

Module 2. Marketing strategy

A marketing strategy can be defined as the set of plans that are carried out to achieve the objectives that a company defines regarding a product, service or experience, focused on a specific market.

Therefore, within a digital marketing strategy, the points to work on are:

- Planning.
- Project and team management.
- Process optimization for cost savings.
- Design of the brand's web page/app.
- Integration of the physical and the online world.
- Social networks management.
- Analysis and research of online traffic according to type of audience.
- Conversion measurement.

Currently there is no point in differentiating between a marketing strategy and a digital marketing strategy; the digital era already involves 100% of brands and consumers, so the traditional marketing tactic and digital marketing should be used in a complementary way, to make the brand reach all the consumers in the target market.

Figure 1: Example of a digital marketing plan.



Source: Alba, 2017, <https://www.webempresa.com/blog/plan-marketing-digital.html>

<p>Análisis externo:</p> <ul style="list-style-type: none"> • Competencia directa • Competencia indirecta • Sector <p>Análisis interno:</p> <ul style="list-style-type: none"> • Debilidades • Amenazas • Fortalezas • Oportunidades <p>Definición de objetivos:</p> <ul style="list-style-type: none"> • Específicos • Realizables 	<p>External analysis:</p> <ul style="list-style-type: none"> • Direct competition • Indirect competition • Sector <p>Internal analysis:</p> <ul style="list-style-type: none"> • Weaknesses • Threats • Strengths • Opportunities <p>Goals setting:</p> <ul style="list-style-type: none"> • Specific • Workable
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<ul style="list-style-type: none"> • Medibles • Realistas • Limitados <p>Plan de Mejora:</p> <ul style="list-style-type: none"> • Tests A/B • Plan de crisis • Reorientación <p>Medición de resultados:</p> <ul style="list-style-type: none"> • Análisis • Medición • Informes <p>Plan de Acción:</p> <ul style="list-style-type: none"> • Estrategia • Canales • Acciones 	<ul style="list-style-type: none"> • Measurable • Realistic • Limited <p>Improvement plan:</p> <ul style="list-style-type: none"> • A / B tests • Crisis plan • Reorientation <p>Results measurement:</p> <ul style="list-style-type: none"> • Analysis • Measurement • Reports <p>Action plan:</p> <ul style="list-style-type: none"> • Strategy • Channels • Actions
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The first unit presents the different types of channels and digital marketing strategies that help maximize the income defined in the objectives of each club.

In the second unit deals with data processing and the big data concept, important information to get to know the user so as to offer better or customized services with the aim of increasing revenue.



2.1. Acquisition channels

As it has been mentioned, within the business area of a sports facility, the sales area is in charge of selling any type of product related to ticketing, hospitality services, events, food and beverage.

A hospitality ticket or service is considered the best experience that a fan or consumer can enjoy, at a very high price, compared to a normal ticket or service. For example, the hospitality products per excellence in relation to football are the best stadium tickets to enjoy a match. A hospitality service offers the consumer to live premium experiences, such as watching the match together with a football legend, or next to famous people, with access to special catering, covered seats and, of course, enjoying the most fantastic views of the match.

Ideally, the team in charge of the facilities operation area, the sales team, are fully integrated with the systems team, the digital team, who are in charge of CRM, CMS digital content and analytics management.

“CRM (Customer Relationship Management) is an application that allows for all interactions between a company and its customers to be centralized in a single Database” (Rex Cargo Costa Rica, sf, <https://intranet.rexamerica.com/crm/>).

Figure 2: CRM (Customer Relationship Management).



Source: Web Find You, 2019, <https://esp.webfindyou.com/blog/que-es-un-crm-y-por-que-es-importante-implementar-este-sistema-en-tu-negocio/>

Relación con el cliente	Customer relationship
Satisfacción	Satisfaction
Lealtad	Loyalty
Servicio	Service
Confiabilidad	Reliability
Mejoras	Improvements
Mercadeo	Marketing

Calidad Apoyo ¿Qué es un CMR? Un CMR se trata de un modelo de gestión, estrategia de negocio o concepto enfocado en la retención, fidelización de tus clientes	Quality Support What is CMR? CMR is a management model, business strategy or concept focused on retention and customer loyalty
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CMS stands for Content Management System; it is software to manage content in web pages and/ or mobile apps. "CMS is software developed so that any user can administer and manage contents of a web / mobile app with ease and without knowledge of web / app programming" (Di Departamento de Interno, sf, <https://www.departamentodeinternet.com / what-is-a-cms-and-what-advantages-has />).

Figure 3: CMS (Content Management System).



Source: Grupo Carricay, 2018, <https://medium.com/grupo-carricay/qu%C3%A9-son-los-cms-420d33146a6d>

Currently, both a CRM and a CMS are accessible from a Cloud service, so that a management administrator is able to connect from anywhere in the world, at any time, 365 days a year, with their safe credentials. In addition, he is related to the marketing team, which is in charge of controlling the content and everything that is related to the brand, as well as the innovation team, which manages knowledge and the strategic plan.

At FCB, a few years ago, the sales strategy was completely digital. In other words, digital marketing is applied to the sports club according to its context and the catalogue of products it offers, that is, ticket sales, hospitality, merchandising, events and gastronomic products, among others. The main objective is that the client enjoys the event on match day or attends the museum and enjoys different services related to the museum, such as augmented reality, a guided tour, a visit with virtual reality, among a wide variety of services.

An online marketing plan will help any company or club achieve the goals of the business strategy. In this sense, the two basic objectives of a digital sales strategy are:

1. Increase e-commerce sales.
2. Improve online communication with customers.

Other objectives include the following:

- Generate more traffic on the official website or app.
- Get quality leads (fans, customers).
- Convert (to make the interest on a product become a purchase).
- Improve brand reputation with excellent customer service.
- Manage consumer opinions.
- Get more followers or likes on social networks.

This unit deals with the digital strategy of social media, engagement, lead conversion and viral content to sell all experiences through all channels, that is, with an omnichannel (multichannel) strategy focused mainly on the fan, on the basis of customer centric models.

In a multichannel sales strategy, any meeting point with the user, consumer or fan is considered a channel.

The channels include:

- A mobile app.
- The web,
- The store.
- Telephone attention.
- Social networks.

Before moving forward, we will briefly define some concepts of digital marketing that will be further developed throughout the course:

- E-commerce: electronic commerce.
- Mobile apps: mobile applications.
- Digital Machine Learning: "Machine Learning refers to the ability of a machine or software to learn by adapting certain algorithms of its programming in relation to certain data entry in its system [in a digital ecosystem]" (Hiuman, SA de CV, 2020, <https://www.hiumanlab.com/que-es-machine-learning-y-como-funciona/>).
- Smart: intelligent. For example, Smart Watch, Smart Data (filtered and refined data from a Big Data), among others.
- Customer Data Apps: customer data applications.

Before defining a digital strategy, it is advisable to constantly analyse what the sports venue does; the journey and its level of customer experience; customer engagement: how it is being managed; whether loyalty programs are being launched to retain the customer, in addition to how the content is sold or managed.

