introduces undeniable complexity, the club’s strategy proactively addresses these factors through structural flexibility, phased investments, and partner-supported implementation.

By anticipating and actively managing these risks, FC Dynamo Kyiv can approach its transformation with clarity, resilience, and realistic contingency planning. The combination of flexible deployment, proven partner models, and a digitally literate growth strategy ensures that risk does not stall progress – but becomes a managed component of long-term competitive advantage.

Chapter 7: Project Implementation

Implementation Roadmap

The successful execution of FC Dynamo Kyiv’s digital transformation strategy requires a phased and structured implementation roadmap that aligns with both the club’s operational capacity and the complex realities of the ongoing wartime environment. The roadmap not only prioritizes cost efficiency and sponsor-supported development but also considers the evolving needs of fans, internal readiness, and future scalability.

The implementation is divided into four strategic phases spread across 2025 to 2027, each focused on delivering incremental value while laying the groundwork for the next stage. Early efforts concentrate on foundational systems – such as ERP and the mobile app MVP – that can be deployed with minimal risk and budget. These systems will provide essential infrastructure for subsequent initiatives, including CRM activation, personalization campaigns, and monetization features.

This phased rollout reflects a dual-track strategy: enabling low-risk digital engagement during wartime while preparing for full commercialization and fan experience enhancements once peace is restored. Dependencies, scalability, and organizational integration are all carefully mapped to ensure continuity and value delivery at every stage.

The following table summarizes the major milestones, objectives, and deliverables of each implementation phase. These phases are designed to gradually increase digital capabilities, ensuring that foundational systems are in place before more advanced fan engagement and monetization features are introduced. The timeline accounts for both wartime constraints and

post-war opportunities, with flexibility built into each phase to adapt to changes in the operating environment.

Table 14

Phases Overview:

Phase	Period	Key Actions
Phase 1	Q2–Q3 2025	ERP deployment, Mobile app MVP launch (SSO, ticketing, merch, YouTube)
Phase 2	Q4 2025–Q2 2026	CRM implementation, email campaigns, mobile app v2 features
Phase 3	Q3–Q4 2026	Loyalty system, gamification, AI analytics
Phase 4	2027	Fan tokens, NFTs, digital collectibles, stadium services integration

The phased implementation roadmap provides a structured yet flexible foundation for FC Dynamo Kyiv’s transformation journey. By front-loading foundational technologies such as ERP and the mobile fan app MVP, the club minimizes risk while unlocking immediate efficiencies and engagement potential. Mid-term activities like CRM deployment and personalized campaigns begin to bridge the gap between digital engagement and monetization, while longer-term goals such as fan tokens, NFTs, and stadium integrations are deferred until post-war conditions allow for safe and profitable rollout.

This approach ensures that the transformation aligns with the club’s financial reality, leverages sponsor-backed partnerships, and prepares internal teams for a gradual but complete digital shift. Importantly, the roadmap is designed not just to deploy tools, but to embed a new way of working – data-informed, fan-centric, and scalable. In doing so, it positions FC Dynamo Kyiv to emerge from the current crisis with stronger operational infrastructure and a more resilient, globally connected brand.

Stakeholder Roles and Governance

Successful delivery of the transformation strategy will depend on cross-functional collaboration. A hybrid governance structure is proposed to balance strategic oversight and tactical execution.

Table 15

Stakeholders Analysis

Stakeholder	Responsibility
CEO	Strategic oversight, stakeholder alignment
Commercial Director	Sponsorship activation, merchandising integration
Marketing Director	CRM campaigns, app engagement, fan segmentation
IT & Digital Director	App roadmap, ERP/CRM implementation, vendor coordination
PR Director	Internal comms, content alignment, fan messaging
Finance & Ops Leads	ERP process mapping, admin automation
BlockSport	Mobile app technical delivery
ERP Vendor	System customization and training

The success of FC Dynamo Kyiv's digital transformation depends not only on the deployment of new technologies, but on the active coordination and accountability of its key stakeholders. By clearly defining roles and responsibilities across the CEO, departmental directors, technical vendors, and cross-functional councils, the project builds internal ownership and ensures alignment across strategic, operational, and commercial functions.

The formation of a dedicated Digital Transformation Council creates a governance mechanism that is both agile and structured – allowing for transparent decision-making, risk oversight, and timely progress tracking. This approach balances centralized control with decentralized execution, empowering departments to innovate while maintaining a shared vision. As the club scales its digital capabilities, this governance model will become increasingly critical to sustaining performance, adapting to fan needs, and delivering measurable results to sponsors and supporters alike.

