

# Syllabus: Leadership: Creating & Sustaining a Culture of Engagement



In recent years, the concept of Fan Engagement in football has emerged as a way for federations, associations, leagues and clubs to strengthen supporter relationships and, as a consequence, to more sustainably grow attendances.

Globally, in the majority of leagues, attendances are falling. This is due to many factors, including the primacy of digital services (including eSports, gaming, the streaming / broadcast of matches and fantasy leagues); the impact of broadcasting deals on changes to kick off times and match days; ticket pricing; the evolution of different working patterns; the emergence of many other leisure and sporting options (including start-up and expansion sports) and negative external perceptions of football, with anti-social behaviour, violence, racism and homophobia, all cited as barriers to attendance and engagement.

The concept of Fan Engagement (reflecting the wider service industry concept of Customer Engagement) proposes to address and / or mitigate these factors by re-defining what has been a historically 'arms-length' relationship with fans. Instead, it aims to create a 'stakeholder' relationship, where the football organisation is designed around the needs of its community and acts according to the values and principles that define it in the eyes of its fans. Fan Engagement therefore relies on a much deeper understanding of the fan: who they are; the nature of their relationship with the game, club or national association and their individual behaviours, motivations, expectations and experiences.

Although elite leagues and clubs generate far more revenue from commercial partnerships that they do from ticket revenue, Fan Engagement is an absolutely necessary tool to allow them to strengthen existing fan relationships and to open up new supporter markets through a distinct

and compelling offer. For non-elite leagues and clubs, the need to sustain or increase local ticket revenue is vital to financial viability. Graduates with an in-depth knowledge of Fan Engagement will therefore be able to offer potential employers a proven, effective and measurable path to sustainability and growth.

## SYLLABUS

---

≡ Objectives

≡ Skills

≡ Criteria for participation and approval

## TEMARY

---

≡ Module 1. An introduction to Fan Engagement Leadership

≡ Module 2. A Model for Engagement

≡ Module 3. Community Engagement

≡ Module 4. Embedding Fan Engagement

# Objectives

---

Setting objectives will allow you to have a better idea of what you intend to achieve by the end of this course's teaching and learning process. But the purpose is even more specific: we indicate what you must achieve, so that this knowledge contributes your training goals.

In order to achieve these objectives, you must complete the entire process laid out in the different stages of the course.

If you work through the course material as indicated, you will be prepared to achieve the following objectives:

## General objective

---

To introduce and define Fan Engagement and to show, with detailed examples, how its principles and practices support sustainable growth in football

## Specific objectives

- To develop a detailed understanding of Fan Engagement: its definition, history, principles, practices & rationale

- To understand the nature of fans and fandom so as to put fans at the centre of club, league and / or national association activity
- To create a Fan Engagement strategy & to design the optimum fan experience including all relevant 'touch points' and for all key fan segments
- Fan Engagement Leadership: To create a culture of engagement at an association, league or club

[CONTINUE](#)

# Skills


---

We expect you to develop the following skills throughout the course:

## General skills

- 1** **Teamwork and collaboration:** the ability to work with teammates to achieve shared goals and the synergy of a high-performance group.
- 2** **Capacity for analysis/reflection:** the ability to methodically examine the various aspects of a particular context or situation and make an assessment.
- 3** **Creativity and innovative knowledge-based solutions:** the ability to find alternative solutions to existing problems based on formal knowledge.

## Specific skill

- 1** A systematic and critical understanding of current debates and new insights in theory and practice relating to Fan Engagement
  - 2** Construct arguments for Fan Engagement with appropriate use of concepts, theories and evidence
  - 3** Given the recent emergence of Fan Engagement, it is important that the student can interpret, analyse and critically evaluate evidence where little published academic research is available and where some sources may be limited
- 

4

Communicate knowledge in an appropriate way for particular football groups (i.e. within club and within wider ambit, including league, association, community, civic & business audiences)

**CONTINUE**

# Criteria for participation and approval

---

## Participation criteria

During the month of course, the student is expected to:

- Browse the multimedia contents of each of the modules that make up the course.
- Solve the evaluations assigned in each module.
- Carry out the proposed activities, whether group or individual.
- Take the final exam.

## Approval criteria

For the approval of the course, the student is required to complete the (4) proposed activities in the course and pass the final exam. The student must obtain a final score of 70% or more. This grade will be the average between the activities and the final exam.

**CONTINUE**

# Module 1. An introduction to Fan Engagement Leadership

---

## Unit 1.1

**1.1.1** Fan Engagement as a cultural phenomenon

**1.1.2** The challenge of enacting culture change

**1.1.3** Culture challenges in a global game

**1.1.4** Defining Fan Engagement Leadership

## Unit 1.2

**1.2.1** Key leadership competences

**1.2.2** Fan Engagement Leadership in National Associations

**1.2.3** Fan Engagement Leadership in Leagues

**1.2.4** Fan Engagement Leadership in Clubs

CONTINUE

# Module 2. A Model for Engagement

---

## Unit 2.1

**2.1.1** Understanding your association / league / club culture

**2.1.2** Re-purposing your club: from winning to engaging

**2.1.3** Undertaking a cultural survey

**2.1.4** Developing agility & the ability to adapt to change


## Unit 2.2

**2.2.1** Identity & Values

**2.2.2** Fan Consultation & Dialogue (including working with independent fan groups)

**2.2.3** Service / Experience Improvement

**2.2.4** Employees & the working environment



CONTINUE

# Module 3. Community Engagement

---

## Unit 3.1

**3.1.1** The media

**3.1.2** Commercial Partners & Sponsors

**3.1.3** Charities & Social Enterprises

**3.1.4** Schools & other educational establishments


## Unit 3.2

**3.2.1** Civic engagement: local history & heritage

**3.2.2** Volunteers, Interns & Secondments

**3.2.3** Using social media to drive community engagement

**3.2.4** The role of players (and other football colleagues) in Fan Engagement



CONTINUE

# Module 4. Embedding Fan Engagement

---

## Unit 4.1

**4.1.1** Feedback & Improvement

**4.1.2** KPIs

**4.1.3** Continuous Improvement Tools

**4.1.4** Innovation & Creativity Tools

## Unit 4.2

**4.2.1** Recognition Programmes

**4.2.2** Benchmarking

**4.2.3** Internal assessments (mystery shopping)

**4.2.4** External professional assessments



CONTINUE