Nowadays, digital marketing has changed the way sports are consumed, organised, and sold to consumers. In the case of FCB, tourists are the main customer, which is why a few years ago the club started thinking about organising the products that tourists consume, that is, travel, accommodation, leisure and fun. In this sense, what is sought is to achieve the greatest satisfaction in this fun experience, both at the level of matches and at the level of other products that may be consumed on the field or other areas of the venue, such as gastronomic products and services.

Now, we will address the link between acquisition channels and digital marketing. The most important points we will develop are the channels focused on revenue, the concept of e-commerce and the use of mobile apps to contact the client - fan to sell them any product, service or experience.

In the case of FCB, the main objective is to drive maximum revenue from the exploitation of all its areas. However, their aim is that the client lives an unforgettable experience and that a full stadium is seen on television, which means they are always working on that double strategic line. So, how can we balance price and capacity? How can this strategy be managed? Basically, through digital marketing channels.

Simply put, digital or online marketing entails all the tactics proposed for the promotion of products and services through the internet (e-commerce, social networks, among others).

The following are the main objectives of online marketing:

1. To engage new customers and manage leads.
2. To build customer loyalty.
3. To increase sales through techniques to improve the conversion and optimization of the purchase funnel (all the steps of the purchase).
4. To define expansion strategies using omnichannel tactics.
5. To optimize the return on investment or ROI, seeking a balance between the cost of all the online actions that are performed (web improvements, app, investment in search engine and social media advertising, user experience, etc.) and the benefit obtained.
6. To monitor brand reputation through the consumer's perception of it (opinions, online reputation, among other aspects).

At the digital marketing level, the first thing to do to detect revenue channels is an analysis of the situation in the market, other clubs and the consumer or type of consumer (in this case, the fan). Analyse the strengths, weaknesses, opportunities and threats, and on that basis define an action plan that will later be developed in digital marketing channels.

This analysis may be conducted using the SWOT matrix.

Figure 4: SWOT matrix.



Source: Dirección General de Industria y de la Pequeña y Mediana Empresa (General Directorate for Industry and Small and Medium Enterprises), 2020, <https://dafo.ipyme.org/Home>

De origen interno:	Internal origin:
De origen externo:	External origin:
Puntos débiles:	Harmful:
Debilidades:	Weaknesses:
Amenazas:	Threats:
Puntos fuertes:	Helpful:
Fortalezas:	Strengths:
Oportunidades:	Opportunities:

At Barça, a few years ago, due to the departure of Neymar, an analysis was conducted using the SWOT matrix. At that time, Barça was going through a situation of declining sales. Through this analysis, it was detected that in the B2B channel the commercial conditions were not quite favourable and that was why that channel of operation was not well at the sales level. In addition, at the human resources level, the sales team suffered several personnel changes, which affected the content that was uploaded to the web, the management of the product catalogue and the positioning in Google SEO, so the user experience was not the most appropriate and reputation on social networks decreased. Apart from these weaknesses, strengths were detected in the new commercial team that was being formed, since it had a highly marked digital character. In the following years, this team helped launch a new e-commerce platform, which is currently operational, and in continuous improvement.

An analysis of the external situation identified that tourism in Catalonia fell from around 15% to 25%. In Barcelona there was an air traffic controllers strike, the terrorist attack on Las Ramblas took place, added to an unfavourable political situation, which generated a drop in tourism that affected the club's sales. In addition, in the analysis of external factors, a drop in sales was detected in the Arab

market, possibly due to the termination of the contract with Qatar, which caused some tourism to be diverted from the Arab country to other countries such as France. In this case, tourists from Arab countries arrived in Paris, where they were more interested in seeing PSG than Barça, due to a matter of brand interest and, above all, because of Neymar's change of team.

However, in spite of this situation as framework, web traffic was substantial and social networks such as Facebook or Instagram continued to grow 10% per month. There was also a growth in the US market and the Asian market. In the case of the United States, it probably had to do with the opening of the office and new schools in New York. As it can be appreciated, internal and external factors come together to define the digital marketing strategy towards different channels.

E-commerce

In this section, the main idea is to analyse the FCB case as a practical case in which to apply the theoretical model, which is transferable to other sports clubs. The first thing that was done was to create a digital marketing strategy with the internal team and external teams specialized in acquisition, lead generation, lead maturity, user experience management, teams knowledgeable in e-commerce, among others.

The objective was to define a new digital marketing plan for online sales channels. So, the team of experts started by analysing the particular situation of each digital marketing channel. In doing so, it was possible to frame the weaknesses and make a qualitative leap towards improving the performance of each channel. Basically, they worked on the following axes at the level of digital marketing acquisition channels: marketplaces strategy and conversion strategy. Moreover, they worked on a new digital advertising model called Real Time Bidding.

The user experience was also improved, both in the app and on the web. At the social network level, they worked to improve the reputation the club had at that time, with the highest response rates, analysing the level of customer satisfaction and working on the CRM. In this way, much was improved, new journeys were created and an attempt was made towards opening a social shopping channel, that is, sales through social networks.

The costs and benefits of each action were also analysed, so as to draw a list of priorities for the channel strategy that should be performed on each moment. The first acquisition channel they focused on was market plays. Apart from the official ticket sales channel, agreements were sought with other sales channels that could publish the FCB's catalogue of ticketing products. In this case, they sought to make agreements with Rakuten and an attempt was made to create a Rakuten Ticketing.

Agreements were also sought with Booking Dotcom. They control, at the tourist level, the majority of room renting. The idea was that every tourist arriving in Barcelona would be offered FCB tickets. At that time, conversations with Amazon ticket also began. In addition, they continued with the Ticketmaster Spain and USA channel, so that the products were integrated there, as well.

Another digital marketing channel that they focused on was lead acquisition. Before going further along this line, we will define what a lead is. A lead is a user who has an interest in the product or service offered by the organization. It is called lead because it is believed that that interest may lead

to a purchase (in this case, the concept of lead conversion applies, in which the lead, according to the desire or interest it shows, will have one type of maturity or another). Depending on the maturity level of a lead, different action strategies will have to be activated.

For example, if someone is 90% interested, a telephone action could be in place to engage them, but if they are only 50% interested, sending an email will be enough. With this lead acquisition model, several courses of actions were defined. They tried to get leads through Facebook and Instagram. They also attempted to get them through the website. In this sense, people interested in football but who did not conclude the purchase were considered leads to mature, so they would always be given a score in relation to their level of conversion to purchase. It was also analysed whether the call centre was able to contact them to convert them, or if e-mails or push notifications were sent to their mobile.

In this case, one of the applications that was integrated into the website was a window that, depending on the interest or the expectation that the customer showed for the product, asked them if they were interested, for example, in attending certain match, since perhaps that customer was interested in that product because they were looking at it but perhaps they could not find a way to get to the purchase process. Therefore, the window offering help opened, it requested data from the customer, and then they were called according to the assessment of that lead.

