

Module 2. FC Barcelona's strategic planning model. Overview of Barça's strategic plan

Introduction

In this module we will cover two sections. The first will be an overview of FC Barcelona's strategic plan, its evolution in recent years and future trends.

The second section will look at the methodology used both for its preparation and for monitoring and defining future trends.

We will look at specific aspects of Futbol Club Barcelona; in particular, besides top level football, its management model incorporates the development of multiple sports and activities with a great impact, also combining the sports, political and social visions.

Unit 2.1 Overview of the strategic plan

2.1.1 Values, vision and mission

The first aspects to consider when considering FC Barcelona's strategic plan are the three starting points: values, vision and mission.

Values

In this case, and for some years now, the club has defined the following values as its own: respect, effort, ambition, teamwork and humility. These values are reflected in all the activities carried out by the club, from the football schools to the sports and playing model of the first team, in its social intervention, in its management and in the projection of content and the brand; in short, it is its way of doing things.

Vision

FCB's vision is to be the most admired, beloved and global sports institution. The "most admired" as a model of sports excellence. The "most beloved" due to all the activities the club carries out in accordance with its values, highlighting social action, and "global" due to the scope of all its activities, which aim to ensure that football and sport reach every corner of the globe.

Mission

Lastly, the mission, that is to say, how the vision of the institution is to be achieved. FCB's mission is "to transform the world through sports excellence." In recent years, the club has gone from being a traditional, local and analogue club to a leading, global and digital club, and has always used sport and its values as the driving force to achieve this transformation, both in the club and in the industry itself. Some of FC Barcelona's commitments comprise the professionalisation and promotion of women's football, the shift of the game model into data models together with the promotion of sports analytics, the leading digital position with respect to other sports entities and the promotion of major social projects.

2.1.2 Strategic lines

Along these lines, and considering the extent of the club's activities, it is necessary to establish different strategic lines to be followed.

- Defining a model of sports excellence.
- Consolidating and strengthening the social impact.
- Establishing an asset management model, which includes the Espai Barça project to manage and build the stadium and the facilities of the future.
- Global positioning (of the brand and the business).
- Establishing a management and economic sustainability model which is transversal to all the lines. This point includes financial, operational, human resources, technology and governance management.

Each of the strategic lines, the objectives that were defined, the main projects and some of their actions will be presented below.

L1: Sports excellence

The first strategic line corresponds to the sports component.

Sports excellence: objectives

Objectives
✓ To win at least one out of every three titles in official competitions played each season.
✓ To professionalise and lead the development of women's sport.

✓ To turn the club into a centre of excellence in terms of sports knowledge.
✓ To develop the integral training of athletes.
✓ To structure and strengthen the relationship with sports institutions.

Management model of professional divisions

The aim is to win at least one out of every three titles in the official competitions played each season with each of the professional teams, including football, basketball, handball, futsal and roller hockey. In the case of football, for example, we are talking about La Liga, the Copa del Rey and the UEFA Champions League.

Professionalising women's sports

A second objective is to professionalise women's sports. Although football has been the first step, the long-term goal is to reach out to all professional sports within the club.

Centre of sports excellence

Another objective is to turn the club into a centre of expertise in sports knowledge and to fulfil the vision of becoming the most admired sports entity, through spreading and distributing the club's knowledge in some of the disciplines related to sport, as well as in club management. By being pioneers, this ecosystem provides FCB with more knowledge and leadership, as well as the potential to develop and exploit innovations.

Integral training of athletes

A fourth objective focuses on the comprehensive training model of athletes. This refers to the involvement in the entire life cycle, from the children's life at La Masia, contemplating their entire evolution through the training and professional categories, to the first team; even their sporting life after their time at the club, generating a network of ex-players and coaches trained at the club.

Relations with sports institutions

A final objective aims to structure and strengthen the relationship with sports institutions. While the relationship already exists and has always flowed, it can become too extensive, which makes it necessary to have a structure in place and to develop strategies on how to manage these relationships in the most effective way to maintain the good relationship and even the leadership position the club seeks.

Sports excellence: main projects and sub-projects

Based on these objectives, six major projects were created, which have evolved and enabled the list of necessary actions to be completed. The projects proposed have been significant and robust enough to be sustained over the years.

Sports management

The professional sports management model generated different sub-projects.

- Football first team management model: the existing management model was formalised and certain aspects were optimised, prioritising the development of athletes.
- Sports management model: team planning, the game model, its training methodology and the skills required of the players to carry it out, known as Barça DNA.

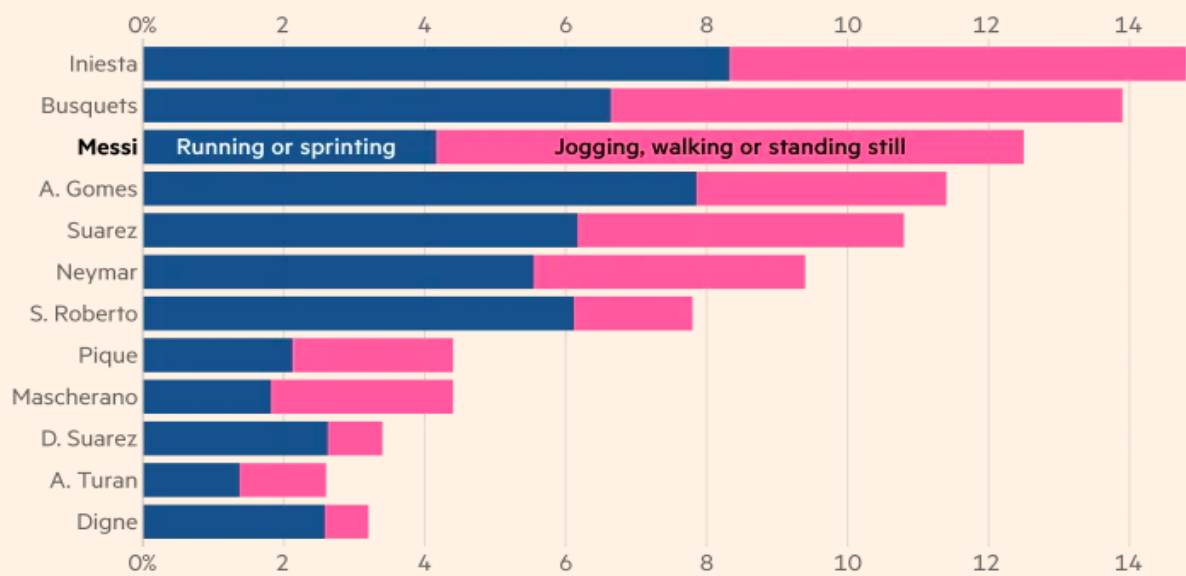
Accordingly, FCB has a Methodology department, great specialists and experience in the application of the model as part of the knowledge. They are mindful that this adds value and differentiates the club, and face the challenge of coordinating all the technical training teams, prioritising this work over sporting results.

- Management model for the professional divisions: to adapt and benefit from all the improvements and developments dedicated to football management to the rest of the sports within the club.
- Implementation of the Sports Science department, linking medical services with physical preparation specialists and sports analysts, collaborating in research and sports innovation projects; with advanced methods for injury prevention or treatment, the use of new tools and analytics for training or match preparation, and even adding value to the scouting process of potential players.

Figure 1: Sports Analytics

Data scientists at FC Barcelona found that Messi creates more space by standing still or jogging than any other player does by running

Percentage of team's total space gained in one particular match*, by player and moving speed



Barcelona vs Villarreal, January 2017
© FT

Source: Burn Murdoch, 2018, <https://on.ft.com/3ouC9tA>

Figure 2: Sports Sciences



El Barça promueve la aproximación transversal en las ciencias del deporte para mejorar el rendimiento de los deportistas

Source: FC Barcelona, 2019, <https://bit.ly/30C0Gov>

Figure 3: Barça Innovation Hub

Barça Innovation Hub and FIFA Plan to Standardize Soccer Data



Source: Booton, 2018, <https://bit.ly/3HtNKBH>

Women's Sports

A second major project of this first strategic line focuses on the development of women's sport. In this case, we differentiate professional football from other sports as a sub-project.

- In the first case, the objective of professionalising and positioning women's football was transferred directly to the project and action, and became a reality. It has evolved as a team and sports structure, and has gone from being an amateur team to a professional European champion, a clear success story.

For further information on the subject, read through the following articles.

Source: Roldán, I. (2015). El Barça lleva al femenino la profesionalidad del masculino [Barça brings the professionalism of the men's team to the women's team].. Retrieved from https://as.com/futbol/2015/09/09/mas_futbol/1441822079_825732.html

Source: Martínez, P. (2021). ¡¡¡Campeonas!!! [Champions!!] El Barça gana su primera Champions [Barça's first Champions win]. Retrieved from <https://www.sport.es/es/noticias/futbol-femenino-barca/campeonas-barca-gana-primera-champions-11727684>

Figure 4: Barça femenino [Barça Women]



Source: FC Barcelona, n.d., <https://bit.ly/30wk31P>

- Then, the sub-project to professionalise the women's divisions of the other sports will be based on learning from the football success story. Although the expansion

of training and competition facilities is still pending, this task is not only based on creating teams and structure, but also on promoting women's sport at all levels, as this trend is in rapid growth.

Knowledge and Barça Innovation Hub (BIHUB)

Knowledge management, with a strong base in sports knowledge and using sport as a driving force to transform the world, includes transversal projects while maintaining the focus on knowledge, process and the innovation ecosystem spread throughout the club's activity.

It consists of several sub-projects.

- Structuring the knowledge management feature in the club: unifying projects, technology and models to apply them to training processes.
- Generating an innovation ecosystem in which to share research, participate and collaborate in the co-creation of products and content, among other options. Understanding the need to structure this area of significant growth and its potential exploitation, in line with an innovation perspective, the Barça Innovation Hub was created, aimed at generating a broader ecosystem, and as a potential tool to diversify the business.

Figure 5: Barça Innovation Hub



Source: screenshot of Barça Innovation Hub web page (<https://bit.ly/3cCkfQe>)

For further information on the subject, access the following articles.

Source: Solé, S. (2020). Así es el Barça Innovation Hub, el gran laboratorio del FC Barcelona [This is the Barça Innovation Hub, FC Barcelona's grand lab]. In *Mundo Deportivo*. Retrieved from <https://www.mundodeportivo.com/futbol/fc-barcelona/20200607/481639577779/barca-innovation-hub-el-gran-laboratorio-del-fc-barcelona.html>

Figure 6: Congreso Sports Tomorrow [Sports Tomorrow Congress]



Source: FC Barcelona, 2020, <https://bit.ly/3x075FV>

Figure 7: El embajador global de Barça en el Congreso Sports Tomorrow [Barça 's global ambassador at the Sports Tomorrow Congress]

Pau Gasol inaugura el congreso del BIHUB 'Sports Tomorrow'

- El embajador global del Barça en EE.UU. ha reflexionado, entre otros temas, sobre el futuro de la industria del deporte, el papel que juega la innovación y las nuevas tecnologías y los retos que afrontar ante la Covid-19
- “El deporte es un motor para el desarrollo y el bienestar de la sociedad”, ha enfatizado la leyenda del basket



Pau Gasol, embajador del FC Barcelona / Foto / Pep Morata/MD

Source: *Mundo Deportivo*, 2020, <https://bit.ly/3FqKGVs>

- Structuring the relationship and divulgation model at events and conferences, with a strong emphasis on working with professionals in the field, identifying internal and external talent with which to collaborate.
- Management of participation in large R&D projects with public funding, with the aim of expanding the ecosystem and generating knowledge by participating in research with universities, organisations and leading companies. To achieve this, FC Barcelona also adds value with its more than 2,000 professional athletes, one of the largest sports facilities in Europe, high participation on match days and a great number of people daily, all of which make FCB a great laboratory in which to develop and test.

