

Module 1. Direct and indirect sales digitization

To start with this course, it is necessary to briefly review the ten most relevant changes introduced by the digital era on sales methods. As Alba Fraile (2016) asserts in her article 10 changes of the digital age in sales methods, selling is no longer what it used to be. In the last ten years, digital marketing has turned our conception of making business upside down. And there is only one possible response to this situation: To adapt or to die!

However, it is known that letting go of old ideas is not always easy. To help reflect on this, we will briefly delve into the 10 changes of the digital age in sales methods.

1) From outbound to inbound

In the new digital age, sales methods are no longer about chasing anyone. Instead of "going hunting", the most cunning brands "catch" customers by offering them all kinds of attractive content.

The inbound marketing process begins by getting a user to grant their contact details in exchange for something valuable to them (a webinar, an e-book, a tutorial, etc.). In this way, it becomes a lead that you can feed to raise its temperature. When the user is ready to buy - and only then - it is time for the sales team to jump into action.

2) Long live virality

With the advent of the digital communication era, a hitherto almost completely unknown phenomenon has emerged: virals. Viral marketing uses its techniques to search for a holy grail: that video, interactive content or article which spreads like a virus due to users sharing it.

The history of the internet in recent years is full of viral phenomena, from Kony 2012 to Gingham Style, and the famous Oreo tweet. But every great power carries a great responsibility, which means that your online mistakes may also go viral at the speed of light.

3) Your reputation is no longer (only) in your hands

Gone are the times when brands controlled in which spaces they were talked about and what was said. In the digital age, consumers can express themselves publicly to as wide an audience as they can get.

Trying to control what they say will not only be futile, but it may end up producing a reputation crisis of biblical proportions. My advice is to be as transparent as possible and you will save yourself a lot of trouble.

4) From the sender-receiver model to a dialogue with the consumer

Surely at some point in your school years you have studied the sender-channel-receiver model. Well, it is about time you forget it. The fact is that you no longer face a passive audience, but a massive group of users with the ability to respond.

Instead of mourning over lost control, embrace the power of networks to listen to and interact with you audience, and engage in dialogue-based selling methods. This may be the beginning of a wonderful friendship.

5) Know your target audience

Good news: it is no longer necessary to invest a fortune in focus groups and market research. The answers you are looking for are right there at your fingertips. If you want to know more about what your target audience wants, you just have to track everything they openly publish. You have practically unlimited range, so do not waste this opportunity!

And if you want to go one step further, create your own community: a space where your potential clients feel safe to talk about the things they are passionate about.

6) The advertiser no longer controls the location of the information

In the old days, information about your brand and your products was limited to a specific number of sites that you could choose from, but in the new digital age, the organization of information has drastically changed.

Nowadays, it is the user the one who starts the search. If you are well positioned, chances are they will find you first, along with lots and lots of content created by other users. Recommendation and review websites have completely changed selling methods, so I advise you to keep them in mind.

7) From public relations to influencers

We have gone from relying on the opinions of official experts to looking for "people like us." Nobody gives influencers their position of authority, let alone a brand: they achieve it themselves by sharing quality content day after day. Take advantage of their charisma and ability to reach audiences, but do not try to buy them off.

8) Investment: from ROI to KPI

Before digital marketing, advertisers and marketers would desperately try to discover the famous ROI, or return on investment, that is, if they had paid less for their campaigns than the profit they had made from them.



Although this is still a useful measure of financial success, nowadays we have gone from ROI to a collection of KPIs, highly customized according to the objectives of each company. And modern web analytic systems have made it possible to know in a more precise way what is happening at any moment, and thus correct the course of the campaigns practically in real time.

9) An increasingly customized segmentation

We no longer work with "women between 40 and 55 years old residing in Teruel", but we can divide our audience according to all kinds of incredibly precise criteria. We know the topics they find interesting, the pages they visit, the products they consume and even the drink they have had for breakfast. And in the hands of a competent digital marketer, information is power to further refine your sales methods.

