



BARÇA
INNOVATION HUB
Universitas

SPORTS FACILITIES MANAGEMENT

**Module 2: Sale strategies
with the digital
transformation**

➔ Sale strategies with the digital transformation

In this module, we start getting fully immersed in changes in the digital era. Covid19 crisis has done nothing more than accelerating what was already happening at a global scale. There were already BtoB (business to business) and BtoC (business to customer) selling schemas before and they will go on. However, there are new players, as the big ones (Netflix or HBO). These big companies play their role in movies and televisions, with their data, their big data, analytics and powerful artificial intelligences to their maximum.

In the world of venue and revenue, there are the OTAS (Online Travel Agency), ticket companies, the API and other players (Tiqets, GetYourGuide and others) that will bring about a number of new problems. The ones who are not ready will suffer a lot.

A new frenetic module is started, a module in which we will see possibilities for fitting between the new and the old, between the digital and the perennial, between today and tomorrow.

What should be done with sales? Should they be in OTAS hands and the rest should be limited to pay them commissions? Should we follow their limits and be focused in their channels? How many more clients they will get? Will they be attracted in each area by own or classic channels? At what cost? Will the club use paid media or externalization? Will the club consider opinion ratings on TripAdvisor and will give power to evaluation? How is the control of the product and the customer managed? How will the customer satisfaction be measured in the era of customer centric?

And in this maze, who keeps the data?

“It’s not a digital transformation, it’s a disruption”. Didac Lee.

BtoC and BtoB sale channels

In this first unit, we will distinguish types of channels. If it is a direct sale strategy or BtoC or business marketing to costumers, or indirect sale with the BtoB or business marketing to business.

Therefore, these two types of sales channels imply quite different approaches in relation to sales and promotion strategies. With the BtoB channels, all communication actions target specialized audiences that have commercial knowledge. Whereas in the case of BtoC channels, attracting clients require different techniques, since they are non-specialized audiences.

Besides, competences, budget and goals must be analyzed for each product. For example, for football: What are the goals for next year? All that should be assessed in a budget, in revenues, in tickets and in money. And all of it should be done with coherence and consistency. But, which of these strategies do we go for?

In FC Barcelona, they have chosen to lead the digital strategy and the direct sales, not only in tickets sale, but also in the management of all the possibilities that facilities offer, for the current and the future ones.

BtoC Sale Direct sale

Direct sale is the type of commercialization in which there is a direct contact with a client, e.g., there are no intermediaries in the sales process.

In the case of FCB, direct sale is made up of own channels, like the web and the ticket offices (tickets sale in the club):

Figure 1. Ticket offices



Source: [Untitled image from FC Barcelona ticket office], s. f., <https://www.fcbarcelona.es/es/>

Figure 2 Tickets



[Untitled image from FC Barcelona tickets], s. f., <https://www.fcbarcelona.es/es/>

Every season, a budget for each sport or attraction is created: football, museum, basketball and others, all in relation to business expectations. For instance, the case of the FCB museum can be observed: each season a budget is created in relation to certain income KPIs (key points), to tickets sales and to average price.

Increase revenue is the goal and it can be achieved by having more visitors, raising prices, having more products or a bigger target audience. All that can be expressed by months or seasons. The same can be done for each venue, e.g., for each sport or attraction event, on their own, and then globally. Exact assessment should be made. The same should be done in football, basketball, hockey, Barça B, FC Barcelona women, etcetera.

Each sport has its own budget and its own expected growth, because FC Barcelona women and futsal are expected to grow more than Barça B due to its rising projection. Therefore, specific products goals must be analyzed and a roadmap should be defined, assessing goals and actions in relation to the destination to get, with which projects and through which initiatives get the numbers expected.

You can take another example: the Camp Nou Experience. Consider that museum revenue should increase in a certain amount. In that case, sale channels should be defined, if they are going to be direct or indirect. Then, products should be defined: whether new products are going to be developed and, if that is the case, whether they are going to be in the products grid, on the web page, in distribution channels and in every point of sale.

Another FCB example that can be considered is football. Revenue should improve, mainly in the last-minute sales, due to what was already discussed about availability peaks; some season ticket holders decide not to attend a match two days before and that seat could be used by someone else. This way, it is likely that 10,000 seats would be free two days before the match and the club should be organized in a way to commercialize them.

This is a difficult task, but there must be levers to allow the distribution of this type of products. For example, last minute sales could be increased in the distribution by offering the product on different platforms, either physical like around the city or digital like the web page or the application. A general capacity estimation can be made and not available seats could be offered until last minute, so the customer is informed or charged with the ticket if said ticket is available through a seat availability service in the application, by phone or in the web page.

Once all the projects are defined, a decision on how to increase sales in each of them should be made: either by indirect sale, direct sale or by the web page and also the procedure should be decided; for instance, if the only thing to improve is sales in the ticket offices by applying different actions.

Contrary to what is expected, the ticket office has been present for a long time already in the digital era; it is a good example of when the contact with the customer is exploited and the value is put where necessary. The transactional point, the purchase itself can be delegated to machines, but in the case of assistance, consulting and journey, the staff potential could play an important role in customer satisfaction, on average price and on other products to sell.

Through points of sale kiosks, the club can achieve a higher concentration of staff value on consulting and leave the mere transactional service to the machine.

Figure 3. Smartkiosk



Source: Tarrés, s. f., own file, unedited.

Another possibility is to hire different ticket companies. For instance, arrangements could be made with Ticketmaster or with other ticket sale platforms. Or, in another level, the mentioned API or OTAS, like GetYourGuide, Tigres o Ticketbar.

Touristic audience: holiday season

Another point to take into account is clients holiday season. In the case of tourists, their holiday seasons should be studied, because, if there are matches, they will not be able to attend, another target must be set and the product should be adapted. Tourist holiday schedules should be taken into account by nationalities, by week, by profiles: students, local audiences, family audiences, among others.

The alternative to tourists is local audiences and club members, ticket holder or not. Proposals will be adapted in relation to the potential audiences in each period of the year. When the tourist audiences are not an option, all type of measures should be taken. There are some examples below:

In order not to have a big release, the stadium appearance could be improved or the customer experience ratings could be better punctuated when a full stadium is shown. A stadium with 99,000 people, almost 100,000, all in their seats, every fifteen days is a show in itself, with which a fidelity program for the ticket holder member can be implemented. That way, the reward will be a brand image and an attraction in itself.

