



BARÇA
INNOVATION HUB
Universitas

SPORTS FACILITIES MANAGEMENT

Module 1: Sports Facilities in the Digital Age

→ Sports Context in Facilities Management

To begin with, it is important to highlight that, within the operation of sports facilities, the concept of ticketing has to do with the sale of tickets. However, this is a notion that has been changing for a long time. Today, it is not simply a transaction to obtain the ticket, it is much more, since it includes an entire experience. For this reason, it is important to be attentive to what happens prior to the acquisition of the ticket, namely the subsequent joyful experience of the sport or the show, which has to do with different aspects of customer journey and customer experience from start to finish. That is, having control and optimization of the journey is key to increasing the average ticket, upsells, customer satisfaction, in line with the customer centric, global trend and goal of all engagement.



*"The customer centric goes beyond the transaction.
We are in the generation of a digital experience, before the purchase and after it, with gifts, free temporary OTT subscriptions, offers and details to the buyers, the storytellings that create the best engagement and loyalty to the limit." (Octavi Tarrés, n.d.).*

For example, if we are going to sell a game, either to attend FC Barcelona-Real Madrid or FC Barcelona-Ath Bilbao, the customer experience of selling online will be clearly different from that of selling through another channel. Therefore, it is imperative to control that all this circuit, especially in the digital era, is monitored and optimized so that customers are not lost in the funnels. And if the number of clients falls, it is necessary to determine at what level of the funnel it happens and establish recovery routines. That is, it is different if they fall in the first steps than if they do in the payment. In each case, a recovery journey must be established while minimizing the steps of the same checkout in games of lower demand, which will be easier to lose, or maximizing those steps for games of maximum demand, such as Real Madrid.

Therefore, all the steps of the panel in the sale of B2C (Business to Consumer) or through the web should be controlled so that people can buy tickets in the easiest way possible and with the best user experience, the most information and the fewest clicks. For this control, it is important to have indicators of the main KPIs in the sale, by channels, by anticipation of purchase, by the web, etc. We will address this point later.

At Barça, we have gone through different stages in the process of digitizing ticket sales, which also requires work to improve access to facilities in order to make it more dynamic.

Another point to work on is the upsellings and cross-sellings that must be offered. In addition, it has to be established at what moments of the journey it will be done, on the web and in other channels, such as ticket offices.



"It is important the transversality of the trade policies, all of them must have a logic that is consistent. But, at the same time, there will be strategic differences depending on the sales channel: for example, web vs. ticket offices, B2C, B2B and other channels that may exist, as in FC Barcelona there are other channels, such as tourist spots." (Octavi Tarrés, n.d).

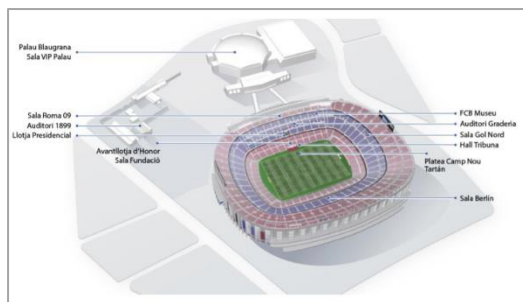
Let's consider the following example. If a ticket is bought online to see Barça-Madrid, once the sale has been confirmed, we will have the data of that buyer, therefore, we will be able to analyse what complementary or upselling products can be offered. If the customer has bought a regular ticket, we could offer them, for example, improvements in their food and beverage accessories, seating, location or access to different lounges.

At the FCB, it has been verified that if a client who buys a simple ticket to go to a sports event is offered other possibilities that they have not seen before in the purchase process, they will start acquiring other products. It could be, for example, the possibility of going to a special lounge or food and beverage with a higher experience than he had planned. All of this will be a complement to the ticket the customer purchased. The truth is that, today, the ticket is a small part of the user experience, a part of the total brand experience that a customer can have when attending the club's facilities and consuming from the moment they buy the ticket until when they leave the facilities.

Something fundamental to consider in this regard is that the person is consuming brand permanently. Therefore, the customer can be re-impacted with future sales of other tickets, other assets or products and, in addition, with other experiences that can be food and beverage, digital consumption of products or merchandising.

On one hand, it is important to consider that the maintenance of a sports facility is complex and expensive, and it requires constant maintenance and investment. On the other hand, there are many hours in which it is not used.

