



BARÇA
INNOVATION HUB
Universitas

COMMERCIAL USE OF SPORTS FACILITIES

Customer services

→ Introduction

In this module, we will see one of the most important and key points of success. Some of these are contact with the client, member, fan, or any other group interested in the brand since we know how important it is to keep them in the company, as there are so many other proposals and offers from competitors.

At a general level, customer services at companies are nowadays more focused on making promises to customers than on concrete actions for improvement or problem-solving. What does this mean? That the client normally hears, "we'll revise your case, please hold on that we'll do it now; we'll analyze your situation and we'll try to solve it" just to name a few examples. On the face of it, the customer's perception is not the best.

A good contact center, an amazing design of customer service, has to accompany and take action immediately and assure that they are working on a resolution, while they say something like "Don't worry, we'll solve it in five minutes" or "We're already working on your case." These are phrases that go from promise to action. The client, member or fan needs to feel that you're helping and accompanying him or her all the time.

This is why companies need to have a good manager focused on the client's success, what we called the Customer Success Director. Clearly, any sports club department needs one, as they will keep customers happy, or at least, they will get a perception of care and assistance and a good brand.

At the end of this module, we'll talk about artificial intelligence and chatbots outbreak, for customer service and call center models.

→ *Customer experience*

Within the customer service model, a very important part is when the brand concept or its perception from the customers starts to elaborate. The idea of customer experience is not related to sales, nor marketing and logistics as it deals with customer service.

It is related to the latter as the brand perception, through all the actions done by the company, impacts on the decision of whether consuming offered products or experiences or not.

“Customer experience is defined as the total sum of conscious events, as a coordinated series of interactions between a client and a brand to achieve anything. Above all, customer experience is defined by the client, for the client at each contact point and at any time.”

Source: Esteban Kolsky, Customer Experience, quiénes son los gurús más influyentes, s. f., <http://www.customerfocus.es/customer-experience-gurus-mas-influyentes/>

Customer experience has nothing to do with the fact that the client is satisfied or not, whether he or she enjoys or not the offered service or product. Customer experience is the perception, the image that the client, fan, user, or member creates when they have contact with the brand. That is, it has to do with how the client perceives the product or service and that will give the level of satisfaction of the brand. Keep in mind the summary that customer experience is the perception that the client or consumer of your brand has before, during, and after having enjoyed or experienced your product or service.

We will see a concrete example below of the FCB. Nowadays, one of the problems inside the Barça museum is customer experience. There are times or points at the museum when the client has a very high emotional level, but at some others, that level lowers, either due to lack of interest or because the club has not focused correctly. Here lies the importance of studying and analyzing the client's customer journey, to improve customer experience.

In this scenario, social networks are helping to improve brand perception, the level of satisfaction, and customer experience as regards metrics, but more work needs to be done.

Now, we'll see the case of customer experience for local fans, that is, people living in Barcelona or its surroundings, who want to go to the field. They are not paying members; just members but even with exclusive discounts, the football product pricing is still expensive for them. Therefore, the person in charge of customer experience, together with the entire business team, has to create a better service that might not go together with improving the football product pricing, but to adding more value to the football product.

In short, it would be important to work on having a Customer Experience Manager, Customer Director, or Customer Success Director in the organization, someone focused on the client's success, on making sure the client enjoys this customized experience. It is critical that customer experience is defined as a department and accessible to the areas in contact with the client. Therefore, the sports club and the organization must definitely be oriented towards the fan, client, and consumer and involve all areas or departments with that philosophy.

In addition, it is also important that the management support the customer experience department, which is clearly a cultural and human resources issue.

A clear example can be seen at the Barça museum, where growth has shown a slight fall in the last three or four years.

The main fan customer is the tourist. The museum is listed as one of the most visited in the city, province, state, and all Spain, but the analysis, especially big data, that is, data recognition and collection, has shown that client satisfaction is not optimal.

It was seen that, at certain times, mainly on holidays, Christmas or Summer, there are times when there is more demand, and so, all tickets get sold quickly. Consequently, a strategy needs to be implemented. Maybe, what needs to be done to increase customer satisfaction is to offer a ticket for another day or time and a better price, when a client wants a ticket for the most wanted area in the field and they are sold out. In this way, those sales are not lost, and the level of visits can be increased, at days and times where the stadium is not usually full.

This might also allow increasing the level of satisfaction of the customer or fan, as they can do the visit, at a lower price they thought they would pay, and organize visits for other landmarks at the day and time they wanted to go to the Barça.

Another important task of the customer experience staff is to carry out an analysis of the digital reputation of the brand, product, or service of the organization. When talking about digital reputation, reference is made to the analysis through web pages and blogs.

In the case of the FCB, when associated with tourism, TripAdvisor would be the example.

Again, social networks are mentioned. How is the brand perceived? What's the level of complaints? When there is a problem, is it solved quickly and appropriately by accompanying a client?

We'll see another example of the FCB associated with digital reputation and to South Korea customers. It was known that there was a lot of interest in the football product in that market, but the sales results were not reflecting it. By analyzing the situation, it was found that when they got to buy the product online, at the moment of choosing the product, they were not able to do so. No complaints were found when analyzing the digital reputation of tourists in that country. People that visited the club enjoyed it, but actually, the level of shopping was not the best.

More analysis was done and a personal blog that explained how to get a ticket at the FCB was found, and the whole process, in Korean. At this moment, the customer experience team together with the business staff started working on the development of a Korean website. From then on, the level of interest in the product increased as well as the sales level, and in turn, the level of satisfaction increased for that South Korean niche.