Another option to compensate lack of tourist audience is, for example, elaborating a program for close communities, for local audiences that are not members, but who are fans and want to watch Barça. Their attending could be organized in a way that it does not affect the tourist sales revenue. It would be a product for local audiences that not only could help in increasing attending to Camp Nou STADIUM, which is already high, but also maximize total sales to their limit. In other words, the goal will be to get to matches with tickets technically sold out.

The goal is not to be sold out long before the match, but to try that the price keeps the demand and the coherence in relation to it, without having a break in stock. When the date of the match approaches, what is pursued is to match availability with demand, maximizing incomes. In order to achieve this, different mechanisms will be activated, with a clear strategy.

In relation to indirect sale, its goal would be to achieve diffusion in order to achieve market penetration and be able to get to those markets to which it is not common to get directly. For instance, in relation to tourism, in the Asian market, etc. Specialists will be contacted; a contact with an Asian agent that would be in charge of bringing that audience to the stadium, an operator that would be in charge of these tourists' general logistics, in relation to their tastes and needs. This includes a transfer service from airports, hotels, organized in groups and nationalities; for that purpose, there will be new partnerships that will bring more market penetration.

4Ps strategy

According to Phillip Kotler in his book Marketing Management (2006), a marketing program implies taking a number of decisions in diverse areas aimed at raising value for consumers. "The concept of marketing mix has been defined as the set of marketing tools that the firm uses to pursue its marketing objectives" (Kotler y Keller, 2006, p. 19).

Therefore, the marketing mix is a concept used to define the strategic lines on which every element will be worked and, with the digital transformation, they must be adapted to the digital context.

The lines on which the FCB is working each one of these variables are developed below.

The product

To begin with, the institution must have clear information about its products portfolio. Then, the amount of money to spend on each product, the amount of tickets meant to sell for each product and the way to obtain that data must be defined: setting packs with new products, diversifying or stratifying, improving the range of products or raising prices. There must be a definition of the

strategy and its tactical plan. For instance, in the past there was only one product in the Camp Nou Experience. Now there are more than five or six. There is the basic product, the premium product, the product with audio guide, the product with audio guide plus pictures, plus pictures and souvenirs concessions, etc. and everything that is considered to make a product more premium quality and, in that way, income is diversified.

There can also be digital products, like the digital audio guide, the wallpapers, the games and exclusive emoticons. Nowadays there are many digital products that represent growth opportunities and new concession chances. And they can be commercialized once the visit was done and in a digital and worldwide way.

This analysis is done in each product.

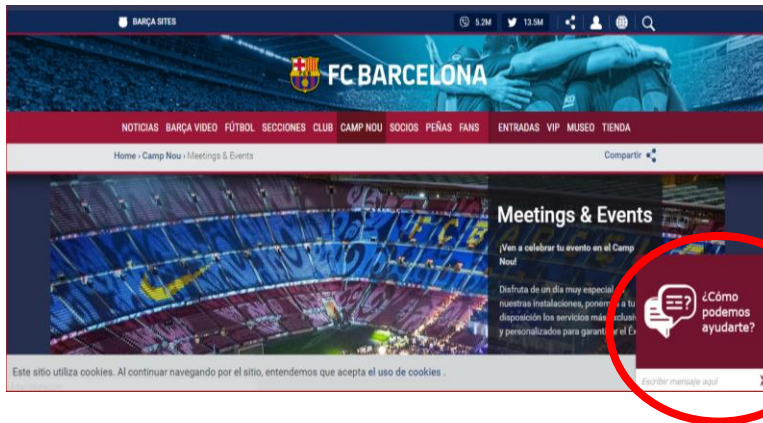
F&B and M&E

Figure 4. Food and beverage and meeting and events



Source: Tarrés, s. f., own file, unedited.

Figure 5. Customer support



Source: Image adaptation of FCB virtual assistant, s. f., <https://www.fcbarcelona.es/es/>

In relation to food and beverage (F&B) and the creation of events, the ideal thing is to create as many events as possible, concerts, dinners, bar refurbishment, consumption improvement, selling new products for schools, for the local audiences, for the tourist and others.

For instance, you can see that inside the museum there are multiple ways of improving the product to increase incomes and all possibilities should be considered and analyzed. On the other hand, in Camp Nou, for example, inside the sports palace you could play a football match with your colleagues or friends.

All possibilities facilities offer should be analyzed and organizers should be creative and interactive in creating events.

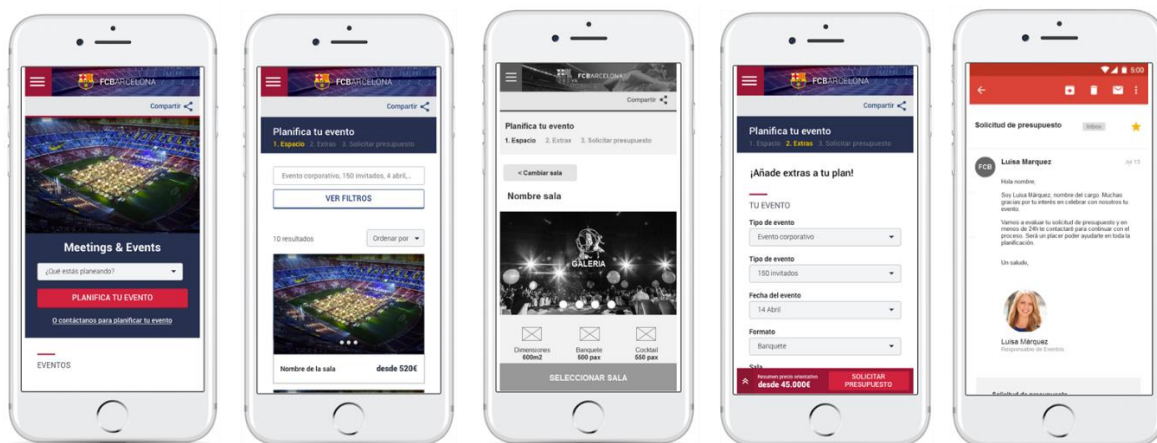
Figure 6. Play a match in Camp Nou



Source: Tarrés, s. f., own file, unedited.