They also worked with a company called Lead Ratings that calculate the conversion score of a lead using algorithms and a large database. In the same line, they employed a different advertising system, a programmatic advertising system that allowed placing a type of advertising related to a product according to the journey the customer had taken. For example, if the customer had consulted something on their mobile, all the subsequent advertising was shown on the mobile. If it was verified that the client normally looked at the product catalogue at night, this information allowed to segment and only show banners at night. There is a tool that is still used called Adobe Marketing Cloud.

Basically, programmatic advertising consists of showing the client the advertising at the right time and at the exact point where they are going to view that advertising. Based on the concept of machine learning, it manages the advertising's level of success or acceptance on the client, and shows them certain banners.

An important issue that was noticed was that the club's website was not entirely accessible to the user, in spite of there being a lot of information published there. So it was decided to implement a user experience improvement plan, both in the app and on the web. This plan implied the offer of consistent content according to whether the client was used to browsing the web or the app, so that the browsing culture would be more or less the same. In this case, the FCB internal team and external experts were able to improve the user experience towards a much more focused on ticketing, and in customer orientation during the purchasing process. For this reason, with the aim of improving content and accessibility, a new website focused on mobile phones as well as on desktop was created. They worked on focusing the content on improving SEO, since FCB tickets did not appear among the first places in terms of organic positioning; so, in order to achieve that, the internal semantics of the web was analysed and renewed.

To identify what the customer wanted and what they were looking for, tests assessing different alternatives and analysing which worked best to make the fan reach the purchase were carried out.

Along this process they worked with Adobe Analytics, which is the official analytical tool that enables to segment user types.

In this way, it was possible to create a browsing built by the fan himself. In order to improve the user experience, the 20 most visited pages were also analysed at the ticketing and the content level of both the website and the app.

At the same time, the work with CRM began to bear fruits and was used to analyse the customer journey. The objective was to identify what exactly the customer was doing, how they reacted to the e-mails they received from the club, what they did when they received an e-mail with a ticketing advertisement, whether they logged directly to the web, consulted it another day, or changed the device, among other aspects. All these with the final aim of making an impact at the right time and being in control of the situation.

Through CRM, recognition and the analysis of fans, the content of the web can be customized. Clearly, different content appeal to men or women, so, the online behaviours of fans were scrutinized, and depending on them, different content was displayed on the web.

Customization allows companies and organizations to give customers exactly what they want, instead of showing them products they may find unappealing. In other words, if a person is interested in a museum product, it is not necessary to show them products related to football; it is necessary to show the museum directly. This is customization.

Moreover, they started working on Social Shopping Planning, which is basically the use of social networks as an e-commerce platform. All the followers of the club's social networks have access to the catalogue of products and services. In the different social networks, the community manager and the e-commerce manager develop different tactics for the sale of products. They publish the e-commerce catalogue on the social network but the followers are the ones who, after buying a product, share that product or service with their entire network of friends. In addition to expanding the e-commerce catalogue, the followers make recommendations of the service, probably positive ones.

Social Shopping Planning is considered a strategy in which an e-commerce product is published on the club's social networks at a certain moment, since it is at that specific moment that, from a strategic point of view, it will generate more sales and engagement.

For example, let us imagine that in a football match on Sunday, the Barça's first football team is going to wear a new equipment from Nike, which is why this novelty is being announced on social networks a week before. If the announcement was made two months before, the consumer may not remember when that new equipment will be shown. Therefore, passion and emotion at a nearby event are used to strengthen the attraction to a certain product.

If, for example, a football match is going to take place next week, different actions have been planned before the match, that is, three months before, two months before, less than a month before, during the week of the match and two days before the match. Which actions are carried out at each moment? This allows for the creation of the definition and segmentation journey, which is in turn enabled by social networks and segmentation, according to the type of client. It turned out that, when applying this methodology in the club, the conversion level was much higher due to the



hyper-segmentation of social networks, which enabled the club to offer a much more dynamic catalogue of products, since the tastes of each person were known. The social networks that FCB uses are Twitter, Instagram, YouTube and Facebook.

Lastly, according to the impact on sales that each channel would generate and the effort or cost of the personnel, both in terms of time and money, the club prioritized certain channels. In order to make such a decision, it was necessary to analyse and rely on the resources available, which are always limited. No organization has an unlimited budget.

Below, there is a digital marketing template that can be used to create the action plan for acquisition channels in the ticketing department of a sports organization.

Table 1: Template for creating a digital marketing action plan.

Objectives	Justification	Strategies to achieve the objectives	KPI (key performance indicators)
Objective 1			
Objective 2			
Objective 3			

Source: author's production.

This section will deal with a very important topic: the creation of a new e-commerce platform. The model of working with ticketing platforms has completely changed into an e-commerce model. This occurs not only in the sports industry but also in others, such as the fashion industry.

It is crucial to develop an e-commerce plan focused on conversion, that is, focused on the conversion ratio. This entails analysing user behaviour through analytics tools. Try to continuously improve the user experience and spot any friction during the purchase.

The main objective of this e-commerce process should be to increase the customer's purchase desire. For example, by using 3D layers that show the field or the tour, images, pricing and models that allow the customer to choose between various price alternatives, so that if they can not afford the most expensive products, there are other options available.

Below you can see different techniques to improve e-commerce in a sports club:

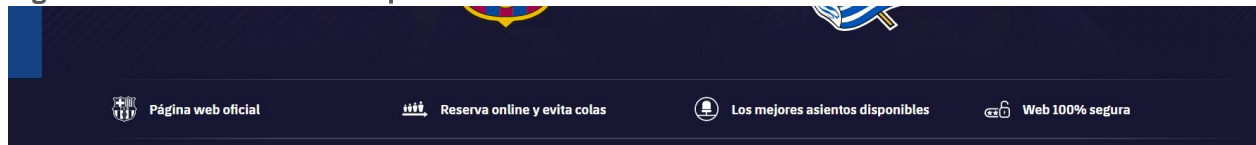
- Introduce 3D technology to show the customer where they will be located. This will help in concluding the purchase.
- Select a payment service provider that reaches any part of the world, that is, that allows any tourist, wherever they may be in the world, to have a means of payment to purchase the clubs' products. The objective is that all clients can pay from their country of origin.



- Work in fraud management without jeopardizing the level of conversion. In other words, people who buy the product and want to return it must be prevented from getting the money back, so that the customer keeps the product. It is of vital importance to work on these situations because the level of purchase is directly related to the level of fraud.
- Let the public know the official sales and secure payment channels.

The following are some examples of trust seals published on the web:

Figure 5: Trust seal for tickets purchase.



Source: FC Barcelona, 2020, <https://www.fcbarcelona.es/es/entradas/camp-nou-experience>

Página web oficial:	Official web page
Reserva online y evita colas:	Avoid queues and book online
Los mejores asientos disponibles:	The best seats available
Web 100% segura:	100% secure website

Figure 6: Trust seal for the payment process.



Source: FC Barcelona, 2020, <https://www.fcbarcelona.es/es/entradas/camp-nou-experience>

All the quality and trust seals of an e-commerce platform help the customer to decide on the products with the certainty that they will not have any problem with the platform's sales and return service, in case they are not satisfied.

