BARÇA
INNOVATION HUB
Universitas

# SPORTS FACILITIES MANAGEMENT

## Module 3: Space management, in digitalization focus

# 3.1 PreMatch, Matchday and PostMatch logistics

In order to start with the development of this module, we are going to make a conceptual distinction of these three moments or processes for customer service and logistics of PreMatch (previous match day), Matchday (day of the match) and PostMatch (day after the match).

Something essential to consider are the circuit and the message that the club wants to give clients in each area, e.g. days before the match: What is the message the club wants to send? Using which contact points with the client?

For example, days before the match, people can start asking questions about when is the match, what time, if Messi is going to play, etc. So the message should be clear: Messi is going to play; the match is such day at such time. This message should be clear in all the interaction points, that is, from ticket offices to the fan attention offices and even in telephone services, so that all points and spots are permanently communicating the same message.

In the same way, at the customer service level, bars should also have information about days and time for matches. In internet, in social networks, in member information networks and in other special channels there must be a link to the club web page to learn about details and prices. We must be sure that everyone has access to information.

It is important to make efforts in order to customer contact points are properly organized, from internet to telephone support to face to face contact.

Let us see what the previously mentioned moments represent in relation to management:

## Pre-Match: previous match day

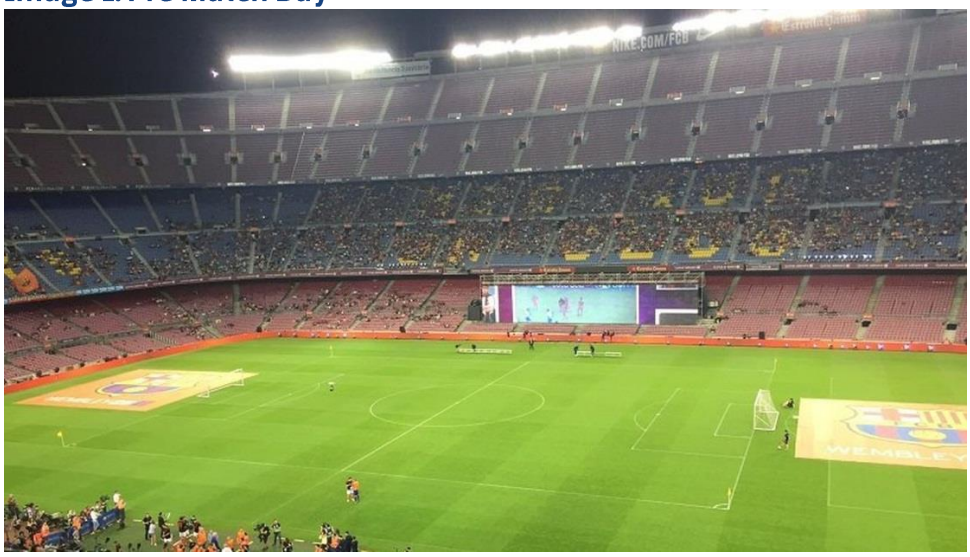
Before the matches, an internal configuration on ticket offices is made.
At that moment, efforts should be made in creating solid match configuration processes, processes in which it is clear which zones are free for selling, which zones are blocked due to bookings and with which purpose. Bookings for agreements, bookings for members, bookings for board members: For what reason and with which permission? Special attention should be paid to not exceed bookings, so that there are not gaps or a sold out.

Capacity should be reviewed and managed the whole time in ticket offices, to have a picture of available spots.

This is all about processes that are generally manual that if not clearly defined and organized, they can generate many mistakes. The ideal thing would be to create continuous improvement protocols, so that, eventually, everything is organized in an automatic way.

The recommendation is to work always with procedures manuals and in a continuous training of ticketing logistics agents.

**Image 1: Pre Match Day**



Source: Tarrés, O., s.f.

## Match-day: day of the match:

On Match-Day, everything will have to be clear about the service that is offered in each ticket office.

In FCB there are different ticket offices: only selling ticket offices, incidents management ticket offices and information ticket offices.

- **Only selling ticket offices:** its goal is to sell the last tickets put at the club disposition by season ticket holders.

### Image 2: Only selling ticket offices

Source: Tarrés, O., s.f.