10) Content is king

In a few years, the phrase "content is king" has almost become a cliché in digital marketing, but it is still as true as the day it was coined. If anything characterizes the times we live in, it is the abundance of information. There are hardly any barriers to cross in order to create all kinds of content and upload them to the Internet, so if you want to win over your users, you will need to boost your creativity and be in the right place at the right time. (Fraile, 2016, <https://www.cyberclick.es/numerical-blog/10-cambios-de-la-era-digital-en-los-metodos-de-venta>)

"The control over our product is no longer ours alone." Octavi Tarrés

1.1. Sale to members, the general public and other groups

Sale to members

It has been already mentioned that at FCB there is a high rate of members. There are 140,000 members of the club; it is one of the sports clubs with most members worldwide. Of these members, there are 85,000 football subscribers, which is why we will focus on the football case.

Of these 85,000 members subscribed to football, not all attend to watch matches, so a system was developed, in which the member may return the seat to market it, this is called the Seient Lliure seat release system.

Through this system, you can sell the seat of the subscribed member who already knows that they will not attend the match and returns the seat to the authorized sales system through a mobile application or in person. Currently, members return their seats mostly through the website or the app. In the latter case, the operation is as follows: they open the app, identify themselves as a paid member, click on the match which they will not attend, and authorize the release. Automatically, that seat becomes part of the ticket stock for the club to sell and, if the seat is sold, certain people have a remuneration system depending on when they have released the seat. The sooner it is released, 50% of the amount paid for the seat is refunded to their account. This will serve to renew their subscription. That is, if, for example, €500 are paid for the subscription and the amount released for three or four matches has generated a credit of €100, those €100 will be subtracted from the renewal of the subscription for the following year; moreover, apart from promoting the availability of club tickets, this system guarantees a win win relationship in which the club is able to sell tickets, a ticket that the member already had, while the member recovers part of the cost of their subscription. Furthermore, more people have the chance to attend the field, the club, and enjoy football and all the experience of the Barcelona Football Club match, which generates a win win on several fronts.

This system started in a very manual way, from 1,000 seats released per match, the number increased to 2,000, and now there are an average of 20,000, 25,000 or 35,000 seats released per match. Without this system, it would be almost impossible to meet the existing demand, and opportunities would be lost.

The development of the system was complex, different campaigns were carried out to put the idea forward and convince the member that with this system not only the club wins, but everyone does, too. At first the member would say, "If I have paid for my seat, it is mine for life, and if I do not attend, I do not want anyone to occupy it." This was their first reaction. Then it was possible to work on that line and explain that everyone won with the system. So, campaigns were carried out with the slogan "we all win"; in the end, members changed their minds and internalized the main points of this system:

- It allows the member to save money.
- The club will get extra revenue.

- The presence of fans will better the atmosphere at Camp Nou.

One of the main supports with which the idea was presented was the postal mail to the subscribers' house, but it was a different, experiential mail. Envelopes with the shape of the seat were sent, or with music: when the envelope was opened, the Barça anthem played. This was a concept that is highly consolidated nowadays. Push notifications, SMS, emails, etc. are sent whenever it is necessary. This does not always occur, however. There are matches for which this is not necessary because there is enough availability.

There is another segment of subscribed members referred to as "neither", who neither attend nor release. With that group a hard and arduous work must be carried out. Customized letters are sent to members' homes; information is sent through the newsletter; notifications and advertising are also sent in the magazine that the member receives every month; street marketing actions are carried out, apart from those at Camp Nou, with balloons on the seats of a whole grandstand saying "thank you for freeing up"; everything is done so as to make the ticket holder feel more comfortable when releasing a seat.

Figure 1: Balloon action



Source: FC Barcelona (2020). Own, unpublished file.

Apart from this, a loyalty program has also been created for subscribed members who always attend matches or who always release seats: they are given a privileged position in the stadium and they enter a benefit program, with travel raffles, T-shirts, among other aspects. In addition, they get different special benefits so that they continue in this program and understand that their behaviour is exemplary, that is why they are rewarded.

