

Module 4: Marketing and New Technologies

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1. Introduction

In the competitive world of professional football, a club's ability to effectively communicate its brand and maximise its revenue is as crucial as its performance on the field. This module, focused on marketing and new technologies, is essential for future sports managers, as it will provide them with an in-depth understanding of the integral work carried out at the club. This knowledge is crucial regardless of the structure of the club, although our analysis will be focused on professional football clubs.

Marketing management in sport has evolved significantly with the advent of new digital platforms and technologies, and has expanded the scope and effectiveness of club communication strategies. As Smith (2018) points out, adapting to these new technologies not only improves interaction with fans, but also opens up new avenues for revenue generation through digital media and sponsorships. This integration of technology and marketing is vital for the growth and financial sustainability of clubs in the modern era.

In addition, internal communication management and media relations are critical components that a sports manager must master to ensure that the club's image is managed in a proactive and positive way. According to Johnson and Sheehan (2017), effective communication management can prevent public relations crises and strengthen the club's position in the marketplace.

Participating in marketing events and activations not only increases the club's visibility, but also strengthens the emotional connection with fans, which is essential for fostering long-term loyalty. According to Brown and Walsh (2019), these activities should be carefully planned to align with the club's identity and strategic objectives, ensuring that each event or campaign reflects the club's values and mission.

Data analysis and performance tracking are equally critical, as argued by Kim et al. (2020), as they allow clubs to measure the effectiveness of their marketing campaigns and adjust their strategies based on accurate and relevant information. This data-driven approach



ensures that resources are used optimally and that decisions are made in an informed manner.

This module will not only cover these essential aspects of marketing and new technologies in sport management, but it will also provide the necessary tools to apply this knowledge in a practical and effective way, in order to prepare future sport managers to face and overcome the challenges of today's sport environment.

2. Communication and Marketing Strategies

Communication and marketing strategies in professional football clubs are vital to promote the brand, interact with fans and maximise revenues. These strategies must also be closely aligned with the club's sporting and financial objectives to ensure consistent and sustainable development.

a. Communication Strategies

Communication strategies in a professional football club are fundamentally aimed at keeping fans well informed and emotionally connected to the club. According to Schultz (2019), effective communication should be multichannel, taking advantage of both traditional media and digital platforms, to reach a diverse and global audience. Strategies include:

Content Marketing

Creating relevant and engaging content that resonates with fans, such as behind-the-scenes documentaries, exclusive interviews, and detailed tactical analysis. The key, as Smith (2018) suggests, is to offer content that adds value, distinguishing the club from its competitors.

Communication Crisis Management

Developing clear protocols for communication in crisis situations, ensuring that the club can respond quickly and consistently to minimise damage to its image. Clavio and Walsh (2014) highlight the importance of having a proactive communication strategy that includes the management of social networks and online platforms, where reactions can be immediate and viral.

Interactive Communication

Implementing interactive tools, such as live chats and polls on social networks, to encourage fan participation. This not only increases engagement, but also provides



valuable data on followers' preferences and behaviours, according to Taylor and Kent (2014).

b. Impact of Communication on Club Structure

Strengthening the Community and Fan Base

Effective communication plays a crucial role in strengthening a club's community and fan base. Communication strategies that emphasise fan inclusion and participation can lead to increased engagement and loyalty. According to Schultz (2019), campaigns that use digital media to interact directly with fans can improve brand perception and strengthen the community around the club.

Reputation Management in Times of Crisis

Crises are inevitable in any organisation, and a club's ability to communicate effectively during these times is essential to maintaining its reputation. As Clavio and Walsh (2014) highlight, well-executed communication crisis management can mitigate potential damage to the club's image and maintain stakeholder and fan's confidence.

c. Marketing Techniques

In professional football, marketing techniques are critical to connect with fans, maximise revenue, and expand the club's brand globally. These techniques must be creative and adaptive, leveraging both traditional methods and digital innovations to capture attention in a highly competitive marketplace.

Digital Marketing and Social Media

- Description: Utilising digital platforms such as Facebook, Instagram, X and YouTube to create engaging content that can engage fans on a daily basis. According to Smith (2018), social media provides a direct platform to interact with fans, promote matches, sell tickets and merchandising, and stream exclusive content such as behind-the-scenes and interviews.
- Implementation: Creating marketing campaigns to coincide with product launches, player announcements or major club events.