- **Incidents management ticket offices:** they receive all the clients incidents and cases that must be solved. For example: ticket stealing, reselling reports, tickets in bad condition, duplicate problems or ticket repetitions, among others.

### Image 3: Incidents management ticket office:

Source: Tarrés, O., s.f.

- **Information ticket offices:** These are access information, product or VIP operations points. In them you can ask about, for example: which way to access to a special zone, how to access to the stadium, to the VIP zone, to the restaurants zone, to special facilities, among others.

### Image 4: Information ticket office

Source: Tarrés, O., s.f.

Efforts must be made to have clearly defined procedures to face any inconvenience that may appear with tickets. This is essential to give a unique message and customer service to be solid. For instance, if the problem is that the ticket code is erased: how to proceed?; if a client get to Camp Nou with a duplicate ticket:  where should the case be channeled?; if a member forgot his membership card at home: is there a way to solve this problem without having to deny the ticket?

The club can have a procedures manual with all the potential incidents and with acting processes clearly detailed. Besides, the customer service staff must be trained in such processes in order to guarantee its correct implementation.

It is very important that the client perceives the unique information flux and that every case is dealt with satisfactory resolutions in the moment of enquiry.

With a suitable training in previous moments to match-day we guarantee that customer service agents have the processes clear and we do not waste time when there are many people waiting for their tickets. Queues can generate an unnecessary dissatisfaction in clients when they have to wait to make an inquiry that could have been dealt with before. The goal is to reduce to the minimum the customer dissatisfaction within the stadium or in the vicinity.

### Image 5: Entering the stadium

Source: Tarrés, O., s.f.

## Post-Match: day after the match

By the end of the match, which processes must be done?, how they are going to be managed? These processes must also be analyzed, defined and organized for a correct execution.

In FCB, they put a lot of effort in increasing engagement with clients that have visited the place. The club contacts clients using digital techniques, with CRM techniques, sending emails, push notifications, questionnaires, and thanks them for their visit and sometimes the club even gives them digital assets as gifts: for example, the club can send a client a computer wallpaper with the image of the game he/she attended. The club can also give stickers, pictures and other experiential products as gifts; brand elements, marketing and CRM that could generate a positive impact on the client.

### Image 6: Post Match Day Circuit

Source: Digital ready, s.f.

Not only for Pre-Match, but also for Match-Day, in FCB they have developed a guide for training, a retail guide for highest satisfaction implementation and generation in ticket offices.

This is initiated in the process of attracting and training staff that should have a suitable profile. This must be worked and defined in a guide, so that the process is supervised, evaluated and executed in a suitable way.

Staff selection for ticket offices should follow a clear profile: commercial, active, always with a smile, extrovert and able to speak languages. The profile that only serves the client quickly is no longer demanded. Nowadays these jobs require someone who can make a difference in customer service and that can add positiveness in the general experience of the client that visits the club.

To begin with, from the selection moment, the club works on the active profile of the staff. Then, they teach the staff everything they should know about FC Barcelona. It is essential that the staff get key knowledge about the four historical data pieces about the club: in which year it was founded, why it is so important as a club, why it is more than a club and which is its identity. Finally, training should be focused in specific tasks they will have to perform: work on ticket offices, customer advice, language speaking and selling platform management.

Ticket offices staff should have a clear commercial profile, so they can do up-sell and cross-sell. It is essential, then, that staff understand clients and know the club thoroughly: the product, the internal technical processes and the commercial characteristics.

Stressing on empathy, the staff should always have professional appearance, positiveness and good disposition to customer requests. For instance, if clients attend on days in which there is no match, they are going to be offered to get to know the museum, recommending the best facility product, with audio guide and all the potential additional services.

Staff should be well trained to be able to offer the best advice and work in detail on clients' objections. That is why the goal is to have a guide, so that all procedures could be evaluated with thorough monitoring of each of the points. This will allow optimization of the interaction with clients and collection of a large amount of information to make internal analysis that could improve products or services: facility improvements, staff training reinforcement, communication and promotions, prices adjustments, increase in average costs, etc. All that information will increase customer satisfaction and maximize sports facility incomes.

## Image 7: Retail guide

Source: own elaboration.

## Image 8: Retail guide

Source: own elaboration.