It is also important to see which is the position as regards reputation, related to customer experience, and in comparison with other clubs. In the case of the Barcelona club, for example, it is considered a tourist attraction. It is essential then, to compare how the customer perceives the visit regarding other attractions of the city, such as the "Sagrada Familia", "La Pedrera" or simply going to a play. The level of opinion that the fan, in this case, the tourist has from other attractions is then key. This will also enable the customer experience staff to have a benchmark on what other European leading teams do, how they do what they do, what are they good at, and how the club could improve, as fans do not go from one club to the other. A sports club fan, Manchester City's fan, for instance, is clearly not a Barça's fan, so there the customer is guaranteed. The intention is to improve the perception of our

brand, that's why it's important to compare with other clubs. Then, inside a sports club, the example of the museum can be used again. In case a sports club has one, attention must be paid to the whole process so that the client or fan visiting the premises has a good experience, a good feeling, a good level of satisfaction, and nothing negative towards the brand.

Below, we will see some recommendations or warnings for a negative impact in front of the customer's experience.

Predict unforeseen events

At the FCB, the museum can be an example, where, suddenly, an unplanned event is held, such as the presentation of a football player, without prior notice due to logistics and communication. Thus, the negative impact on the client is that the museum will be closed or partly closed that day, and there might be customers who had planned their visit to the premises. Therefore, unexpected closing to the museum must be controlled as it impacts finance since there are clients who ask their money back, or complain, and say they weren't able to see the whole product or service they had bought in advance. This impacts very negatively on the client's experience.

Exceeding the facilities capacity

Another clear example of negative impact on the brand and on the customer experience is exceeding the facilities capacity, where the sales level for a particular match has not been controlled and as there are too many people, the quality of the visit as well as the enjoyment of the event is not the best.

Queues for tickets sales

This situation happens especially during the holiday season when many people gather at the ticket office to get a ticket for some event so there are really long queues, even worse if it's Summertime and on very hot days. The customer experience staff will have to work to minimize the negative impact of this queueing experience.

Complaints and comments management

A common complaint in football is for example, that Camp Nou is too quiet, that it does not motivate people, so it might be necessary to work on improving that level of satisfaction of people coming to the matches. Also, try to offer more entertainment, maybe through other services during the match, which does not interfere upon the view of the game, but that contributes to making that experience more positively valued.

Tour indications

This point has also a great impact on the museum, but it can be extended to other areas of the sports facilities that have several rooms and areas, and the tour or sectors may not be well indicated and this affects the experience.

As regards customer experience, and to reduce that negative image or perception about the brand since the client does not find a friendly tour, certain people should be assigned to accompany the client, not literally, but just to be around for any questions about where to go or any suggestions for the visit to the museum, for example.

Premium product sale

This is another clear example of the impact that customer experience can have on sports facilities.

The client or fan, to go to a match as a VIP, where there's catering, a room, seats, exclusive view, among other details, pays much more money than a regular ticket. Therefore, that VIP's customer experience must be improved. There must be an additional value of companionship.

Many times, some clients show up late to the match as they came late to the VIP room, so the customer experience staff has to guide them to the right room. About this topic, FCB is working on different digital projects so that the client has clear indications on the ticket about how to get to the room and how to get there on time. Besides, in case they are not sure how to get there, with a simple button they can send a query, and someone will guide them to the room so that they are on time for the match. Thus, the VIP client's satisfaction will increase and the value this product has will be more than justified.

Condition of the facilities

Another problem of negative perception by the client is the condition of the facilities. The FCB is currently in the process of building the new project Espai Barça, where everything, not just the stadium, but also everything around the Barça will change. This project called Espai Barça, which will be ended in a few years, will improve not only the fan but also the neighbors' experience.

Although it is in the process of construction, the products and the facilities available today have to be sold, so the customer experience staff has to transform, together with the architecture staff, some areas which look older into more modern ones. Also, to help satisfaction, to improve that perception of the architectural structure, so that the client that comes, gets the message that although the FCB facilities are not the most modern in Europe, they are being remodeled. This way, some transformations make the visit much more enjoyable.

Lack of procedures

Many times, the big problem at sports clubs is that any type of incident, at either the sales or post-sale stage, at any level where the client is buying a ticket or enjoying the experience, is not solved immediately or successfully. This happens because many times there is a lack of some procedures at the club, which allow solving that incident quickly, effectively, and with a focus on the client's satisfaction.

This has to do with the fact that, in the end, a club is a business, made up of people and at certain times, disorganization takes place due to lack of communication.

The customer experience staff, together with human resources has to improve that training and procedures so that the client or fan has a positive perception when an incident needs to be solved.

Willingness alone is not enough, a procedure manual needs to be written and used to train the club's staff.