Figure 1: Data published by FC Barcelona in January 2024



Source: FC Barcelona, 2024, unpublished.

TRANSLATION OF THE IMAGE:

FC BARCELONA ES NÚMERO 1 EN YOUTUBE, X, INSTAGRAM Y TIKTOK: *FC BARCELONA IS NUMBER 1 ON YOUTUBE, X, INSTAGRAM AND TIKTOK*

Sponsorships and Strategic Partnerships

- Description: Formation of partnerships with brands that can offer additional visibility and financial resources. According to Chadwick (2019), well-chosen sponsorships can significantly increase revenue and provide an additional platform for marketing campaigns.
- Implementation: Identifying and partnering with brands that share the club's values or operate in key markets that the club wishes to develop.

Figure 2: Presentation of the Special FC Barcelona Jersey Together with the Spotify Sponsorship.



Source: FC Barcelona, 2024. <https://store.fcbarcelona.com/es-co/pages/karolg-fcbarcelona>

Brand Experience Events

- Description: Organisation of events that allow fans to experience the club's brand in a tangible and memorable way. Pine and Gilmore (1998) argue that these experiences can transform the relationship between the club and its supporters, creating lasting emotional connections.
- Implementation: Events, such as special match days, stadium tours and player meet-and-greets are crucial to strengthening fan loyalty.

Content Marketing

- Description: Developing content that informs, educates, or entertains fans, ensuring they spend more time interacting with the club and sponsor brand. According to Rowley (2008), content must be relevant and valuable to capture the attention and engagement of the target audience.
- Implementation: Producing video series, blogs, in-depth articles, and interactive online content that highlights the club's history and accomplishments.

Figure 3: Example of FC Barcelona's Content Marketing in Conjunction with Spotify: Players Publish their Playlists on the App.



Source: FC Barcelona, 21 February 2023, <https://shre.ink/DQvk>

CRM (Customer Relationship Management) Strategies

- Description: Use of CRM systems to manage and analyse customer interactions and data over time. Payne and Frow (2005) describe how CRM systems can help

personalise fan experiences, optimise marketing communications, and improve customer service.

- Implementation: Segment fans based on their behaviours and preferences to send them personalised offers and relevant content.

Stadium Ticketing and Season Ticket Strategy

Ticket and season ticket sales represent a crucial part of a football club's operating revenue. An effective strategy includes:

- Dynamic pricing: Adjusting ticket prices based on demand, match profile and anticipation of purchase. This tactic can maximise revenue and ensure maximum attendance.
- Packages and promotions: Offering season packages or special promotions for less attractive matches, which can help maintain high attendance levels throughout the season.
- Enhanced experiences: Selling premium experiences that may include access to exclusive areas of the stadium, player meet-and-greets or hospitality services.

Figure 4: Montjüic Olympic Stadium



Source: [Untitled image about Estadi Olímpic de Montjüic]. (n.d.). <https://shre.ink/DQva>

The use of the Estadi Olímpic de Montjüic has been a challenge for FC Barcelona in terms of marketing related to ticket sales.

d. The Impact of Marketing Actions on the Club's Financial Structure

Marketing actions play a crucial role in the financial stability of football clubs. Each strategy implemented not only seeks to improve the relationship with fans and increase brand visibility, but also to generate significant revenue and ensure the long-term economic viability of the club.

Digital Marketing and Social Networks:

- Financial impact: Increased ticket and merchandising sales through online campaigns. Social platforms enable targeted promotions that can increase the conversion of direct sales and merchandising. According to Smith (2018), effective digital strategies can transform the way clubs interact with their supporters, increasing cross-selling opportunities and improving direct revenue.

Sponsorships and Strategic Partnerships

- Financial impact: Sponsorships bring in a considerable source of revenue. As Chadwick (2019) points out, well-structured sponsorship agreements can bring financial stability and additional resources that are essential for the long-term growth and development of the club.

Brand Experience Events

- Financial impact: Events create new opportunities to generate revenue through ticket sales and additional services. Pine and Gilmore (1998) note that memorable experiences can translate into increased fan loyalty, which is critical to a steady income flow.

Content Marketing

- Financial impact: Quality content keeps fans engaged and increases the likelihood of consumption of club products and services. Rowley (2008) explains that good content can strengthen the club's brand and thus improve monetisation opportunities through digital platforms.