# 3.2 Operation for lounges and non-sporting events management

Previously, we saw management of Meetings and Events lounges when there are non-sporting events.

So, what must be done is to categorize all lounges and all spaces that the organization has inside sports facilities or outside and on the grandstand entrance. An assessment should be made on which are the lounges, spaces and capacity that are available.

In relation to event organization, in FCB lounge, capacity is organized in two formats: in seated format or standing format. That should be clearly organized from larger to smaller capacity or with any other easy and quick categorization. The goal is that BtoB agencies and event organizers could skim through lounges availability and could learn immediately which the lounges are, which availability they have and which is their seated and standing capacity. When that schema is ready, it will be presented to third parties to be sold.

A few years ago, in FCB some spaces were transformed, transformation that gave birth to new lounges. For example, the Auditorium Lounge and the fan service office that used to be the third indoor sports hall.

Below, we will see some spaces from the FCB lounge portfolio.

**Auditorium1899** Capacity of 350 people seated and 450 people standing.

## Image 9: Auditorium 1899 location

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Image 10: Auditorium 1899

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

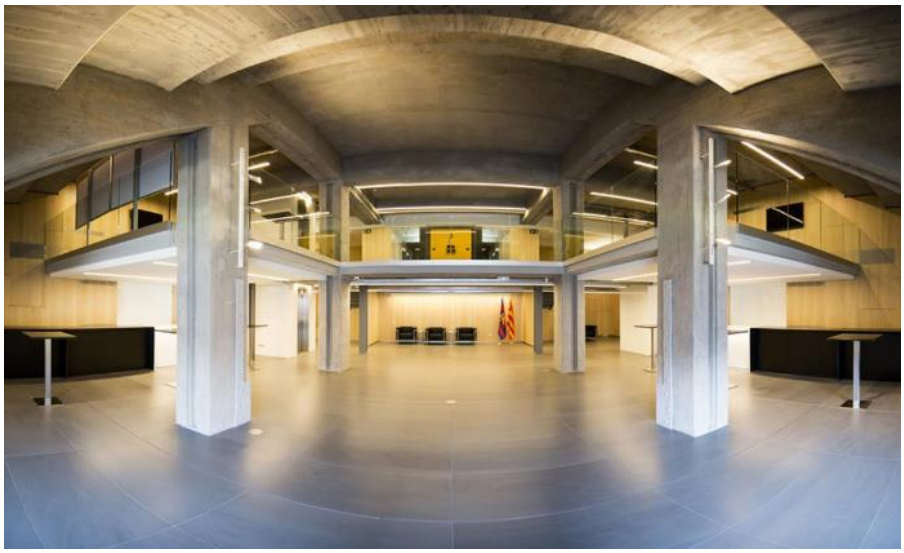
### Image 11: Auditorium 1899

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Presidential Anteroom

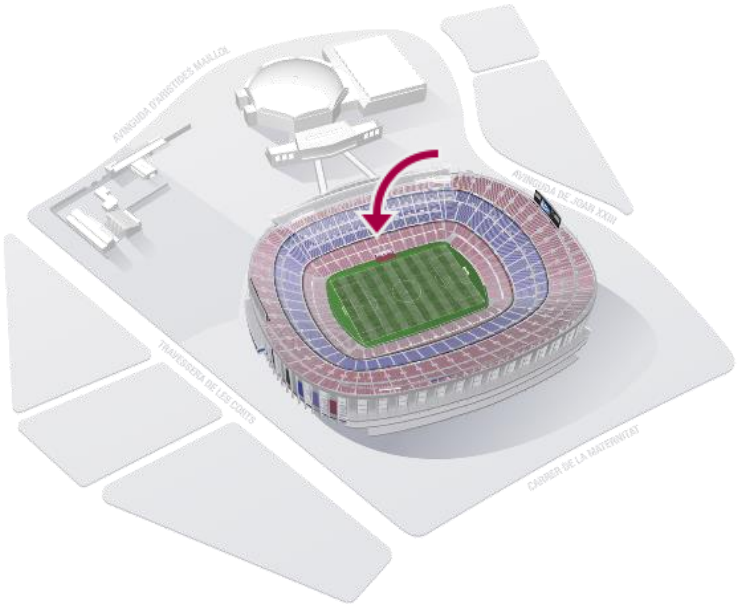
Emblematic place Capacity of 130 people seated and 180 people standing