Figure 1: Palau Blaugrana (diagram)



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/_novadocuments/643863?v=637069973393370000

Palau Blaugrana, stadium of FCB, has facilities with multiple lounges in the assets and many unamortised hours. At many hours of the day or on many days of the year, no activity takes place. Clearly, there is a focus of monetization to evaluate exhaustively, experientially and aspirationally for many clients, especially for some B2B or B2C with different characteristics or purchasing power. Thus, there is the possibility of offering on-site experiences: events, dinners, receptions, conferences, etc. These give customers or supplier companies a plus and provide assets different from those that any fair or hotel point can offer them in their area. From this arises one of the best products that FC Barcelona possesses: Camp Nou Tour, the Barça museum, which offers the possibility of making a circuit or various tours of the legendary Camp Nou with different possibilities of collecting the experience. Among them, audio guide, photos, coin souvenirs, kick a robot goalkeeper, etc.

Figure 2: Camp Nou Tour



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

This highlights that, in every sports facility, it is necessary to work with the aim of organizing and preparing its infrastructure so as to be able to commercialize the spaces within the club, such as its stadium, museum, adjoining spaces, esplanades, corners, among others. To achieve this, it is necessary to have access to lounges that are not in use in the games—“always on” lounges—because the games require that the lounges are available at certain times and this makes it difficult to carry out many events.

Figure 3: Palau Blaugrana (picture)



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

The legendary Palau Blaugrana hosts the games of the professional sections of FC Barcelona: basketball, handball, roller hockey and futsal.

With a capacity of 7,500 spectators, it is characterized by its large dome, unmistakable from the outside. Its facilities include a VIP lounge with capacity for 100 people.

It is ideal to carry out, among others, crowded meetings, shootings and group activities.

(FC Barcelona, n.d.,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

Figure 4: FCB Megastore 1 (Flagship store of FC Barcelona in venue)



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

Figure 5: FCB Megastore 2



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

The FCB Megastore has a huge space distributed among 3 different floors. Its new features include a spectacular 16-meter LED screen and a striking lamp with views of the terrace-type staircase, offering an extraordinary way of projecting images, which is ideal for corporate presentations in a dynamic, modern and stimulating environment. (FC Barcelona, n.d., https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

Meeting and Events

In the case of FC Barcelona, the League calendar, which is not confirmed until 10 or 15 days before, in day and time, is a complication when defining an agenda. This can cancel, modify, benefit or harm some events. However, since large events require a lot of

anticipation, it is sometimes difficult that they coincide with daily and weekend life or with regular games in the facilities. That is, if there is an event coming up with a large automotive company like Seat that sponsors the FCB, a dinner in the field, on the grass, is possible if the company wishes, provided it does not coincide with the high season or a game and it does not harm the club's grass. It is important to be careful with those aspects that make the product very expensive and prepare everything in advance.

Let's imagine an end-of-year business dinner at the club; it is clearly, a spectacular, unique and unrepeatable experience. That would include the photos of the event, loudspeaker complements, digital screen, the laser marker on the lawn, lasers in the stands and everything that implies being part of the stadium... Having a stadium of almost 100,000 people available is a great asset to take advantage of and monetize. For this reason, every sports institution should have a broad portfolio in which not only more experiences are sold than those offered in "tickets", but also events can be held within.

In order to avoid all the problems derived from the reservation of lounges and from the day-to-day running of a football stadium or a Palau Blaugrana, it is essential, for example, having lounges that can be independent of daily activity. That is, lounges that can be used, whether there is a game or not, or only when there is no game, but without events that harm its use. Lounges that are available in an agile way for the Meeting and Events sector or department. If this department does not exist, it will have to be created, subcontracted or have a team that can adapt it for that purpose so that it is easier to carry out these activities —dinners, receptions or coffee breaks, among others— because they are really attractive and generate very good feedback.

Figure 6: Dinner in the grass



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

Spectacular space located outdoors, in the heart of one of the most emblematic stadiums in the world, to enjoy a memorable experience and the thrill of feeling like the protagonist of a unique moment. Its versatility and beauty will allow the event to become a sublime

setting and, adding personalized follow-up and advice, it will result in a lasting memory for the guests (FC Barcelona, n.d., https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

F&B (Food & Beverage)

Another point to work with monetization is the catering or food and beverage, and multiple waypoints can be defined. It is important to have located the entire circuit that the client does when visiting the facilities and to determine each moment in which they can be supplied: when they are calm, offer them coffee, breakfast, lunch at noon or dinner if they arrive late afternoon. On the other hand, different types of customers enter the stadium, which requires having different types of product prepared.

