MOST

A SPORT CULTURE PRACTICE · CENTRAL EUROPE AND THE FRANCOPHONE MARKETS

CASABLANCA · BOTOLA PRO

Raja Club Athletic

What the club owns, what is already licensed to somebody else, who should be attached to it, and what the first product should be.

Nobody commissioned this. It is what a commissioned Fit looks like.

Culture & Product Dossier No. 01

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Desk research only. Section 08 lists what I could not verify.

01

A club that was never going to be only a football club

Raja was founded on 20 March 1949 in Derb Sultan, Casablanca, by resistance figures and trade unionists, among them Mahjoub Ben Seddik and Mohamed Maâti Bouabid, who organised it from the Café Al Watan. It has been called Nadi Ach-Chaab, the people's club, ever since.

Green was chosen in 1949 for hope, for Islam and for the Moroccan flag. White stands for Casablanca. The eagle has been on the crest since the founding, championed by Père Jégo. Four stars sit above it: three for the CAF Champions League wins of 1989, 1997 and 1999, and a larger one added in 2011 for a tenth league title.

The club has played at the Stade Mohammed V since 1955. Thirteen Botola titles, nine Throne Cups, three Champions Leagues, two Confederation Cups. In 2013 it reached the Club World Cup final and lost 2–0 to Bayern Munich, the first Arab or North African club to get that far. By October 2022 it had roughly seven million social media followers, third in Africa.

WHY THE TIMING IS NOT NEUTRAL

Morocco hosted the 2025 Africa Cup of Nations and lost the final to Senegal after extra time in Rabat. It co-hosts the 2030 World Cup with Spain and Portugal. For the next four years Moroccan football will be the most watched on the continent, and the clubs underneath the national team will be looked at by people who have never looked before.

> Most clubs in this position have to invent a reason to be interesting. Raja has a founding story, a colour chosen for a reason, a crest older than the stars above it and one of the loudest supporter cultures in world football. None of it has been made into a product.

02

What the club has, and who actually made it

A cultural inventory is only useful if it separates what the club created from what its supporters created. The second category is the richer one and the club cannot sell it.

MADE BY THE CLUB

- The 1949 founding in Derb Sultan, and the trade-union and resistance lineage that came with it.
- The green, and the stated reason for it.
- The eagle, on the crest since the founding.
- Four stars and four dates: 1989, 1997, 1999, and the tenth league title in 2011.
- The Stade Mohammed V, home since 1955.
- The 2013 Club World Cup final, still the reference point for any North African club.

MADE BY THE SUPPORTERS

- Green Boys, formed 21 June 2005, the first ultras group in Morocco.
- Gruppo Aquile, who wrote *F'Bladi Delmouni* in March 2017. The song is about marginalisation and about how the country's wealth is distributed. It left the stadium and became national.
- LMAGANA, the southern stands, and the Curva Sud where the singing happens.
- Decades of banners, tifos and choreography, none of it commissioned by anyone.

In 2016 the Interior Ministry banned visible support at Moroccan grounds, including flags, banners, songs and choreography, after a fight among Raja supporters left at least two people dead. The ban was lifted in late 2017 and early 2018 following boycotts and negotiation. A supporter culture that a government felt the need to legislate against is not a marketing asset in the ordinary sense, and treating it as one is the first mistake available here.

03

The rights map

What a collaboration can actually use, as of November 2026.

ASSET	WHO CONTROLS IT	AVAILABLE
Crest, eagle, four stars	The club	Licensable
Club name and word marks	The club	Licensable
On-pitch and replica kit	Umbro, technical partner	Taken
Archive photography	Club, subject to photographers' own rights	Check each image
Player image in a campaign	Split between club, Umbro, and each player's boot and personal deals	Clear individually
Beverages category	Coca-Cola, three years from Nov 2025	Taken to 2028
Automotive category	Changan, shirt partner from 2025	Taken
Banners, tifos, choreography	The ultras groups	Not the club's to sell
F'Bladi Delmouni	Gruppo Aquile	Not the club's to sell

> **The two red lines at the bottom are the ones that cost people their jobs.** A club can sign a contract granting rights to terrace imagery it does not own. The signature is valid and the goodwill is gone the first time a banner appears in a lookbook. Any brand approaching Raja should assume the ultras material is out of scope until the groups themselves say otherwise, and that conversation is held in person, in Casablanca, in Darija, before anything is designed.

Everything above the red lines is enough to build a capsule. The founding, the colour, the eagle and the four dates are the club's own, uncontested, and none of them has been used for anything beyond a crest on a shirt.

04

The club sells access. It has never sold its culture.

Three commercial relationships are visible from outside the club, and none of them touches product or culture.

Coca-Cola, announced 10 November 2025

Three years, with Equatorial Coca-Cola Bottling Company. The release describes fan activations, match-day experiences, tickets and direct access to players, and ties the timing to the Africa Cup of Nations in Morocco and the 2026 World Cup. It mentions no merchandise and no cultural programme. Jawad Ziyat, the club president, is quoted on football's power to unite people.

Umbro, technical partner

A deal reported in 2023 running to 2026, and the 2026–27 kits are out, so it continues. The 26–27 home shirt puts a geometric eagle across the chest with white piping on raglan sleeves, collar and cuffs. That shirt is the closest anyone has come to treating the club's own iconography as design material, and it was done by the supplier.

Changan, shirt partner from 2025

Automotive. Before that, 1xBet in 2022–23.

Read together, the club has sold visibility, category exclusivity and match-day experience. A fan can buy a ticket, a replica shirt and a drink. There is no object that carries the club's history rather than this season's sponsor, and no partner whose job is culture rather than reach.