So, it is important that in every stadium, in all venues, there is a similar program carried out to maximize revenue from subscribers, and then from people who attend match by match. By creating and implementing programs such as season ticket holder, the subscriber will be able to release the seat more frequently and with greater satisfaction; this entails that the customer, who in this case is the local customer, member and subscriber, will be happier, and therefore more satisfied.

Figure 2: E-mail advertisement for subscribed members

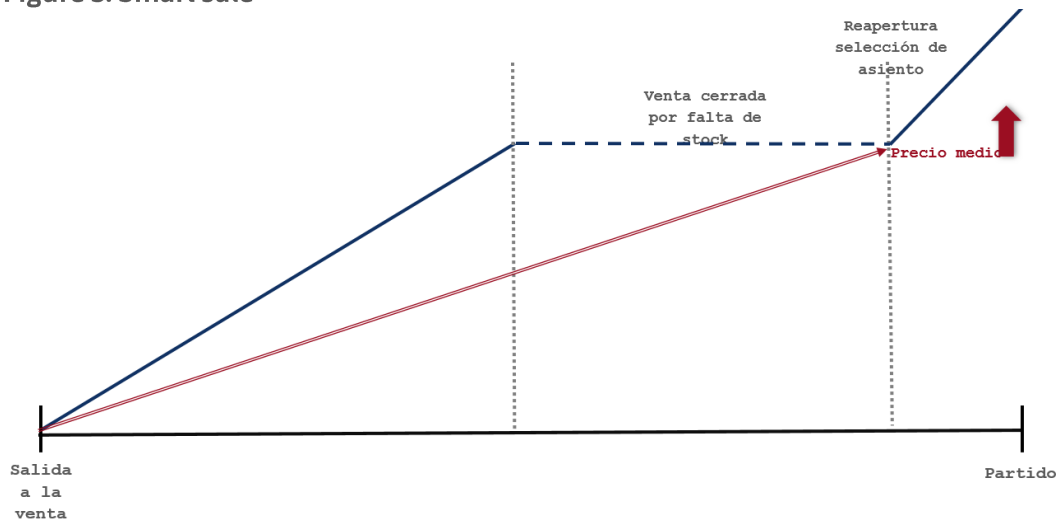


Source: FC Barcelona (2020). Own, unpublished file.

Although we have shown some of the benefits of this program, one problem remains: there are seats that are released very close to the day of the match. This means that days before the match, availability is very low but demand is very high, so there is a gap to be filled between availability and demand.

When the match day approaches, demand drops a little because people get organized, while tickets sales goes up, until a moment comes when these two phenomena intersect, and from that moment on, sales are lost because there is availability, but the people have already made other plans, leaving the match aside.

Figure 3: Smart sale



Source: FC Barcelona (2020). Own, unpublished file.

This Figure shows the evolution of ticket sales. In grey, the evolution without smart sale and the breakage of ticket stock is displayed. Due to lack of tickets, the sale must be closed, in spite of the loss that this represents.

In red, the ticket sales curve is displayed showing sales at a price based on demand and with the stock of tickets associated to the predictive model, with a confidence margin, selling the seats

through seat selection days before the match. The management of the average price and the offer of seats is a very important moment. Therefore, coordination between the predictive model and real seat control is essential, which is why the seat release service is so important.

For this reason, FCB had to analyse the situation in detail, which resulted in smart selling, a system in which it is possible to buy the ticket, without delivering the seat, without specifying exactly where the buyer of the ticket will be located, but only the zone, and that ticket is sent 24 or 48 hours before the match. Technically, the club sells tickets that they do not have, and when they have them, they send them digitally to the customer computer, by e-mail.

This allows for customer demand to be met much in advance and for the club to be able to play with supply and demand up to two days before the match, without having to close the sale of tickets. With this system, the customer is much more satisfied and thus, the demand is unified with the offer, and the entire process may be optimized and digitized.

The process is very similar to the purchase of a plane ticket since when it is purchased, the purchased ticket is received, but the boarding pass is not. In the case of the purchase of a flight, after checking in, customers receive the boarding pass, the ticket to board the plane. The same occurs in this case, the only difference being that the whole process is digital, carried out in a new-generation way: the ticket is sent via e-mail, which meets a considerable demand, while increasing revenues.