FCB is a club visited by many tourists. Within tourism, there is a great diversification of nationalities, with different customs and schedules, so we must be prepared to respond to their tastes and needs. For example, Arabs cannot be offered a loin sandwich; many tourists who have already had breakfast may be offered a petit desayune a little later or a coffee break with a juice and a small snack. Another case is that of the English, who start eating at 12:00 or 13:00, while the Spanish do so at 14:00 or 15:00. Attention should be paid to these characteristics when designing the offer of services of a sports facility.

For this reason, it is very important to have analysed and well defined the circuit that the tourist or visitor makes in the facilities, since it will indicate the best location for the food and beverage points. For example, on visiting days without a game, it is ideal that these points are close to the museum. On game days, it is important to have a spectacular structure. The one at Camp Nou has more than 150 points of sale of different categories and for different times and it is managed with digital products. Some examples of this are the possibility of bringing different food options to the seats or ordering menus through the Click and Collect application (telematics request service of food on the venue, to order and pick up the order).

Focusing on food and beverage, there are different products to offer and the offer can be updated or permanently modified. One thing is a bar that offers the possibility of passing, choosing what to buy and leaving and a different thing is a bar where the client can sit down and have a different, more leisurely and higher-profile experience. There are also

restaurants where they can sit down and have a meal with their partner, family, company or group of friends, for example.

In the management of the sports facility, it must be possible to cover the needs of all types of clients.

Figure 7: Roma Lounge



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

Recently built and decorated in a sophisticated style, it has abundant natural light and stunning views of the surroundings of the stadium thanks to its high position on the main grandstand and its large windows. It has direct access to the most privileged area of the grandstand from which the best view of the stadium is contemplated. It is divisible into three spaces thanks to a modern panel system. It has two bars and a kitchen, and is connected with 10 private boxes overlooking the stadium, which allow fractional meetings and direct access to it. (FC Barcelona, n.d., https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

Figure 8: Foundation Lounge



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

This room offers partial views of the playing field. It is a space ideal for small-format meetings and cocktail receptions. It is perfectly located underneath the Presidential Box

with partition walls and elegant decoration (FC Barcelona, n.d., https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

Figure 9: Auditorium 1899 Lounge



Source: FC Barcelona, n.d.,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

The new auditorium is a modern, open plan, versatile and dividable lounge that is ideal for events, large-scale meetings like conventions, congresses, product presentations or lectures. It is an ideal space for gala dinners or cocktail receptions.

Strategically located on the facilities, it has plenty of open space around it that is ideal for complementing an event with a versatile outdoor space. This hall also has two large screens and cutting edge audiovisual materials. (FC Barcelona, n.d., https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

Merchandising

Another important element to work on the monetization of sports facilities is merchandising, which is usually sold in the store and other derived products, such as concessions. In the case of FCB, it has a photo concession within the circuit. It is worth saying that different photo books are offered so that the client, paying a certain price, can take the souvenir of the visit to the stadium.

As for a club store, the goal will always be that the maximum number of people pass through it at some point. In the case of FCB, the store is large and it has different floors. The visitors pass through the facilities and leave. They go inside the museum, turn around and visit all the facilities again. They end up having a vision of the club which is superior to what they had at the beginning. At that moment when they are dazzled and in love, they are offered all kinds of official merchandising that are in the store: t-shirts, scarves,

cups, mugs, key chains, magnets etc. Everything that is at our disposal and that has different price ranges, so as to be able to cover clients with different purchasing power. It is very good to be able to present the merchandising offer once they have completed the entire tour and become more familiar with the institution.

Figure 10: FCB Museum



Source: FC Barcelona, n.d,
https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000

It has two floors for hosting events in a unique setting thanks to the lighting and decorative elements of the room. It is a space steeped in the club's 110 years of history and it has a new multimedia area where the most emotional moments of the club can be relieved in a very special way. It is ideal for making large cocktail receptions while the guests learn about the history of FC Barcelona. It also has a direct connection from the stadium's esplanade to enjoy a general view. (FC Barcelona, n.d., https://www.ibtmworld.com/__novadocuments/643863?v=637069973393370000).