### Image 12: Presidential Anteroom



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Image 13: Presidential Anteroom location



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Image 14: Presidential Anteroom

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

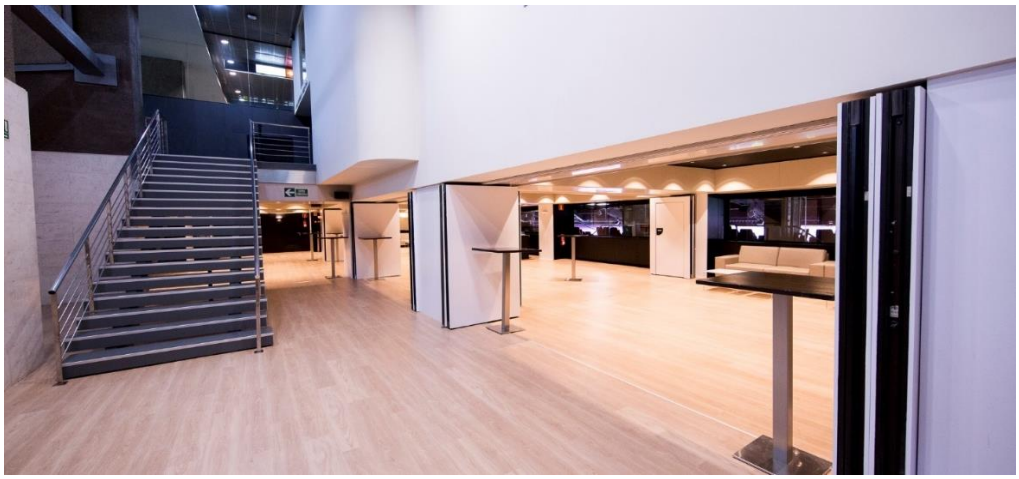
## Honour Anteroom + Foundation

Capacity of 250 people seated and 350 people standing

## Image 15: Honour Anteroom + Foundation location

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Image 16: Honour Anteroom + Foundation