Figure 8: Automated recording system



Source: FC Barcelona, 2021, <https://bit.ly/3l4cDL1>

Figure 9: BIHUB and Pixellot develop a new automated recording system

El BIHUB y Pixellot desarrollan un nuevo sistema de grabación automatizado para las Barça Academy y el fútbol formativo

Se trata de una cámara portátil, la Pixellot Air, que permitirá hacer un seguimiento de la aplicación de la metodología a las Barça Academy a nivel global y registrar los partidos del fútbol formativo fuera de las instalaciones del Club

www.fcbarcelona.es
12:00PM JUEVES 04 MAR.

CLUB
04 mar 21

Source: FC Barcelona, 2021, <https://bit.ly/3l4cDL1>

Figure 10: Technology applied to sports

EL CHALECO

Los jugadores de la plantilla usan un chaleco con un dispositivo inalámbrico llamado WimU y desarrollado por Realtrak Systems que monitoriza la actividad física y proporciona información exacta y relevante mediante GPS de forma continua y en tiempo real, para ser examinado posteriormente por el técnico

EL WIMU PRO

95 gramos

Medidas: 90x55x30mm.

Capacidad de proceso: 600 Mhz.

Incluye: GPS Galileo de 4 Hz, Acelerómetro, Giroscopio, Magnetómetro, Barómetro WIFI y Bluetooth, entre otras muchas prestaciones

ANÁLISIS CINEMÁTICO
Variables cinemáticas tales como la aceleración, la velocidad, la distancia recorrida, impactos, etc...

DATOS FISIOLÓGICOS
Como frecuencia cardíaca, oxígeno en músculo entre otros

Source: Solé, 2020, <https://bit.ly/3oEZBo1>

La Masia

La Masia encompasses both the physical residence for young talents and the club's entire non-professional training model, which is at the heart of the club's sustainability model.

It is made up of several sub-projects, such as the ones described below.

- Consolidating the current vision that has provided great athletes and incorporating a global vision of the athlete, combining information on their academic and social evolution, their family background and, obviously, the sports perspective. Although these young athletes' objective is to reach the highest sports category, the club seeks to guarantee minimum standards and ensure a sports career. That is to say, to train people who aspire to be professional athletes, but who also become a reference in any of the teams they may join.

You can read more about this in the following article.

Source: Ortega, J. L. (2020). La Masia Ferrer, Guardiola, Xavi, Iniesta y todos los canteranos que han triunfado en el Barça [Ferrer, Guardiola, Xavi, Iniesta and all the home-grown players who have triumphed at Barça]. In *Deportes Cuatro*. Retrieved from https://www.cuatro.com/deportes/top/masia-canteranos-fc-barcelona-be5m_18_2925045292.html

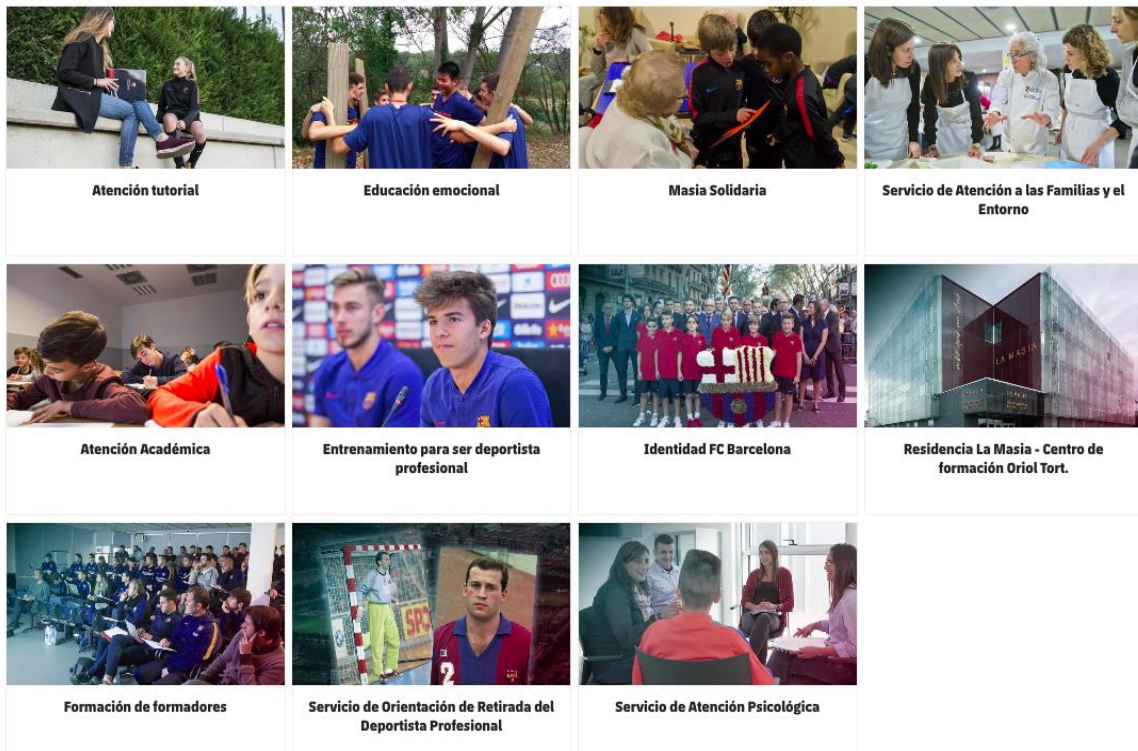
- Training the staff of teachers, tutors and sports coaches and collaborating with the athletes' families.
- Monitoring the development of former players, as a model of quality assurance and recognised skills which, in the end, also reflect the Barça brand.

Figure 11: La Masia



Source: Muñoz, 2019, <https://bit.ly/3qXopdz>

Figure 12: La Masia activities



Source: screenshot of the FC Barcelona website (<https://bit.ly/3FqwUBQ>)

To get more information on La Masia, you can go to their tab on the following web page: [Masia 360 | Canal Oficial FC Barcelona](#)

Sports Institutions

This section refers to the relationship with sports institutions. Although these relationships already exist, it is a question of building a model that makes the following possible:

- to identify the key entities, as these relationships include many institutions at different levels, with multiple interlocutors;
- to create or consolidate operational processes, and even to develop strategies to make the most of this relationship;
- and, if necessary, to generate the internal dynamics and with each of the institutions to make these happen.

Over the last few years, intensive work has been done on these organisational tasks that have brought about noticeable changes in the club's efficiency.

Sports excellence: future trends

The major projects of this first strategic line of action correspond to sports excellence, which implies taking into account future trends, given that any strategic plan is constantly being renewed.

Evolution of sports competitions

On the one hand, the main football competitions are evolving towards a management model which increasingly gives them more weight than the clubs. On the other hand, they are seeking to maximise revenue by reformulating competitions to increase the number of matches and thereby have more revenue from the sale of television rights and sponsorship. For example, the UEFA Champions League is being expanded, while FIFA is proposing a new Club World Cup and holding the World Cup every two years instead of every four years. All of this will shape sports planning, including the availability of players, as well as the future revenues of top clubs and the roles of sports entities.

The evolution of technologies applied to sport

A number of innovative technologies are emerging for the preparation and management of matches, training, transfers and sport in general. The monitoring and rapid adoption of new technologies in the market are essential to stay competitive, especially in relation to automation and the application of artificial intelligence.

Although in this sense the club is already a leader in the field of sports data modelling, this is a field with great potential for growth. It should be noted that facilitating collaborative environments and generating an ecosystem of open innovation with other clubs and sports entities allows these models to be tested, strengthened and expanded exponentially.

L2. Social Impact

This strategic line brings together all the projects and objectives related to the club's social action, which includes managing the relationship with the members, as owners of the club, the relationship with the peñístico movement -a very important social group of supporters-, the promotion of amateur sport, the activity of the foundation and relations with non-sports entities and institutions.

Social impact: objectives

Objectives
✓ To consolidate the level of member satisfaction.
✓ To encourage the participation of these members in the day-to-day running of the club.

✓ To develop the relationship with the peñístico movement.
✓ To integrate and develop all amateur sports.
✓ To achieve the objectives of the foundation's strategic plan.
✓ To structure and strengthen the relationship with non-sports institutions.

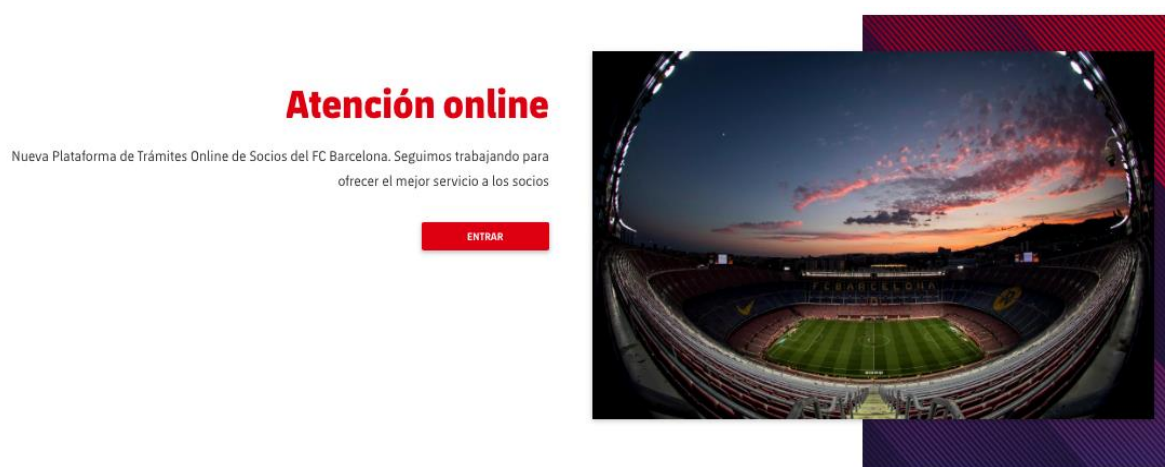
Although the objectives defined for this section are many, we will focus on seven main objectives and their corresponding projects.

- The first objective is to consolidate the members' level of satisfaction, a level that was measured and where good results were obtained, but it is necessary to keep a perspective of continuous improvement in this area, analysing what needs there will be in the medium and long term. Example: member observatory.

Source: FC Barcelona, (2016). More than 90% of the members show a high level of satisfaction with the Club's current situation, according to the latest Barça observatory [web page]. Retrieved from <https://www.fcbarcelona.es/es/noticias/1070132/mas-del-90-de-los-socios-muestran-un-alto-nivel-de-satisfaccion-con-la-situacion-del-club-segun-el-ultimo-observatorio-azulgrana>

- The second objective is to encourage the participation of these members in the day-to-day running of the club. This objective clearly entails evolving to an efficient and 100% digital relationship.

Figure 13: Online Member's Office



Source: screenshot of the FC Barcelona website (<https://bit.ly/3x6LWkt>)

- The third objective is to develop the relationship with the peñístico movement. *Peñas* are official groups of supporters under a formalised model, in compliance with statutes, with a peña president, who is usually a member and has a direct relationship with the club, the federations of peñas in each area or the Peñas Confederation.
- The fourth objective is to integrate and develop all the club's amateur sports, which are also part of the club's social action plan. Many athletes, without being professionals, carry the club's colours and values, promoting other sport disciplines at all levels, through these teams.
- The Foundation has many objectives. On a quantitative level, an overall number of beneficiaries was proposed, although what is really important is more qualitative in terms of the effect caused and how each action has been developed.