Other products that can be offered are samples of actual grass from the stadium or pieces of the works to be done. At the ticket offices, a gift out of compulsive shopping can be something low price and cost, but experiential, like candies or any other quick-exchange item that can increase average spending on the facilities.

As can be seen, in the design of the service and tour, the client must always be thought of as the centre and main core, considering what they want or need from the institution, beyond what the club can offer them. Customer centricity is a marketing strategy to fundamentally align the company's services and products with the wants and needs of its most valuable customers. Its goal is to make more profit in the long run, since it starts by identifying those customers. Every possible effort is made to make the greatest profit out of them in the long run and then, more look-alike customers are sought. This strategy focuses on the interests, desires, needs and experiences of specific clients, or of a particular style, to offer them a product or service customized for them or one that even exceeds their expectations. In this sense, this strategy differs from the product centric

models (focused on the product), which base their strategy on selling a certain product, service or brand and from customer-friendly strategies, which do not go as far as customer centricity in its relationship with the client (Fader, 2012). It is essential to design the strategy that is customer centric, that is, what the consumer wants, wishes and needs. Within this framework, issues such as price, product and distribution are secondary elements.

It must be seen structurally at an economic level when to offer the customer the entire product portfolio, but with the perspective of a client who does not know the club and visits the facility willing to have a good time. The sports industry is becoming more and more part of the entertainment and leisure industry, thus it important to work so as to make the most out of football, basketball, hockey or handball shows, to name a few examples. And the entire experience must contribute to this achievement; arriving, parking, being at the entrances, not having queues, the prices clients access, etc. Therefore, it is important to always work on the analysis of the customer journey.

Monetization of Assets

Taking up what we have previously developed on the monetization of points such as food and beverage, catering and merchandising, it is important to note that all this must be related to the customer journey designed and focused on the customer centric. Everything must be based on what clients need, always placing them at the centre of the process. For this reason, all the needs of experience, purchase and visit spring from clients. Needs of eating and feeling, as Johan Cruyff said. To go out and enjoy. This is exactly what to aspire to; every FCB customer is like a Cruyff player.

Figure 11: Johan Cruyff (1)



Source: Johan Cruyff, la leyenda que entendió el fútbol como pocos, [Johan Cruyff, the legend who understood football like few others], n.d., <https://www.marca.com/80aniversario/leyendas/2018/11/20/5bf31303e2704e8b9c8b4645.html>

Figure 12: Johan Cruyff (2)



Source: Johan Cruyff, la leyenda que entendió el fútbol como pocos [Johan Cruyff, the legend who understood football like few others], n.d., <https://www.marca.com/80aniversario/leyendas/2018/11/20/5bf31303e2704e8b9c8b4645.html>

And all this is linked to a transformation that has affected all sports facilities, that is, the digital one, which is a transversal tool that has asked no questions and is here to stay. This requires having mobile applications prepared to make the whole process easier—to make the purchase faster and the food more accessible (available in seats, for example), just to mention a few. That is to say, having all the product, service and experience applications that encompass all the products offered in the sports facility.

In the case of the FCB, it is being analysed to commercialize the type of training that is done in Sports City, something that the FCB Escola already does. In other words, the club should be seen as a service to anyone who approaches it so as to quantify and prioritize, starting obviously from the simplest thing to monetize or commercialize.

Therefore, the topic of digital transformation will be immersed in this whole course, this trend will be analysed and it will be seen how to use digital applications and technology to maximize the income of a sports facility.

And we return to a crucial point where work must be done: defining who are the clients and what characteristics do they have, perhaps by asking a very simple question... What type of clients do we have in a football game? In the case of FCB, for example, the vast majority of clients are club members and also subscribers. FCB is a club with 140,000 members, of whom 85,000 are subscribers to the stadium. Only between the 60/80% of them go to each game. Therefore, the “free your seat if you don't come” service was

developed, which means that if the client does not attend the game, the seat is at the club's disposal.

Likewise, there is also the client who attends and is loyal and who also is the owner of the club, since there are elections from time to time. Vote and give one board of directors or the other the presidency and leadership of FC Barcelona. The client, in this case, has a local profile, Catalan-Spanish, with a feeling of Catalanism or a certain attachment to some players or differential elements, as it has been verified in the study carried out by Octavi Tarrés, Manager of Business Development and Alliances of FCB. He believes that generating income through the use of facilities and the attendance at the games is important; that is why Barça has such a large stadium. The member's attachment to the team and their loyalty often allows filling a stadium of 100,000 people. This attachment of the member is also related to the Catalan feeling about Catalonia and the players of the club. Let's see below some results of the work.