CRM (Customer Relationship Management) Strategies

- Financial impact: An efficient CRM system allows for better segmentation and understanding of fans, optimising marketing campaigns, and improving the effectiveness of promotions. Payne and Frow (2005) argue that CRM can increase fan retention and maximise long-term revenue by personalising the offer.

Figure 5: Prices Offered by FC Barcelona in the Year at Montjuïc



Source: Source: [Untitled image on prices offered by FC Barcelona in the year in Montjüic] (n.d.). <https://shre.ink/DQv1>

TRANSLATION OF THE IMAGE:

ESTADI OLÍMPIC LLUÍS COMPANYS: OLYMPIC STADIUM LLUIS COMPANIS

CORNERS: *CORNERS*

LATERAL: *SIDELINE*

GOLES: *GOALS*

TRIBUNA: *STAND*

CORNER SUR: *SOUTH CORNER*

VISIBILIDAD REDUCIDA: *REDUCED VISIBILITY*

VISIBILIDAD NULA: *NO VISIBILITY*

3. Participation in Events and Marketing Activations

In the dynamic world of professional football, events and marketing activations represent crucial strategic tools to energise and enrich the relationship between the club and its supporters. These initiatives go beyond simple brand promotion. They are fundamental to increasing the club's visibility and forging a deep and lasting emotional connection with the fan community.

As Da Silva and Las Casas (2017) highlight, it is essential that these marketing activities are meticulously planned to resonate with the club's values and culture, ensuring that each event is an authentic extension of its identity and philosophy.

a. Strategic Objectives of Marketing Activities

Brand Promotion

Events and activations act as catalysts to strengthen the club's identity and broaden its recognition. By organising events that capture and reflect the essence of the club, the brand is reinforced not only in the minds of the fans, but also in the perception of the

community at large. According to Masterman (2014), well-executed events can significantly increase brand awareness and market value.

Figure 6: Cupra Sponsorship Renewal Presentation



Source: [Untitled image of Cupra sponsorship renewal presentation]. (n.d). <https://shre.ink/DQvm>

Interaction with Fans

Through interactive and participatory events, clubs have the opportunity to cultivate a more intimate and personal relationship with their supporters. Romero-Jara et al. (2024) emphasise that direct interaction at events not only enhances the fan experience, but is also critical to fostering long-term loyalty, a critical aspect of fan retention.

b. Types of Events and Marketing Activations

Special Match Days

The organisation of special match day events, such as pre-game activities or VIP experiences, plays a crucial role in enhancing the fan experience. These events can mean an additional incentive for attendance and consumption in the stadium, which, as suggested by Woratschek et al. (2016), increases the average spend per fan and strengthens the overall atmosphere of the event.

Meetings with Players

Personal encounters with players, either through autograph sessions or meet and greets, are extremely popular and provide fans with memorable memories that strengthen their emotional connection to the club. These encounters, according to Pradhan et al. (2019), are not only valuable to fans, but also humanise players and foster a sense of closeness with the team.

Community Campaigns

Initiatives such as football clinics, school visits, and participation in local charitable activities not only underscore the club's commitment to its community, but also serve to integrate the club more deeply into the local social fabric, generating goodwill and community support.

Figure 7: The 3rd Kit for the 2022/23 Season was Inspired by FC Barcelona Genuine.



Source: [Untitled image of the 3rd kit for the 2022/23 season was inspired by FC Barcelona Genuine]. (n.d.). <https://shre.ink/DQCP>

TRANSLATION OF THE IMAGE:

MÉS QUE UN CLUB: *MORE THAN A CLUB*

c. Impact of These Initiatives

Increased Visibility

Each event represents an opportunity to capture media attention and generate shareable content, both locally and internationally, thus expanding the club's visibility and boosting its global image.

Strengthening the Emotional Bond

The experiences shared at these events have the potential to create lasting memories that deepen the fans' emotional bond with the club. This emotional bond is essential to foster lasting loyalty and continued support, as Tapp (2004) points out.

4. Sponsorship Management and Strategic Partnership

The management of sponsorships and strategic alliances is critical to the growth and financial sustainability of clubs. These agreements not only provide essential financial resources, but also elevate the club's brand within a global marketplace. According to Farrelly et al. (2006), strategic partnership must be carefully managed to align the club's objectives with those of its members, thereby maximising mutual impact and benefits.

a. Objectives of Sponsorship and Strategic Partnership Management

Familiarisation with Sponsors and Partners

The relationship between a football club and its sponsors is not merely transactional, but deeply strategic. Club managers should strive to understand the motivations, expectations, and business objectives of each sponsor. As Chadwick (2019) points out, this familiarisation facilitates a more synergistic and effective collaboration, allowing cobranding and promotional campaigns to be designed to maximise value for both parties. For example, by understanding the objectives of a sponsor seeking to increase its brand awareness, a club can design activations that prominently integrate the sponsor's brand into high-visibility events.