Something fundamental and important to remember at this point is that to sell to a specific audience, you must know as much as possible of that audience. Therefore, the club has carried out research in that direction.

Among various aspects, Barça fans were analysed regarding their attachment to football, how deep is this attachment, how important is their attachment to players, to the city, and to the fans next to them. And, how attached they have become to Catalonia and to the feeling of belonging to the Club. All these aspects influence the fan's attendance to the matches and their attitude towards the sponsor. In addition, they have an influence on the fan's intentions to buy or consume the sponsor's products.

What did the study show? Through digital surveys, it was possible to identify the points of greatest attachment. We discovered that attachment to football and to the players is essential for Barça's fans, and that this attachment is more relevant with Catalonia than with the city of Barcelona.

These data marked a line of work for all the club's campaigns in two central points:

1. The subscribed member feels they own the club.
2. There is less and less attachment to the city. In this digital age, people support Barça because they want it that way, regardless of their place of residency or location (that is, they have become globalised fans). In this globalised world, it is generally perceived that supporting Barça just because of living in Barcelona makes no sense; this may be the case of members, but in general, we are facing a paradigm shift: people support Barça whether they live in Barcelona, in Singapore, South Africa or China.

Sell to the general public and other groups

In the following section we will refer to the sale process to different groups, which basically are members who are not subscribed to the club. Members get discounts. In other words, members have to have a specific discount for their tickets because they are the owners of the club and because they pay a subscription to have a card to obtain specific benefits. Among these benefits, apart from voting, there is the discount on tickets.

This discount may oscillate according to the type of matches. For example, in a high-demand match like Madrid, they will get a lower discount; and there may even be a day or two of exclusive sales only for them, as well as discount periods or special areas.

But there are other types of segments, which are often referred to as groups.

A Barça fan who lives in Barcelona, who is close to the city, but who is not probably going to attend certain matches, perhaps they will only attend one or two matches a year; this person is not a member nor a subscriber, but this is, for example, a member of CaixaBank, a sponsor of the club, and special agreements have been established with sponsors so that their clients receive specific offers for specific matches, or a spectacular discount for low-demand matches. This fan supports a given group.

Another group is made up of employees or clients of sponsors and also other groups such as the unions of the young cards, who have discounts such as Groupon. There may also be associations of certain neighbouring merchants, certain large companies, or of many employees, like Cupra de Seat, which get space promotions for all employees.

There are also associations and agreements with other sponsors, for example, that of the health insurance Asistencia sanitaria, Nike, Coca-Cola, or Estrella Damm, among others. These groups occupy the thousands of seats that are not covered by tourists and members.

For this reason, in each club, it is necessary to be clear about the ways to approach each group - with what type of offer, for example - regarding each asset that is held in the club or sports venue. And it is essential to remember that the client is at the core of the customer centric view of sport organizations. Pay attention to the needs of the client, how much they are able to afford for a ticket; and on the basis of these, design special products and services. In addition, analyse whether it is necessary to skim for other clients on the market, for example, in schools, clubs, etc., and design a specific product for them: perhaps a ticket, delivery of T-shirts or caps, flags or scarves, plus a museum ticket or a packaged ticket.

It is clear that the market skimming strategy is one of the pricing strategies that a company can implement when, according to the life cycle of the product or service, the company starts the sale with the highest possible prices targeting specific segments, and then lowers them in order to reach other segments.

Another useful product is a family pack, an offer of three or four tickets at a special price. Most probably the club will not be able to reach families with many members, if it does not have an ad hoc product that allows for a purchase of three or four tickets at an affordable price. In this way,

these segments may be reached by adapting the sports product according to their needs and payment possibilities. All framed in a customer centric view in the digital era: communication through digital mailing offers, push notifications, SMS with link and the explanation of the offer so as to enable to buy the ticket at the moment, digitally, with the aim that in less than 10 or 12 clicks the customer has the ticket on their mobile phone.