As indicated in the study, an email was sent to more than 14,000 FC Barcelona subscriber members:

Table 1: Sample data of the survey

Mailing	
"n" of the sample	14,080
Recipients	2,426
% Recipients	17%
Rejected	-
Surveyed Recipients	2,032
Surveyed Recipients	83.8%
Satisfactory Answers	1,182
% Satisfactory Answers	49%
% Satisfactory Answers vs. "n"	8.4%

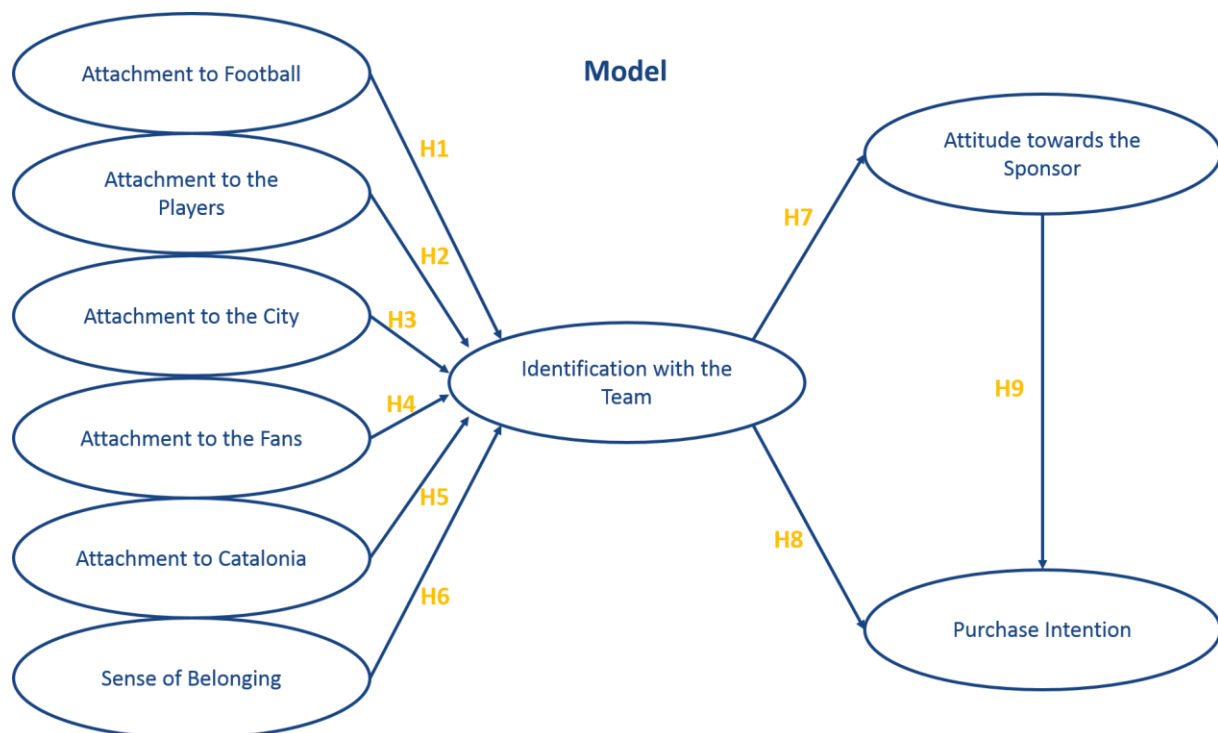
Source: own elaboration

Table 2: Results of the survey

	Model	Media	DT
H0	Attachment to the Team	6.18954802	1.09464713
H1	Attachment to Football	5.64152542	1.27655549
H2	Attachment to the Players	5.47146893	1.28354628
H3	Attachment to the City	5.75084746	1.16269471
H4	Attachment to the Fans	5.60360169	1.08773875
H5	Attachment to Catalonia	6.25466102	1.19217056
H6	Sense of Belonging	5.67500000	1.2935634
H7	Sponsor Attitude	5.46892655	1.31365227
H8/H9	Sponsor Intention	4.89936441	1.56436401

Source: own elaboration

Figure 13: Diagram of the results



Source: own elaboration

The other percentage that attends the games consists mostly of tourists who pay a lot of money compared to the one paid by the subscriber who has a price for all the matches in the stadium. Tourists are another type of customer profile and they attend one shot/once in a lifetime, normally one, two or three times, Barça-Madrid games. It is important to also know the profile of these clients, what their needs are, why they attend and why they like to visit Barça's facilities. With all this defined, we will know what actions to carry out so that they buy more or do it directly.