Maximising the Impact of Partnerships

Beyond the initial negotiation, effective management of strategic partnerships requires constant monitoring and evaluation of joint activities to ensure that agreed-upon objectives are being met. Babiak and Wolfe (2009) stress the importance of adopting a strategic approach to the management of these partnerships that considers both the immediate economic benefits and the long-term value they can generate. This involves not only assessing the direct financial return, but also how the partnership contributes to broader objectives, such as increasing the club's global reach, improving brand awareness, and strengthening fan loyalty.

b. Implementation and Management Strategies

Sponsorship management in professional football requires a combination of strategic negotiations and ongoing evaluations to maximise mutual benefits and positive impact on the club. Each agreement must be carefully designed to align the interests of the club and the sponsor, ensuring that both achieve their commercial and branding objectives.

Negotiating Agreements



Sponsorship negotiation focuses on creating shared value that transcends simple financial exchange. According to Cornwell (2020), the most successful deals are those that integrate the sponsor's marketing objectives with the club's strategic initiatives, resulting in tangible benefits for both parties. This could include, for example, brand exposure on kits, stadium naming rights or access to exclusive experiences that can be offered to fans. The key is to understand and capitalise on the synergies between the club's values and objectives and those of its sponsors, designing agreements that generate meaningful exposure and enriching experiences for supporters.

Ongoing Evaluation

Implementing a robust system of continuous evaluation is crucial to ensure the effectiveness and sustainability of sponsorship partnerships. Morgan et al. (2020) emphasise the importance of establishing and monitoring key performance indicators (KPIs), such as campaign reach, brand awareness, social media engagement, and return on investment. These KPIs should be reviewed regularly to adjust strategies and ensure that partnerships continue to align with changing club's and market's objectives.

c. Impact on the Club

Increased Revenue

Sponsorships are vital to the financial livelihood and strategic growth of football clubs. By providing a substantial source of revenue, these agreements enable clubs to fund their day-to-day operations more efficiently and securely. However, their impact goes far beyond the immediate financial aspect. According to Chadwick (2018), sponsorships facilitate significant investments in infrastructure and talent development, which is essential for the continuous improvement of the club's team and facilities.

In addition, strategic partnerships open up new avenues of revenue and enable expansion into new markets, which is crucial in the era of football globalisation. These alliances offer opportunities to diversify and strengthen the club's funding sources, helping to mitigate financial risks and take advantage of new business opportunities. Walliser (2003) highlights that expansion into new markets through strategic sponsorships can significantly increase a club's reach and visibility, attracting new fan bases and opening doors to additional revenue through merchandising, broadcasting rights and international tours.

Strengthening the Brand

Collaborating with well-known and respected brands radically transforms the global perception of the club. These alliances not only enhance the club's image through



association with high-profile brands, but also elevate its status in the global arena. Gladden and Milne (1999) argue that the “halo” of credibility and quality that accompanies these recognised brands reinforces the club's identity and enhances its reputation among fans and stakeholders.

Strengthening the brand through effective sponsorships also plays a crucial role in the club's competitiveness in the international marketplace. According to Aaker (1991), a strong brand can generate substantial loyalty, reduce vulnerability to competitive actions and market shocks, and enable higher margins through an enhanced perception of value. Therefore, strategic partnerships are not only essential to attract new fans, but also to maintain a competitive position in an increasingly saturated global sports environment.

d. Example of a Club's Sponsorship Structure

The sponsorship structure of a professional sports club is often complex and layered, reflecting different levels of association and commitment to the club's brand. Sponsors are typically classified into several categories, each with a specific level of association and visibility. This system allows clubs to maximise their revenue potential while providing sponsors with appropriate access to marketing rights and other benefits associated with their level of sponsorship.

Classification of Sponsors

Main Partners

These are the highest-level sponsors and usually have maximum visibility rights, such as branding on the main team jersey. Main partners are usually global brands that seek to leverage the club's international reach to promote their brand. According to Chadwick (2019), these sponsors contribute significantly to the club's revenue and play a crucial role in strategic marketing campaigns.