1.2. Digitization of agencies and tour operators

Tour operators, B2B sale

At Barça, B2C must be the digital strategy par excellence, a modern e-commerce in which the product can be moved, uploaded and downloaded. Up-sellings, cross-sellings and my cart. In addition to having a customer space and a history of purchases.

Along these lines, B2B is practically the same, but for agencies and tour operators who arrive (and help to get there) when the club is least strong. In other words, when they contribute to the creation of clients in other markets.

For FCB, reducing sales channels is senseless. On the contrary, it is analysed how to expand them, increase the B2B and make an “outside the stadium” sale. That is, if I have a digital platform for tour operators (if I do not have it, we must generate it) I will create a customer journey for tour-operation as well as a customer journey and a good customer experience for all agencies, so that they thoroughly understand the improvement that being a B2B channel of the Barcelona Football Club means for them.

That is, we should be simplify and transform all the traditional B2B into a modern B2B - a digital B2B -, that is, a B2B in which people have a platform to register on, and from which they will publish all the products to offer, as partners, or as partners of sales outside the stadium, distribution by commission, abseiling or profits.

For example, there are some tourist spots where tour operators arrive but the club was unable to arrive. They reach the absent-minded tourist in Barcelona, for example. Hotels are a B2B that must be developed to the fullest if you are in a tourist city, so that if many seats are released at the last minute, you can make an offer by the B2B distributor in hotels.

Before moving forward, it is important to remember the definition of these two terms:

- **API (Application Programming Interface):** "An API is a virtual platform, a set of definitions and protocols that is used to develop and integrate the software of the [sales] applications" (Red Hat, 2020, <https://www.redhat.com/es/topics/api/what-are-application-programming-interfaces>).
- **OTA (Online Travel Agency):** this is the name given to "Travel Agencies which have websites dedicated mainly to the sale of products and/or services" (Entorno Turístico, s.f., <https://www.entornoturistico.com/que-son-las-ota/>).

It is very important, before defining the public, to have access to a platform that is as digital as possible. In other words, it would be ideal to put the entire offer in an API, so that the tour operators are able to connect automatically and have access to all the schedules there. For example, if it is a museum, this allows them to see the hourly availability and price per hour there. If it is football, they can enter the platform and see the tickets, daily and hourly availability, and buy the ticket right

there. By having this application, they will be able to sell automatically as well, which is going to be a win-win, a win for both parties.

B2B platform

The strategy should be developed considering the type of customer to whom the sale will be made. FCB started selling tickets to tourist points; then, an online platform for direct ticket sales with an attached PDF was developed; now products are offered in digital form through a platform that shows the actual availability for each product.

We worked on a digital e-commerce project with the entire B2B, on a platform that brings together all the points, in which the tour operators have a landing where they can automatically register and create a digital contract. Then, according to their profile, it is defined if they are given access to football, to the museum, whether they want to have access to VIP football or not. It will be analysed, then, to which profile they aspire and what profiles and permissions will be granted to them.

According to the profile they are given, once they log in, the products will appear enabled to sell.

Many more products than those enabled may be published on that landing, not only tickets, but also packs. Merchandising, events or other things that may come up may be published there, as well.

Figure 4: Landing FCB for tour operators/ ticket retailers

5. PROPUESTA LANDING B2B T100 18/19

Un Landing en dónde los T100:

1. **Con Contrato Digital**
2. **Según el perfil, acceso a los diferentes productos, empaquetar y "cruzables"**
3. **Packs de comida y merchandising**
4. **Ofertas visibles:**
 - Por producto
 - Por partido
 - Por zonas
 - Por época del año, navidad, etc
 - Tener Feed Back de las ofertas
5. **Opciones de vender partidos conflictivos:**
 - Vip Experience, VIP por partido
 - RM, Champions
6. **Enviar un Newsletter de T100**
7. **Tener Feed Back de todas las acciones**

Source: FC Barcelona (2020). Own, unpublished file.

These partners will be the eyes of the club in other markets, for example in Asia or Latin America, in emerging markets, in premium VIP markets, in premium sectors of Spain, which are difficult to reach for the club.