Continuing with the example of FC Barcelona, there are certain times of the year in which there is more tourist attendance than others. Then, it is important to analyse the seasonality variable in order to know whether they will be attending or not. Knowing this type of information will allow designing a totally differentiated price strategy between the price that tourists are willing to pay and an experience that the local customer is not willing to pay. And it also has to be defined what needs tourists have: if they want to attend and buy a sandwich; attend and sit; have lunch and dinner more comfortably on the facilities; if they are willing to pay 100 euros or 250. That is basically what we must be clear about, who buys us, when and why.

Based on that equation, it will be seen if those customers buy regular tickets directly or indirectly. If they buy the tickets indirectly, they do it through third-party platforms—B2B or tourist spots in the city or tour operator, which is a type of company that offers tourist services that include transportation, accommodation, excursions, etc., as in the case of OTA (Online Travel Agency) which is an online travel agency.

Another point that is important to know is what products they buy — regular, premium, VIP or hospitality tickets. Also, it is essential to know if they buy t-shirts, online courses or food.

If we refer to the tickets, some questions to work on could be:

- Where does the visitor want to be?
- In which areas?
- Why don't visitors choose the third corner gold zone? (As an example).
- Why don't they buy in the side area?
- Why do they buy mostly in the grandstand?
- Are there any premium products that are sold out? Why? Can their offer be expanded?

The idea is to be able to identify those aspects and work to bring out more products so that the customer is better treated or better informed.

For low demand games, for example, we must know why tourists do not attend. Are they not coming due to no vacation time? Then, we will have a vacation calendar of the tourists. If tourists do not have availability of days, we must have another audience. What audience do we have within reach? Is it local? Is it from all over Spain? Is it from Barcelona? Is it from Catalonia? Are there holidays at that time or will we have to adapt the product to this type of public through promotions?

FCB has a plan that responds to seasonality in attendance of visitors, of groups in promotion, a special plan for schools, of group visits, so that these types of clients attend the museum in times of low tourist attendance. This seeks to generate a relationship to retain the public strategically known as young or growing, teenagers, and thus guarantee the visit or purchase of future generations.

FCB also has a product for retirees, foundations, schools, associations and sports clubs. In the latter case, clubs that do not have matches are offered to attend the stadium for a weekend, tour it, and purchase t-shirts and merchandise, all at an affordable price, because it is known that the local public is not trained or it is not going to pay the tourist's price.

Another point that must be defined is whether to sell directly or indirectly to customers. Later on, we will talk about the platforms and the methodology of direct and indirect sales, but, basically, it is important define where to capitalize. At FCB, there was a very powerful platform of indirect sales, but, some time ago, the strategy was changed to boost sales on the web. Therefore, an e-commerce department and an online sales strategy have been developed. A few years ago, only 20% of ticket sales were made via web. Today, more than 60% of football sales are made through this medium and the museum sales also go in that direction.

In order to have all this planned, it is essential to work on it and to analyse it, and to ask oneself questions as many times as necessary: Why do they buy from us? Why do they buy from us in the way they do? Once that analysis is done, which can be done through an internal or external study, through an agency for example, it will allow knowing where it is convenient to attack, what to do to optimize the income of the sports facility and where the bulk of customer loss is, to name a few examples.

Having this type of information will allow analysing in-depth and defining a solid strategic and monetization plan for sports facilities.