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Honour Anteroom

Capacity of 180 people seated and 250 people standing

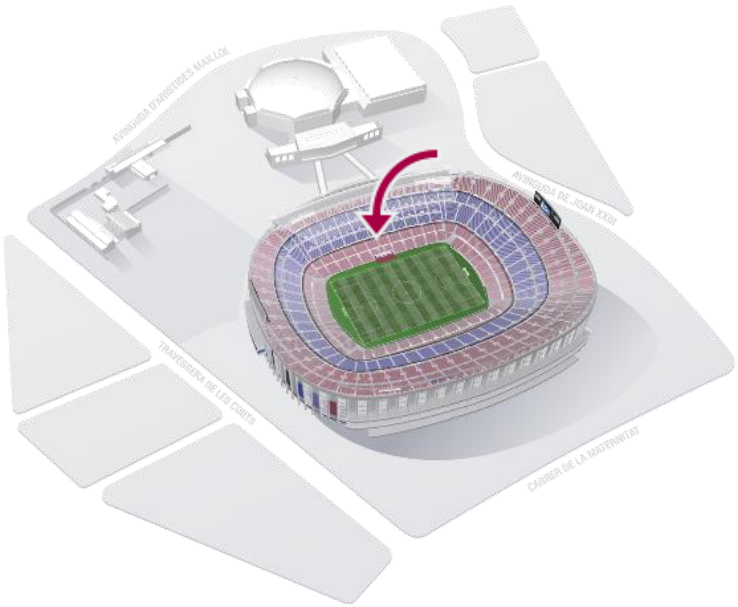
## Image 17: Honour Anteroom

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Foundation Lounge

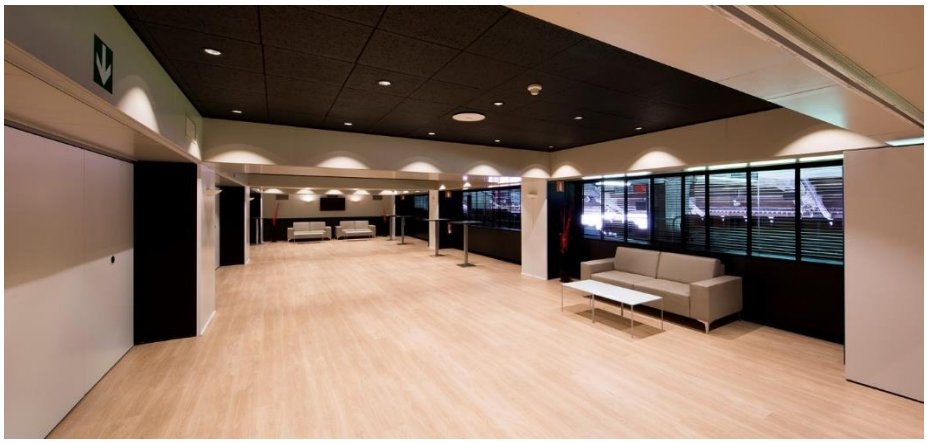
Capacity of 70 people seated and 100 people standing

### Image 18: Foundation Lounge location



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Image 19: Foundation Lounge

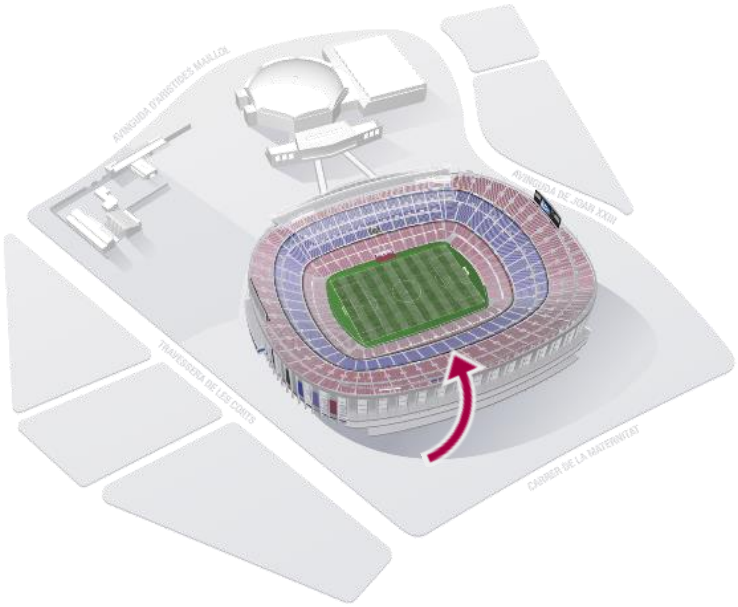


Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Berlin Lounge

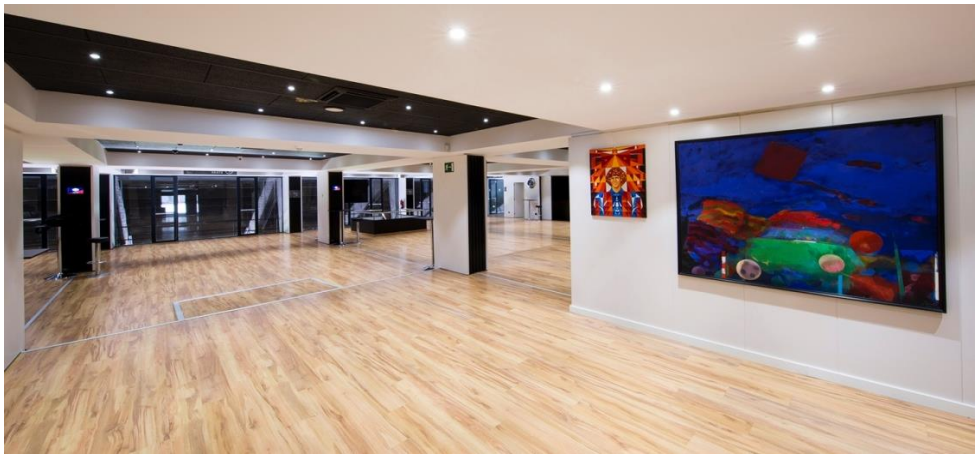
Capacity of 160 people seated and 260 people standing