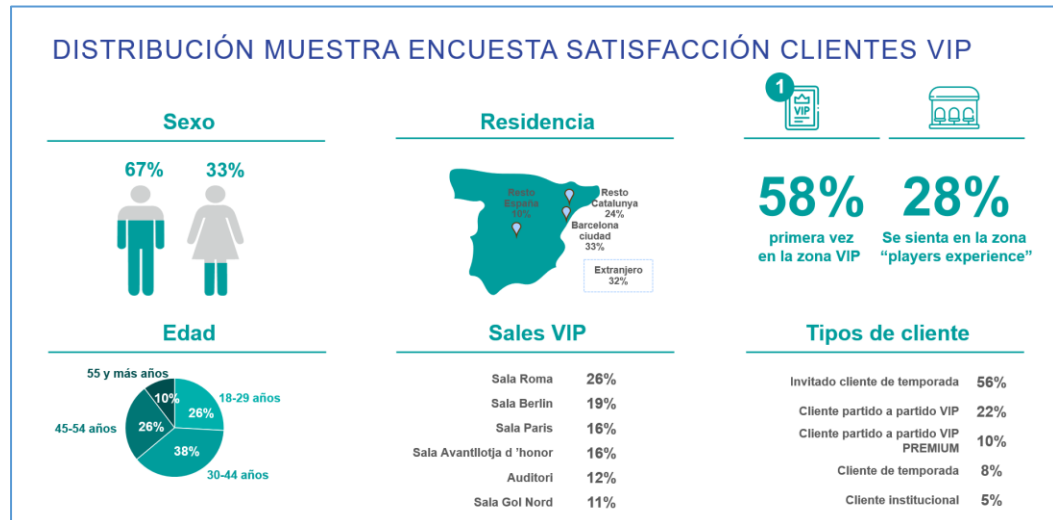
Focus on customer satisfaction

Lastly, to reduce or mitigate the negative impact of the brand, the customer experience staff must know that they have to work on customer satisfaction. Focus groups are a very valuable tool. These are groups where clients are invited to an experience, even before it is placed on the market, so that they experience and assess it, and based on that assessment they can make adjustments and improvements to the product or service.

It is important to highlight that the customer experience staff must at all times, work together with the client as well as with the different departments from the club.

Below, we can see some of the results of a work done to measure the level of the fans' satisfaction. This survey was undertaken by 452 clients that went to a VIP area in 2019 and enjoyed the experience around the BARÇA premium concept.

Image 1: Fans' survey results



Source: FCB internal material.

Image 2: Experience assessment



Source: FCB internal material.

It is clear that the negative perception of the brand, as regards customer experience, happens not only physically, that is, when the client is in contact with the product, but also, and it is increasing everyday, that he or she transfers that perception or experience to the social networks. This in turn, devaluates the brand in some other digital channels, social networks, like TripAdvisor, among others. Therefore, nowadays it is necessary to assign one person for these channels within the customer experience department. That is, not only a person responsible for the

contact center, customer service or human to human attention, but also, a person focused and in permanent contact with any opinions about the products and the perception of the brand.

The important thing is then, to control assessments and provide a quick response. If there are unhappy customers for some reason, the first thing to solve is that dissatisfaction. It is well known that it is harder to make an unhappy customer trust the brand again, than to attract a new client. Consequently, that negative opinion needs to be changed as fast as possible. Therefore, the recommendation is that, within the customer experience staff, there must be a person in charge of all digital channels where the perception of the brand is communicated.

Some recommendations or strategies to work on at sports clubs to improve the client's perception of the brand will be seen to finish this customer experience unit:

First recommendation

- Be aware of anything that happens at the digital channels and create a customer experience plan, only for those channels, and in this way, watch the perception at all portals selling the club's products.
- Use contact technology, with the addition of chatbots at call center models.
- Count with communication means for all digital channels. An example is Zendesk, but there are many others to manage customer contact in this digital world.

Second recommendation

- Prepare procedures for all incidents that are not controlled.
- Pay special attention to incidents that do not get an immediate response, analyze which are those, and identify the ten more repeated incidents and response times. If response times are good, move on to the next ten incidents and so on, until you can see those in which the fan's level of satisfaction is not the expected one. Therefore, the procedure and operational improvement of the incident must be marked as KPI (key performance indicator), tracking metrics, according to what's being complied, and if customer satisfaction is the expected one, which was calculated at the beginning of the season.

Third recommendation

- The customer experience staff has to work towards different directions inside the company. It has to work upwards, that is, towards management. Management must perceive that there is a team concerned about the brand, about its perception and the client.

- The staff around it must be well trained so that the client perceives the brand feeling.
- Imagine that the CRM (Customer Relationship Management) staff, who has direct contact with the client, does not have clear guidelines on what customer experience means. Thus, the communication perception will not be clear nor good, and consequently, it needs improvement. Imagine that the stadium access staff is not sure about how to solve an incident. Therefore, it is very likely that the incident won't be solved successfully nor solved at all.
- It is the customer experience responsibility to work on this training.

Fourth recommendation

- Lastly, effort should be put on the customer service department, which is vital and important.
- Importance should be given to anyone at customer services as well as to anyone at personal services.
- This should be a central and cultural issue for the club to transmit it as brand value.



"Keep in mind how your client sees you, and by analyzing that perception, whether it's good or bad, you'll find the point for improvement".

José Luis Beltrán Andreu

➔ **Call center service and the outbreak of chatbots**

This unit will focus on the call center service and how technology outbreak, for example, chatbots, are helping to be in contact with the client, providing support and

service, and how that impacts on the perception of the brand. This is a model based on artificial intelligence and the learning according to what the client wants or demands.

In the past years, customer service has focused mainly on the chatbot technology, especially on e-commerce models, where a digital framework is used to sell the product. The chatbot is changing the way of communicating with the client and is helping as another communication channel. Chatbots are not only a way of responding to a problem, query or question, but are also helping nowadays, to keep certain dialogs with the client in every respect, of any type. In the case of sports clubs, they are used to assist the client during a purchase process.

Imagine that a fan tries to buy a football ticket and does not find the field spot that he or she wants. In that case, after a few seconds, through a technological event, a robot shows up, not with the well-known robot appearance, that is, the toy or the one they have seen in movies, but with somebody's image. This robot provides real-like answers as a human being, to help clients in case they do not find the product or the seat they want for the match. Therefore, clients are guided through certain questions or clues, so that in the end, they find their product or a similar one.

The idea is to accompany the clients through the whole process so if there are any questions at the time of payment, the robot will be there to assist them and make them feel accompanied.

It is important to mention that the chatbot will be present in one of the most important communication channels that sports clubs have nowadays, which are social networks, apart from the web and the app.

Not long ago, artificial intelligence was seen as a revolution that would change the how, that learnt from user's behavior or other systems to offer a solution or cover needs.

Therefore, artificial intelligence, mixed with chatbots and through social network channels, has caused the chatbot concept to grow exponentially as regards other communication means with the client.