Likewise, CRM enables the generation of a model for fan acquisition and loyalty programs (commitment or loyalty for purchases) that uses highly persuasive customization, due to all the information it collects; with the aim of obtaining higher revenue through electronic commerce.

Three important steps that CRM enables, related to this topic, are the following:

- ✓ Identify the main segments of customers/ fans.
- ✓ Customize the web/ app content.
- ✓ Use e-mail marketing or push notifications (mobile apps) tools according to the interested linked to CRM.

Figure 7: Marketing funnel.



Source: White, 2020, <https://trackmaven.com/blog/marketing-funnel-2/>

Going back to the case of FCB, since there are agencies that belong to the club which operate all around the world, and there are time differences, they were offered a new e-commerce platform focused on tour-operation, in which they had access to any product at any time, 7 days a the week, 365 days a year. That is, an e-commerce platform with highly intuitive and operational navigation for the operator in the agency. In addition, it is a multi product e-commerce platform with an integrated reporting environment.

Additionally, new means of payment were included, such as bank transference and credit card, and a new concept was introduced: that of balance. The latter consisted on the tour operator having a balance bag, similar to PayPal, and when they generated sales, these were subtracted from the sales service. In addition, several improvements were made to enhance the tour operator's happiness, so that they worked in a really friendly environment and that they were available all the time, from anywhere in the world.

Mobile applications

It should always be reminded that, in a digital marketing context, it is through the mobile strategy that experiences can be offered and more links with the customer may be achieved, since fans always carry this device, wherever they may be.

There are important data in this regard:

- The smart phone is the first meeting point between the fan and the club.
- At the data level, 2.5 billion people in the world, that is, 3 out of 4 people, are Internet users.
- Those 3 out of 4 people are Internet users who access content via mobile devices.

Therefore, it is important to launch new mobile applications focused on improving the customer experience, customer satisfaction and brand perception, thus giving more value to the products sold at the ticketing level.

For example, FCB released an app called Matchday, through which the client had access to all the information regarding the match they were going to watch. Imagine a VIP client who can find in the app everything related to their experience: the gastronomic variety available during the match, the rooms they should go to, the areas where these rooms are, notifications, etc. Small clues are left on what to do.

At the marketing strategy level, for example, an app was also used through which the client was offered a gamification experience, with the objective of collecting data.

Figure 8: Interactive game App el Clásico Barça.



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

Figure 9: Snapchat.



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

Finally, we will review the most important aspects on which the digital marketing and sales teams of the sports facilities operation department should focus on:

- Define a clear vision and strategy under a digital framework, including objectives and execution planning, in order for the customer (the fan) to make purchases.
- Establish a good digital marketing model, select the challenges at the marketing level and involve all the departments related to the digital field.
- Determine a social media strategy. Choose the channel that has the most contact with the fan, to be better communicated with them. Try to sell more, not only by mobile, but through all the channels.
- Manage all the aspects related to data analytics. Use a high-quality analytical program that is aligned with the company's strategy and that, above all, provides information to customize and make the content more dynamic, since it is the product that the fan consumes.
- Finally, it is key to have the technology department as an ally, since it will help implement all those tools for the marketing plan and the digital environment. A roadmap and an investment plan must be agreed on collectively, to link the customer, that is, the fan, to that digital world.

2.2. Big Data and Dashboards

This unit will discuss an approach to exploit data from the revenue point of view. The idea is to be able to collect customer data and identify the different sources of information that are available in a sports club, in order to exploit them.

The importance of the data collected lies in the fact that it will indicate the next action to be carried out with the fan, so as to generate revenue. Currently, there is a large amount of data available and therefore sufficient filters must be generated so that it can be converted into smart intelligent data, that is, collect the Big Data information, refine it and consolidate it so that it serves the decision process. This will help monetize any of the products or services of the sports facility.

To achieve this, it is necessary to try and overcome the challenges of data analysis, such as getting to know the origin of the data, moving that data to a common area, and being able to exploit them. It is important to highlight the role of technology in facilitating this process, and how, through data, the club will become a company focused on monetizing the fan, that is, the consumer. This shows the impact of digital transformation on the sports industry.

Before moving forward, we will briefly define these two fundamental concepts: Big Data and dashboards.

On the one hand, when we talk about Big Data we are referring to data sets or combinations of data sets whose size (volume), complexity (variability) and growth rate (speed) make it difficult to collect, manage, process or analyse them using conventional technologies and tools, such as conventional statistical and relational databases or visualization packages, within the time necessary to make use of them. (PowerData, s.f., <https://www.powerdata.es/big-data>)

Big Data is a term that describes the large volume of data, both structured and unstructured, that floods businesses every day. But what matters is not the amount of data. The importance of Big Data lies in what organizations do with that data. Big Data can be analysed so as to get ideas that lead to better decisions and strategic business movements. (PowerData, s.f., <https://www.powerdata.es/big-data>)

The Big Data concept seems to have caught virtually everyone's attention, in all vertical and horizontal sectors of the industry (not just sports). It becomes interesting to decipher and examine why the data and data analysis are under the spotlight, as well as the implications this has for business.

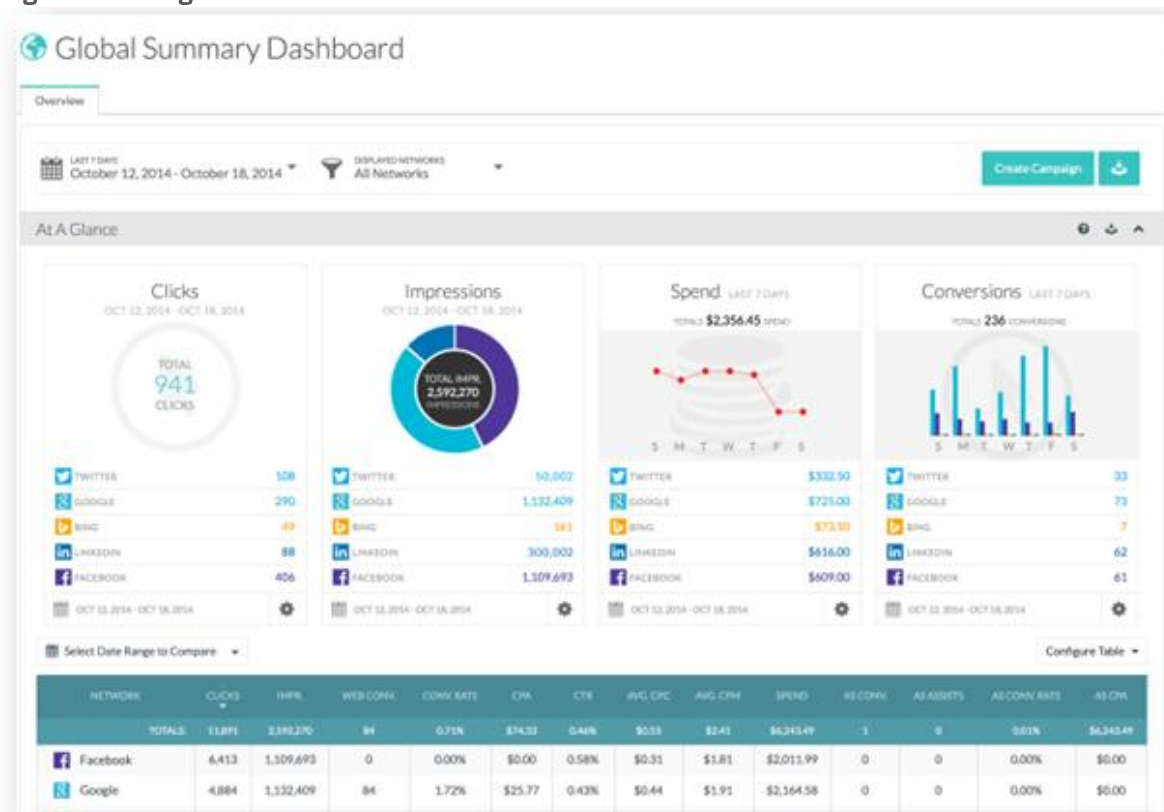
Jim Goodnight came up with the idea of setting up the Statistical Analysis System (SAS), which started with a small client base of universities doing agricultural research, pharmaceutical companies analysing trials, and insurance companies calculating mortality estimations. The big breakthrough occurred around 1990, when all the major banks realized that they could use the data they had been collecting on customers to know who to lend money to. Then came the explosion of data on the Internet, with its billions of clicks per day. Each click is stored on a server somewhere, until it is analysed. This led Jim Goodnight to be known as the "Godfather of analytics".