This also works when there is an empty zone that needs to be filled because there will be a wide television audience. Then, there could be specific offers available, before being released to the global public. These customers should be offered something that is actually an added value for them.

B2B is an absolute professional who lives by selling products belonging to the club and others, and who is really agile to sell in a lot of different moments. Sometimes, they are even more agile than the club, so there is a lot to learn from them; and it is worth to invest in that relationship.

Figure 5: Previous landing for tour operators or retailer's sales



Source: FC Barcelona (2020). Own, unpublished file.

Figure 6: New landing for tour operators or retailer's sales



Source: FC Barcelona (2020). Own, unpublished file.

At FCB we have had more than 40 or 50 tour operators. However, lately that number has decreased and we have given priority to those who sell more, to those who adequately sell the product and to those who sell in strategic markets.

It is essential to consider the issue of the tour operators' commission and cover their administrative expenses so as to stimulate them and finance the project. It is also advisable to consider granting special discounts for each match or category, and launching special products as well, such as VIP Experience, apart from improving the official images. Sometimes special messages are sent to help tour operators in promoting certain matches or events. We seek to work with a specific adapted, digital, cutting-edge landing.

The idea is also to review the global markets of interest to improve the filter in Asia and the USA, which are the largest and the most strategic markets for the club. The incorporation of new markets and new audiences should also be on the agenda.

The objective is to have a global map that includes all the tour operators, all the markets, and the most beneficial points in the cities to attract the wealthy public who is able to pay for tickets at the highest price possible. In this way, more sales can be made; sales that did not occur before the B2C because they did not reach the club's website or because they could not find availability on the site.

Furthermore, working on a clear landing for tour operators will generate higher engagement since they will feel they are part of the club. You can do a Fam trip with them (courtesy trips "that are offered to tour operators or travel agencies so that they can live the experience of a tourist destination first hand" [Turismo Oliva, s.f., <https://olivaturismo.com/oliva-destino-turismo-deportivo/>]) and show them the product so that they can sell it better. Not everything is a monetary issue in this type of relationship.

This type of mass distribution landing on a large scale, with automation of matches and payments, in which the entire process is fully automatic and accessible, is effective and allows working online on the objective, effectiveness and the official status of the platform. It is also useful to reduce the black market that carries a significant portion of the traffic. If the official tour operators are given a good outlet, the black market will have less power because people will find official options in the market.

So, to sum up, let us see some benefits of these associations:

- Greater outside-the-stadium sales.
- The creation of a win-win environment.
- Maximization of revenue for both parties.
- Access to emerging markets or markets to which the club does not have access or is not well positioned. The possibility of reaching touristic points, hotels, the tourist, fairs, etc.
- Reduction of the black market.
- An enhancement of the relationship with tour operators, which accomplish sales that B2C does not.

It is not possible to know to what extent B2C and B2B sales compete against each other. What is important is for them to be an added sale, an extra sale to what the club is already selling.

If you have B2C and B2B sales in the club, you must have an added sale, an extra sale, otherwise there will be competition. You should also analyse the operation of the B2B platform, try out discounts and promotions for a specific audience, for instance. If sales for a certain match are low, try granting the sale with a special discount to the four, five, or ten main tour operators. Tour

operators either tend to sell football tickets well in advance or are incapable of performing successfully in the short term, which means that it is necessary to have a forecast of future matches. Having that planning, it is possible to work on a sales strategy well in advance.

For example, FCB does not have the infrastructure to attract tourists who are on Costa Brava, Costa Dorada, or throughout the whole of Spain. How will they get to Barcelona for a match? This can only be done through an operator who provides them with a transport system, like buses. It would be optimal if they have trained employees who know important details regarding the culture of each country and how it affects the management of logistics, transportation, schedules, and special customs to be considered. Then, they will be able to help you plan and organize special packs. This is a clear example of the beneficial aspects of this association.

In addition to the mono product sale, that is, football or museum, you should also work on the visual sale of the multi product, that is, to visually choose the products that are on sale, be them basketball, hockey or football matches, visits to the museum, or any other product.