You can read more about the Barça Foundation in the following article.

Source: Europa Press, (2017). La Fundación FC Barcelona llega a más de un millón de beneficiarios [The FC Barcelona Foundation reaches more than one million beneficiaries]. In *La Información*. Retrieved from https://www.lainformacion.com/economia-negocios-y-finanzas/Fundacion-FC-Barcelona-millon-beneficiarios_0_1044197406/

Another important objective for the Foundation is to raise awareness of its activities both at a global level and among its members in particular.

- A final objective aims to structure and strengthen the relationship with non-sports institutions. Such is the case of social entities, public administration, schools, academic training centres for athletes studying at La Masia, universities and companies from different sectors.

Social Impact: main projects and sub-projects

All seven objectives were concentrated in five major projects.

Relationship with members

This major project is made up of or broken down into three sub-projects.

- Improving member services: making it easier for members to manage their affairs and encouraging participation. Moving from traditional procedures to extending or adapting channels, prioritising mobile apps.

- Increasing interaction with members who live in other countries and cannot interact with the club in person.
- Improving the experience of attending the facilities both on match days and non-match days, recovering the essence of a football club for members.
- Improving and guaranteeing the members' travel when the team plays away. Offering ticket packages, hotels and related services, and expanding the catalogue of available options with actions such as our own booking website. This project evolved to create its own travel agency offering this service to members and to fans alike.
- Personalised projects for different groups of members: families, young people, people with disabilities. Many actions have been undertaken and the Welfare department currently monitors these groups, trying to anticipate and address their needs.

Figure 14: Personalised projects



'Solo valorando la diversidad, podemos alcanzar la igualdad'

Los Deportes Amateurs se adhieren a la campaña del FC Barcelona para celebrar el Día Internacional de las Mujeres, que pone el foco en la necesidad de entender y aceptar las diferencias entre las personas

Source: screenshot of the FC Barcelona website, 2021(<https://bit.ly/3civRHZ>)

Peñístico movement

The second major project has to do with the club's supporters' movement. *Peñas* are formalised FC Barcelona supporters' associations, with at least one of their members being a club member and with a global presence (some 1,300 worldwide). Their formalisation and any changes to their community require formalities with the club, they also have discounts and participation fees in ticket raffles, including attendance to finals.

- Management model: peñas in each region group their representation in federations, creating what is known as the Confederación de Peñas (Confederation of Peñas), which has its own entity. Their relationship with the club is through this Confederation. This model has developed over time and is growing, and there is an increasing delegation of the procedures that peñas and supporters carry out with the club through the Confederation, as well as its communication and events.

Figure 15: Barça Penas



El Barça oficializa 19 nuevas peñas

10:57AM MIÉRCOLES 18 AGO.

© 18 ago. 21

Source: screenshot of the FC Barcelona website, 2021(<https://bit.ly/3nqYzfY>)

To learn more, you can visit the following links:

Web page: [FCB Peñas | Canal Oficial FC Barcelona](#)

Source: **FC Barcelona**, (2017). Las peñas del FC Barcelona refuerzan su presencia internacional [Barça Penas enhance their international presence]. Retrieved from <https://www.fcbarcelona.es/es/noticias/756206/las-penas-del-fc-barcelona-refuerzan-su-presencia-internacional>

Amateur Sports

The rest of the club's sports divisions are non-professional, so they have a more social focus by promoting sport at amateur level.

- Restructuring and creating a strategy for each of these sports areas.
- Platforms to 'professionalise' their administrative management.
- Resources for image and communication management.
- Assessment of the future incorporation of their own facilities for the development of these sports.

Although the focus is social, this is a very active community that practises the sport, so it represents an added value for the club.

Figure 16: Amateur Sports



Source: FC Barcelona, 2017, <https://bit.ly/30wghWV>

Figure 17: Amateur Sports



Vinculación y ventajas del carné de los Deportes Amateurs

Los miembros de este colectivo disponen de descuentos en el Museo del Barça, la Tienda del Camp Nou y la Pista de Hielo

Source: screenshot of the FC Barcelona website, 2021 (<https://bit.ly/3HGxjSW>)

Barça Foundation

The Foundation is a separate entity, so the club's plan only sets out the main objectives towards the creation of the Foundation's own strategic plan already detailed and with its specific indicators.

More information on the following link.

Source: Fundació Barça [Barça Foundation], (n.d.). Plan Estratégico de La Fundació 2016-2021 [The Foundation's 2016-2021 strategic plan] [web page]. Retrieved from <https://fundacion.fcbarcelona.es/plan-estrategico>

- The Foundation's branding plan is developed and focuses on the most effective ways of communicating the Foundation's actions.
- Restructuring the Foundation's existing projects, programmes and partnerships to associate them with specific themes such as, for example, violence prevention or social inclusion.

Figure 18: Communication campaign



Source: Europa Press, 2017, <https://bit.ly/3qP08qj>

- Impact assessment and visibility: in order to implement and generate strategic alliances, as, for example, with UNICEF, it is always necessary to collaborate as efficiently as possible. The same indicators are used to generate new partnerships, work on social innovation and look for new ways to develop the activity.

Figure 19: Communication campaign



Source: screenshot of a FC Barcelona video quoted in the *El Periódico* newspaper (<https://bit.ly/3nCZ2Mk>)

<p>No hay otra organización deportiva en el mundo que muestre tanto interés en asuntos de cariz social como el Barça.</p>	<p>There is not any other sports institution in the world that is as interested in social affairs as Barça.</p>
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Figure 20: FutbolNet Methodology



Source: screenshot of the FC Barcelona website (<https://bit.ly/3HCaHmg>)

- Funding: projection of fundraising campaigns and diversification of funding sources. Although the Foundation is strongly supported by the club, the aim is to achieve economic sustainability, to grow more to help more.

Figure 21: Club funding

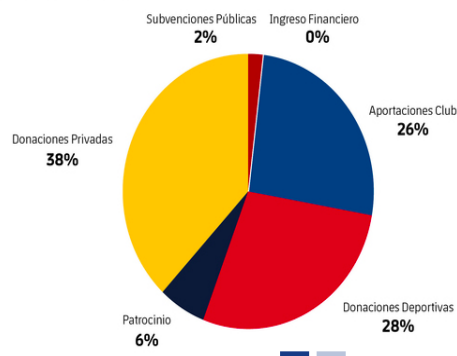
RECURSOS

El Club

La contribución que realiza el **FC Barcelona** es de un importe de **hasta el 0,7% del presupuesto** de ingresos, lo que representa el 26% de los recursos de la Fundación.

Aparte de la aportación del Club, las donaciones deportivas representan el 28% de los recursos y provienen del **0,5% de la ficha de los jugadores y entrenadores profesionales**, que se destina a la Fundación. La contribución proviene de los equipos de fútbol, balonmano, fútbol sala, fútbol femenino, baloncesto y hockey patines.

INGRESOS T-2018/19



Source: FC Barcelona, n.d., <https://bit.ly/3nCmedB>

Recursos	Resources
Ingresos	Income
Subvenciones publicas	Public subsidies
Ingreso financiero	Financial income
Aportaciones Club	Club contributions
Donaciones Deportivas	Sports donations
Patrocinio	Sponsorship
Donaciones Privadas	Private donations
El Club	The Club
<p>La contribución que realiza el FC Barcelona es de un importe de hasta el 0,7% del presupuesto de ingresos, lo que representa el 26% de lo recursos de la Fundación.</p> <p>Aparte de la aportación del Club, las donaciones deportivas representan el 28% de los recursos y proviene del 0,5% de la ficha de los jugadores y entrenadores profesionales, que se destina a la Fundación. La contribución proviene de los equipos de fútbol, balonmano, fútbol sala, fútbol femenino,</p>	<p>FC Barcelona's contribution is up to 0.7% of the income budget, which accounts for 26% of the Foundation's resources.</p> <p>Apart from the Club's contribution, sports donations represent 28% of the resources and come from the 0.5% of the professional players' and coaches' salary, which goes to the Foundation. This contribution comes from the football, handball, futsal, women's football, basketball and roller hockey teams.</p>

baloncesto y hockey patines.	
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- Corporate social responsibility-related actions at the club started with the Foundation. The current commitment to sustainability has evolved into a new project after growing and becoming transversal, affecting all strategic lines.

More information - [Informes | Fundación Barça](#)

Non-sports institutions

Relations with non-sports entities aim at developing a relationship model that structures the relationship and outlines criteria for the relationship with each type of institution or entity. For example, with those that represent strategic links for the global positioning to which the club aspires, the objective is to define how the club positions itself in this relationship and to establish clear lines in terms of communicating and explaining the club's own actions through third parties.

L2: Social Impact: Future Trends

In terms of the trends associated with this strategic line, there is a first block that includes those associated with the following aspects.

- Administrative digitalisation: focusing on members and peñistas's management and participation. Digital transformation already exists, but it continues to rapidly evolve and there are constant improvements to be made in the medium and long term, so this will be an aspect to be taken into account in present and future plans.
- Interaction with communities: beyond members and supporters, digitalisation will increase the possibilities of interaction with all the communities related to the club: from *peñistas* to amateur athletes, to Foundation beneficiaries, and related actions will appear to exploit new possibilities.
- Personalisation: it is expected that new communication formats, new contents, new activities demanded by each segment of the above-mentioned groups and even their sub-segments will appear. This is related to a section that will be presented later, associated with all the technological tools that allow a personalised relationship, applied to clients, but within the club, those that aim to improve the service to members, supporters and Barcelonistas in general; to get to know them better, personalise demands and adapt their interaction to the formats that work best. There are very powerful technologies to monitor and profile users.

- Cybersecurity and privacy: security in particular, for key operations such as the fight against fraud, the use of season tickets or ticket sales. In the same way, other relevant aspects of key operations are also reviewed in order to adapt them to the different groups in terms of accessibility. Any solution that adds value to the relationship with the entire social fabric in a safe, private and accessible way must always be part of the plan.
- Future stadium: the future stadium and other facilities project will generate many opportunities to improve and expand the relationship with the club's social groups. It will also be necessary to minimise the impact during construction work, for example, if part of the season ticket holders' seats are affected, communication will have to be managed, and possible compensatory measures or future promotions will have to be adapted. In the same way, this will also affect the seats reserved for peñas and other groups with a regular presence at the stadium.
- Barça Foundation: in the specific case of the Foundation, new cooperation models with its partners will have to be explored, as well as new funding models, tools and, of course, digital technologies that optimise campaigns and programmes, helping to continue to grow in scope and impact, as well as consolidating and expanding the social innovation ecosystem.

L3: Capital assets and Espai Barça

The third line of the strategic plan of Fútbol Club Barcelona refers to the capital aspect and the future stadium and facilities project itself, the Espai Barça.