Another possibility offered by the club is that every person could plan its own event, looking at availability and possibilities of creating the event in relation to dates, activities and everything with an online assistant who will be available 24 hours a day.

Figure 7. Plan the event



Source: [Screenshot from FC Barcelona web page], s. f., <https://www.fcbarcelona.es/es/>

On the other hand, with the intention of increasing incomes and club facilities satisfaction, possibilities like Robokeeper are shown. This attraction is a robot to score goals. It is a Xute franchise-concession to a mechanical goalkeeper that almost always catches the ball.

Another alternative that has been applied is selling the stones of construction works that will be done in the stadium.

Figure 8. Robokeeper



Source: [Untitled image of Robokeeper], s. f., <https://bit.ly/3bh267X>

In relation to merchandising, as much as four types of shirts have been launched trying to diversify the product and, in that way, provide clients with a larger offer and serve them better; the client must be the core of sport facilities management and must have the possibility to choose among all the options offered to him/her. Besides, the organization should guide and assist him/her in relation to his/her convenience for buying more and better every time.

Ticket distribution and sale and diffusion of the experience in stadium

In relation to this point, if the goal is to improve BtoB sales, diffusion by distribution means that, for example, partnerships with tour operators will be promoted, and also sales in different points around the city or with other agents mentioned before.

If the club has stores available in the city, for example, a partnership could be created and, in the store, where they sell Barça merchandising and marketing, they could also sell tickets. In that case, during the days before a match or museum visit, they should use their distribution and direct sale ability. Besides, the same could be done by tourist information agents around the city or by press kiosks on top points of contact with the audiences the club wants to attract.

This would help to work on and reduce a very important and strategic topic that is tickets resale outside the stadium which has an impact on the club incomes and interferes with

the customer experience. This will help to improve tickets availability for the audience, reducing resale.

Security, a very important topic

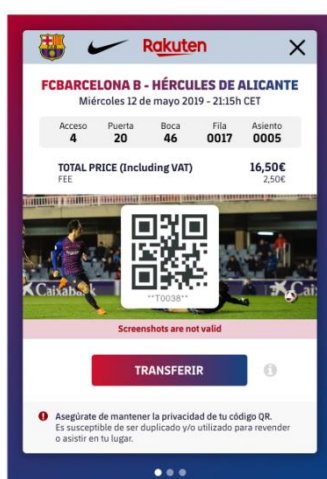
The idea is to work in order to block these types of actions, instead of helping them to happen or doing nothing. If there is resale, it means that there are people that buy tickets and they sell them to others. Then it must be analyzed how they are bought and to whom they are sold, and block this transfer and the cost rise that there exists in the transaction, which has a big impact on security.

For instance, a Champions League match. There is a match against Manchester United, so English fans should not be outside the area specially marked for them. If they buy in resale or through other uncontrolled channels, this may not be taken into account and there might be a security problem at the door. Then, this will be conducted in a way to capitalize incomes and, mainly, to guarantee security in the stadium, which is essential and central. Always work should be directed to achieve a good coordination between sales and security channels.

Tickets sale digitalization

Another strategic project in this direction is the tickets sale digitalization. Nowadays tickets are bought a lot in a ticket office. In order to begin a digital sale process, many aspects should be taken into account: for example, having a PDF ticket ready, being able to send it to the web, sending a ticket to the mobile application, among other things. This aspect should be worked in every sport facility.

Figure 9. Tickets in the mobile phone



Source: Tarrés, s. f., own file, unedited.

The final purpose of distribution will be to monopolize digital commercialization with tickets on mobile phones and to trace back to who buys and to whom the tickets are sent and analyze if distribution is right.

The fact of being able to track tickets by devices is good to notify the user with news, offers and also after his/her visit. This improves communication with users and, that way, their journey and satisfaction.

On the other hand, training and organization with blockchain and security must be offered; trying to make the experience as easy as possible and the client could perceive it. A goal would be to surprise clients with a simple and quick process: that they would be able to buy easily and could immediately have the ticket in their mobile phone. Furthermore, clients will then receive notifications on how the weather will be during the match, where the security and authorized food and beverage spots will be located, where they will be able to buy merchandising. There must be an idea that clients are updated the whole time, and that they are connected with the club, with the brand and with the user experience.

That is the reason why it is said that digitalization is already here. The client already has the tickets on his/her mobile. After that, fun comes: the mobile phone has become the communication, interaction and profitability channel with the customer. Now the stage for a loyalty plan generation starts, the customer loyalty is ensured with details, promotions, offers and exclusive digital material.

Direct chat with consumers will be possible too and, this way, a chatbot will be created in order to solve their frequent doubts and comments. With this interaction, there will be information about the day of their visit or the match they will attend, the club will be able to send information on security, on product and food offers, shirt or product offers especially adapted to the occasion.

Cash and card will no longer be used, instead clients will use the phone wallet, so they will know all the time what they have bought and how much they have spent, all with electronic tickets, not paper ones.

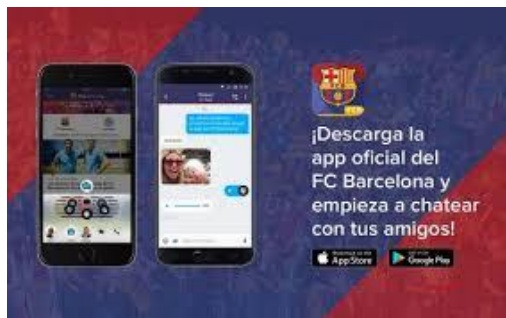
The club will also work on programs to generate money, in order to reimburse the client.

Figure 10. Notifications on the mobile phone



Source: [Untitled image of notifications on the mobile phone], s. f., <https://bit.ly/3bh267X>

Figure 11. Notifications on the mobile phone



Source: [Untitled image of notifications on the mobile phone], s. f., <https://bit.ly/3bh267X>

Promotion

In this point, communication will be dealt with: SEO communication and SEM communication. They are two topics related to each other, but different, as it will be seen below:

SEO communication (Search Engine Optimization)

Nowadays, web positioning is a basic need to cover. A SEO agency work in optimizing search engines, in ensuring that organically the club or the sport facility has the best locations, the best scoring, the best ratings and be on the top on search in browsers like Google, Yandex, Hupu and others. The ones that have algorithms dominance are the ones who are going to be the main players in the digital era.