On the same vein, it is important to have at the top of the landing, menus in which the proposals are interesting and there is a customer management back office, which analyses what purchase has been made, with which locators, how they are sent digitally, etc., that is, a back office landing in which to unify the contact with customers with the B2B sale. In other words, they are in charge of resolution of incidents and of providing a quick response to an email, a telephone call, or a WhatsApp message. A newsletter for this segment should also be available.

Thus, having a fully digital platform would be taken care of. The digitization of channels and the digitization of modern ticketing with B2B, are essential to achieve objectives in the digital age, the customer journey, the user and customer experience, an increase in satisfaction, loyalty and conversion.

If sales management is carried out in an agile, modern, fast platform, giving immediate responses, the direct consequence will be engagement. If, on the contrary, the sale is slow, tedious, complicated, many sales will surely be lost along the way.

Another central issue for proper operation is to change all manual processes into fully automated processes, like a landing of specific contracts for products that are digitally signed and sent to the legal department for revision, or general supervision of the process by a digital channel manager and a B2B product manager, which is entirely carried out through digital means.

In this line, through the same channel automated sales reports could be created, and the administrative department could manage payments and collections there as well, for example, they could manage and conclude any conflicts that may arise.

Retail assets

In this section we will look at some retail assets that can be placed at sale points so as to drive sales.

Examples of these could be life-size players' corners kicks with artificial turf or the use of vinyl transfers, logos and other types of tools that may be adapted to different situations.

Although we live in the digital age and we have already seen the importance of an impressive landing in the sales process, these face-to-face exhibition elements are very effective, for example, if they are distributed around the city so as to attract tourists. It is important not to neglect these types of actions which also contribute to generating customers by thinking solely on digital actions.

Examples implemented by FCB are listed below.

The outdoor vinyl of the booths has been very successful. It is very powerful to put up images of players because they encourage people to live the FCB experience.

Figure 7: Exterior vinyl



Source: FC Barcelona (2020). Own, unpublished file.

Sales person, wearing yellow uniform and cap, and holding balloons

Figure 8: FCB sales person



Source: FC Barcelona (2020). Own, unpublished file.

Figure 9: FCB sales person (part 2)



Source: FC Barcelona (2020). Own, unpublished file.

The price diptych and price poster.

Figure 10: Price diptych



Source: FC Barcelona (2020). Own, unpublished file.

Figure 11: Price poster



Source: FC Barcelona (2020). Own, unpublished file.

In some posters people could check with their phone if it was an official sale, and, if they had Internet connection, they could buy with the QR code, digitize the purchase to their device and purchase on their own, avoiding the queues and the details of a traditional sale.

We can see here a possible connection between the traditional and the digital. For this reason, it is very important not to forget that the acquisition may at first be in person, and then, through QR codes, vendors or other elements, the client can enter into the digital process.

Another fundamental point to consider and work on is the development of the channel. It is ideal to design a sales manual that is used both for training and management. It is essential to be in contact with and in permanent training for the sale of habitual and new products that may arise.

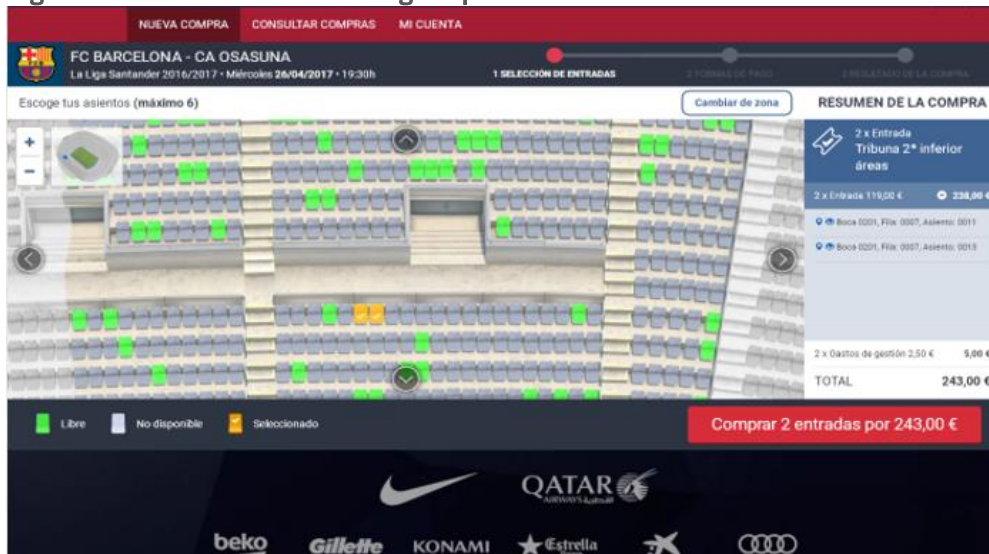
It is also important that the sales people know and experience the product that they are going to sell. They should get involved, participate in organized visits, attend the club, see, touch and get to know the products. They should have a first-hand experience so that they perceive what the customer will experience as well.