### Image 20: Berlin Lounge location



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Image 21: Berlin Lounge



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

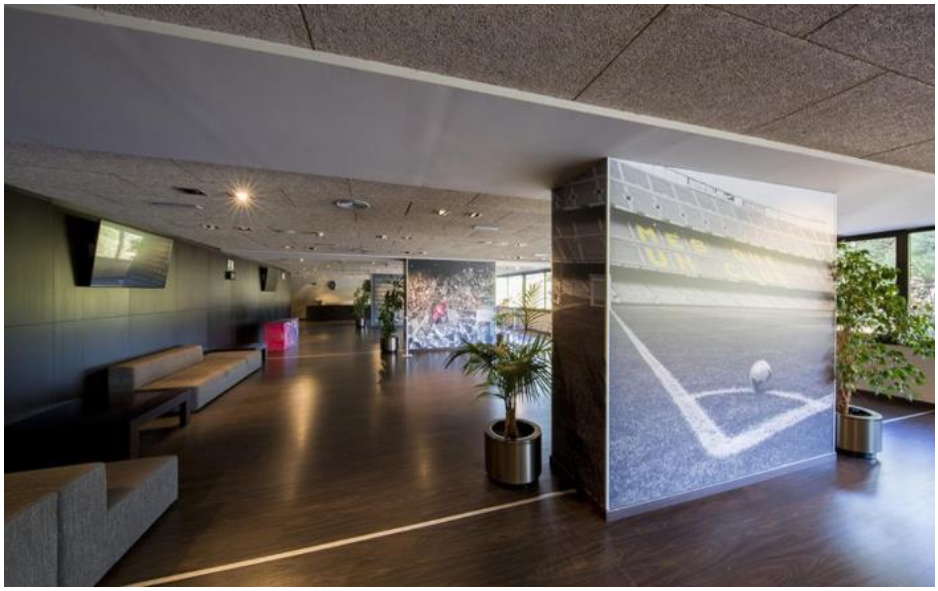
## Image 22: Berlin Lounge

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### North Goal Lounge

Capacity of 200 people seated and 260 people standing

### Image 23: North Goal Lounge



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### FCB Museum

It can be transformed into a lounge with a capacity of 400 people seated and 1.500 people standing.

### Image 24: FCB Museum

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Image 25: FCB Museum

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Grandstand Hall

Capacity of 800 people seated and 1,100 people standing

### Image 26: Grandstand Hall

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

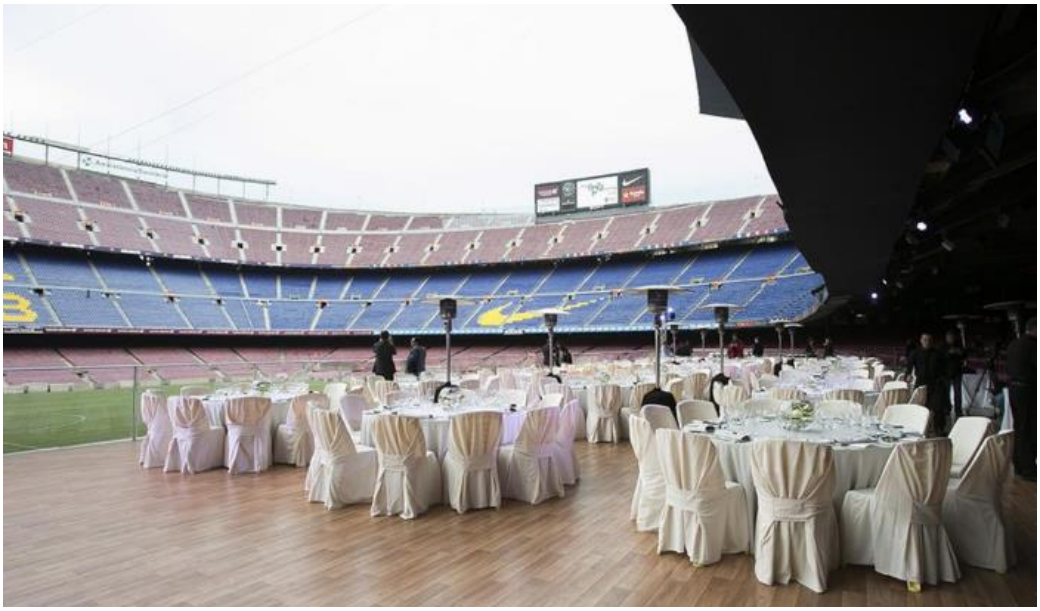
### Image 27: Grandstand Hall

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Platea Camp Nou

Capacity of 300 people seated and 400 people standing. This space can only be used in times when there are no football matches, because it covers the whole of the first tier of the grandstand.