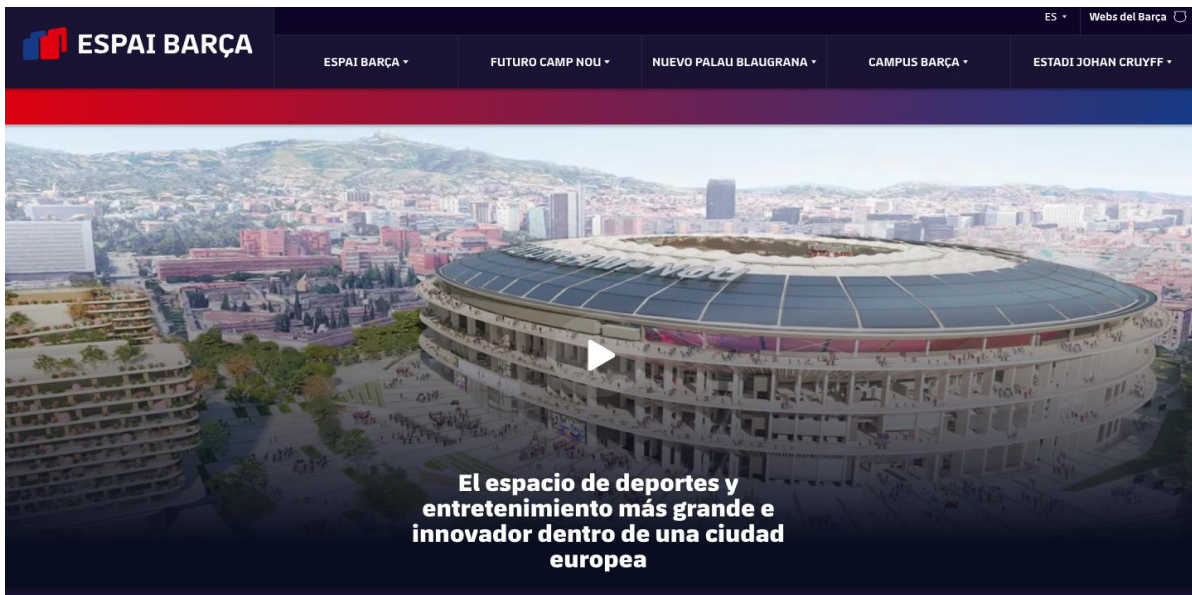
L3: Capital assets and Espai Barça: objectives

Objectives
✓ To construct the Espai Barça.
✓ Compliance with the project's budget.
✓ To achieve an additional contribution of annual income.
✓ To develop innovation projects in the Espai Barça.
✓ To increase the capital value of the club.

The objectives in this section are divided into five, all of them very much centred on the Espai Barça, initially presented as a strategic project for the future, given that its scope in time is longer than the duration of the initial plan. The constant evolutions of the project and its future projection have an impact on the entire plan. The project is structured in different facilities, including the future stadium, which has different objectives.

- The first objective is clear: to build it. This sets a percentage of the success rate vs. the forecast.
- A second objective is to carry out the work in a sustainable way, with budget containment. Both the scope and the cost projection of the works will vary, the important thing is that it continues to be in a controlled manner.
- A third objective is related to the revenue generated by the new facility, as it must make an additional contribution to the current revenue from the existing facilities. Initially there was a defined extra amount of revenue, but it evolved to a lower level. However, the project itself is ambitious and the possibilities are increasing, and even the very models of how the project is financed carry value beyond the actual building.
- The fourth objective has to do with the fact that, if this is to be the stadium of the future, innovation projects need to be developed to expand the club's knowledge base, leadership and continue to grow along these lines.
- Finally, all of the above objectives need to be managed in a way that increases the capital value of the club.

Figure 22: Espai Barça



Source: screenshot of Espai Barça web page (<https://bit.ly/3x75Ip5>)

More information: Espai Barça - Canal Oficial FC Barcelona

Capital assets and Espai Barça: main projects and sub-projects

In this case, the way to achieve the objectives is through projects defined on the basis of the construction work plan. In fact, seven major projects are included, but the first six are focused on Espai Barça and the construction work. They are projects and sub-projects highly dependent on each other.

- **Designing Espai Barça**

To carry out the approval of the design, negotiate with all the stakeholders in the area, obtain permits and urbanisation planning, including the readaptation of the area. For example, modifying a street that is now open so that it is closed, and opening it up at another spot; confirming whether or not the access fences to the first access ring will disappear, among other similar aspects.

Figure 23: Espai Barça



Source: screenshot of the FC Barcelona website (<https://bit.ly/3nAKyfI>)

- **Johan Cruyff Stadium**

To demolish the old Mini Stadium and build the Johan Cruyff Stadium, located next to the Ciutat Esportiva, outside Barcelona. This new stadium also began with street repair and subsequent redevelopment projects, took two years to build and was put into operation. At that time, the old stadium could be demolished and, in its place, another infrastructure is going to be added.

Figure 24: Stadium Building (2017)



Source: FC Barcelona, n.d., <https://bit.ly/3DIyoaj>

Figure 25: Stadium Opening (2019)



Source: FC Barcelona, 2019, <https://bit.ly/3CBjVvC>

- **Nwe Stadium**

The enormous task of building the new Camp Nou: it was structured in several sub-projects from the first design competition phase and project award, including the reconstruction of the stadium. Initially, and given the lack of any alternative with the same capacity (Camp Nou is the largest stadium in Europe), it was proposed to combine the regular use of the stadium with the execution of the construction works, which involved a very complex planning, carrying out small works during the season and major works in the off-season, mainly during the summer, and required an exact and very efficient planning. Recently, a change of approach has been considered and the team will play in an alternative stadium for a couple of years in order to speed up the process.

In addition to the construction actions themselves, actions were defined concerning all the collaboration with club-related stakeholders, given its location and impact. Also those related to meeting the regulations of UEFA and FIFA competitions, the availability of better technologies, potential activities beyond football matches and anything else necessary to build one of the best stadiums in the world.

- **New Palau Blaugrana**

The project is the same as the football stadium for the arena, the Palau Blaugrana, where basketball, handball, futsal, i.e. all indoor sports, are played. In this case, the idea is to keep the old pavilion while the new one is being built on the site of the old mini-stadium. In addition, the project involves creating a very versatile site

where a concert or other types of non-sports events can be held, making it a new facility not only for FCB, but for the city as a whole.

- **Campus**

The rest of the site, which is not only the stadium and the Palau, but also the other facilities. At this point, multiple sub-projects ranging from car parks to future offices and internal mobility are also presented. Several buildings are envisaged, including a hotel, for example. It also includes ensuring its exploitation by defining the accesses to the museum and the shop during the whole process, considering that a new stadium offers new possibilities and new services to be exploited, which would imply preparing and executing everything at the highest level.

- **Transversal management (all of the above)**

- Funding

From the cost control of the construction work, how the project is financed, to the operation model itself once it is built. Credits and other sources are being assessed to fund the project, such as selling the stadium's naming rights.

- Impact

The impact on the public, members, season ticket holders and other groups of the club, e.g. relocation of employees and adaptation of the necessary operational and logistical tasks.

More information at [Espai Barça - Canal Oficial FC Barcelona](#)

- **Capital Management**

It involves management of the current assets, including those not affected by the Espai Barça project, such as the Sports City, La Masia and the school.

It also includes management of the club's assets, deploying services and adopting technologies for construction project management such as BIM, with which the facilities can be modelled in detail using 3D software and representations; or facilitating the adaptation of all telecommunications or services linked to intelligent buildings.

Capital and Espai Barça: future trends

Future trends within this strategic line are linked to the adoption of new technologies.

Connectivity

The deployment of technologies such as 5G, together with the wide range of IoT (internet of things) devices, will have a major impact on all aspects, from operational and business improvements to fan and attendee experience.

The large volume of activity that can be represented in data format will enable everything from the automation of processes in real time to the transfer of this activity to virtual versions of the facilities, including stadiums, applying the concept of digital twins that make it possible to simulate any scenario.

Figure 26: Camp Nou, the first stadium in Europe with 5G coverage

Telefónica and FC Barcelona turn the Nou Camp into the first stadium in Europe with dedicated 5G coverage

MWC19 Barcelona hosts the first broadcast of a training session by Valverde's team with 360° cameras connected using fifth generation mobile communications

- The project has been implemented thanks to the collaboration of GSMA and Mobile World Capital Barcelona, within the context of the 5G Barcelona initiative
- The deployment has provided the Nou Camp with permanent 5G coverage in the stands and on the pitch, using Telefónica's commercial frequency band and a standard 3GPP network by Ericsson
- Through this deployment, Telefónica and FC Barcelona are to explore new ways of broadcasting sports with immersive contents to enjoy a match from home as if you were in the stadium
- 360° video cameras connected by 5G have broadcast live images from the Nou Camp to MWC19 Barcelona, along with exclusive contents of a training session by FC Barcelona at the Ciutat Esportiva Joan Gamper, and a Virtual Tour of the stadium

Source: screenshot of Telefonica.en web page

Uses and Formats of the Stadiums of the Future (Smart Stadiums)

Beyond the regular match management, new uses and multiple service offerings are proposed for both match and non-match days. In addition, the incorporation of new visual formats will improve the experience of attendees and even generate new sponsorship assets.

Figure 27: Stadium Innovation



Con capacidad para 105.000 espectadores, el futuro Camp Nou será el cuarto estadio más grande del mundo.

Innovaciones

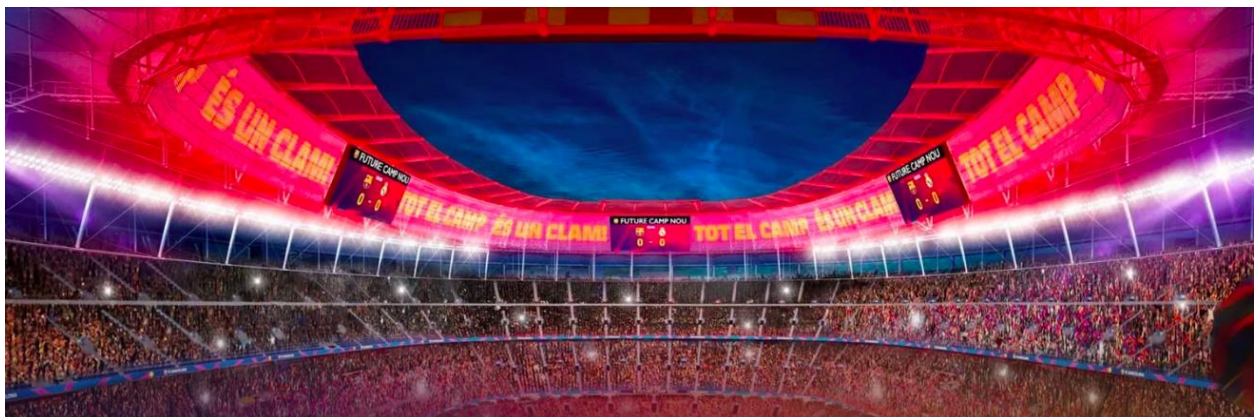
Los equipos deportivos de Estados Unidos cuentan con mayor recorrido a la hora de maximizar las oportunidades de negocio que los estadios les ofrecen.

Por ejemplo, los San Francisco 49ers, franquicia de la NFL (fútbol)

Source: Santamaría, 2020, <https://bit.ly/3DyUWdz>

Original	Translation
Innovaciones	Innovation
Con capacidad para 105.000 espectadores, el futuro Camp Nou será el cuarto estadio mas grande del mundo	With seating for 105,000 spectators, the future Camp Nou will be the fourth largest stadium in the world.
Los equipos deportivos de Estados Unidos cuentan con mayor recorrido a la hora de maximizar las oportunidades de negocios que los estadios ofrecen	US sports teams have the longest track record in maximising the business opportunities that stadiums offer.
Por ejemplo, los San Francisco 49ers, franquicia de la NFL (fútbol)	For example, the San Francisco 49ers, an NFL (football) franchise.

Figure 28: Stadium Technology



Source: Espai Barça, 2021, <https://bit.ly/3FzYcpz>

Efficient Stadium and Facilities (energy management)

The sustainability of the stadium and facilities will be a priority, aiming for minimum energy consumption or minimum emissions, among other trends that are already included in the current sustainability plan.