Global Partners

Global partners obtain marketing rights in multiple international markets, albeit with less visibility than main partners. These sponsors are often involved in global campaigns and may be brands that seek to be associated with specific attributes of the club, such as its commitment to sustainability or technological innovation.

Official Partners

This level includes companies that have marketing rights limited to certain categories or regions. As Olkkonen (2001) notes, these sponsors may be official suppliers of products or services and often have visibility rights at specific events organised by the club.

Regional Partners

Regional partners have exclusive marketing rights in their geographic regions. This category allows clubs to monetise their local fan base and companies to increase their recognition in specific local markets, as explained by Walliser (2003).

Classification of Sponsors in a Structure like FC Barcelona's

The sponsorship structure can also be diversified according to the different sections of the club, such as men's football, women's football, indoor sports and reserve teams. This segmentation allows sponsorships to be tailored to the specific audiences of each section, thus maximising the impact of partnerships. For example, a club may have one main partner for its men's team and a different one for its women's team, reflecting the growing popularity and marketability of women's football.

Figure 8: Partners for the Men's First Team in the 2023/2024 Season



Source: FC Barcelona, 2023. <https://www.fcbarcelona.es/es/club/partners>

Figure 9: Partners of the Women's First Team in the 2023/2024 Season





Source: FC Barcelona, 2023. <https://www.fcbarcelona.es/es/club/partners>

Figure 10: Indoor Sports Partners in the 2023/2024 Season



Source: FC Barcelona, 2023. <https://www.fcbarcelona.es/es/club/partners>

Figure 11: Partners of FC Barcelona Àtletic in the 2023/2024 Season



Source: FC Barcelona, 2023. <https://www.fcbarcelona.es/es/club/partners>

5. Data Analysis and Performance Tracking

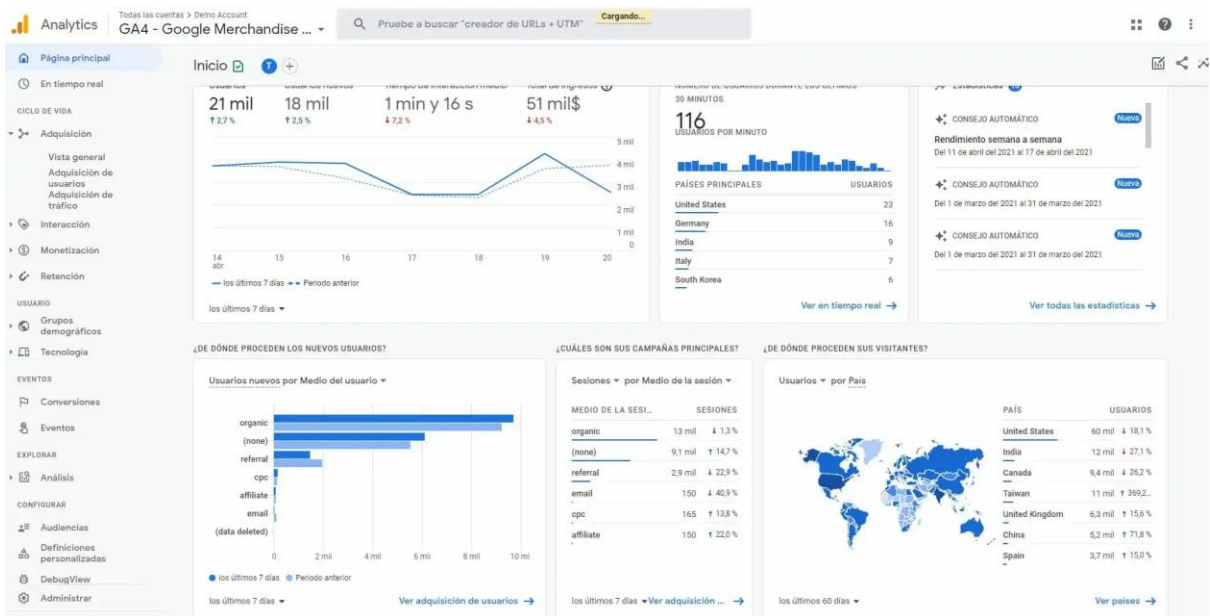
The integration of data analysis and performance tracking in sports marketing is critical to maximise the effectiveness of marketing campaigns and ensure a substantial return on investment. According to Ratten and Ratten (2011), efficient use of data analysis enables sports clubs to maximise both their reach and relevance in the highly competitive marketplace. Marketing departments in sports use a variety of technological tools to collect, analyse and act on the data base, allowing them to adapt strategies to the dynamic needs of their fan bases and optimise resource allocation.

a. Implementation of Data Analysis Platforms

Platforms Used

- Google Analytics: Used extensively to track web traffic and user interaction on official club sites and online stores. It allows marketing teams to better understand conversion paths and optimise web pages to increase ticket and merchandising sales (Clavijo, 2019).