SEM Communication (Search Engine Marketing)

It is basically the paid method for positioning. In the SEM positioning, work is based on a mid-term and long-term strategy, since management consists in creating paid advertising campaigns in engines, in order to place a web page on first positions.

With SEM communication, an agency will design better campaigns, a strong campaign to compete. It will have to be defined in which markets work will be done with tour operators, in which markets they will sell due to strategic convenience, in which markets they will not do it and how that relation will be regulated, under what type of contract, with which limits and with what exceptions. It was already seen in this text. The contract must be correctly coordinated with the said OTA and API.

In the case of FCB, surely in strategic markets like Asia or Brazil, the club will work with outsourced operators, but in places where the club is stronger like in the city, it is possible that promotion is channeled directly from the club by the web page or by own channels.

In most cases, the ideal would be to hire a specialized agency and do a close monitoring of metrics and of attraction of new audiences, of lookalike, of affinity, of Gmail, of advertising in all new type of platforms, communities and increasing audiences.

Now we will see a concrete example. For the football product, a strategic goal is the optimization of ways of selling. In relation to this point, what happens nowadays in FCB is that there are availability peaks when the tickets sale is already finished. In other words, the client visits the web page two months before the match and there are no tickets available. There is no availability and there is a stock break. Then the member decides to start releasing tickets massively and availability is triggered. But, as it is not possible to sell all the tickets, they remain unsold. That happens because it is already late

and the clients could not make it, or they have decided not to travel to the city, or they have other plans or they have already bought the ticket to a third party seller who has charged his expensive fee for doing the search and the service.

To this end, a smart selling system was developed: people will buy the ticket, but they will not be sent until they hold it. This is a strategic system that could be easily assessed. That way, a massive tickets sale could be done without having availability and this system bring about a lot of possibilities and an 8.0 management of the facilities capacity. So, tickets are offered when clients need them and they are delivered when they are at disposal. It is a matter of time management, just in time.

Another strategic goal might be to develop improvements on e-commerce, to improve the visibility, the web design, the functionality, the usability, to analyze how to reduce steps in

buying any type of ticket to increase conversion; all in all, being alert to update and improve all the digital information that is offered to the client.

Other points on which work can be done: to channel football BtoC sale and by the web, to increase incomes by new products, so that people have the chance to buy in stores or in facilities, to improve the contact points, to improve ticket offices, so that they are places for consulting on things clients may need and to offer up sellings, to introduce the retail guide, to improve the way clients are treated inside facilities and outside them, in the already mentioned kiosks. It is proved that kiosks are able to make upsells/crossells better than human management.

Some questions to consider

- What type of promotional policies will we develop? An aggressive one for all matches or just for some?
- What level of aggressiveness? How are we going to treat partners before and after by means of lobbies, stakeholders? How are we going to manage them?
- Are we going to change the seats releasing policies? Are we going to reward somehow members who release their seat? Will we compensate them with a card renewal? Are we going to reward the client only with money or with objects or aspirational benefits as well?
- So far, we have considered mainly the football product as an example, but other products like the museum could be taken into account.

Related to the Camp Nou experience, incomes could be raised by improving positioning on advisors (TripAdvisor and similar projects), since it has been observed, for example, that the museum is not on the top, 1, 2 or 3 in town and the goal is to work on improving its reputation online.

Basically, in the first place, the club must do an analysis on why and when people decide against the museum and their complaints. Efforts must be made in this point in order to improve reputation and, that way, improve positioning and incomes, since nowadays, in digital era, comments, good feedbacks and inputs or assets are essential to get potential incomes.

Another point to work on is the big amount of sales obtained in ticket offices: the idea would be to make use of them and transform that weakness in an opportunity by designing a retail guide that could allow additional incomes. This retail guide will allow people in ticket offices to be trained; this will function as a filter that will include certain characteristics sellers will have to master. On the other hand, the guide can also have training in how to treat clients and improve client attention and selling, fostering up selling and cross selling with other club products.

The idea is to work in a way that sellers would become more like consultants, focused on clients and offer them a range of products, possibilities and benefits, trying to increase what they spend averagely and also how satisfied they are; all this to improve client value delivery and experience. If all of this is not being taken into account, things are being missed; options and opportunities for improving the client experience are being left aside.

Sellers-consultants training should be constant, focused on providing them with tools and improving their experience and, that way, the client would perceive it as an income; the seller is not selling something, but they are advising them.

As it was said before, in this scenario, digital reputation is a key strategic tool. Having TripAdvisor, Kenner out on the streets, in booking or in places believed to have a potential gap, complaints must be addressed quickly, answers to information or improvement points must be given, and so positioning will improve in all influencer and client contact points.

As a management plan for these channels, a TripAdvisor active monitoring must be made, for example, by analyzing improvements in the customer experience, minimizing negative impacts and maximizing reporting, in order to have a point to improve the project, improve the customer journey flow and that in the whole buying process, visit and post visit, the reputation be as best as possible. This will allow opinion, forums and resources that are allocated to these digital consulting places be the best, the best for Barça products, museum and matches sales. All this will bring benefits. They must be assessed in order to set priorities and define the service levels you want to get and also foster positive opinions and answer all enquiries.

Establishing an action plan to improve all these processes is a priority for the whole sports organization, and also setting everything in a procedure, so it does not depend on the moment or the person executing it. There must be a definition of the standard and the constant improvement established process for the retail guide, for the customer contact point, for the online reputation, so that they are not missed, although constantly updated and enriched.

The price

In relation to this variable, incomes can be increased by establishing a dynamic price system. In a dynamic price system, when demand rises, ticket prices will rise. When demand falls, ticket prices will fall and they will be oscillating; they will never be stable and same the whole time.

It is worth saying that putting this smart price system in practice, you can see that when there is a rise in demand, the price can be improved, in order to optimize income by tickets sale, e.g. rise the average income by a good management of the demand. If this is established like a strategy, it must be assessed and integrated in the process.

Another point is the price each client is given. Prices must be segmented between local and tourist product and client. For example, the club should have a good and intelligent distribution, so that tourist income, which is generally higher, is not confused with local audience.