With increasing emphasis on customer satisfaction and the ever-expanding role of social media, all major companies (entities and clubs) are looking for customer data to obtain sales information.

On the other hand, a **dashboard** is a business intelligence tool that visually represents the KPIs or metrics that influence the achievement of the objectives set by the Digital Marketing strategy. With dashboards we can scrutinize the data and detect possible problems, as well as find the actions to solve them.

In other words, a dashboard is a kind of "summary" that collects the most important data for the Marketing department, in which these data are represented in the most visual way possible. (Abellán, 2020, <https://www.wearemarketing.com/es/blog/ques-un-dashboard-de-negocios-y-cuales-sus-beneficios.html>)

Figure 10: Google Dashboard.



Source: Crozdesk, 2020, <https://crozdesk.com/marketing/advertising-affiliate-software/adstage>



Figure 11: Reporting multi channel.



Source: Qlik, 2020, <https://www.qlik.com/es-es/products/qlik-sense>

To carry out a data strategy in a sports club, you must start by recognizing the sources of data that already exist and the behaviour of the fan/ customer. The challenge is to be able to collect a large amount of information (fan data) but only the data that is relevant to decision-making in a digital framework. Also, that data has to be managed with the previously defined digital marketing plan in mind.

So, it is essential to work on the design of a data model in which the basis is the recognition of all the data sources that the club already has, and then the investment in technology to exploit such data, both when uploading it on a common platform and when reporting on it.

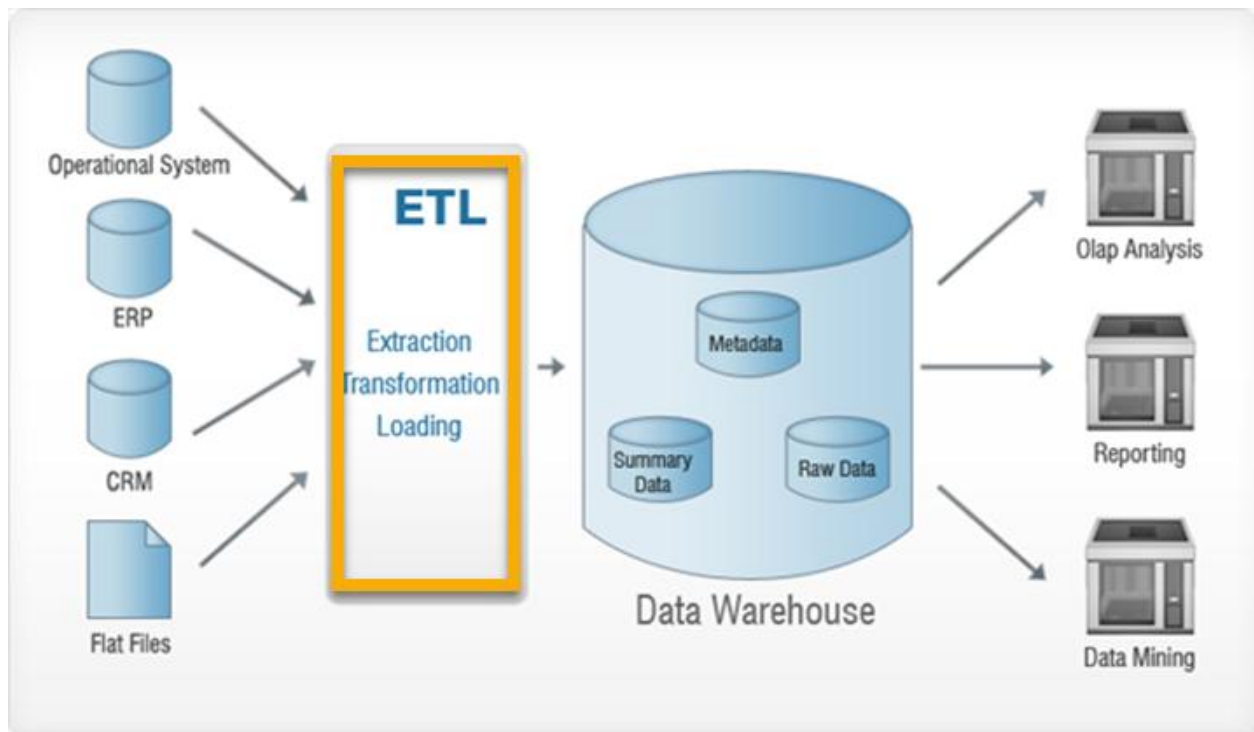
Once all data is well organized and filtered, work should begin to classify the existing customer segments and, based on each segment, detect which is the journey and what is the path that the customer follows, analyse the data, the products they consume and the way they consume those products, so as to offer the customer the best services.

In the end, all that analysis has to be reflected on a series of dashboards that can be read by the people who are involved in management, from senior management to operations. A report focused on day-to-day data exploitation and decision-making almost in real time broadly differs from a daily and executive dashboard that helps make decisions on the board of directors.

To start working on it, the first thing to do is identify where the important data is, whether in databases that have been set up, in a CRM platform, or perhaps only in manual files or written documents. For instance, some years ago, many sports clubs used files to record the data of members, customers and fans; that will be the material from which to extract the data.