Seven million followers, a 1949 founding, a crest with four dates on it, and the only thing for sale is a shirt with a car brand across it.

05

Who should be attached, and what is wrong with each

1

Casablanca Paris

Charaf Tajer, born in Paris to Moroccan parents, founded it in 2018. Après-sport with a tennis-influenced aesthetic, sold through more than 300 luxury retailers, flagships in Paris since June 2025 and Beverly Hills since later that year, LVMH Prize finalist in 2020. The brand carries the city's name, has worked with the Moroccan studio Elements Lab on its Paris store, and has never worked with the city's football club. Tennis is already in the brand. Football is the adjacency nobody has taken.

The problem. Luxury pricing puts the product beyond the Curva Sud, which is where the culture it borrows comes from. That should be said in the first meeting rather than discovered in the comments. A split-tier release, with one accessible piece sold at the ground, is the usual answer and it has to be agreed before the designs exist.

2

Umbro

Already the technical partner, so the licence is in the building and a first capsule costs the least and moves the fastest. Outside pitch kit, Umbro's business is heritage and collaboration, which is the right muscle for this.

The problem. The cultural credit lands with the supplier rather than the club, and Raja ends the project having learned nothing about running its own programme. Useful as a proof of concept, weak as a strategy.

3

A Moroccan or diaspora label

The strongest story, and the only option that keeps the margin in the country. The criteria are narrow: already selling outside Morocco, already using Moroccan visual material without irony, and small enough that a Raja capsule is the biggest thing it has ever done.

The problem. Naming the right one is field research rather than desk research, and I have not done it. Anyone who hands you a name for this slot without having been to Casablanca is guessing.

06

The capsule

The obvious material is the terrace. It is also the material the club does not own, attached to a song about the state failing the poor. Putting that on a jacket at a luxury price is the fastest way to lose the room that gives the club its meaning. The capsule works from the founding and the crest instead, which Raja owns outright.

01 **Stadium jacket**

Boiled wool in Raja green, white raglan piping taken from the 26–27 shirt. Eagle embroidered rather than printed. The piece that justifies a price and the one that gets photographed.

02 **Four Stars crew**

Heavy loopback cotton in white. Four stars tonal on the chest, the four years at the back neck: 1989, 1997, 1999, 2011.

03 **Scarf**

Lambswool rather than acrylic. The terrace already buys scarves. This is the same object made properly, and it is the accessible piece.

04 **Derb Sultan work jacket**

Cotton drill, cut from the trade-union founding rather than from football. Woven label inside: Derb Sultan, 1949.

05 **Six-panel cap**

Green, embroidered eagle. Volume and entry price.

06 **Tee**

In the 1949 green, with the founding date and nothing else.

THE RULE THE CAPSULE FOLLOWS

Every piece carries something that was true before this season and will be true after it. No current sponsor, no current squad, no current kit supplier's marks beyond what the licence requires. A club capsule dated by its sponsor is merchandise. One dated 1949 is product.

07

Where it is made, and how the first run is shaped

Morocco is one of the largest garment suppliers to the European high street. Making a Raja capsule anywhere else is a decision that would need defending, and the answer to the question will appear in every piece of coverage the capsule gets.

FIRST RUN

- 500 units across six pieces, weighted to the jacket and the crew.
- Direct to consumer and the club shop. No wholesale on the first run, so the sell-through is readable.
- Numbered on the jacket only.
- One drop, no restock. A second drop is earned by the first.

HOW THE MONEY WORKS

The jacket and the work jacket carry the margin; the cap, tee and scarf carry the volume and give the ground something to sell at a price its own supporters will pay. A capsule that only sells at luxury price points will be read as extraction, and the reading will be correct.

Landed cost and retail have to be quoted against real supplier conversations in Casablanca rather than estimated from a desk, which is the main thing the commissioned version of this document adds.

WHO DOES WHAT

STEP	OWNER
Rights clearance	Club legal, with the rights map above as the starting checklist
Concept and design direction	MOST with the partner brand
Tech packs and sampling	MOST
Manufacture	Moroccan supplier, sourced and audited
Launch and distribution	Partner brand, with the club shop on the accessible pieces

08

What I could not verify

This was built from public sources in one working session. Five things in it would change if someone opened the club's files.

- The end date of the Umbro contract, and whether it reserves non-replica apparel. If it does, the capsule either goes through Umbro or waits.
- Whether the club licenses centrally or delegates, and who signs.
- Raja's merchandise revenue, which sets whether 500 units is conservative or ambitious.
- Whether any formal understanding exists between the club and the ultras groups about imagery. I have assumed none.
- The exact scope of the Changan and Coca-Cola category exclusivities, which decides whether an apparel partner conflicts with either.

09

What a commissioned version adds

A week in Casablanca. The named third option, found rather than guessed. Supplier quotes against the six pieces. A meeting with the Green Boys and Gruppo Aquile held before anything is designed, not after. And the contract positions confirmed from the documents rather than inferred from press releases.

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Six years in football, four of them on the brand side at adidas and Unisport. Three kit programmes run end to end, from brief to launch. Native French and Polish, working English and Spanish.

Sources. Raja CA club record and honours, Wikipedia. Moroccan ultras, Fanack, *Morocco's Football Ultras: From Super Fans to Social Movement*. Coca-Cola and Raja Club Athletic partnership release, 10 November 2025. Raja 2026–27 kits, Footy Headlines. Casablanca Paris company record, Wikipedia. AFCON 2025 final result, Olympics.com. Figures are as published on those sources in November 2026 and have not been confirmed with the club.