Another element that has an impact on price is the ticket return system a few days before the match, something that was already discussed before. If this logic is repeated, tickets

can be sold intelligently, like airlines do: clients are given a ticket and then a boarding card. If something similar is done with match tickets, income might be increased.

Another thing to do for a club in relation to price management and distribution is to create new products thinking about families. Historically, prices for families have been too high, so there is an opportunity there to create a pack for this segment.

Another way to increase incomes in this digital era is, clearly, e-commerce: the strategy to show a product on the web. For instance, in the museum clients can see different ways of doing a quicker, more dynamic check in, direct to a product, direct to payment, with products and tests to monetize and see. According to this, different colors, different mechanisms can be established on the web page to improve entrance, by using test, by establishing, for example, a 50% of web traffic to one condition and the other 50% to another condition and see which one gets more conversion.

Figure 12. Posters to show prices



Source: Tarrés, s. f., own file, unedited.

BtoB sale (Business to Business) Indirect sale

In order to maximize incomes, the idea is always to prioritize the direct channel (like the web page), but what actually happens is that indirect sale by third party people and diffusion selling, the win win, always boost commercial management and incomes.

Commercial politics is useful for that, to analyze and define in which point you play alone and in which you let third party people in. If you let third party people in, you are in indirect sale. Some questions to define would be:

- How do you want to do it?
- How much do you want to grow if you already have it?
- What is the reason?
- With which plan?
- With commissions?
- With benefits in other ways?
- What do you want to distribute and how do you want to do it?
- How do you want to do it?
- In Spain? In Europe? In the world?

Different points to deal with here: sale with tour operators, touristic points, OTA/API, among others. You should define in each case which you want to be indirect sale, look for diffusion and ability for market penetration and get to 100% of the market.

The important thing is that all that must be defined and assessed with global coherence.

In the example of the Camp Nou Experience, at the museum, it can be defined that they will work with OTAs. Remember that OTAs (Online Travel Agency) are virtual travel agencies that give a global digital service and they are connected with all seat capacities from all big cities. They have an absolute summoning ability to offer dominion of data and customer journey. That is why they are dangerous and have a big market penetration.

These OTAs are going to offer a larger distribution on digital channels, where the key is that they keep the data. Currently, these OTAs are keeping the customer data and the sales commission that are, often, above 20%, that is why in the future the organization might find a context difficult to manage.

In this scenario commercial policies must be clear, since, on the one hand, OTAs compete on SEM and SEO positioning and they produce a shortage of certain keywords in Google, but on the other hand, they take traffic to their landing and they take the data. Contracts must be clearly

managed with these channels, in order to put limits about where and with which keywords they would "help" to get to places where is not possible alone.

Touristic points

For instance, if the club wants to sell tickets to tourists in the last few days before a match because there is availability, FCB has designed a distribution model based on selling tickets that come from Seient Lliure (official FCB seats release service), given that normally there are a lot of people, a lot of tourists that get to Barcelona and they do not know that there is a match that weekend, or they do not know where to buy the tickets or they do not know that there are tickets available. The idea is that when people are in a touristic point in Barcelona, they could receive information: "There is a match tomorrow", "There are tickets available", "You can buy tickets here", etc.

All this supposed a change and have made it possible to create a model to get to many people that could not have been attracted by the web page or the paid media (internet advertising, Google, among others), by organic means (SEM positioning) or by someone who has consulted about the match and did not thought or did not known that there was a match.

This release system is a partner. According to club evaluations, this system can provide an 8% or 10% of the Camp Nou sales, e.g. some millions of euros can come from this system. This system would be based on giving a commission or renting a place at distribution points, that would be the Barcelona touristic information point or touristic information points, also known as press kiosks, which are well distributed in town or in stores that the club has in town.

Figure 13. FC Barcelona store



Source: Tarrés, s. f., own file, unedited.

Figure 14. Sales in a FC Barcelona official store



Source: Tarrés, s. f., own file, unedited.

Figure 15. Sale process in a tourist information point



Source: Tarrés, s. f., own file, unedited.

Figure 16. Sale process in a tourist information point



Source: Tarrés, s. f., own file, unedited.

Figure 17. Sale process in a press kiosk in the middle of plaza Catalunya



Source: Tarrés, s. f., own

file, unedited.

Figure 18. Street marketing promotion for FC Barcelona tickets sale and promotion of a football match



Source: Tarrés, s. f., own file, unedited.

Figure 19. Street marketing promotion for FC Barcelona tickets sale and promotion of a football match



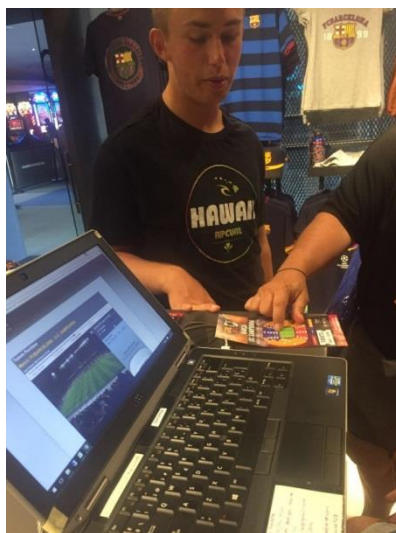
Source: Tarrés, s. f., own file, unedited.

Figure 20. Street marketing promotion for FC Barcelona tickets sale and promotion of a football match



Source: Tarrés, s. f., own file, unedited.

Figure 21. In shop promotion in FC Barcelona stores and Barcelona official tourist information offices



Source: Tarrés, s. f., own file, unedited.

Figure 22. Poster to show prices for B2B sale channel in touristic points



Source: Tarrés, s. f., own file, unedited.

Figure 23. 3D corner



Source: Tarrés, s. f., own file, unedited.

Figure 24. 3D corner



Source: Tarrés, s. f., own file, unedited.

Figure 25. Alarm covers



Source: Tarrés, s. f., own file, unedited.

Figure 26. Monoliths in plaza Catalunya



Source: Tarrés, s. f., own file, unedited.



Figure 27. Presence in airports

Source: Tarrés, s. f., own file, unedited.

Figure 28. Presence in airports



Source: Tarrés, s. f., own file, unedited.

Figure 29. Digital screens



Source: Tarrés, s. f., own file, unedited.