L4. Brand and Business global positioning

This strategic line includes all the aspects related to the club's brand image, content and communication as well as the business side, different exploitation models and the internalisation of the club itself.

Global positioning: objectives

Objectives
✓ To increase revenue.
✓ To consolidate brand position in priority markets.
✓ To diversify revenue sources.
✓ To internationalise revenue sources.

- The first of these objectives is to increase revenue. In this regard, a one billion revenue target was set at the end of the plan. Although the initial approach was possible, following a good evolution regarding the intermediate objectives set, the pandemic situation of COVID has had a downward impact, mainly due to the closure of the stadium. Once the activity has recovered, it is expected to resume this positive and growing trend with a new stadium and new businesses to expand it.
- A second objective is to consolidate brand positioning, especially in priority markets. FCB has a leading position and in fact the brand's actions aim to be more intense, to take more measurements and to get to know the country and the fans themselves better in all priority markets.
- The third objective is to diversify the sources of revenue. The current main sources of revenue are related to the transfer of players, TV rights, sponsorships, exploitation of facilities (mainly the stadium), products (shirts and merchandising), other licenses, and membership fees. This objective aims to diversify by creating

new sources of revenue that could be consolidated and relevant for the club and the sector in the future.

- The last objective refers to internationalising the sources of revenue, which relates to a global expansion plan to reach all markets.

Global positioning: main projects

The projects defined were the following.

Brand positioning

- Definition and consolidation of the brand positioning, structured in different sub-projects, from defining the brand strategy and the development of an implementation plan in marketing, public relations, protocol and corporate communication to maintain coherence and strengthen the brand's projection.
- The implementation of the brand strategy. Different actions, from unifying campaigns, to reviewing both the brand perspective, image management in high impact activities such as those related to the first football team matches, and better understanding and focusing on the target audience.

Figure 29: Brand Strategy



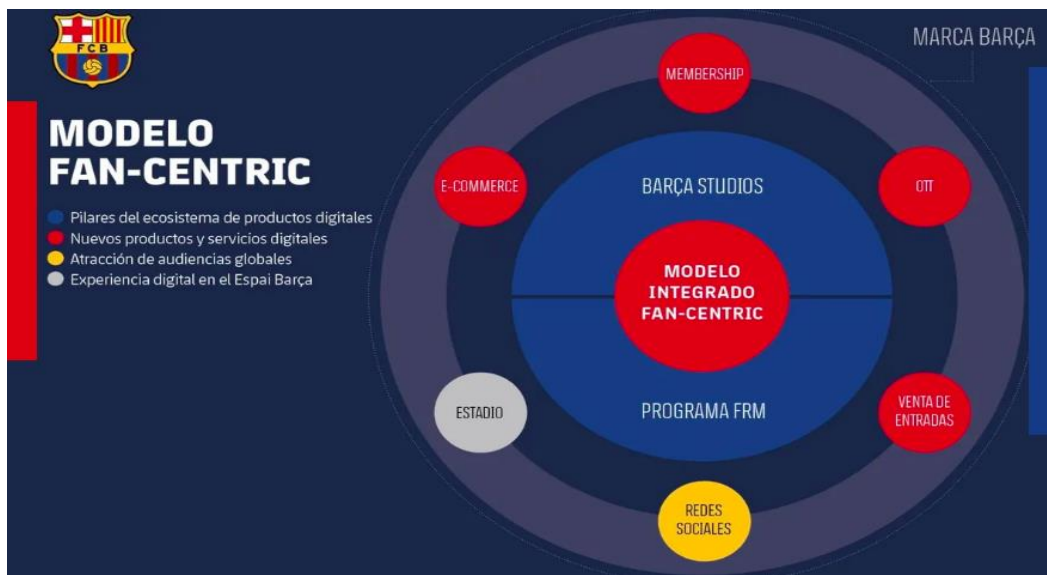
Source: FC Barcelona, 2016, <https://bit.ly/3x92KQS>

In addition, specific plans are made for specific activities such as the Foundation, the construction work at Espai Barça, and the Barça Innovation Hub. In this regard,

specific guidelines are being developed to provide global coherence to the brand's image.

- Content plan, with global impact. Here it is worth highlighting the audiovisual content, having its own television channel and its evolution to a content production company, to an OTT (internet audio and video operator), with its own platform of subscribers and a specific content production strategy to feed this line.
- Digital strategy. This involves anything to do with digitalisation: channels, the digital platform, digital business models, digital assets, with increasing market share and, therefore, in sponsorship contracts; the management and exploitation of its own channels on social networks, its own platforms, as well as digital licences and the club's participation in eSports. In short, all that is growing and developing in the digital sector.
- Also, working on its own platform and tools: the website, mobile apps, e-commerce and all the services used by the club, which are constantly evolving and improving.

Figure 30: Fan-Centric Model



LIDERAZGO EN EL ENTORNO DIGITAL

EL PRIMER CLUB DEPORTIVO EN LAS REDES SOCIALES

En 2019, y por segundo año consecutivo, el Barça ha sido la entidad deportiva que ha generado más interacciones en las redes sociales a nivel mundial. En total, ha acumulado 1.417 millones de interacciones (un 20% más que en 2018), contabilizando los canales principales en Instagram, Twitter y Facebook. Además, ha sido el club que ha generado más visualizaciones también en YouTube, con un total de 461 millones de views.

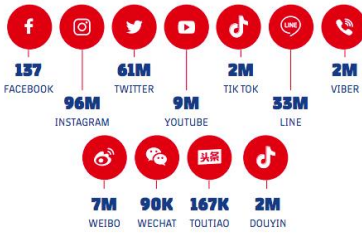
Ningún club de fútbol ni ninguna franquicia norteamericana ha conseguido más interacciones (likes, comparticiones y comentarios) que el Barça, lo que le convierte en el equipo más querido y que consigue más engagement con sus

aficionados, el reto al que aspiran la mayoría de organizaciones en el ámbito digital.

El FC Barcelona es también la entidad deportiva con más seguidores en redes sociales. Según el estudio *Global Digital Football Benchmark* de Result Sports, publicado en enero de 2020, el Barça cuenta con 260 millones de seguidores en sus principales cuentas, distribuidos así: 137 en Facebook, 96 en Instagram, 61 en Twitter, 9 en YouTube, 7 en Weibo y 2 en TikTok. Si a las cuentas principales se añaden el resto de canales de Club (fútbol base, secciones profesionales, Fundación...), la cifra de followers supera los 350 millones.

351.000.000

SEGUIDORES (A 31 DE DICIEMBRE DE 2019)



Source: FC Barcelona, 2020, p. 4

Original	Translation
Modelo Fan - Centric	Fan-Centric Model
Estadio	Stadium
Redes sociales	Social networks
Venta de entradas	Ticket sales
Modelo integrado Fan - Centric	Fan-Centric Integrated
Pilares del ecosistema de productos digitales	Pillars of the digital product ecosystem
Nuevos productos y servicios digitales	New digital products and services
Atracción de audiencias globales	Attracting global audiences
Experiencia digital en el Espai Barça	Digital experience at Espai Barça
Liderazgo en el entorno digital	Leadership in the digital arena
El primer club deportivo en las redes sociales	The first sports club on social networks
2019 Líderes en interacciones	2019 Leaders in interactions

<p>En 2019, y por segundo año consecutivo, el Barça ha sido el que ha generado más interacciones en las redes sociales a nivel mundial. En total, ha acumulado 1417 millones de interacciones (un 20% más que en 2018), contabilizando los canales principales en Instagram, Twitter y Facebook. Además, ha sido el club que ha generado más visualizaciones también en YouTube, con un total de 461 millones de views.</p>	<p>In 2019, and for the second year in a row, Barça has generated the most interactions on social networks worldwide. In total, it has accumulated 1417 million interactions (20% more than in 2018), considering the main channels on Instagram, Twitter and Facebook. It was also the club that generated the most views on YouTube, with a total of 461 million views.</p>
<p>Ningún club de fútbol ni ninguna franquicia norteamericana ha conseguido más interacciones (likes, comparticiones y comentarios) que el Barça, lo que le convierte en el equipo más querido y que consigue más engagement con sus aficionados, el reto al que aspiran la mayoría de organizaciones en el ámbito digital.</p>	<p>No football club or North American franchise has achieved more interactions (likes, shares and comments) than Barça, making it the most beloved team and the one that generates the most engagement with its fans, the challenge that most organisations aspire to in the digital sphere.</p>
<p>El FC Barcelona es también la entidad deportiva con más seguidores en redes sociales. Según el estudio Global Digital Football Benchmark de Result Sports, publicado en enero de 2020, el Barça cuenta con 260 millones de seguidores en sus principales cuentas, distribuidos así: 137 en Facebook, 96 en Instagram, 61 en Twitter, 9 en YouTube, 7 en Weibo y 2 en Tik Tok. Si a las cuentas principales se añaden el resto de canales del Club (fútbol base, secciones profesionales, Fundación...), la cifra de followers supera los 350 millones.</p>	<p>FC Barcelona is also the sports organisation with the most followers on social networks. According to the Global Digital Football Benchmark study by Result Sports, published in January 2020, Barça has 260 million followers on its main accounts, distributed as follows: 137 on Facebook, 96 on Instagram, 61 on Twitter, 9 on YouTube, 7 on Weibo and 2 on Tik-Tok. If we add to the main accounts the rest of the club's channels (grassroots football, professional sections, Foundation...), the number of followers is over 350 million.</p>
<p>Seguidores (a 31 de Diciembre de 2019)</p>	<p>Followers (on 31 December 2019)</p>

Communication

To make communication more coherent, with a more corporate aspect, seeking to structure the information.

- To establish the figure of the official spokesperson to focus communication towards the press and media, mainly local.

- An international communication plan to provide communication coverage for global needs, projects, international headquarters and business expansion plans.
- To tailor communication to specific segments of the population or groups, applying the formats that work best in each case, including communication with global influencers, celebrities, club 'ambassadors', etcetera.
- To optimise the relationship with content distribution entities and the press. All of these aspects are included in this project.

Structuring revenue streams

This includes the club's main business lines.

- Sponsor management model and consolidation of their evolution from partners (where their logo simply appears on the shirt), to all the potential and the ecosystem that is generated together with them, as they become collaborators. Under this philosophy, the categories and sectors to which they apply were redefined, with a remarkable evolution. For this reason, when signing sponsorship contracts, the possibilities of collaboration must be assessed beyond the amounts (based on the classical model in which the clubs choose the sponsor that pays the most to link their brand), changing to a partnership model which includes defining joint objectives and establishing the necessary structure for collaboration, probably increasing the overall benefits for both.