Project Phasing and Dependencies

A successful transformation depends not only on what is implemented, but in what order and under what conditions. FC Dynamo Kyiv's digital initiatives must be rolled out in a carefully sequenced manner to account for technological dependencies, user readiness, and external constraints such as wartime restrictions. This section outlines how each component – ERP, mobile app, CRM, and advanced fan engagement features – builds on the previous one, ensuring system compatibility, efficient data flow, and organizational preparedness.

The phasing logic is designed to deliver early wins while laying the technical and strategic foundation for more complex, revenue-generating modules in later stages.

Additionally, the roadmap balances flexibility and discipline, enabling adjustments in case of delays or shifting external circumstances.

This transformation program has critical path dependencies:

- ERP must precede CRM, ensuring clean operational data for customer records
- Mobile app must precede CRM to create behavioral and transactional data streams
- CRM must precede loyalty systems and AI to personalize rewards and predict behaviors

To allow wartime progress:

- All Phase 1 and Phase 2 systems can be executed remotely or through vendor-hosted tools
- Stadium-linked digital services (e.g., catering, identity via Diia) are postponed to Phase 4

By mapping out interdependencies and prioritizing core infrastructure first, FC Dynamo Kyiv minimizes implementation risk and avoids redundant investments. The logical sequencing – from ERP to mobile app to CRM and beyond – ensures that each phase leverages data and capabilities developed in the prior stage. This structured rollout not only safeguards system integrity but also enables smoother adoption across departments.

Importantly, the club's ability to maintain progress during wartime – through remote deployment and scalable platforms – demonstrates strategic foresight and operational resilience. As Ukraine transitions to a post-war environment, Dynamo Kyiv will be well-positioned to accelerate its transformation with confidence, speed, and competitive advantage.

KPIs and Monitoring Tools

To ensure the effectiveness of the digital transformation, FC Dynamo Kyiv must track measurable progress across its key initiatives. Key Performance Indicators (KPIs) are essential for evaluating impact, optimizing resources, and demonstrating value to both internal and external stakeholders. This section outlines the specific KPIs that will be used to monitor performance across the mobile app, CRM, sponsorship activations, merchandise, and ERP system.

The approach combines operational and engagement metrics to capture both financial outcomes and fan behavior. Wherever possible, real-time dashboards and automated reporting tools will be deployed to enable timely decision-making and continuous improvement.

Table 16

Key Performance Indicators for Digital Transformation

Focus Area	KPIs
Mobile App	MAU/DAU, downloads, session length, in-app purchases
CRM	Email open/click rates, segmented campaign ROI
Sponsorship	Activation engagement, digital impressions per contract
Merchandising	Conversion rate (e-shop), average basket, diaspora volume
ERP	Workflow completion time, approval efficiency

A **central dashboard** will be created by Q3 2025 for real-time monitoring.

A well-defined KPI structure will help FC Dynamo Kyiv stay focused, accountable, and agile throughout its transformation journey. These indicators not only guide internal execution but also provide transparency to partners and sponsors seeking measurable ROI.

By institutionalizing performance tracking through dashboards and cross-departmental reviews, the club can create a culture of data-driven decision-making. Over time, this shift will enable the organization to scale, innovate, and continuously improve the fan experience and commercial outcomes in line with strategic goals.

Change Management and Internal Communication

Digital transformation is not solely a technological shift – it is an organizational change that requires widespread understanding, internal alignment, and behavioral adaptation. For FC Dynamo Kyiv, success will depend on how well the internal workforce embraces new systems, tools, and workflows. This section outlines the club’s approach to managing change through proactive communication, structured training, and employee engagement.

Recognizing the complexity of implementing ERP, CRM, and mobile fan systems in parallel, the club is taking a cautious, inclusive approach. The goal is not rapid disruption but steady transformation – building trust, minimizing resistance, and embedding digital fluency into the club’s long-term culture.

Change management is essential for internal alignment. The club will adopt a **cautious and inclusive approach** to avoid friction during system adoption.

Steps:

1. Internal Communication Campaign (Q2 2025)
 - Introduce ERP, mobile app, and CRM goals
 - Share timeline and benefits
2. Department Workshops (Q3–Q4 2025)
 - ERP process walkthroughs
 - CRM basics and campaign design training
3. Pilot Projects (Q4 2025)
 - Launch internal email campaigns and ERP-based approvals
4. Feedback Loops (2026–2027)
 - Monthly check-ins, user feedback channels
 - CRM-driven internal communication for adoption nudges

By integrating early communication, departmental involvement, and pilot-based training, FC Dynamo Kyiv lays the groundwork for long-term adoption and operational continuity. The use of transformation “ambassadors,” regular internal feedback loops, and visible early wins will help build momentum while managing concerns.