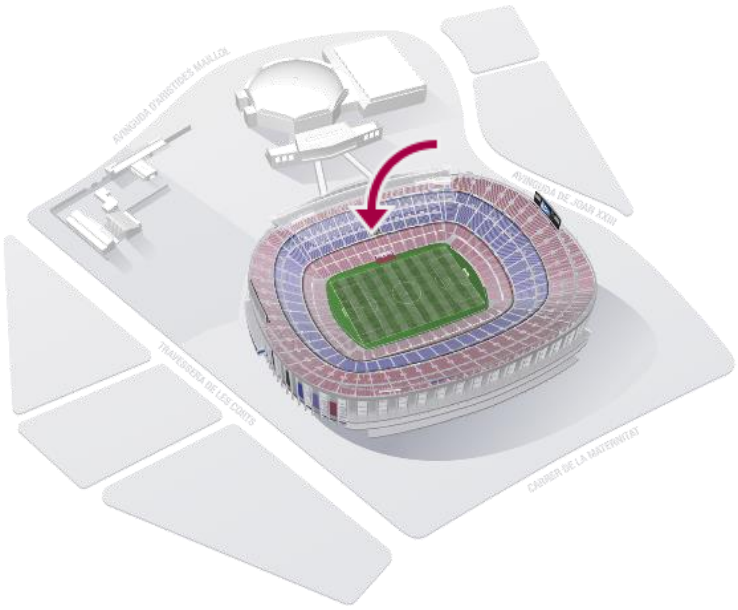
**Image 28: Platea Camp Nou**



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

**Roma Lounge ´09** Capacity of 240 people seated and 360 people standing .From there people have access to stunning views of the city.

## Image 29: Roma Lounge location



Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Image 30: Roma Lounge ´09

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Auditorium terrace

Capacity of 4,500 people seated

### Image 31: Auditorium terrace

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

### Image 32: Auditorium terrace

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Palau Blaugrana

Capacity of 370 people seated and 560 people standing
This space has a VIP Palau Lounge with a capacity of 70 people seated and 120 people standing.

### Image 33: Palau Blaugrana

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

**Image 34: Palau Blaugrana**

Source: FC Barcelona, s.f. Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

## Table 1: FC Barcelona lounges schema

| LOUNGE | SEATED | STANDING |
|---|---|---|
| AUDITORIUM 1899 | 350 | 450 |
| PRESIDENTIAL ANTEROOM | 130 | 180 |
| HONOUR ANTEROOM + FOUNDATION | 250 | 350 |
| HONOUR ANTEROOM | 180 | 250 |
| FOUNDATION LOUNGE | 70 | 100 |
| BERLIN LOUNGE | 160 | 260 |
| NORTH GOAL LOUNGE | 200 | 260 |
| FCB MUSEUM | 400 | 1.500 |
| GRANDSTAND HALL | 800 | 1.100 |
| PLATEA CAMP NOU | 300 | 400 |
| ROMA LOUNGE ´09 | 240 | 360 |
| AUDITORIUM TERRACE | 4.500 | |
| PALAU BLAUGRANA | 370 | 560 |
| VIP PALAU LOUNGE | 70 | 120 |

Source: own elaboration

In every sports facility it is important to have a web page, a landing page, where the visitor can see the club lounge portfolio with pictures of each of them, their location inside the stadium, outside the facility, a quick reference with a map and a location, so that people can look at them, download them and analyze them for potential events. It is good to have a point to which people interested in lounges could resort, click, enlarge the information of every lounge and have access to contact information for bookings (Octavi Tarrés, s.f.).

# References

**FC Barcelona** (s.f.). Recovered from https://www.fcbarcelona.cat/ca/club/meetings-and-events/espais

**Tarrés, O.** (s. f.). Own file, unedited.