All this information must be consolidated and transformed through ETL (Extract, Transform and Load) models, transformation and data loading models, processes that allow “organizations to move data from multiple sources, reformat and clean it, and load it on another database, data mart, or data warehouse to be analysed, or in another operational system to support a business process” (Etsol, 2018, <http://www.etsol.com.ar/arquitectura/>).

Figure 12: ETL model (Extract, Transform and Load).



Source: Dalijayn, 2020, <https://www.fiverr.com/muhammadalijayn/do-anything-related-to-tsql-data-warehouse-ssis-etl-and-bi>

Once everything is consolidated into an efficient data and load transformation model, it becomes a large mass of data called the data warehouse. At this stage, what concerns us is a strategic exploitation of that data, whose output may be a Big Data, data mining that allows quick decision-making, a report to examine how are day-to-day sales, or send it to someone.

After everything is in order, the analysis of the client's actions and journey begins, which is carried out by specialized staff. There are clubs that already have figures such as the data scientist or the scientific analyst as part of their workforce. These are people who have studied degrees in mathematics or statistics, who perform exact analyses of what happens to a product or how the fans interact, to mention an example. For this reason, it is important to form a team with specialists in these areas of study. In this way, it will be possible to define different strategies, including digital, according to the behaviour of the client and the fan, to later on conduct an iterative analysis.

Consider the following example of FCB related to the museum. Think about a tourist who comes to Barcelona and considers different tourist alternatives to carry out. Imagine that tourist chooses to go on a tour around the club museum. Then, this tourist starts to investigate about it, which means

he/she enters the club website through the app to see what interests him/her about the visit. Finally, the tourist decides to make the purchase. It is clear that the moment of payment is the saddest. Then, in the journey, an attempt will be made to cheer up the customer who is going to pay so as to make that step easier for them.

Efforts must be done so that the moment of payment is a kind of generator, a forward lever. Let us continue imagining the tourist, now, visiting the museum. He/she will look around the museum, there are areas where they will feel happier than in others. For example, children really like to interact with the dynamic information panel, and at that moment they are extremely entertained and happy; there are people who prefer to experience augmented reality, while there are others who do not. Therefore, we should try to balance these points of happiness and sadness that customers may undergo, so that the level of satisfaction does not decrease.

Attention must be paid to what the client does, in order to put together the journey of the museum. It is ideal that at the end of the visit a survey is carried out, to find out if the customer identifies any areas for improvement that could be enhanced. In this case, if what the customer is proposing can be solved at that moment, it should be done so immediately; otherwise, a satisfaction survey should be sent after the visit, together with some type of discount.

It is essential that in every sports venue, the creation of products and experiences is always focused on customer - fan satisfaction.

Lastly, the report should be focused on an executive model in which the data is key. Executive data models are read by board members and other areas of a sports club.

It is not crucial to have a dashboard with lots of information, but with essential and specific data. For example, a ticketing sales dashboard would show information such as the amount of sold tickets. What was the total revenue? And some data related to the fans.

It is key that reporting is understood by everyone and can be accessed at any time, which is why it has to be multichannel. Reporting has to be accessible 24 hours a day, 7 days a week, 365 days a year. In addition, there should be real-time information, so that decision-making is as accurate as possible.

To implement this type of projects, it is essential to establish them as the culture of the organization, so that everyone is involved and motivated in their execution, that is, they should begin in management and subsequently reach all layers or levels of the organization. In addition, a clear working methodology must be established, with weekly and daily meetings, where follow-up is carried out. The leader and sponsor of the project have to be appointed: one leads and manages, while the other gives support and indicates the path to follow. It is fundamental that the commitment of the senior management shows that "now, what is important is data."

We have addressed data management, how to manage a project to recognize and collect information, the origins of the data held in a sports club, how to move data to a common area and begin to analyse the journey of the client - fan so as to show them the maximum of experiences and services they need. We have also dealt with the importance of reporting. It is time to focus on the concept of Big Data and the digital context.

Big Data is the result of digital technologies that help clubs interact with the client - fan, and follow a comprehensive data model, according to the analysis that is needed in any company.

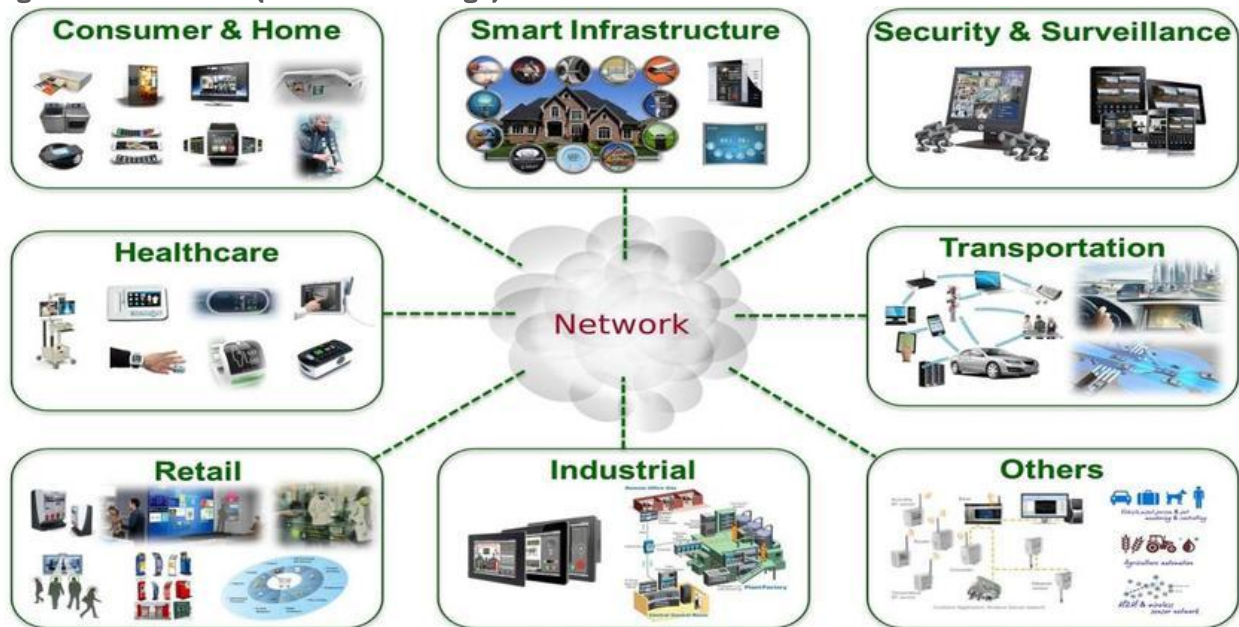
In a truly digital context, it is necessary to encourage the consumer to provide that amount of browsing and behavioural data, in order to know what they are doing in their browsing experience. To constantly analyse what the customer does, clubs need a high-quality e-commerce platform and optimal analytics, apart from a quality website to generate interest in visiting the site.

Data collection in a digital context needs to be carried out through the largest number of channels possible, which include social networks, cloud computing (cloud services, the most common of which is e-mail, such as Gmail), Internet of Things, WiFi, mobile, apps and a multitude of other activities or online assets. These will provide a very large database, which will enable the achievement of the maximization of revenue that the club wants to gain.