Security and incidents

In any digital sales process, it is very important to instil security. Provide all the necessary information during the process and be attentive to the resolution of any incident that may arise.

Be very clear and direct in the payment process, inform the customer that when they accept the operation, the money enters the bank immediately, and it is difficult to get a refund afterwards. It must be very clear that, if the client accepts the price of the match ticket and everything that was agreed, there will not be possible to get a refund. It is a sale without guarantee.

Figure 12: Seats selection for digital purchase



Source: Screen shot of seats selection for digital purchase (FC Barcelona, 2020).

It is also essential to have an incident resolution program in case the Intranet does not work, tickets have been stolen, or something has been lost. For example, the way to solve each type of problem that may arise to the client could be pre-defined.

A colour incident system could be agreed on, that is, depending on the situation that arises, a particular member of the staff could be responsible for solving it. For example, list in red, everything that depends on the club; in orange, everything that depends on the sales person; and in yellow, everything that depends on the customer. An incidence in red could be, for example, that the platform does not work properly, or that a client puts in the visa and is charged twice; in these cases, the club will be held responsible. However, if the customer is given the wrong tickets because they have been printed incorrectly, it is the sales person the one who made an error, which means that the sales point will be held responsible for the incident.

Figure 13: Incident management al FCB

Casos en que se podrá hacer la devolución del dinero. Filosofía:

- Casos en que el error es del sistema informático del FC Barcelona (intranet).
 - Si el sistema hace cobro por duplicado
 - Si se cae el sistema cuando ya se ha hecho el cobro (cargo en la tarjeta y no se da cuenta en aquel momento y por tanto, vuelve a comprar por segunda vez).

NOTA IMPORTANTE: Siempre se hará la devolución bancaria (no en efectivo) y pasados unos días.

Casos en los que FCB Ticketing NO puede devolver el dinero al cliente: Filosofía:

- Casos en que el error es del cliente.
 - Si un cliente ha comprado una entrada y se desdice, el punto de venta no puede hacer nada.
 - Si el sistema cobra las entradas pero no genera el PDF: El punto de venta ha de enviar a los clientes a Taquillas FCB **con mail de confirmación de compra y sello del punto de venta con explicación del incidente**, entonces y sólo entonces, se le podrán imprimir las entradas en Taquillas FCB (no devolución de dinero).
- El promotor/vendedor del punto de venta, se equivoca
 - Ha comprado más entradas de las que pedía el cliente,
 - Se le entregan entradas al cliente de otro cliente (intercambio de PDF's, etc...)

En estos casos, NO es responsabilidad del FCB Ticketing

Source: FC Barcelona (2020). Own, unpublished file.

Managing sales channels in the digital age is an important strategic decision, since you can choose between doing B2B, B2C or both together. Actually, both are increasingly similar channels, in the sense that you must retain loyalty, create engagement and make purchases as simple as possible in any case.

Once more, the concept and philosophy of being customer centric is increasingly important. Loyalty, empathy and clarity are essential, since the control of the product does no longer depend only on the organization; customers are increasingly informed, so it is necessary to have a strong presentation and a consistent strategy.

Are we ready for this?

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