Figure 12: Google Analytics, Showing all the Metrics



Source: [Untitled image about Google Analytics]. (n.d.). <https://shre.ink/DQCC>

- CRM Systems (Customer Relationship Management Systems): Platforms such as Salesforce and HubSpot help manage and analyse interactions with customers throughout their lifecycle, providing a comprehensive view of customer loyalty and effectiveness of email marketing campaigns.
- Social Media Analytics Tools: Tools such as Hootsuite and Sprout Social provide detailed analysis on the performance and engagement of social media content, allowing clubs to adjust their content and communication strategy in real time.

Key KPIs Measured

- Conversion rate: Measures the effectiveness of campaigns in converting interest into concrete actions, such as ticket or merchandising purchases.

Figure 13: Example of How to Calculate the Conversion Rate of a Website



Cómo calcular la tasa de conversión



Source: [Untitled image on web conversion rate calculation]. (n.d.). <https://shre.ink/DQCG>

TRANSLATION OF THE IMAGE:

CÓMO CALCULAR LA TASA DE CONVERSIÓN: *HOW TO CALCULATE THE CONVERSION RATE*

10,000 VISITANTES A LA WEB: *10,000 VISITORS TO THE WEBSITE*

100 CONVERSIONES: *100 CONVERSIONS*

$100/10.000 = 0.01$: *100/10,000 = 0.01*

TASA DE CONVERSIÓN 1%: *CONVERSION RATE 1%*

- Cost per acquisition (CPA): It calculates the average cost to acquire a customer, crucial to evaluate the efficiency of marketing spending.
- Social media engagement: It includes metrics such as likes, comments, shares, and video views, which are indicative of the level of interaction and interest in the club's content.
- Customer retention: It measures the effectiveness of loyalty initiatives and is critical to understanding long-term fan loyalty.

b. The importance of Measurement and Ongoing Monitoring

Optimisation of Communication and Marketing Strategy

Continuous monitoring of these metrics allows clubs to adjust their strategies based on up-to-date data and emerging trends. This data-driven approach ensures that marketing efforts are not only reactive, but proactive, anticipating fan needs and constantly improving the relevance of content and offers.

Ensuring a Positive Return on Investment

The ability to directly measure the impact of specific campaigns and activities in financial and engagement terms allows clubs to allocate resources more effectively. According to Szymanski (2010), this ongoing evaluation is crucial to understanding which strategies produce the best ROI, allowing clubs to focus their investments on the most profitable areas.

6. The Football Club as a Revenue Generator, How do you Make Money?

Professional football clubs have evolved into complex, multifaceted entities that generate revenue from multiple sources. This section explores how football clubs leverage a variety of commercial strategies to maximise their revenues, which are critical to their sustainability and growth in a highly competitive environment.

a. Diversification of Revenue Sources in Football Clubs

Football clubs generate revenue through several main avenues, each of which plays a crucial role in the club's financial structure:

Television Rights

The sale of broadcasting rights to television channels and online platforms is one of the main sources of revenue. These rights allow the channels to televise live matches, attract a global audience and thus generate significant advertising and subscription revenues (Beñat, October 29, 2020).

Sponsorships and Advertising

Sponsorship agreements with commercial brands provide a significant source of revenue. These include jersey sponsorships, where brands gain visibility by appearing on team kits, and broader agreements that may include the naming of stadiums and other facilities (Beñat, October 29, 2020).

Ticket and Season Ticket Sales

Match ticket and season ticket sales represent a vital part of a club's operating revenue. Effectively managing stadium capacity and optimising ticket prices are key to maximising this revenue.

Product Selling

The sale of official merchandising, ranging from jerseys to customised products, takes advantage of fan loyalty and fervour, turning affection for the club into an important direct revenue stream (Beñat, October 29, 2020).