IoT (Internet of Things) refers to a network of devices that can connect to the Internet to become smart. The activity run by the device is controlled through the software on any computer or mobile device (mobile phones, glasses, rings, watches, etc.).

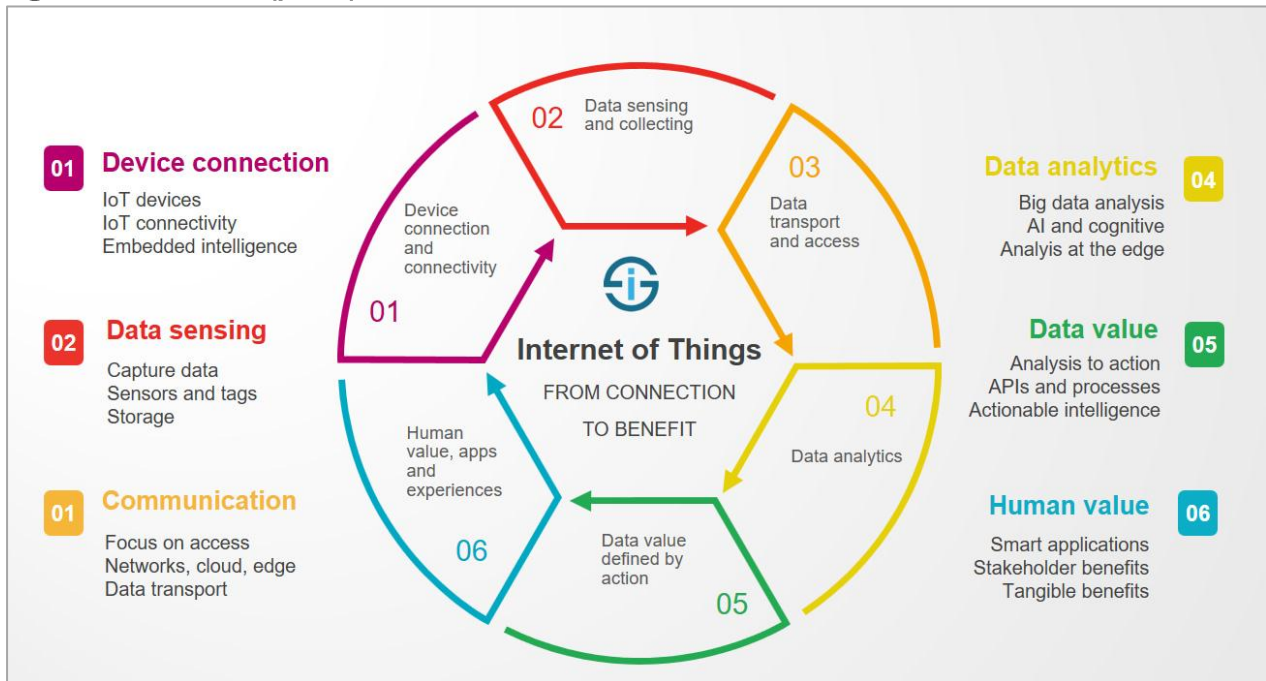
The IoT concept has been coined with the potential and mission of transforming the industrial world, in social and economic terms.

Figure 13: IoT model (Internet of Things).



Source: Meng, Naeem, Almagrabi, Ali and Kim, 2020, <https://www.mdpi.com/1424-8220/20/6/1754>

Figure 14: IoT model (part 2).



Source: i-SCOOP, 2020, <https://www.i-scoop.eu/internet-of-things-guide/>

Currently all organizations need to work on a data plan in a proactive way because it is impossible to make decisions and know what the customer - fan really does without data. The quantity of transactions performed by fans grant exhaustive information about what the customer - fan does; so, analysing this information is crucial.

At the Big Data level, the information can be analysed on several lines. For example, studying social media, the business, the competitors, etc. In the case of a sports club, an analysis of players, technical staff or team performance could be carried out as well.

One of the most common applications of Big Data in a sports club is on fan engagement. At this stage, it is important to know the club's target customer and its segmentation. Once these are recognized, you can work in making the fan feel valued in the consumption of the content. If the customer has been correctly segmented through the use of data, the club can provide a customized experience; otherwise this will not be possible.

The idea is to work so that the fan's commitment and attraction to the club lasts as long as possible. How can this be accomplished? Through loyalty and loyalty-gaining programs. The objective is to keep the fan engaged before, during and after the sporting event or any other event they enjoy at the club facilities. For example, the club may create fan-centered content for the days before a match, and make that content go viral in other media. To stay in touch after the event, there are many CRM platforms that allow the club to connect with the customer - fan and get to know their level of satisfaction, their opinions or create fan communities so that they can share their experiences with each other.

For the rest of the days, it would be ideal to keep them interested; knowing what they want the club can show the right content to them. For example, virtual tours of different rooms, augmented reality, or any news from the club could be displayed on the web.

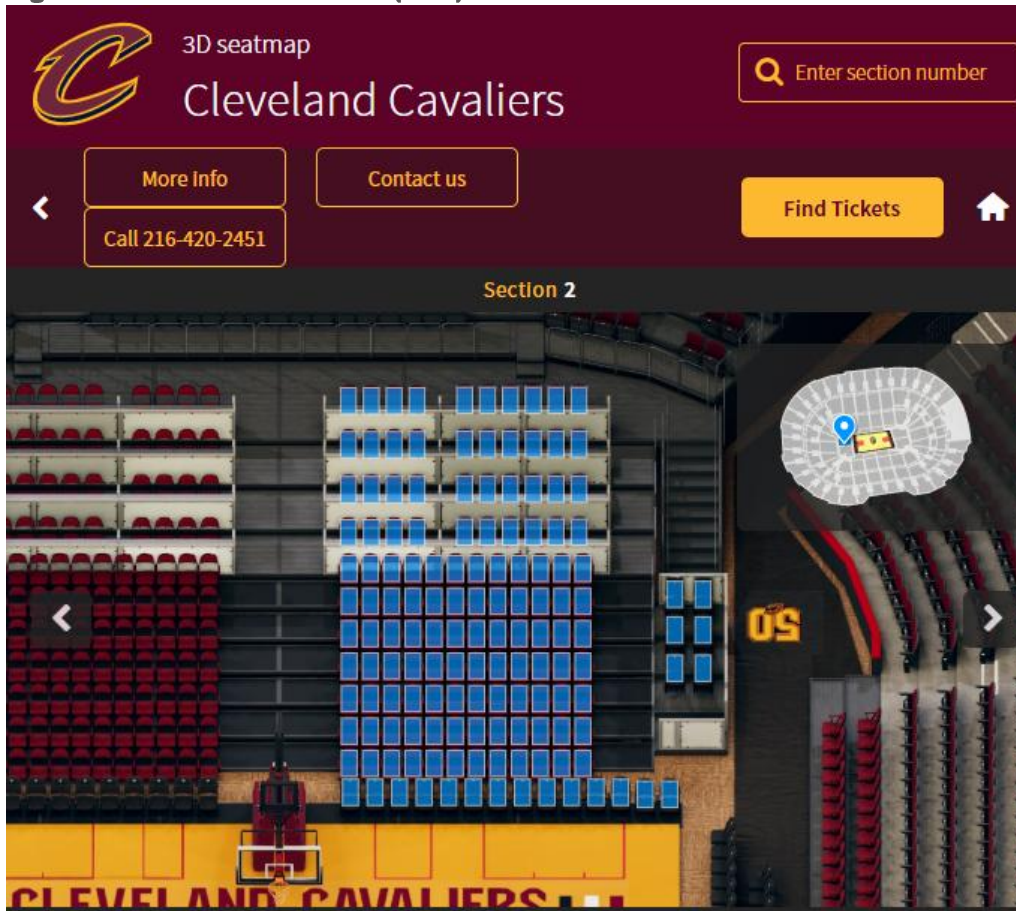
Below, there are some examples shown:

Figure 15: FCB virtual tour.