Above all, it is used for marketing and communication strategies to make the product known and to answer to those queries or problems that the client has.

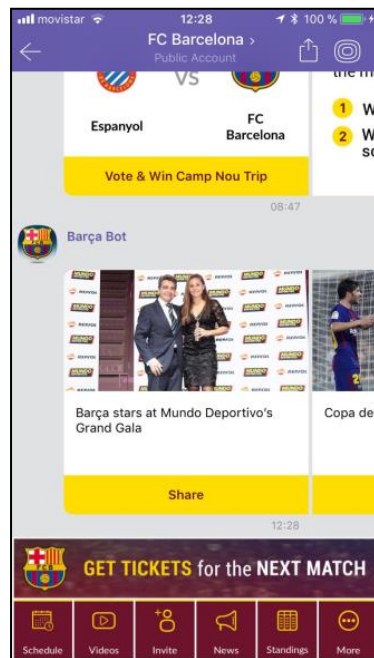
This artificial intelligence analyzes clients' demands, needs, and problems, and in the end, through artificial intelligence algorithms, the chatbot is capable of responding or solving any problem at 90 % of the situations. You can think of a chatbot as a little child, who feeds himself with information until he is capable of managing himself by his own. He develops little by little, as a learning process, in direct contact with the problems that the client has.

Big sports clubs are betting more and more on chatbots through social networks or their websites, to provide immediacy and effectiveness in customer service, as well as optimize costs.

For example, for everything related to product sales of the Barça Universitas, for the sale of courses, where students may have many questions or the future students who are buying a course are not sure whether they will meet the requirements or how is the process for that purchase, a chatbot assists them for about ten seconds later.

In conclusion, chatbots reduce human costs, are available 24 hours a day, seven days a week, 365 days a year, and collect client data, insights and clues, which are very valuable for improving the product and service of the company.

Image 3: example of the Viber Bot for the Barça as Engagement through gamification techniques



Source: FCB internal material.

Image 4: Demo done for the sales BARÇA VOT



Source: FCB internal material.

Contact centers

The contact center has two sides. On the one hand, to give support to the client for any question, query, or incident to be solved. On the other hand, since this is a course and a program where income generation at sports clubs is important, we'll see how the contact center can be another marketing channel, human to human, in contact with the client to explain products or services clearly to him or her.

When working at a contact center, three modalities can be used:

- 1) Classification in order, inbound contact center at the sports club: where it is subject to the club's schedule: one shift from 8 am to 6 pm and the other shift from 6 pm to 12 am, for example, or split shift, working eight hours to cover the maximum hours possible. However, it is clear that a sports club has fans from all over the world with different time zones, so it should cover twenty-four hours a day since it may be daytime at a certain place but nighttime at some other.
- 2) Outbound contact center: where the advantage is that all morning and night can be covered. A multilingual contact center is outsourced from another part of the world, and support can be given twenty-four hours a day or have a standardized contact center for the morning at one place and another place, to cover all hours of the day.

- 3) Mixed contact center: Where a combined model of the club's inbound contact center is handled at the club's timetable, for example up to 10 pm, and from then onwards, outsource the service.
- 4) Costs and the service quality will determine which model will be developed.

Contact center as customer service support

Customer service support has two permanent contact channels:

- Email, where the client writes to a contact email, anywhere he or she is and can send an email about any query, incident, or business issue.
- Phone, subject to a special timetable.

The entire company must analyze how these two channels are managed. Apart from that, there are three types of contact entry:

- Incident
- Query
- Sale

The contact center staff, at a business level, gets the type of incident, query, or sale, and depending on the type of entry, email or phone query, it enables certain processes for each case.

From here, processes must be analyzed to check whether they are done correctly or not.

A process analysis must be done, always based on metrics of response level and on the fact that the level of satisfaction of the client, fan, or user is the highest.

Usually, when outsourcing a contact center, this answers to the need for managing the multichannel customer service, that is, email service, phone service, and personal service. When there are super-premium products, and thus, the prices are high, management and assistance should be done, not only by phone or by email but also personally.

The clear goal is the level of service, with two well-defined KPI: the client's satisfaction in the response he or she gets and the response time. They are linked to one another. It is clear that, if the response time and resolution management are low, the client's satisfaction increases. Therefore, by outsourcing the contact center the intention is to improve availability for the client, with unlimited service hours.

For example, there must be a person available on weekends to solve any query, incident, or sale, so the outsourcing makes much more sense and especially at a sports club, where the "hot event" takes place on weekends at any match.

People in charge of the contact center management have to deal with the client or fan's queries or anger; therefore, well-prepared resources are needed to handle all kinds of pressure by the client. Above all, a contact center manager who helps

strategically to do the management is needed; responsible for supporting coworkers at any issue they cannot solve by themselves, related to the client's upset, or because the resolution of this incident involves certain difficulties or problems in the resolution process.

By outsourcing a contact center, the gap produced when the internal staff is on holiday is also filled.

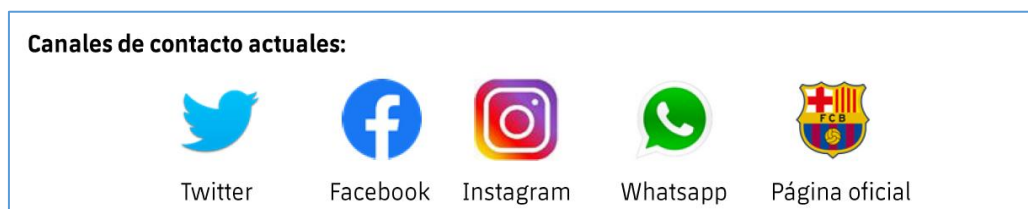
Below, we'll review the three main benefits of the contact center service:

- 1) Unlimited service hours.
- 2) Specialized assistance to operators in permanent contact with the client.
- 3) Absence management on holidays to keep the same service level always.