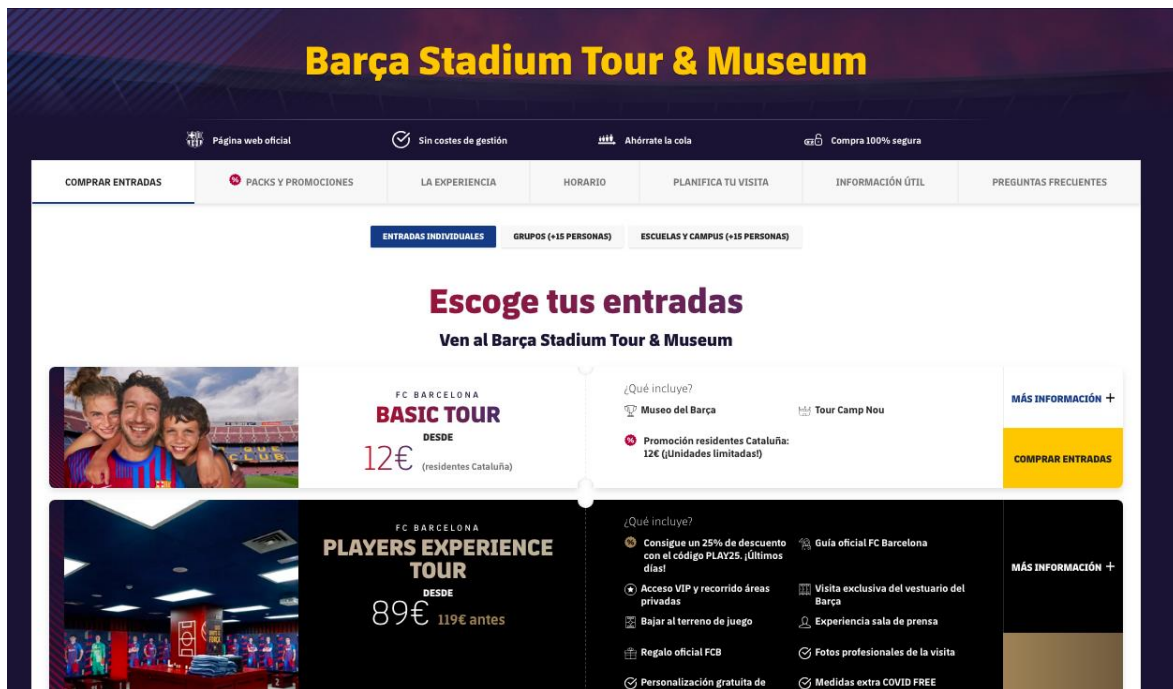
You can read more about this in the following article.

Source: FC Barcelona, (2016). An innovative and comprehensive agreement with shared values [web pages]. Retrieved from <https://www.fcbarcelona.es/es/noticias/814099/un-acuerdo-global-e-innovador-con-valores-compartidos>

- Facilities exploitation, mainly to optimise ticket sales, increase overall turnover both on match day and non-match days, including the tour comprising visits to the museum and the stadium, and all concessions to third parties inside the stadium. This includes multiple evolutionary projects to fully digitalise both the visitor experience and the management processes for ticket sales, and the consequent digitalisation of operations and staff management. Also included here are the

products that may generate cross-selling of products, and the personalisation of offers adapted to different profiles or groups of visitors.

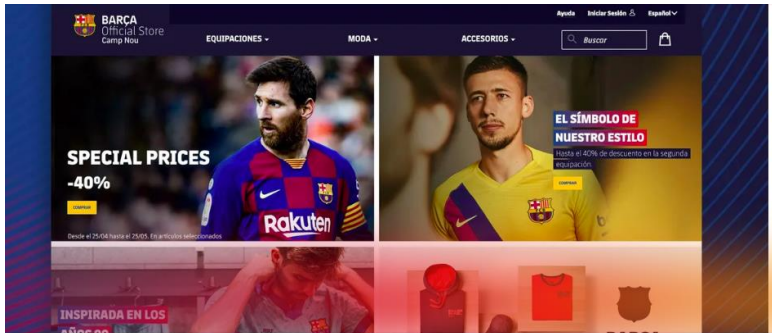
Figure 31: Ticket Purchase



Source: screenshot of the FC Barcelona website (<https://bit.ly/3xmjaWl>)

- Stores and merchandising management Shop and merchandising management. Starting from a model of shared management and exploitation with a partner, this developed into an in-house model through the creation of a separate company (Barça Lisencing and Merchandising). Once the structure for this entity was created and the new model was consolidated, the expansion phase of the physical shops and the management of the licences began. It is important to mention that the change of structure has enabled the company to apply its own criteria to all products in terms of quality, style and licence control, as well as to update and diversify the range of products, managing everything more efficiently.

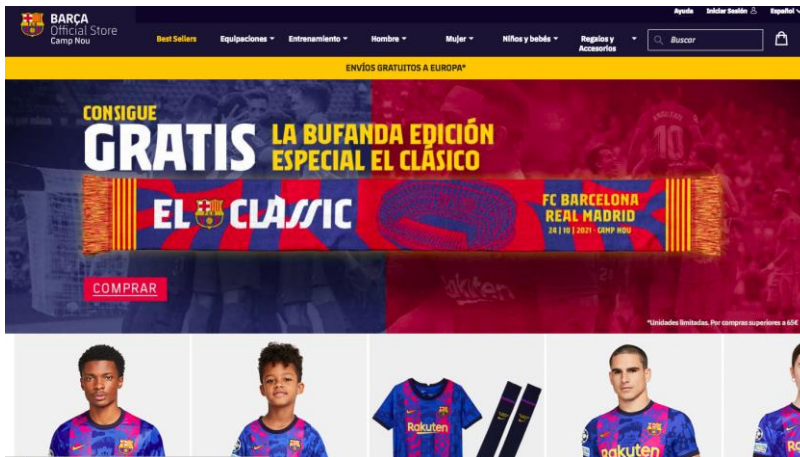
Figure 32: e-Commerce platform 1



El FC Barcelona lanza su propia plataforma de e-commerce oficial para la venta de productos de la Barça Store del Camp Nou

Source: screenshot of the FC Barcelona website (<https://bit.ly/30HFJIA>)

Figure 33: e-Commerce platform 2



Source: screenshot of Barça web page (<https://bit.ly/3kYTytz>)

Figure 34: e-Commerce platform 3



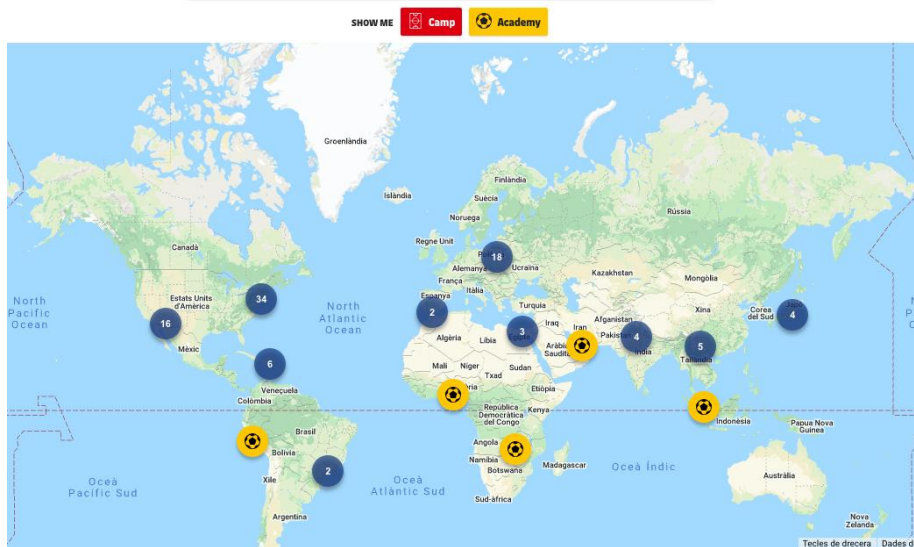
Una nueva Barça Store llega al corazón de la Rambla de Barcelona

Situada en el número 124 de esta emblemática vía, antigua sede del Hotel Montecarlo, cuenta con 1.900 m2 y se convierte en la quinta tienda gestionada al 100% por el FC Barcelona

Source: screenshot of the FC Barcelona website (<https://bit.ly/3cBpuj8>)

- Barça Academies. To optimise the management of the multiple distributed sites, their teams and students, to consolidate the model to implement them, to consolidate the current expansion plan, which already has schools in all continents, under different school models and not only focused on football. To expand the portfolio of products and services from a business perspective, always bearing in mind that the schools represent an important asset for the club because they are based on the essence of football, and that there are families who take their children to schools for years and the relationship that is established there goes beyond a commercial activity, these are long-lasting bonds

Figure 35: Barça Academies in the globe



Source: screenshot of the Barça Academy website (<https://bit.ly/3Fxi0II>)

Figure 36: Barça Academies



El ADN Barça se extiende por todo el mundo

- La escuela deportiva internacional del FC Barcelona, Barça Academy, suma 50 academias en todo el mundo donde forma jugadores a partir de una metodología de trabajo y valores propios.
- La formación de los jóvenes jugadores se centra tanto en el aspecto deportivo como en el educacional.

El FC Barcelona es reconocido en todo el planeta por los jugadores de primer nivel mundial que tiene en sus filas. Los partidos del equipo azulgrana son seguidos por

Source: screenshot of the La Liga website (<https://bit.ly/30Nhclz>)

- New businesses, new exploitation modes, from franchises to large businesses that are unusual in the industry, which use the club's image, content or knowledge, and are usually managed by or with third parties in the relevant industry, represent a source of extra revenue. It is also possible to extend the value or exploitation model of existing assets, e.g. developing new formats for more proactive

activations or turning ex-players into brand ambassadors. This is the case of veterans who play in their own matches and work as Barça Legends. The aim is to be able to increasingly structure and incorporate this proactivity into the market.

Figure 37: New Businesses



Source: FC Barcelona, 2021, <https://bit.ly/3x5uKF2>

Internationalization

Internationalisation process, also structured in three sub-projects.

- Reorganisation of the commercial structure to allow for a structure that prioritises strategic markets, is scalable and enables growth in a complete, clear, efficient and controlled manner.
- A global business model, structured to consolidate its operations from a global perspective, developing the necessary steps to achieve this, such as adapting sponsorship channels, adapting commercial management and developing a more proactive management to focus on different markets.
- An expansion plan to adapt to growth in all markets, starting with priority markets.

Figure 38: Expansion Plan



New York business world welcomes FC Barcelona to the United States

Vice President Manel Arroyo and other Barça representatives host a lunch with American businesspersons at 21 Club in Manhattan

Source: screenshot of the FC Barcelona website (<https://bit.ly/3CK5PrW>)

Future Trends

Brand evolution and assets

Maintaining the leadership position requires the brand positioning to evolve, as well as linking it to the strategy. In addition, it will be necessary to regularly monitor the positioning, as well as to protect the brand and, as far as marketing is concerned, it will be necessary to adapt campaigns to new formats, new tools and new types of content, as well as to propose innovative assets so as not to depend solely on the first team players but to increase the options for promoting or carrying out any type of activity.

Collaborative model and new commercial opportunities

The potential growth of the collaboration model and the possibilities that collaboration with partners may generate, combining different fields and diversifying the business, is an aspect to be promoted through the Barça Innovation Hub, by considering new activities and businesses around sport in the long term, including the co-creation of products, or collaboration with startups, among the many options that the BIH provides.

Digital Businesses

The digitalisation of the relationship with fans provides many opportunities to improve their experience, from the personalisation of the content and product offer, or the generation of new products combined or adapted to the needs of each user profile.

Figure 39: The club's digital strategy



La estrategia digital del Barça crea un nuevo modelo de relación con el fan para adaptarse a los cambios en los hábitos de consumo

Source: screenshot of the FC Barcelona website, (<https://bit.ly/3x8w0ah>)

Enhancing the visitor experience: taking it into account in the very design and construction of the new facilities and combining it with the pre-visit experience, such as points of sale and physical services, and adapting the commercial offer for both individuals (B2C - business to customer) and for sponsors or other companies (B2B - business to business) VIP areas, catering or event organisation will be important lines of growth.

L5. Management and economic sustainability

Finally, the fifth FCB strategic line is transversal, bringing together all operational management, economic sustainability and all the projects and actions that serve to implement the rest of the strategic lines.

Objectives

Objectives
✓ Financial targets and indicators.
✓ To build and implement an operational efficiency model.
✓ To digitalise all the club's activity.