The selling point could be Barcelona Tourism, its tourist information points, Barça stores or information points and press points where people buy souvenirs.

Since FCB has started with this system, back in 2011 and 2012, the club has experienced an exponential growth of more than a thousand by a thousand. That is, through this system not only football has grown exponentially, but also the museum.

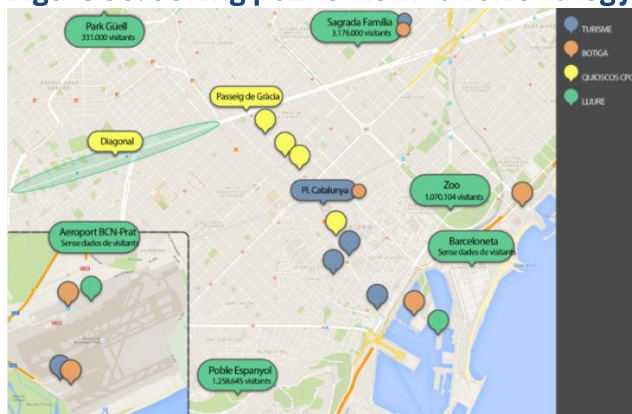
Contracts could be made in relation to the amount of sells they present. An alternative is that they could be self-financing through self-generation of income, through management costs, through commissions. They can also stock themselves up with images, posters and all the necessary items to manage last minute selling in the channel.

So, the important thing is to have a map of the territories meant to be covered. For example, at FCB they have worked with a map of Barcelona; they have analyzed which is the tourist flow,

where is that flow, where is the tourist. They have established all the points that could be set for selling, following the route tourists do, for example, in la Rambla, going to square Plaza

Catalunya until getting to Paseo de Gracia, at tourist points like Sagrada Familia, Maremagnum, the port in the way to Columbus statue, where different stores can be found. In the airport, in Sants station. All these spots have been stocked as selling points, so on match days, days on which there is a big exposition or an increase in availability, they do commercial efforts by promoters, by product distribution and visibility, by offers, by selling and selling completion.

Figure 30. Selling points distribution strategy



Source: Tarrés, s. f., own file, unedited.

In these maps it is also important to analyze and position current and potential possibilities for revenue increase.

And the ideal thing is to be able to work on a map of all selling points, having revenue classified by selling points and in an order from larger to smaller revenue in each store. That final map will allow the club to make an analysis of which elements should be updated for every match and every time there is a commercial action. Where is the selling point? How can the circulation of the buyer in the store be improved, harming the store BAU (business as usual) the less possible? The store main business is to sell shirts and that schema must not be modified, but what can be done is to sell better and more, making more use of all those digital assets like screen images inside and outside the store; new screens, assets or people can be added.

This is a good exercise to do about tickets distribution: to do an analysis of each point: strong points, weak points, improvement opportunities for a larger impact on the club incomes. It is important to get all the departments involved: marketing with images, digital assets, agencies, so that everyone is in the same line to achieve the same goal.

An example of what happened in FCB will be given. A leaflet was designed with prices for each match. In the leaflet prices change, there are six or seven languages on the right part, even

Chinese and Russian, and a Camp Nou map with different prices is also included. The thing was that prices were too diverse to be fixed on the leaflet, which is why they changed the strategy.

including a range of prices, with a stunning and attractive image of a player that would be inspirational, so buying tickets would have a compulsion element. At doors in stores, alarm covers were included and also some real size player images that said: "Tickets here. You can buy tickets here and receive all the information about the match and also about the museum". People visited the store more often. Store people were happy because more people visited them, they sold tickets and they also received a commission and the customer experience improved. Following the concept of customer focused experience, the client visited a store and wanted the store to sell him everything, from a shirt to a ticket. With that concept, a better customer experience was achieved.

So far, tourism has been often mentioned and many examples from tourism have been given, but what happens when the sport facility is not in a tourist city or area? Well, in that case the club will have to analyze and define some points to reinforce or strengthen. For instance, in cities with universities a loyalty program can be developed, a program to attract people at universities. If you are in a city with a lot of hospitals, instead, you can target that community; if you are in a city like Silicon Valley, you can target technology companies and their employees. Different models for attracting audiences can be seen and, taking into account the characteristics of the place, the commercial policy of the facility be developed.

The design and quality of the promotional material is essential to attract the potential client's attention and to complete the sale.

Below, we are making some observations on cutting-edge materials that the club has developed in order to maximize attraction for tourists that are in town.

- **Digital screens on selling points**

They showed generic and match images, images from The Day Before, Tomorrow Match Day, also images from the day of the match that said: "Today, match day". With this, sales increased considerably.

Later they also covered the alarms at the doors in stores with a very attractive design, with Messi, Suárez, Iniesta, all the outstanding players located in doors. In stores, it was noticed that this increased the amount of visits and sales considerably.

Figure 31. Digital screens on selling points



Source: Barça's Camp Nou Experience vs Real Madrid's Bernabéu Tour, s. f.,
<https://bit.ly/2VFI28W>

Figure 32. Digital screens on selling points



Source: Tarrés, s. f., own file, unedited.

- **3D Corner**

There was a real size player and a corner with artificial grass totally experiential, with a real Nike ball. Messi, Neymar and other players a bit bigger than real size with a corner flag and the stadium at the back. People passed by and they saw at an experiential level how it would be to experience a match in Camp Nou.

They could touch the artificial grass at that moment. It was projected to play music, the Champions song, the League song, the sound of a match, the sound of the experience of a full stadium and everything was played on selling points

Figure 33. 3D corner



Source: Tarrés, s. f., own file, unedited.

- **3D material for the museum**

They made little Champions replicas, museum replicas, and museum experience replicas, paperweights to be distributed in stores and in tourist points.

They made little digital frames, all 3D or digital, so people could touch, see, experience and say: "Yes, I want to go". The only point they did not work on was smell. The idea was to make the grass smell, the same smell that someone experience when attending a football match: the smell of wet grass.

Figure 34. 3D material for the museum



Source: Tarrés, s. f., own file, unedited.