The possible communication channels at the contact center can be:

- Telephone.
- Email inbox for queries, incidents, or sales.
- Within a digital context, new models or channels with new technologies have arisen, that allow being in contact twenty-four hours a day, seven days a week with the client, or at least for the client's perception, such as online chat, WhatsApp or WhatsApp business, which enables permanent contact with the client for any action.
- Social networks and web contact forms.

Image 5: current contact channels



Source: FCB internal material.

Once all channels or contact points with the client or fan have been formed, the available timetable must be analyzed. It is clear that covering twenty-four hours a day, seven days a week, 365 days a year would be the best, especially when talking about sports clubs, where weekends are key, as important football or sports events take place. For such definition, a detailed analysis must be done about the client or fan's queries, their procedence, the time zone in which they enter, and from the said information, set up service hours. A schedule of 24x7/365 can be covered, but the cost of covering service hours 100% must be thoroughly analyzed. Probably, by analyzing the time frame of queries or incidents, costs can be reduced, setting specific times.

Languages have to be defined as well. It is important to know the origin of clients, fans, consumers, and users to define the languages spoken at the contact center. Besides, costs have to be estimated and based on that, define the number of languages in which contacts should be handled. Should we include four languages: Catalan, Spanish, English, and French? Should we include Japanese? Chinese? There must be good market analysis and of incoming queries and incidents of greater volume. For example, if at a certain time, the South Korean market emerges as a trend in sales, maybe here, hiring a contact center with a specific timetable for that market makes sense.

Advantages of a multilingual chatbot of all languages of the top 10 countries that buy products from the FCB, as opposed to a human multilingual system.

A bot is used to improve the service level and increase customer's satisfaction through optimization as well as assistance during the sales process.

Advantages we would get regarding the current situation:

- Timetable **available 365/7/24.**
- **Immediate response** to any queries, incidents or sales.
- **Multilingual service.**
- **Multiple digital platforms of communication** (examples: web and official app, WhatsApp, Facebook, Twitter, Instagram...)

Furthermore, a very important business point to consider is that the contact center should include services of two types: inbound, that is, service for incoming contacts, and outbound, outgoing actions from the contact center to the market.

Clients and fans management and reception allows registering, in a database, all information, to then be able to follow-up, analyze the level of satisfaction with the experience and post purchase, and the possibility of a future contact to offer them other products or services.

Nowadays, there is a wide variety of software products that allow storing information and relate it for future contacts.

As regards outbound actions, they can be related to queries done to the client, fan, user, or consumer to know their level of satisfaction with a product or service. This information is very valuable for improvement or upgrade strategies, for example.

Image 6: Advantages of a CRM system



Source: FCB internal material.

8 ADVANTAGES A CRM SYSTEM CAN BRING TO YOUR BUSINESS

- 1 It helps you target marketing strategies
- 2 It helps you increase client's loyalty
- 3 It contributes to increase productivity
- 4 It allows a quick identification of clients
- 5 It makes decision taking much easier
- 6 It gives you access to information in real time
- 7 It helps you optimize the business process
- 8 It offers a more efficient customer service

We'll see a concrete example of the FCB. Promotions for certain matches are designed and offered to some segments of Barcelona. The club communicates these events through outbound actions, and looks for contacts, creates tactics or strategies for an elite generation to attract more contacts. Outbound is also used for premium products that require a more personal, business approach and management. As all the information will be stored in an information and follow-up repository, it will allow market research, identifying trends, conducting satisfaction surveys, and what clients want, among other things.

Additionally, in case there is an unexpected event, for instance, fifty tickets are sold for a school team, but there will be an event to present a player, the school can be informed about it. This is possible if the contact was stored at an outbound level, so they can be reported about the change that will affect the tour or offer them the possibility of changing the day.

The idea is then to improve the contact center processes and management. This should enable the sports facilities to improve their service level, which will, in turn, affect the level of the client's satisfaction. Metrics should be established, in relation to the sales volume, incident resolution, and resolution of queries, among others. This will allow for self-sustaining management, as regards costs, and at the same time, generate additional income. Thus, it is likely that the contact center cost is compensated with the income obtained by this outbound activity if correctly executed. For all these reasons, it is vital to establish follow-up metrics for the level of the client's satisfaction, level of contacts achieved, level of solved incidents, and level of response times, to analyze the contact center performance and make adjustments when necessary.

The future trend is the onmi-channel to offer as many services as possible and to get to know the client better.

The onmi-channel at the contact center provides:

- Multichannel communication.
- Ongoing monitoring.
- Customer segmentation.
- Unified view of the client (from any channel or point of contact with the brand).
- Tracking of cases and clients.
- Metrics.
- Adaptation to change (if something related to services or technology does not work well it is immediately known).

Going back to the chatbot topic, in the last years, customer service has focused mainly on giving answers, but not measuring time nor satisfaction levels.

With the outbreak of chatbots, the first goal has been identifying and classifying at the contact center, all kinds of queries and questions entering, and at a business level, all the services that could be offered.

Nowadays, chatbots in social networks are very active and response time for customer service has improved a lot. This happens because the chatbot is able to answer throughout the whole day, every day (24x7/365), without a person behind it. In addition, with good response time, in case the information is categorized and loaded, of course. When getting a suggestion, query or new incident, that is neither analyzed nor categorized, the chatbot sends a notification at the end, and this is quickly solved with human intervention, as a database is entered and the chatbot is able to respond again.

Chatbots are present at most companies and sectors, and the sports industry does not fall behind.

Apart from the utilities already developed, they are also useful for the service and assistance in the sales process of tickets or different products and services, which generates higher sales ratios than a human could do.