✓ To develop the club's innovation ecosystem.

✓ To consolidate the club's governance model.

- Financial objectives linked to those of the strategic plan through the creation of the corresponding indicators such as, for example, debt control, which is necessary not only for good practice, but also because it is required by the club's internal control mechanisms and statutes. For example, reducing the ratio between turnover and wage bill.
- To build and implement an operational efficiency model. While efficient operations already exist, it is necessary to build a measurable and, as far as possible, standardisable model that is scalable and ultimately transferable to other entities.
- To digitalise all the club's activity, a trend that every type of company is pursuing nowadays.
- To develop the innovation ecosystem that has been developed in the first section (BIH), which must also transfer knowledge and be an element of internal transformation.

Figure 40: Sports Knowledge and Innovation Centre



ÚLTIMAS TENDENCIAS

La propuesta de Paco Seirul-lo para diseñar una sesión de entrenamiento en deportes de equipo

CATEGORY: FÚTBOL



Source: screenshot of Barça Innovation Hub website (<https://bit.ly/3FA37Xz>)

- To consolidate the governance model: to consolidate the link and follow-up of the strategic plan's implementation and its impact as it evolves, including the plan's own compliance perspectives, in the financial or other aspects such as

sustainability, within the governance operations. Internal control and business intelligence must also be adapted to this model to support decision-making.

Main projects

Finance

The first project is related to the first objectives, linked to financial strength and availability of resources.

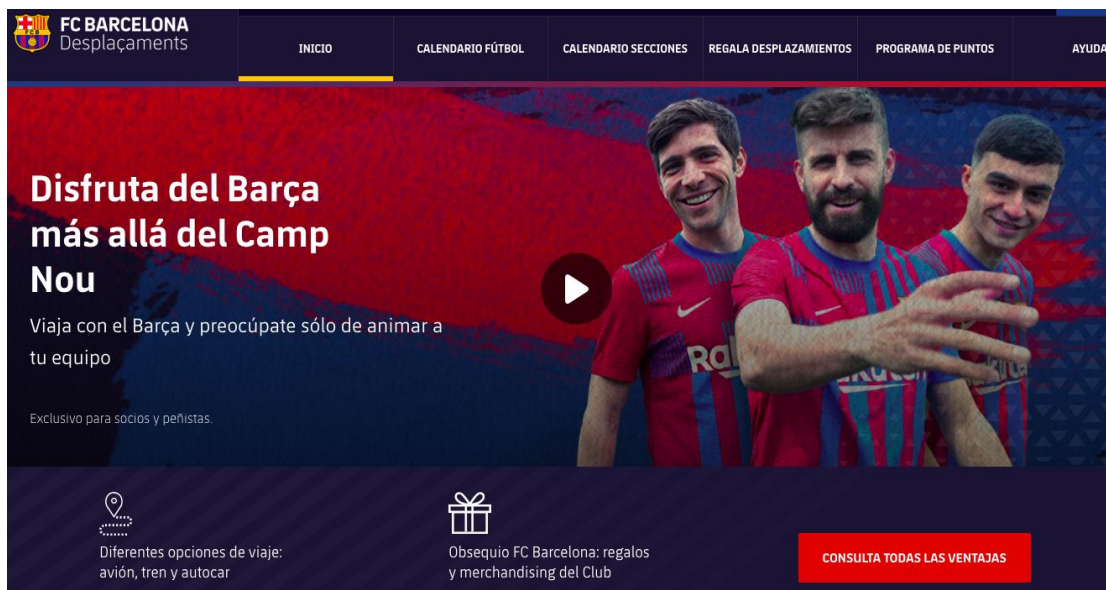
- It focuses on managing the entire financial perspective including all the aspects related to the more operational management of finances, e.g. deploying new tools for monitoring and budgeting, scenario management, control tools, etc.
- It also includes business validation and analysis of the viability of potential new businesses.
- In turn, it is related to the strategic plan itself, as it involves integrating all the management of projects and actions to the financial side of the club and achieving a coherent approach to management and decision making.

Operations

The next section is the operations section, which includes multiple sub-projects.

- Facility management. Apart from the club's needs, it is necessary to bear in mind that there are pre-established regulations for competitions such as La Liga, UEFA in the case of the stadium, and the corresponding regulations for the rest of the facilities. Optimising facility maintenance management is necessary in order to make it more efficient.
- Travel management, policies, finals; whatever is done in the club not only for teams travelling, but also for corporate trips, there is a lot to optimise in this regard.

Figure 41: Travel management



Source: screenshot of the FC Barcelona website (<https://bit.ly/30LX0Ad>)

- Purchases, provisions, warehousing and all that has to do with suppliers as an additional partner, maintaining coherence in relations. There are new tools, multiple points to implement; the relationship and interdependence between different services require a process, policies, a department and an efficient response.
- Corporate risk management and security. While the current security model is in place, it is ever evolving and involves specific plans for the future stadium in terms of cybersecurity, the handling of critical data and how it concerns all levels. Security is an area that must be constantly analysed and developed.
- Legal and management advice and consultation support on legal aspects. This refers to the methodologies and protocols in force and in constant evolution: actions are proposed to complete digitalisation, deploy new tools and link systems such as, for example, the financial system - measures that may even automate certain processes in order to gain efficiency.

Human Resources

The third project in this line covers human resources and talent management. The human resources people management model itself has its own strategic vision and its adaptation to current times.

- The varied activity and the evolution proposed by the strategic plan may imply organisational changes and the need to identify or incorporate talent.
- Implementing new training models, personalising plans and accompanying staff throughout their activity in the club, starting with a circuit after joining the entity

so that they get an idea of what it means to be part of the club, in a comfortable but, at the same time, effective way.

- Internal communication and collaboration among departments and work groups will be fundamental for the collective achievement of the strategic plan.

Figure 42: Communication Strategy



Source: FC Barcelona, 2021, <https://bit.ly/3kYUz4H>

Technology

A fourth project refers to technology, which includes sub-projects related to:

- Digital transformation applied to all the club's processes and activities, including the upgrade, adaptation or adoption of new corporate technologies to service the club's other activities.
- Systems plan aligned with and in support of the strategy, providing the necessary technologies to face future challenges. It should be noted that, at times, the emergence of new technologies or tools opens up new opportunities that were not previously considered, and may therefore lead to revisions to the strategic plan.
- Optimising support and technical service at all levels to ensure efficiency: from managing people's mobility in the stadium, to the internal operations of suppliers and warehouses, since everything has a technological platform component. Also optimising aspects such as telecommunications, maintenance, among other aspects to be developed for transversal use, although not so closely linked to a specific product, where evolution is constant and opportunities are abundant.

Governance

Finally, the fifth project concerns updating the governance model, also divided into different parts.

- Governance model, both of the club and of the strategic plan itself, giving continuity to the situation analyses, process maps and project and action management procedures in a coordinated way. It aims to guarantee the link between decision-making and the evolution of the plan and budgets, the implementation of scorecards that aid decision-making and facilitate the deployment of an analytical reporting model that facilitates ever increasing amounts of information, in a more efficient way and focusing more on the needs of both management and the different levels of the club's hierarchy.
- Knowledge and market adaptation. Promoting the business intelligence function and providing more autonomy to the international headquarters and the new companies created, always with the support of governance processes and tools to ensure coordinated management.
- Control systems. Although corporate risks are frequently reviewed and audits are carried out, it is necessary to review or incorporate processes for critical information management, guaranteeing both the treatment of data and the confidentiality of reports at all levels, especially Management and the Board of Directors.
- Sustainability. This is cross-cutting, as a specific sustainability plan has been drawn up to reduce the impact on the environment, optimise energy, guarantee social uses and guarantee returns, measure and adapt all the club's activities in line with this plan's outcome and recommendations.

Future Trends

Governance model and advanced tools to aid decision-making

Adoption of new tools to optimise and carry out advanced analyses and planning, simulating multiple scenarios, with greater levels of detail and in real time, incorporating financial information, market comparisons, historical data, forecasting or simulating scenarios to optimise decision-making. This requires the digital transformation of the entire activity, bearing in mind that this involves cross-cutting effects that affect more than one area and imply that, sometimes, by automating certain processes, functionalities may change at the organisational level. This does not imply 100% automation, as many processes involve the intervention of third parties, but it does mean a leap in capacity and efficiency.

Increasing collaboration with partners

In recent years, new methodologies that go beyond the usual relationship between club and partners or suppliers have been put into practice, seeking to add mutual value in the medium to long term, as well as to share information and knowledge. An example of this is the co-creation of products and services and their subsequent marketing.

Sustainability

Sustainability and the preservation of the environment will be a priority. Both the use of materials and the implementation of technologies to become more efficient in energy consumption, as well as the review of processes to reduce their impact, including the evaluation of alternative options to achieve energy self-sufficiency.

Unit 2.2 FC Barcelona planning methodology

This section presents how FC Barcelona's 2015-2021 strategic plan was drawn up, how it has evolved to establish the bases for the future 2021-2026 plan, how it is monitored and how some major adaptations have been made in response to unforeseen situations, such as the COVID pandemic, among other important aspects to be considered.

Context Analysis

The starting point is the context analysis, analysing and understanding both the internal and external context. In this section, multiple interviews are conducted with all internal and external stakeholders, from club executives to other relevant people, to understand the needs of the club's stakeholders and of people from sports and non-sports institutions with which the club collaborates, to understand the context and to gather all the information for this analysis. At this stage, it is important to consider the external view of the industry, the market, trends, both in the sports and social fields and in the entertainment industry, as well as emerging technologies and the latest trends in the use of digital channels.

For all the lines of action, it is advisable to have access to relevant publications and events to continuously analyse market behaviour (business intelligence).

Strengths, Weaknesses, Opportunities and Threats

After that, all the information is structured and analysed using the classic tools: SWOT: it assembles all the strengths, weaknesses, opportunities, and threats, so it is very useful to classify and show the main elements of the collected feedback, especially if it has to be structured along strategic lines.

This format also indicates the actions to be taken: the weaknesses must be addressed and the rest of the points must be taken into account, especially the opportunities that turn into potential projects. This also applies to large projects and when carrying out a concrete analysis.

Another widely used analysis format is PESTLE, which takes into account all kinds of factors: political, economic, social, technological, legal, and ecological. This detailed analysis involves making a list of factors, grouping different details for each one and analysing the timeframe in which they would be received (short term, medium term or long term), and the type of impact that these factors would have on the club: positive, negative or neutral.

- Political factors: political stability, both local and global, influence the other factors. Relations with the administration, government, and local and international entities would affect the club.
- Economic factors: on the one hand, there are macroeconomic factors, such as growth, inflation, employment, which affect not only the club, but also fans and suppliers at every level. On the other hand, there is the industry's economic situation and the club's own internal situation.
- Social factors: profiling how society is doing. At the level of data distribution, this implies profile of a typical customer, their lifestyle, their interest in sport, football in particular, their consumption of both sport and entertainment; at the cultural level, how they perceive the club and the habits that they develop after the pandemic will be important aspects to take into account.
- Technological factors: multiple technological initiatives are presented. Although the industry has evolved at great speed, it is necessary to analyse what is underway in the industry and internally, the level of automation, the state of the art; in addition to the technological culture of the employees, the profiles available, the profiles of the suppliers and collaborators, and to analyse whether the club is prepared for this.
- Legal factors: all current laws are important, but especially sports management models in terms of data accuracy, brand accuracy, etc.; aspects that are relevant for management and that must be taken into account.
- Ecological factors: environmental policies, sustainability and even the contribution to society are very relevant for all future actions.

It is very important to take into account other existing tools that may help in defining the club's current situation.