These are some of the elements that can be used to maximize customer attraction in order to sell tickets that are released last minute, through the release system, the system for releasing season tickets holders' seats. And this will be important mainly for stadiums or facilities that are full or completely taken by ticket holders' seats from season to season that in FC Barcelona are inherited. Specifically, there is a waiting list of more than ten years to be a season ticket holder. So, when these holders release tickets, they do it massively a few hours before the match, 48 or 24 hours before. These are going to be the new digital tools to attract last minute clients and to be able to achieve sale goals and maximize the experience, because we must not forget that a half empty stadium or an empty one is not a good experience for the client.

Type of products (football, museum, events and restaurants, VIP premium products for each of them)

In relation to the type of products clubs and sports facilities have, it can be said that they have more or less the same, some more, some less.

Some are specialized in one type of product, others in multiproducts. Anyway, the focus will still be on FCB to see the type of products the club has and how some of them are managed.

FC Barcelona sells many products.

- **Football**

The first and main product is football. They also have another section that is VIP football that is treated in a different way.

After it, in order of revenue, tour and museum products: the Camp Nou Experience, the Camp Nou Tour, the Museum and all their byproducts. Now we will look at the split of products inside each of them. Then basketball follows, another product that is in Palau Blaugrana and then the VIP basketball.

Furthermore, before talking about other professional sports in FC Barcelona, club packs and promotions are highlighted. Packs and promotions are all those products that are sold in packs. That is to say, packs can be made for four, three or two matches that are close to each other. The goal is to prepare packs for a match played on Sunday and one on Tuesday, for example, or a pack for three matches for Holy Week or for the end of the year. The same for Christmas where they play two or three matches and a pack can be prepared. The idea is to do something special in times of the year when there is little international tourism. There may be local tourism, e. g. people from Girona, from Lleida, from everywhere in Spain that could go to Barcelona. Therefore, clients are offered a

product to attend not only one match, but two or three for a special price, with gift options in some cases, etc.

In relation to promotions, the idea is to be able to get to other audiences when tourists could not crowd the stadium. With promotions, the club can get to local audiences, which are people that definitely have other characteristics and needs. For example, local audiences cannot afford paying what tourists pay because they do it once a year or once in their lifetime. Local audiences can return, so the prices should be different and also the products; things like presentation, location, accessibility and others are different also. Therefore, these frequent and local customers, who are registered in a form, receive current promotions they could enjoy.

Other FCB products are:

- VIP Basketball
- Handball
- Handball
- Futsal
- Roller-Hockey
- Barça B (Barça football young players, rising stars and a second division team)
- FC Barcelona women
- Ice rink, where there is a section for hockey and skating.
- This section is not professional. It is considered as a recreational space for people to have fun and do ice skating in Barcelona. Although they are not new, facilities are well kept and cosy. There is a bar and a whole infrastructure that is for living the Barça experience, but on ice skating.

In order to help or advise the client on different products, Barça has a section on the web page called FAQ (Frequently Asked Questions). The idea is to concentrate on a web page all the information related to schedules, prices, group questions, among other topics that appear as client doubts.

Now we will consider a detailed example of FCB actions in relation to football. When the time for a match is confirmed, the club uploads it to the web page and, generally, the set time is one hour before. The club starts to work on event expectations, reminding the client about days and hours left for the match and against whom the match is played. There, the converter buttons of this new digital generation appear. If you scroll down, you can see all the information about the matches that are scheduled according to the calendar divided in months, with information about which competition they are part of: if it is Champions League or if it is the League. In each option, there are yellow buttons to make the purchase, given that, according to studies, that colour converts more than red.

In the club they constantly make testing and evaluations about the tickets button and the groups button. According to testings, the yellow at the club web page is a colour that stands out

and, consequently, converts more sales. Considering this, it is advised to make permanent testings and analysis on sport facilities web pages, in order to see what is the ideal thing in every moment, which things convert more, what should be changed or updated.

Going back to the match example and the yellow button, if you click it, you are not directed to the purchase of the ticket. The club opted for directing the client to a podium diagram, a section where they are presented with a BASIC regular product, a VIP or semi VIP product and premium VIP or absolute VIP product. This nomenclature can change and each facility can choose their own. The idea is to transmit that in that section clients must be given different product and prices options, according to the experience they want to have.

It is worth mentioning that when clients enter the web page to purchase a ticket for a specific match and they are in that match, inside the scroll they will find three, four or five options for regular tickets. And later, when they press the yellow button, they will be directed straight to the stadium where a range of twenty-four or twenty-five areas with different prices will open. Efforts should be made to make this whole schema clear for clients, thinking about designing the best and the friendliest experience for them. Besides, if clients wait for a moment, they will be able to have a look of the seat and the price they have chosen.

In this purchase process it is very important that clients can be amused, can solve their doubts about the view in the area they are interested in. It is very important to offer a 3D image that can be enlarged, so that they can have a look of the different areas and choose. This is when clients choose regular tickets.

For the case of VIP or semi VIP tickets, for absolute VIP option, clients have a seat with a lounge assigned. The case of the semi VIP product is a regular ticket, but with access to a VIP lounge. This is a type of client that wants to spend more, but maybe not as much as a VIP ticket. These are some examples on how to analyze and see how to optimize visits, entrance and traffic on every sport facility web page.

- **Museum**

In FCB they also did an exercise on other type of product which is the museum. Entering in Camp Nou Experience, endless choice possibilities appear: regular ticket, ticket with a plus, the ticket with guide and the match day ticket. These are all different products that were not offered before.

A new product was also designed. The club moved the VIP football experience to the museum with a product that offers a top experience that includes even visiting Barça

changing rooms, an asset that is not always available, because if there is a match it is closed. Anyway, it can be organized with a small number of tickets.

Below, we include a revision of different product options the museum offers:

1. The regular ticket, the Basic.
2. The regular ticket adding basics of the audio guide: the basic guided tour with audio guide and some small complements.
3. Guided tour
4. Match Day Tour: The match day is a product that is sold very often; it is being widely accepted because clients can see all the previous preparations for the match: how the stadium gets full, how cameras start moving and being installed, how everything is prepared.
5. Besides the Barça Tour, clients get to the press zones, to the pitch, to the benches, to the visiting team zone, to the changing rooms; clients can get to the local team changing rooms, a water zone, a snack zone and a massage zone, which is a truly impressive experience. Sometimes they have even seen Messi on his spot in the changing room with his partners.
6. There are also other products on offer, with reduced price, for Christmas, for Holy Week, for holidays, for groups, among other options.