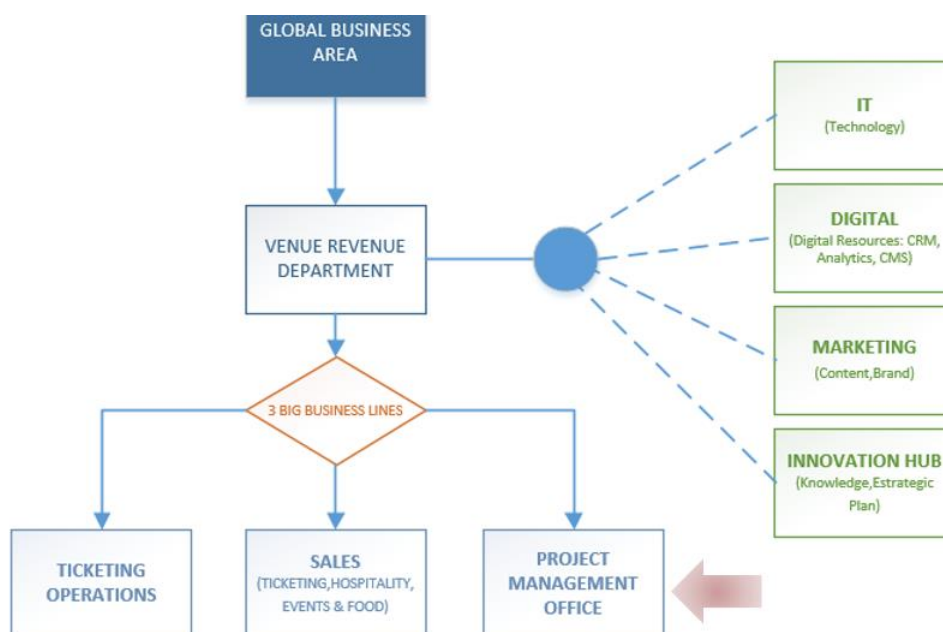
Organization Chart and Objectives of a Sports Facilities Management Department

In the management of sports stadiums, there is a department that is in charge of commercialising the spaces, the so-called venue revenue. Its main objective is to generate income in the commercialization of all the games, ceremonies or other events

that take place in the facilities depending on the assents that the club or stadium has. For example: esplanade, museum, training fields, everything that is a physical space. Then, there will also be spaces such as digital assets that will be commercialized in other departments of the club. In general, the area of operation of facilities depends directly on the commercial management.

In the FCB organization chart, three departments depend on the commercial management: Sales (where Meeting and Events is located), Ticketing Operations and Project Management Office. Besides that, there are other departments: IT, Digital (where UX and E-commerce are located), Marketing and Innovation Hub.

Figure 14: FCB organization chart



Source: own elaboration.

The PMO (Project Management Office) department is transversal and gives function to all departments. It is the department in which strategic projects are prioritized to attract more revenue. It will depend on the priorities and on how strategic the processes are, focusing on the projects that offer the most revenue, that is, the projects that offer more money for the facilities.

For example, the management could indicate that, strategically, one should go towards the digitization of all processes. That will surely affect the organization of the PMO. It would be different if the direction indication was to open the museum also on game days, since it would be a new product to market with priority. In that case, it should be analysed what effects it has and whether a direct configuration can be made with the elements of the vendors (the so-called sales platforms that the club currently has) or whether a development should be made.

When there is a development to do, it goes to the PMO, which delivers a briefing document in which it is established what is needed. This office speak with vendors, ticket offices and the programs that intercede—Finance, IT, among others—in order to carry out the coordination of these other departments and achieve an evolutionary process so as to be able to market this element. This will be prioritized over the others that do not have a direct monetization or as high or immediate as the one of this product.

To cite a specific case, one of the FCB's current projects is to set up self-service kiosks so that people can buy their tickets digitally, autonomously, at the venue or in Barça stores or at other points that may be included. For example, a screen would be set up and people could, through contactless payment, choose the language, product, game they want to attend and area where they want to be located. Then, they would get to the stadium, pick up the ticket and pay.

Clearly, having this product on the market is going to represent a difficult work of project design, a project brief, PMO management. It will require periodic meetings with IT, with Administration, with all the actors involved in designing the entire customer journey process, with E-commerce, UX and the entire customer experience and customer user department.

Once the project is designed and approved, it can be put into operation. With the club's purchasing department, a tender should be made to see who will develop the software. If there has to be further development, it would have to be determined who will produce the machines and with what elements, whether or not they have to print tickets, if they

have to accept Visa Contactless to be able to pay, among several more details that have to be worked on.

This brief example gives indications of how a project of this type should be managed with PMO, how different departments of the organization are going to intervene, such as E-commerce, logistics and all the areas that are involved up to the configuration of the back office that ticket offices have in order to operate.

In all these inner workings, it is essential that Logistics of ticketing, previously called “ticket offices”, is present on the day-to-day of the configuration of the back office of all vendors (sales platforms). The institution can have three different vendors and they all have to be well-configured and up to date with Logistics of ticketing so the process gives good results and thus avoids last minute processes—of clients, incidents or capacity, among other things.