Process map

In this case, a revision of the process map and the value chain was carried out. The main blocks continue to be presented in this revision: management and strategy, the main activities and the support activities.

In analysing the map, the processes and typologies were classified, identifying planning, management and stakeholder relations.

For each of these blocks, as they are 'equivalent', optimisation is considered, for example, unifying the definition of phases and control and operational indicators as a first step towards the automation of whatever allows for it.

Even if it is an already optimised process map, it provides very useful information on the state of the processes based on which the plan will be developed.

Economic situation

Another indispensable task is to analyse the economic situation, the real situation within the club, the income and expenses of the present and past years, the balance sheets, cash flow with all the conditions without taking into account the plan as a starting point to define the real capacity to take action and to plan actions according to realistic possibilities. This should be monitored in order to measure the impact of each action.

Inventory of projects (starting point)

Another important point is the inventory of ongoing projects, namely large projects and major investments, and the identification of those that need to be discontinued, strengthened or reoriented. It is also important to consider the current structure of the club, its objectives, and the platforms and systems in place.

Vision, mission and values

Once the context and starting point are clear, the next step is to define the vision and mission, and to take into account the values of the organisation. As mentioned in the previous section, the values applied were those already in place in the club.

Regarding the vision, the starting point was the club's global leading position as the most admired, beloved and global sports institution; this was based on an already consolidated positive international image, with very active social participation and the capacity to continue along this line of activity.

To define the vision, the following aspects were considered.

In terms of sports, the club has a leading position, with all-time referents, from Cruyff to Messi, as well as other great stars, and it is also a referent in other sports. At the same time, the club's residency and training methodologies are also renowned and have provided the team with great players.

The club model, both from a historical and a social perspective, is of great relevance, especially at the local level, due to the member-owned model, which means that the members take part, vote, elect the president and the board of directors. FCB is one of the leading clubs with this model and performance.

It is worth considering the current global interconnection through technology and the model itself, both in sport and entertainment, which is constantly evolving, and where the club is present in a proactive way, with an innovative projection.

In terms of business, we aim to create a sustainable model that is not as closely linked to sports results as at present, but rather to manage it in the medium and long term, whilst keeping the vision in this line.

In terms of mission, the aim is to transform the world through sport. Sport is the club's core activity, and is a very powerful driving force for change when it is carried out from a leading position.

Objectives and strategic lines

Based on the vision and mission, the next step is to define the objectives and strategic lines of action. At this point, we focus on the main activities of the club, analysed after reviewing the process map and its main effects; these are considered in blocks of sports processes, sports section, blocks of social management processes, commercial and economic management, and asset management itself, which has made a difference in the plan due to the projection of future facilities. In addition, a cross-cutting block of processes was established, i.e., brand communication management, in line with the vision of being a global company. Finally, there are the blocks of knowledge, innovation, technology management, transformation, major activities where the club remains an industry leader.

At this point, the strategic lines are developed, combining different themes and in line with the club's process map.

- The first category groups together all the professional sports activity, including the first team management, the entire training apparatus, the other divisions, the women's teams, knowledge and sports methodology, and relations with sports entities.
- A second category groups together all of the club's social activities. In pursuit of being the most beloved institution, it includes the collective participation of members and supporters clubs, and the promotion of amateur sport. In addition, it also makes sense to include the actions of the Foundation and the rest of the institutional relationship with all the non-sports entities in this section.
- The third category groups together the capital aspect linked to the management of current and future facilities, as well as all the actions carried out in this regard.

- A fourth category refers to the global brand and business management, which are closely related. For example, licensing or sponsorship are different uses of the brand.
- The last category is related to resources, operations and digital transformation, including strategy monitoring within the governance model.

Structure: projects and sub-projects

All of the club's activities are thus represented both in the process map and in the club's strategic lines, as well as all the objectives. In the following sections, each of the categories, objectives and activities will be presented along with each of the projects and actions. In order to carry out the projects, as already mentioned, in many cases it is necessary to define sub-projects and then to arrive at the list of actions.

It is important to group projects in such a way that they make sense on their own, so that, if they evolve or continue, this ensures that everything can be worked on in parallel to avoid excessive dependency which could lead to complications during management. It is very useful when developing the sub-projects and their respective actions to level the load and scope, because it is not the same to build a new stadium as it is to carry out a practical project that requires little effort.

In the case of the FCB, working on detailing the lines of action is done through interviews or work sessions with the heads of each department, where the strategy is jointly analysed and the impact and priorities are assessed with a cross-cutting vision and alignment with the strategic plan. The vision of the areas involved is considered in contrast to what each of them were already working on in this line, and the aim is to reach an agreement and to share the responsibility among all the parties involved, so that the global vision can be achieved.

Let's look at an example: a project could be designed to manage the sports facilities, and from there, different milestones would have to be defined. One of them could be to have the necessary information for sports management; another milestone could be to establish coordination processes among the areas involved, such as sports, health, technology, training. A third milestone could be to train the club's professionals in the methodologies defined by that project. To achieve each of these milestones it is necessary to carry out different initiatives, which will be the actions, and define requirements with the parties involved, the processes to be managed, adapt the existing technological platform or create a new one, adapt the process map as well as the internal management processes. Then, new club functions can be established, management can be structured differently, monitoring can be carried out and projects can be developed. Multiple tasks can be included at this point.

The next point to bear in mind is that, for large projects that have already been broken down, it is very important to define their business plan, the resources available and their viability. To ensure that they are viable, it is necessary to measure their expected performance, what resources will be needed to carry them out, whether the existing professionals are suitable or whether it is necessary to modify the organisation, aspects that need to be accounted for and determined in order for the projects to be implemented.

The idea is to set ambitious but at the same time feasible and achievable goals, so it is necessary to analyse whether one really has the capacity to create or carry out what is proposed.

In this regard, the creation of a role or a strategy department as such can be considered, which consolidates and provides a monitoring point of reference, as has been happening in practice in FCB. Analysis for decision-making, beyond strategy, has evolved into Business Analytics.

Implementation and tracking plan

Communication

The first step of the execution is to communicate the plan effectively to all the agents involved. In addition, they must know what kind of tracking will be done, what indicators will be used to measure progress, previously agreed with them, and the way in which the indicators and their specific results will be taken into account. It is also important to liaise at the executive level, especially at the level of the steering committees, to ensure that the trajectory is taken into account, that the strategy applies to all, and that it is cross-cutting.

Tracking and monitoring

Along these lines, it is necessary to have a scorecard, global KPIs (key performance indicators) and that their measurement and interpretation meet common criteria. These indicators are needed to make decisions as to whether a project should be discontinued or, on the contrary, whether its scope should be expanded; also, the prioritisation may shift and the links across projects may be adapted.

A Balanced Scorecard

During the implementation of the plan, monitoring is always essential. For this purpose, the balanced scorecard is widely used, a concept that will later be discussed in detail. It is necessary to take into account a fundamental tool such as the strategic map that is used to structure it, mapping the financial, customer, process and resource or knowledge perspectives; and, in this case, the sports perspective as well. Presented in a matrix format, it analyses the defined strategic lines and crosses the cause-effect relationships by setting the objectives at each point. To do this, we can determine the questions that result in each of the indicators to be considered. For example, in the case of the sports perspective, a key indicator is winning competitions in all the professional divisions. In

this case, winning one of the three main competitions was set as a target, taking into account the number of official trophies per season and the team's position to achieve this.

Executive summary

It is very useful to have an executive and visual summary with all the objectives and actions linked to the main indicators, both to monitor and communicate the plan's progress. It is also interesting to cross-reference it with the other executive reports, such as the strategic projects and their impacts at different levels within the club.

Tracking methodology

Beyond indicators tracking, there are many more qualitative and subjective aspects to bear in mind. Therefore, once the plan is underway, its objectives have been communicated and the indicators have been defined, monitoring must be carried out regularly. In the case of the FCB, monitoring is carried out frequently and interventions are made in specific situations, i.e. if one of the projects becomes stagnant or there is a problem, the Strategy or Management team must intervene. If the team responsible for strategic planning is in charge of intervening, it is important that this is done in a complementary way to the global monitoring, with regular meetings with the heads of department. At least quarterly or half-yearly contact is always held to review the department's progress and its involvement in the plan, the evolution of its projects, and whether the scope of the objectives is still valid or whether any aspects have changed.

Budget

General budgets are usually reviewed and approved in the first few months of the season, so it is important to have an assessment of the plan by this time. Once approved, each department knows the budget available during the current season to carry out projects. Mid-season and close of season is often a good option for biannual follow-ups.

Strategic project investment lines should be linked to the budget with detailed projects for each department.

More information at [Memorias anuales | Canal Oficial FC Barcelona](#)

Project inventory and report (detailed)

It is advisable to have an inventory of projects to which to link their management indicators and their contribution to the strategic plan indicators. Management indicators: status of each project and its actions, project dependencies and percentage of achievement, milestones, schedule, team dedication, etc. and all deviations.

Faced with a large volume of projects, it is necessary to have a corporate project management tool or an integrated reporting system to access and analyse all the information, both the cross-cutting strategy perspective and the departmental perspective or other perspectives of interest that may be defined.

Financial planning

It is also very important to keep the scenarios set out in the financial budgets and the strategic planning aligned, as their analysis can lead to a revision of the project's business plan, its prioritisation, the resources dedicated and even question the viability of the project.

In addition to a project by project analysis, there is a more advanced report that allows the status of the global plan to be analysed, in terms of the major objectives, focused on the management level and the Executive Board, where the major decisions are taken, in case it is necessary to intervene or launch a project.

And, as always, to report back on the evolution of the plan to the whole team so that all those involved are aware of the impact of their efforts on the overall results, in order to generate a culture with a strategic vision among all employees, most of whom are focused on the day-to-day running of the sports competition.

Adaptation to crises and unforeseen events

Finally, although there is a steady growth trend over the years, crises may arise - a clear example being the COVID pandemic - that financially alter the sport and the revenue streams, affecting the plan on multiple levels. In this sense, an area with a strategic vision may, on the one hand, draw up a short-term crisis contingency plan with immediate containment actions, until the corresponding items are adjusted. On the other hand, a medium-term work plan can be drawn up while the effects of the crisis last and taking into account that in the short term it is already contained. Lines are drawn to undertake the new situation until the pre-crisis situation is recovered or until a new stable situation is achieved, and thus return to the long-term objectives set out in the strategy.

The pandemic has meant not having an audience at the stadium, forcing all entities to work remotely, which is why digital commerce and new training formats have increased, making it necessary to take actions to prepare for the operation in the new reality: more controls, applying regulations set by external entities, there are multiple options to consider which may modify the projections. In the long term, we should focus on the post-crisis actions, taking into account either the previous strategy, or revising the strategy based on the new situation, but returning to and recovering the established strategic course.

It is important to correctly report and communicate the plan to all those involved, to generate a culture of strategic business vision, to reinforce the executions level, to make decisions and projections based on the projects in the plan, while keeping the vision at all times.

Conclusions

In conclusion, it is necessary to develop the project inventory and to deploy the plan in a structured way which is coherent with the vision.

Once deployed, regular monitoring must be carried out at all levels, combining objective indicators and qualitative information, and emphasizing the execution level, but ensuring that any new decisions are automatically reflected in the plan, in its reports, in the scorecard and in all the linked support. Additionally, all those involved should receive the relevant communications, so as to foster team work and so that the objectives and strategic perspective are adopted at all levels.

In the case of major unforeseen crises, an in-depth review may be needed, starting from a structured management and a methodology to analyse and measure impacts. This way it will be easier to react quickly and make the right decisions.

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