Besides, for the product development area, they can help spot new trends, bring improvements, or discard some products and create new ones.

By continuously learning what the client needs, purchase processes can be improved, which influences the brand, perception, and customer experience in a positive way, mainly due to its immediacy and effectiveness.

At the FCB, chatbots are used on different channels. Some of these are the sale of courses and certificates, assistants during ticket sales, at different points of the website, just to name a few, and thus, the client feels close and supported.

In the case of the club, this tool places it at the top of brands for its customer service, at a sports club level.

For this reason, the implementation of chatbots is included in all marketing and communication strategies nowadays, as a successful bet for the metrics needed, good satisfaction level and the perception of the brand of sports facilities.

Implementation of chatbots

We'll look at different providers below that may help with their contact platforms in services for the client and the fan, for queries resolution as for sales and ticketing management at a sports club.

Facebook

Through the platform of the social network Facebook, chatbots can be used with the Messenger functionality.

The chatbot will be enabled and provide certain answers, and in the end, it will offer an upcoming match, for example, "Next week, on the 29th, we have the Valladolid" and it will provide information about that match. Therefore, it will get some information, some content, and allow downloading some wallpaper, so that the client has it. Finally, when it perceives that the lead, person or fan is ready to buy, the chatbot shows him or her the buy button "buy now."

At that moment, the purchase process circuit activates. The matches grid appears, showing all the matches the client could go to. At all times, the chatbot offers assistance for any matches. However, the tool is prepared in case the client does not pick any match, to offer assistance for the museum, for instance, or offer another portfolio product.

If the client buys some tickets for a match, the chatbot will ask about the amount of tickets needs and will then show the field layout. The chatbot itself suggests the best spot to see the match and once it's been selected, it shows the chosen seat and how you can see from there. Once the purchase is made, the tool offers more products, such as the menu for the match, a shirt to go to the match, or any other merchandising product, among other options. Finally, through the integration of a new payment gateway, the client will see the available payment methods, and the chatbot tour will finish.

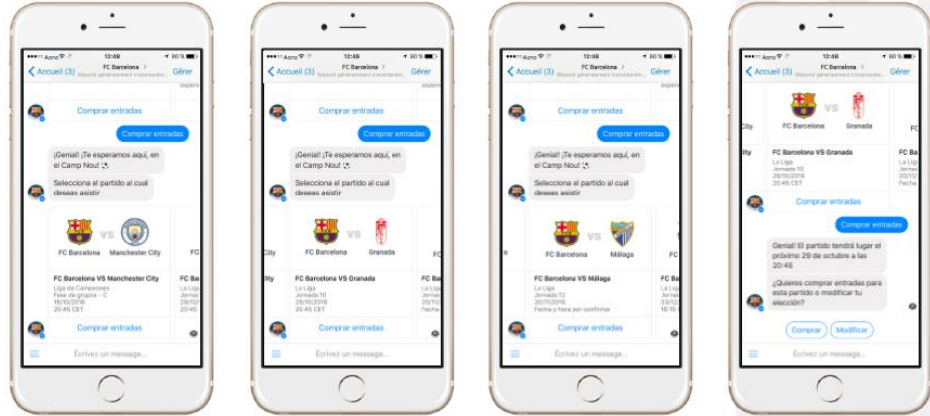
We can see here that a sale has been closed and the customer has been assisted at a reduced cost. We can also analyze the entire journey through this example, all the tour, behavior, and changes in the consumer, which allow identifying trends or products that have more or less interest.

The tool allows cross-selling. For example, in case the flow had been that the client was not interested in a football match, but on a visit to the museum, the tour would have been similar, but with time frames for the museum product. Tickets, day, time, payment, and at the end of the tour, the audio guide product or some book would be offered to improve the experience of visiting the museum.

Image 7: Demo of the ticketing BARÇA VOT



Selección del partido



Source: FCB internal material.

Image 8: Demo of the ticketing BARÇA VOT



Selección de los asientos



Source: FCB internal material.

Image 9: Demo of the ticketing BARÇA VOT



Selección de los asientos



Source: FCB internal material.

Image 10: Demo of the museum BARÇA VOT



Selección de la entradas

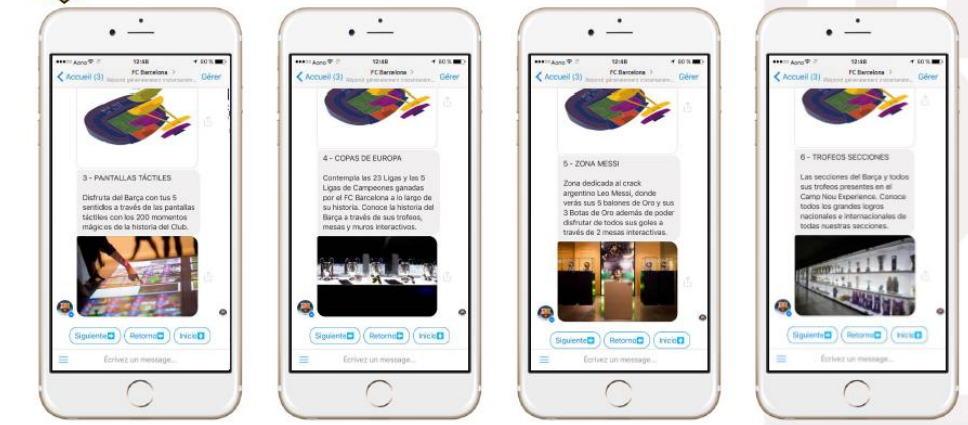


Source: FCB internal material.