It is also important that strategically all the departments have sale in their annual objectives and incentives, since the objective is to be able to monetize, working day by day to improve and increase the organization's income.

Another case could be the one of the Meeting and Events department, which is in charge of operating the facilities when there is no game, or it could be the one of those who collaborates in internal events of the institution. On some occasions, there may be games in which it is decided to launch new products. For example, offering clients the chance to enjoy, before the game, a VIP lounge set up especially for them. The set up of this lounge is carried out by Meeting and Events or by Internal Events and thus, a space that is normally closed is used, such as the adjoining rooms that are not utilised. In this way, clients, instead of arriving at the stadium at the time of the game, they can attend two hours before or more. Because of having paid an extra, they can enjoy catering, videos and Blaugrana experiences, among others. This would be like a premium product without being VIP Premium, a VIP product from game to game or from event to event. This product is new, so work must be done to coordinate different departments.

A sports institution should have revenues and sales targets per game, season or sport, for example. In the case of FCB, they have goals for Camp Nou, for Palau Blaugrana, and in turn, for each sport—basketball, futsal, roller hockey, etc. —and museum. They also have goals for the Johan Cruyff Stadium that is next to Camp Nou and is in the sports city of FC Barcelona. This is the stadium where Barça B and the women’s football team play. It was previously called Miniestadi and it was the location of games for FC Barcelona B, of which

players such as Messi, Iniesta, Xavi, Valdés, Puyol, Pedro, Busquets, Chapi Ferrer, Guardiola and many more came out. Barça B and the women's football team are also two departments, two products that must generate their income and have to be managed, so the ideal is to have a product manager within them who belongs directly to the commercial management. Product managers ensure that all products in the department function properly and are sold.

The museum's product manager is in charge of trying to maximize the income for the product and seeing if the price that is set is optimal or if it is required to be raised without damaging demand. At FCB, there are also product managers for sports, such as hockey, handball, futsal and basketball. They are in charge of generating new products, monitoring their proper functioning and coordinating with other club departments in a direct, effective and dynamic way to achieve the objectives.

The CRM department, which depends on Brand and Marketing, is in charge of managing communications in the club. This department defines the communications to be made through Twitter, Facebook, social networks, press releases, web, member newsletters, or through channels already designated for it.

In FCB, the digital area is currently one of the most important ones. This area manages the application, digital communications and new products, such as new games and digital assets that are constantly receiving updates and cross-sellings.

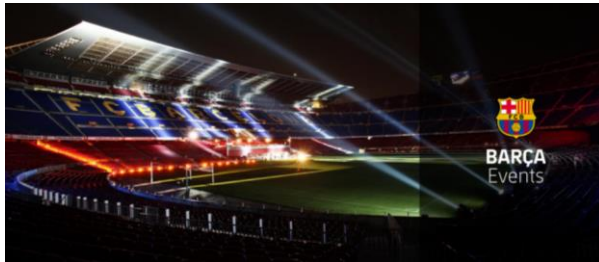
The important thing to highlight at this point is that each sports facility can have its own organization according to its needs and requirements, as long as the departments are coordinated and have a person in charge who guarantees order and processes, thus avoiding communication conflicts or the fact that there is not a common commercial policy. In my opinion, the Security and Access department should also depend on this area as it will be convenient for the entire team to be aligned with business objectives since income is one of the main KPIs in the sports industry.

Social Point

Another point to have controlled is the social one, that is, the members, since it can make the commercial objectives deviate. The social effect can vary the criterion: it can prioritize the communication or sale, distribution or promotion of other sports. For example, from the social area and from the feedback from members, they can say that Barça B or women's football must be given more visibility as it is at its peak and it is gaining in

popularity with one of the best teams in the League.

Figure 15: FCB Stadium



Source: FC Barcelona, n.d,

<https://www.ibtmworld.com/novadocuments/643863?v=637069973393370000>



The area of revenue generation through assets (venue revenue)—stadium, sports arena, etc.—requires a global, sporting and economic vision and an alignment of various departments in order to design the best customer journey and the generation of the best experiences, to gain customer loyalty and make the ratings raise the fame of the product.

In order to do it, the customer experience must be continuously improved and all the subdepartments must be aligned in this objective, including Security and Access. Obviously, everything must be supported by the Communication, Brand and Marketing departments to improve and strengthen the brand image of the sports venue.



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