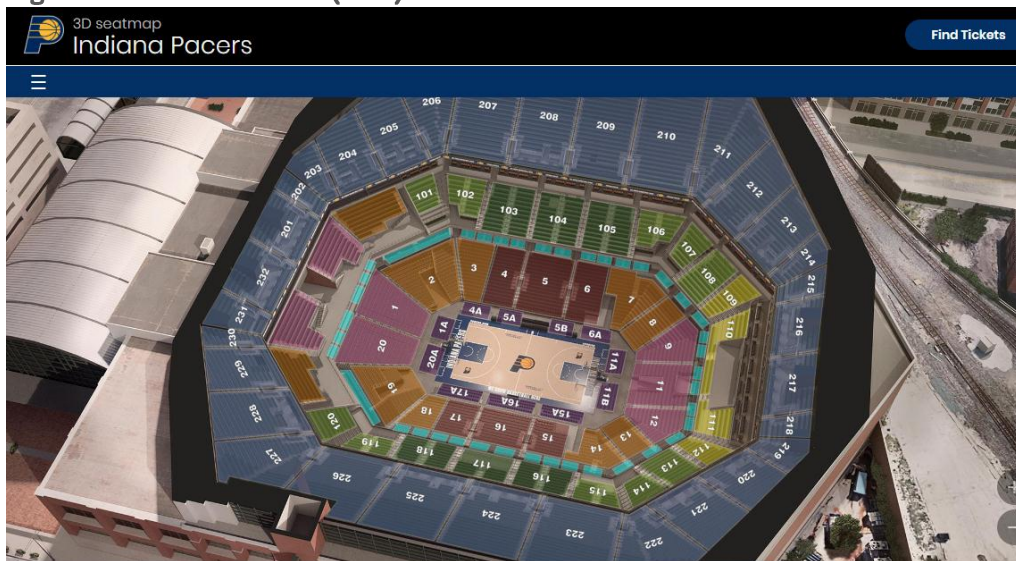
Source: Service Experince, 2020, <http://service-experince.com/index.php/tours-virtuales-full-hd-web/>

Figure 16: Cleveland Cavaliers (NBA).



Source: 3D Digital Venue, 2020, <https://3ddigitalvenue.com/3dmap/clients/cleveland-cavaliers/>

Figure 17: Indiana Pacers (NBA).



Source: 3D Digital Venue, 2020b, <https://3ddigitalvenue.com/3dmap/clients/indiana-pacers/>

Figure 18: Virtual tour example.



Source: Mobile Media Content, 2017, <http://mobilemediacontent.com/>

Figure 19: Stadium experience example.



Source: Mobile Media Content, 2017, <http://mobilemediacontent.com/>

Figure 20: Stadium experience example.



Source: Mobile Media Content, 2017, <http://mobilemediacontent.com/>

Figure 21: Virtual tour example.



Source: Mobile Media Content, 2017, <http://mobilemediacontent.com/>

The ever-reaching presence of analytics has occurred due to the high level of virtual traffic the Internet has brought about: millions of clicks are made every day on the internet and each one of them stores a lot of information on the servers, allowing the research on what millions of people, customers and fans are doing minute by minute.

When analysing customer satisfaction and what is published on social networks, the clubs have an incredible business potential in terms of customer data that can be used as clues to increase sales and use cross-selling and up-selling methodologies.

In recent years, the impact of social media on sports, as well as the way in which users consume sports, has grown exponentially. Fans no longer need to wait for the morning newspaper to get the latest news. Information about signings spreads among the masses as soon as they occur. Social media has generated instant access to news and updates for fans, along with worldwide reaction and opinions from people across the globe.

Eight out of ten fans use Twitter or Facebook to follow updates on their favourite teams and sports. Considering the last Superbowl, from the beginning to 30 minutes after it ended, there were 43.4 million tweets about the match. 65 million people used Facebook to communicate about the match, with 265 million posts.

Many teams are spending more and more time and resources managing their presence on social media and connecting the club with the fan. In addition, the websites of almost all sports teams include links to their respective Twitter, Facebook, YouTube, Instagram, TikTok pages, etc. This makes perfect sense, since brands heavily rely on fan following, so understanding what they want becomes essential.

In sports clubs, this analysis not only improves performance on the field, but also off the field; it gives the business the boost it needs. The main applications of analytics, from a sports business point of view, are the following:

- Ticket price analysis.
- Fan analysis (fan participation).
- Analysis of feelings.

Predictive modelling and optimization techniques include numerous variables around a club's fixed and variable costs, team performance, and other sources of revenue. You can target the contribution and estimation of fans' ability to pay (monetization strategies) to generate a ticket price stream that can be implemented along the dynamic pricing mechanism.

The so-called fan analytics, the analysis of commitment and sentiment of each fan, helps the club to create a database of loyal and committed fans. Loyal fans are the ones who support the club, even when things get tough. Therefore, the business and marketing areas of a club will do everything in their power to retain them through the use of special offers and preferential treatment (customized experiences). For true fans, the season lasts 24/7/365. Analytics is the backbone of customization.

The analysis of the competition, commonly known as intelligent analysis, is not new in the field of sports. With the evolution of analytics, sheets of paper have been replaced for digital solutions that process numbers and deliver desired results in little time, or even in real time.

Finally, the analysis allows clubs to better understand the player and their impact on team performance. The rigorous routine exhausts the athlete and maintaining their fitness levels becomes a great challenge. This challenge has also been taken up by data analysis.

The current data analysis monitors every player action on and off the field, including sleep pattern, exercises, and meal times, along with their nutritional value. These analyses serve to guide coaches on how fit athletes are, or show whether they are about to get injured due to stress or other contributing factors. They may also provide information on the best practices and conditions for rehabilitation.

Nutrition, fitness and training are the main factors that contribute to a player's performance. Technology is now being used to generate a large amount of data every time the ball is kicked, or when a Formula 1 race car blinks in front of an excited crowd. This data, when combined with powerful Big Data tools, provides useful insights and statistics, from individual performance to a team's capacity to work and hopefully win!



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