Image 11: Demo of the museum BARÇA VOT



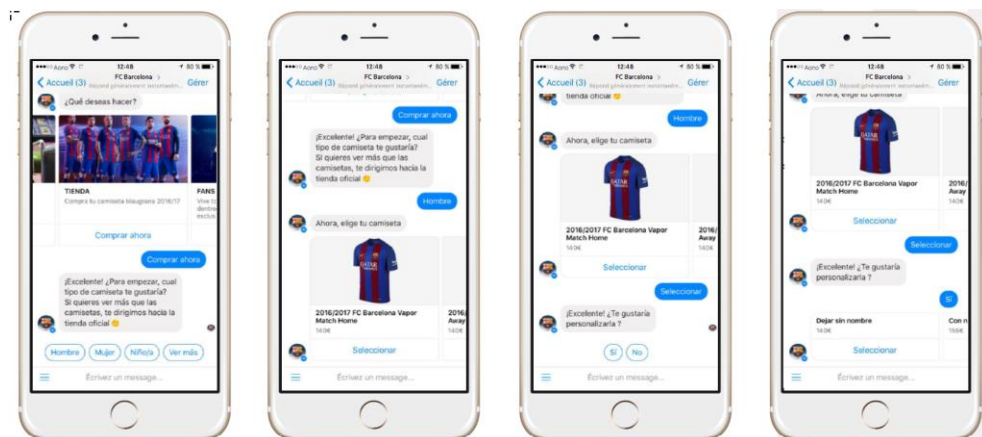
Descubrimiento del recorrido



Source: FCB internal material.

Additionally, merchandising can be offered. If that client is not interested in the tickets, the lead cannot be lost, as he or she might be interested in some of the products of the Barça. Merchandising or other products from the Barça must be offered. So, “Hey, how would you like your shirt? The first team; second, which size are you? And in the end, the client buys it. Thus, you can get a lot of information from the users.

Image 12: Demo of the merchandising BARÇA VOT



Source: FCB internal material.

Aono

This company offers smart chatbots to improve client's experiences. What's interesting about Aono is that it is integrated with digital channels of greater use in the mobile market. It has Facebook Messenger and WhatsApp, and even a native speaker chat. It can also be integrated with Twitter and SMS apps.

Therefore, a type of chatbot is created for a digital channel and it can be escalated to the rest of the channels to have, apart from the contact center channels, phone and email, many other channels, and meeting grounds with clients.

This is a digital multichannel service. It offers a constant multichannel, instant messaging that already exists, and the ones to come, so there is multichannel and multilanguage service. Besides, they offer a dashboard with metrics for the follow-up of the current situation or what clients are demanding as regards queries, incidents, or product level.

This company specializes in sales bots, which they call a sellbot that is a system to market certain products, either ticketing, merchandising, food products, or others defined for selling through the digital channels of instant messaging.

Therefore, according to its features, that bot will have the entire product catalog integrated. It is like e-commerce, the same channel of products that appears in the e-commerce transfers to the sales bot, offering a quick browsability through this catalog and all its features.

On the other hand, if the bot is capable of identifying the person behind, that is, find out the age, gender, and else, it will provide more dynamic information on the catalog, with a total natural language, so it seems there is a human behind.

Once the sale of any of the products has been done, the chatbot automatically integrates with the financial R.P. of any sports club or any other company, and for collection, they work with the most common credit cards or other payment methods such as PayPal.

Besides, as regards the service, if it is related to the use and enjoyment at the stadium, the bot generates the QR code, so that it can be later traded for the product needed.

In case the chatbot is not capable of closing the sale, it can transfer that call automatically to a human operator. If there is a "hot" lead, that means a person who wants to buy, who is about to do it but cannot make up his or her mind, the system can transfer him or her automatically to a person so that they complement the chatbot's information and can close the sale.

It also has some other very interesting functions. When working with social networks or its instant messaging, the information on the product that has just been bought can be shared. What's more, a ticket can be bought as a gift, or if for example, a company is buying five tickets, it can do so as an invitation.

The other interesting type of bot is customer service, called servicebot. This is a system for solving client's queries as regards any product, any of the Barça products, or from any other sports club.

All questions get a static response, that is, a response that has to be already defined in the system. The number of FAQs must be fed. Therefore, the tool refers questions in a segmented way.

According to the type of question, it gives one response or the other, but what matters is that the question is static, unique and so must be the response to one question in particular.

If there is a question, suggestion, or query by the fan or client that the bot does not handle, it reports it to the internal management system of the FAQs, which it is not stored, and it automatically transfers to an operator.

Important benefits it features: data recognition and collection for new trends, new incidents, and at the service level, it indicates the level of progress with clients.

Furthermore, Aono also offers a news bot. That is a bot that provides information through the digital channels of instant messaging, where all the content of the website can be dumped. According to the client's consumption, it shows news, images, and videos immediately. Imagine a fan wants to see the Champions match images from last night. The bot automatically offers the images without entering the web, and the client will see the exact same information as they are fully linked to each other.

Zendesk

Zendesk counts with an integrated solution at the FCB, called Answerbot. The important feature of this tool is that it is capable of instantly transfer to an agent when it cannot solve the situation, in relation to incident resolution or the marketing of products. Thus, the contact between the agent and the chatbot is continuous.

