# YOUR ORGANIZATION'S STAKEHOLDER MAP

Marketing Strategy · Chapter 1 · The Ecosystem of the Organization

Your organization in the middle. Inner ring: internal stakeholders (ownership and board, executive management, sporting area, academy, operations). Outer ring: external (institutions, commercial partners, the public, media and influence, sports ecosystem). Use names, not categories. Mark each important line with its path of influence: rules, money, calendar, rights or image. Then read it with four questions: who decides, who pays, who influences without deciding, who wins or loses.

**Inner ring · internal stakeholders (with names where you know them)**

**Outer ring · external stakeholders, by family**

## THE STRONGEST LINES AND THEIR PATH (RULES, MONEY, CALENDAR, RIGHTS, IMAGE)

| STAKEHOLDER | PATH OF INFLUENCE | DIRECTION (→ US / ← US / BOTH) |
|---|---|---|
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**Who decides · who pays · who influences without deciding · who wins or loses**

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DANIEL'S EXAMPLE · AN ANONYMISED CLUB

## READ IT AFTER YOU HAVE TRIED YOURSELF

**Inner ring · internal stakeholders (with names where you know them)**

The owner, a local businessman who decides everything · the general manager · the coach and the captain (from the city) · the academy coordinator · three people in the office · twenty matchday volunteers

**Outer ring · external stakeholders, by family**

Institutions: federation, second division league, city hall (owns the stadium, a third of the budget) · Commercial: the railway company (historic sponsor, small contract), two local sponsors, the kit supplier · Public: season ticket holders, academy parents · Media: the local newspaper, two fan pages with more followers than the club · Ecosystem: the other football club in the city, the handball club sharing the city sport budget

**The strongest lines and their path (rules, money, calendar, rights, image)**

City hall — Money, rights — → us

Railway company — Image — both

Supporters' group — Image — both

**Who decides · who pays · who influences without deciding · who wins or loses**

Decides: the owner. Pays: the city hall. Influences without deciding: the leader of the supporters' group. Wins/loses: any price rise hits the young supporters from the depot area.