Player Transfers

Selling players to other clubs can generate significant revenue, especially for clubs that have a good youth academy or an effective talent development and sales strategy.

Complementary Activities

Clubs also explore revenue through the organisation of non-sporting events at their facilities, such as concerts and conferences, and through activities such as training camps and sports clinics during holidays, which attract participants and generate additional revenue (Beñat, October 29, 2020).

In this regard, for example, FC Barcelona is committed to the creation of football academies around the world. FC Barcelona, through its Barça Academy, has established an innovative model for generating revenue and expanding its brand globally. This project not only focuses on the football development of boys and girls, but it is also based on exporting the methodology and philosophy of La Masia, recognised worldwide for its successful youth academy. Here are some of the keys:

- Creation and expansion: The Barça Academy are football schools that FC Barcelona has established around the world to teach young players the methodology applied at La Masía. According to the club, these academies serve as training centres where the club's values and style of play are transmitted to new generations (FC Barcelona, 2020).
- Educational and sporting impact: The Barça Academy methodology not only seeks to develop football skills, but also to promote values such as respect, effort, ambition, teamwork, and humility. These academies offer a platform where young people can grow in an environment that promotes health, education and social well-being.

Figure 14: Advertising Image of the FC Barcelona Camps of the Barça Academy.



Source: Barca Academy, 2024, <https://shre.ink/DQCA>

- Global expansion: With a presence on five continents, the Barça Academy has succeeded not only in expanding the FC Barcelona brand worldwide, but also in establishing a new way of connecting with young fans and their families. Each new academy that opens contributes to the growth of the club's fan base and potential customers.
- Strategic locations: The academies are located in strategic regions with high growth potential in terms of football fans and talent development, such as Asia, North America and Africa.

Digital Revenues

The growing importance of digital presence has led clubs to generate revenue through digital platforms, such as subscriptions to exclusive online content, official apps and interactive games that engage fans beyond the pitch.

Museum Creation

Creating a museum can be a significant source of revenue and a powerful marketing tool, as the case of Manchester United demonstrates. According to Morrow (2003), museums not only celebrate the club's history and achievements, but also attract tourists and fans, generating revenue through tickets and museum store sales.

Own Brand to Sell Official Merchandise

Creating a own brand expands a club's ability to control and monetise its products. Richelieu and Pons (2006) note that this allows clubs to offer exclusive products and

maintain brand quality and consistency, increasing perceived value and sales revenue.

Own Television Channel

An in-house television channel allows clubs to maximise their content revenue by providing a platform to broadcast matches, interviews, training sessions and exclusive content. According to Tena and Baillie (2007), this not only generates subscription revenue, but also strengthens the relationship with fans.

Management of Official Club Stores

Official stores are an essential element of a club's merchandising strategy. These stores, both physical and online, offer official merchandising and help maintain the connection with local and global fans. Westerbeek and Smith (2003) note that well-located and effectively managed stores can be an important source of direct revenue for the club.

b. Strategies for Revenue Optimisation

To maximise their revenue streams, football clubs must implement business and marketing strategies based on an analytical and market-driven approach. According to Szymanski (2010), clubs should focus on identifying and exploiting new market opportunities, as well as optimising existing ones through the use of data analysis and advanced marketing techniques.

Price Optimisation and Capacity Management

Késenne (2007) argues that effective stadium pricing and capacity management is crucial. This includes implementing dynamic ticket pricing based on demand and the importance of the event, which can maximise box office revenues and improve attendance rates.

Commercial Product Development

Richelieu (2014) suggests that clubs should diversify their commercial product offerings to fully exploit their supporters base. This could include specialised merchandise, limited editions, and customised products that capture fan interest and loyalty.

Expanding International Markets

The globalisation of sports offers tremendous revenue opportunities through international expansion. Chadwick (2009) emphasises the importance of tailoring marketing strategies

to target specific international markets, using localised campaigns that resonate with global fans.

Use of Technology and Data

Digital technology and data analysis are critical to better understand fan preferences and behaviours. Westerbeek and Smith (2003) point out how implementing advanced CRM systems and analytics platforms can help personalise communication and offers, increasing marketing effectiveness and improving customer satisfaction.

Digital Content Strategies

In the digital age, clubs can generate substantial revenue through exclusive content offered on digital platforms. According to López-González and Guerrero-Solé (2018), clubs should develop content strategies that foster online interaction and encourage fans to consume premium content, such as live streams and exclusive videos.

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