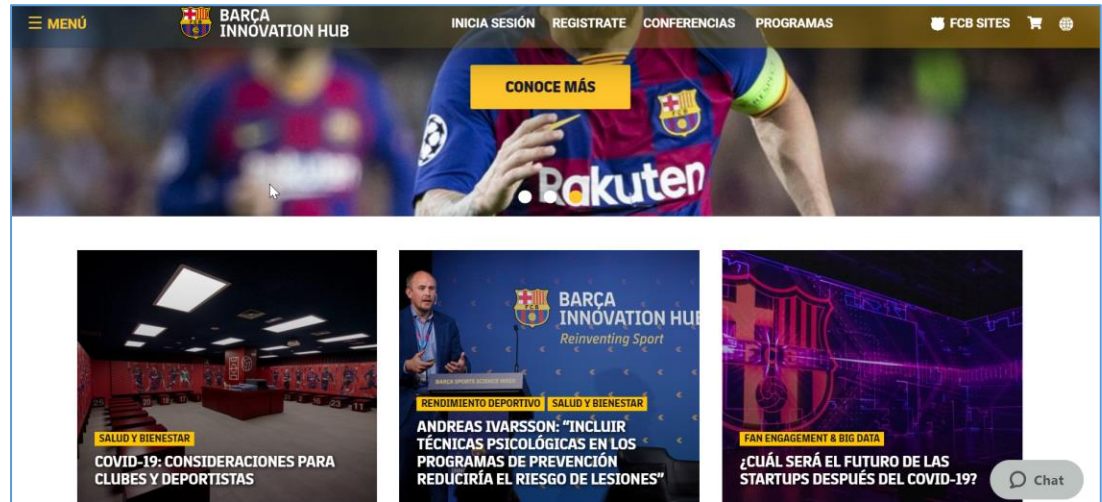
When the client or fan asks a question, Answerbot suggests some types of responses and it always gives one last choice in a very intuitive, guided flow, as if it was an e-commerce, but in real-time.

If the tool identifies that the client is not happy with the response, it automatically transfers him or her to an agent, but the user or fan, does not notice this transference between the agent and the chatbot.

On the contrary, if the client is happy and the query was solved, or the sale is closed, a post-sale follow-up is conducted about everything that has been done, and the service or incidence managed is classified.

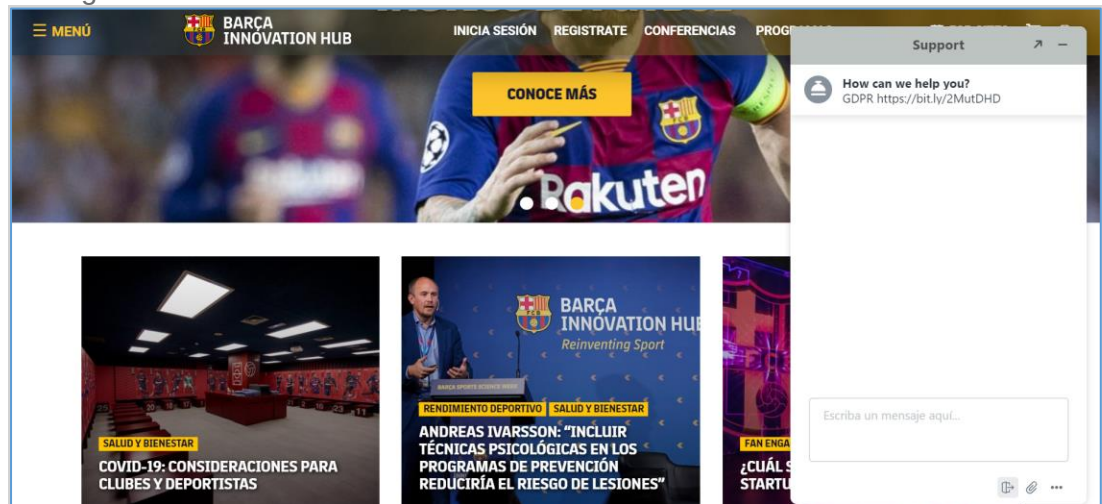
Zendesk is immersed in a research and innovation process of chatbots, in how intelligence and big data can help in service and marketing processes.

Image 13: Chatbot Zendesk used at the BARÇA UNIVERSITAS web for course management



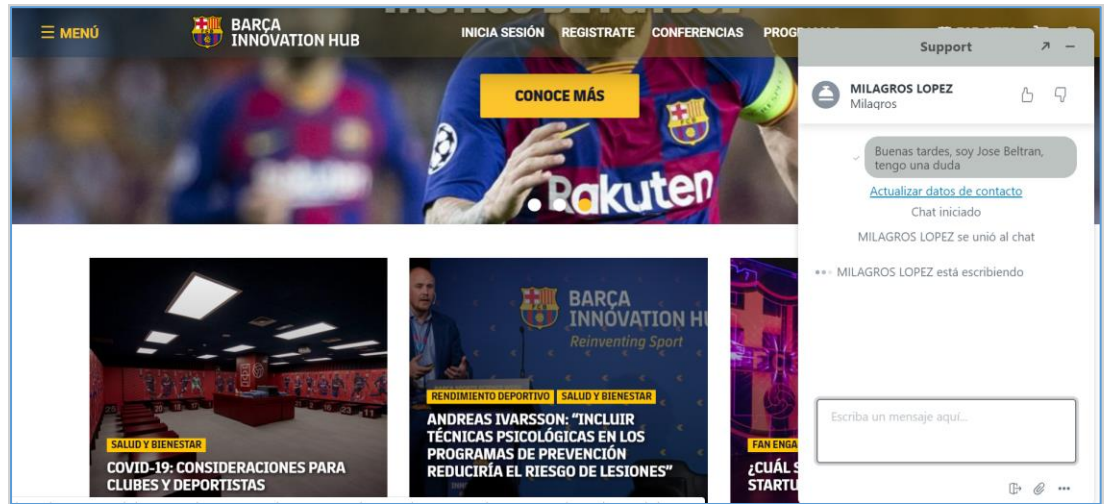
Source: FCB internal material.

Image 14: Chatbot Zendesk used at the BARÇA UNIVERSITAS web for course management



Source: FCB internal material.

Image 15: Chatbot Zendesk used at the BARÇA UNIVERSITAS web for course management



Source: FCB internal material.