In the digital era, clients want to check everything before living the experience. Sports facilities web page is in itself a first experience, the first impression.

Including experiential videos can be a plus for clients who enter the web page to buy a regular basic ticket and end up buying a more complete experience and, that way, they increase their average investment, increase their purchase and can give value to other extras.

Figure 35. Museum



Source: [Untitled image of FCB museum], 2020, <https://bit.ly/2KruRD6>

- **Events**

In FC Barcelona infinite number of events can be organized in the stadium or in its fixed assets.

These events can be corporate, e.g. any company meeting can be organized in Camp Nou, according to the lounges' capacity. Alternatives go from small rooms to an auditorium and even the whole pitch can be used.

Even the Camp Nou grandstand entrance is used for events. Huge events have been organized in tents, in Palau Blaugrana sports palace where they organize conferences, symposiums, and club voting meetings.

Figure 36. Palau Blaugrana



Source: [Imagen sin título del Palacio de deportes Palau Blaugrana], s. f., <https://bit.ly/3eFMuNx>

The club has the infrastructure to organize any type of corporate events like company dinners, breakfasts, coffee breaks, champagne events, receptions, diverse size company meetings in its different lounges.

Figure 37. Roma Lounge



Source: [Untitled picture of Roma Lounge], s. f., <https://www.fcbarcelona.es/es/club/meetings-and-events>

Actually, the club is ready to personalize and host any type of event inside Camp Nou.

The club also has a combination of events and special gifts. For example, for a company, the twenty best employees receive the Premium Tour, a product that is a guided visit with all types of services, a cup of sparkling wine, and all the complements they would want to add, delete, or personalize, so that it is an exclusive experience for special visitors.

They also offer the possibility to rent any of the locations in the club to shoot advertisements, videos, TV series, and films. According to what is needed, people can rent different spaces in Camp Nou in agreement with the Meeting and Events department. Another possibility for a company is to rent a tour and make a raffle for 40 or 50 employees to play a match on Camp Nou pitch.

Another possibility is to organize fairs and exhibitions for different articles. Also the possibility to celebrate any private event is offered. That is to say, company dinners, special celebrations, Christmas dinner; a special place could be offered inside Camp Nou for that purpose.

- **Restaurants**
FCB has different restaurants points or lines.

1. Restaurants for the day of the match.

2. Ordinary restaurants: any person can enjoy them, there is no need to get a ticket for a match.
3. Restaurants inside the museum circuit.
4. Foodtrucks or basic points and premium points for match days.
5. Bars zone and snack bars to eat, have a drink, have a coffee on the ice rink and in the Palau Blaugrana.
6. Bars zone in the area of Ciutat Esportiva.
7. Automatic vending machines distributed through the circuit of circulation of visitors, locals or tourists.
- 8.

This schema is hold by a network of suppliers. Some are basic companies that provide fast food. The club also relies on other companies that provide daily menus that generally are the different meals for the club staff and they have different points to have breakfast and to eat every day.

And for renowned clients the club also has premium menus and agreements with well-known chefs for special orders or events where they offer signature cuisine, signature cuisine tapas, a high-level gastronomic level and value.

The important thing is to have a good coordination among all points, in order to have control over quality, price and service. When designing products and services organizations should remember that efforts should be made to put clients, their needs, expectations and comfort in the center.

It is essential for sport facilities management to have a vision of the future, for new products to sell: besides coins, pitch grass, stadium small pieces, small stones, souvenirs, etc.

- **Click and Collect**

Click and Collect or Click and Go are a mobile application for digitalization of the whole food and beverage process. This application allows processing the order in an automatic way, online.

It is an application in which the buying process is clearly defined, and so are the points location in the facility and the gastronomic offer in each of them.

It is a self-service digital buying, where clients choose their combo. Clients mark everything they have chosen to confirm the order. At the end, payment must be made. After that, clients will download a QR code with an order number and, with that number and confirmation they will be able to get their food from the point they have chosen. The points to get the food should have the same look and field as the app, so that the clients

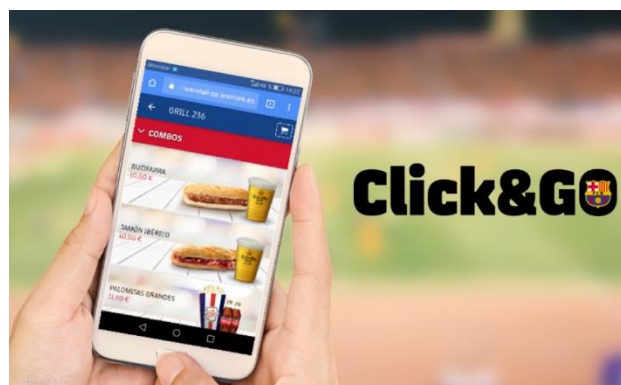
know visually that the ones who have not used the Click and Collect are in a different queue. The ones who have used the app will have priority, which will foster its use.

It is a ticket to collect food and, somehow, this special engagement is created and time benefits are highlighted, since it is a lot faster and collect points can be recognized easily.

Besides making the client's buying process friendlier and faster, the app will provide the sport facility a mapping of clients' logistics, the amount of people that go to each point, what they eat, how much they pay and, that way, customize offers, create and update clients' databases, coordinate club employees to the points where there is more traffic.

That is to say, with offer digitalization, the club can have a greater control of what clients do in the facility and, that way, it can give them a personalized service and new business opportunities will be discovered.

Figure 38. Click&Go application



Source: [Screenshot of Click&Go application], s. f., www.clickandgo.com

Figure 39. Click&Go application



Source: [Screenshot of Click&Go application], s. f., www.clickandgo.com

Once the order is ready, the "Ready" button will be pressed and besides changing the state, clients will be notified that their product is ready and they can pick it from the appropriate point.

Figure 40. Click&Go application



Source: Tarrés, s. f., own file, unedited.

Each facility is different, each club has its own diversity, each period has its level of digitalization, but we can all enjoy and support our club, so we have to encourage it to earn money, be sustainable and profitable and we will make it eternal.

We should not disdain new monetization ways, new ways to increase incomes, looking for sustainability and customer value contribution; that way, we will be sustainable and a model to follow (Tarrés, s. f.).



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