Ultimately, change management is what transforms digital investments into lasting value. With a thoughtful internal rollout and cross-functional alignment, the club can ensure that its digital systems are not only implemented – but embedded – in the daily practices and mindset of its people. This cultural shift will be essential for realizing the full strategic benefits of the transformation.

Chapter 8: Conclusions

FC Dynamo Kyiv stands at a defining moment in its modern history. Against the backdrop of war-induced disruption and global industry shifts, the club's strategic repositioning and digital transformation are not just optional – they are essential for survival and long-term success.

This project has shown that, despite limited financial resources and reduced in-person engagement due to martial law, Dynamo Kyiv has substantial untapped value in its **brand strength, digital audience, and diaspora loyalty**. Through careful planning and sponsor-supported innovation, the club can transition into a modern, data-driven, and globally connected football enterprise.

Key Takeaways:

Digital transformation is feasible even during wartime. The partnership with BlockSport and ERP vendor allows Dynamo to implement essential platforms without upfront capital investment, lowering risk while enabling quick wins.

Fan monetization must begin digitally. In-app purchases, CRM-driven campaigns, and diaspora-focused merchandising can provide new revenue streams before stadium capacities normalize. By 2027, digital income could exceed €400,000 annually.

Organizational changes are necessary but manageable. The proposed structure introduces Marketing, CRM, and IT functions while preserving the existing commercial and PR framework. Internal resistance can be addressed through communication, training, and pilot wins.

Sponsorship renewal depends on data. To retain and attract sponsors during uncertain times, Dynamo must demonstrate digital value through impressions, fan engagement, and campaign analytics. The CRM system and mobile app make this possible.

Post-war expansion must be planned now. Features such as fan tokens, stadium digital passes, and multilingual content are best introduced after the war – but must be prepared in advance to seize first-mover advantage when the opportunity arises.

Strategic Outlook

This Capstone does not suggest radical restructuring or speculative investments. Instead, it lays out a **phased, realistic plan** rooted in sponsorship partnerships, internal capability building, and high-impact digital platforms.

By 2027, FC Dynamo Kyiv has the opportunity to:

- Monetize a large global fanbase
- Rebuild competitive advantage off the pitch
- Operate at European standards in digital engagement
- Position itself as a model for post-war sports recovery in Ukraine

The path forward is challenging – but it is clear, funded, and grounded in the club's values and strengths.

Disclaimer of AI Usage

In the preparation of this MBA Capstone project, generative artificial intelligence (AI) tools were selectively used to support specific aspects of the research and writing process. The AI tools employed included OpenAI's ChatGPT, which was utilized in a supporting capacity to improve the efficiency, clarity, and structure of the project across various stages.

Applications of AI included:

- Structural Planning and Framework Support: AI was used to help outline and refine the structure of the Capstone, including chapter organization and logical flow of content. This ensured coherence and alignment with academic expectations.
- Benchmarking and Industry Insights: AI assisted in synthesizing publicly available industry data and best practices to inform competitive analysis and digital benchmarking, particularly in Chapters 2, 4, and 6.
- Language and Style Optimization: AI-powered tools were used to review grammar, consistency, and tone across chapters. These tools helped ensure professional, clear, and business-academic writing throughout the document.

Prompts Used with ChatGPT:

- Request for a structured, phase-by-phase roadmap covering ERP, CRM, mobile app, and future Web3 features.
- Guidance on constructing a PESTEL analysis tailored to a sports organization operating under conflict conditions.

- Propositions of quantitative targets linked to internal efficiency and fan monetization.
- Summarizing of fan and staff survey feedback.
- Outline of a “white ocean” decision-matrix for prioritizing digital products and services.
- Drafting of an academic-style abstract summarizing research problem, methods, and significance.
- Proposition of key performance and financial metrics appropriate for monitoring digital initiatives.
- Requests for language optimization, including grammar, consistency, and academic tone across chapters.

It is important to emphasize that all strategic insights, analysis, financial modeling, and decision-making within the project reflect the author’s independent judgment and original work. AI was used only as a supplemental resource to enhance clarity, structure, and research efficiency, not as a substitute for analytical rigor or subject matter expertise.

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