

WHAT DID WE ASK FANS?

Range of questions and techniques included:

- Treated as a fan or customer?
- The way you are treated, what is important to you and the way your club is run (Owners, ticket prices, merchandise)
- What the club means to them?
- Stories about the most memorable experience and what connects them to their club?
- Importance and views on areas like women's football, community, grassroots
- 3 things that could be improved on and off pitch?
- Views on the European Super League





WHAT DOES FAN CENTRICITY MEAN & WHAT CAN BRANDS LEARN?

- 1. Make sure you really understand your audience(s)
- 2. Fans want to be considered fans, not customers
 For brands generally, it's also true that people are people
 not consumers
- 3. Leadership and connection with fans really matters. Think holistically and recognise who you are and who you are not .
- 4. Winning matters most but sense of purpose is becoming important
- 5. Emotions really matter and you can't understand if you don't actively listen
- 6. Never take loyalty and satisfaction for granted
- 7. Who, outside of the elite clubs, is leading the way and how?





MAKE SURE YOU REALLY UNDERSTAND YOUR AUDIENCE

SPANISH FANS HAVE THEIR 'LANGUAGE'



MORE ENGLISH FANS GO TO THE GAME

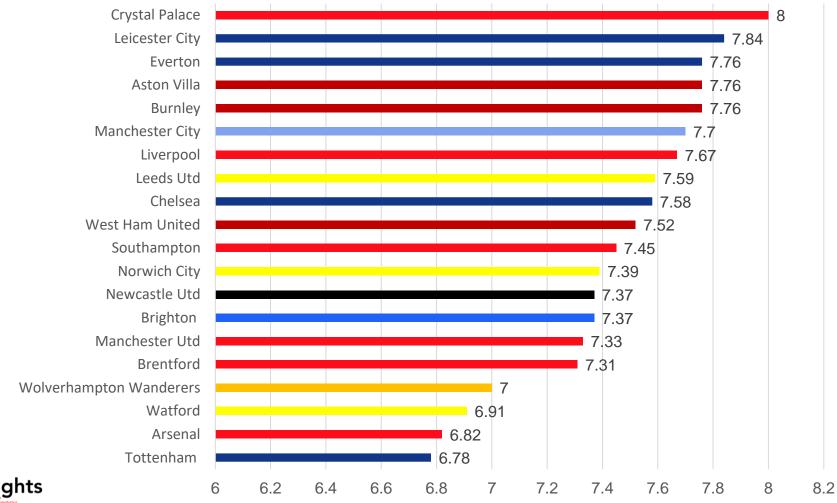
	IR ATTEND MATCHES	MOSTLY WATCH ON TV/ONLINE	
ENGLAND	32%	68%	
GERMANY	27%	73%	
NETHERLANDS	27%	73%	
SPAIN	2 2 %	78%	

ENGLISH FANS MATCHGOERS MORE CONNECTED	REGULAR ATTEND LIVE MATCHES	MOSTLY WATCH ON TV/ONLINE
THE PERSONS OR COLLECTIVE THAT OWN THE CLUB	7.27	6.79
THE COMMUNICATION BETWEEN THE CLUB AND FANS	7.44	7.14
THE VALUE FOR MONEY OF CLUB MERCHANDISE	7.11	6.53
THE VALUE FOR MONEY OF MATCH-DAY TICKETS	7.12	6.50
THE VALUE FOR MONEY OF MATCH-DAY FOOD AND DRINK	6.94	6.39



PREMIER LEAGUE TABLE – FAN OR CUSTOMER

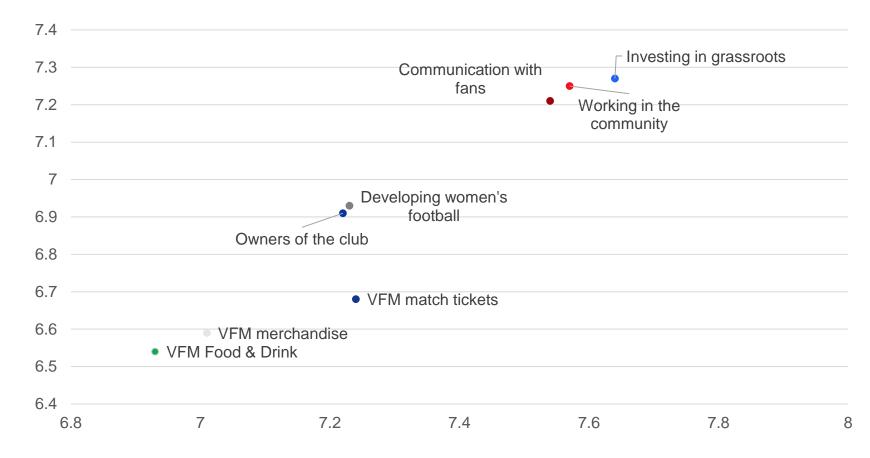
Q: TO WHAT EXTENT DOES YOUR CLUB TREAT YOU AS A FAN OR CUSTOMER?



WHAT IS IMPORTANT TO PREMIER LEAGUE FANS?

IMPORTANCE V PERFORMANCE

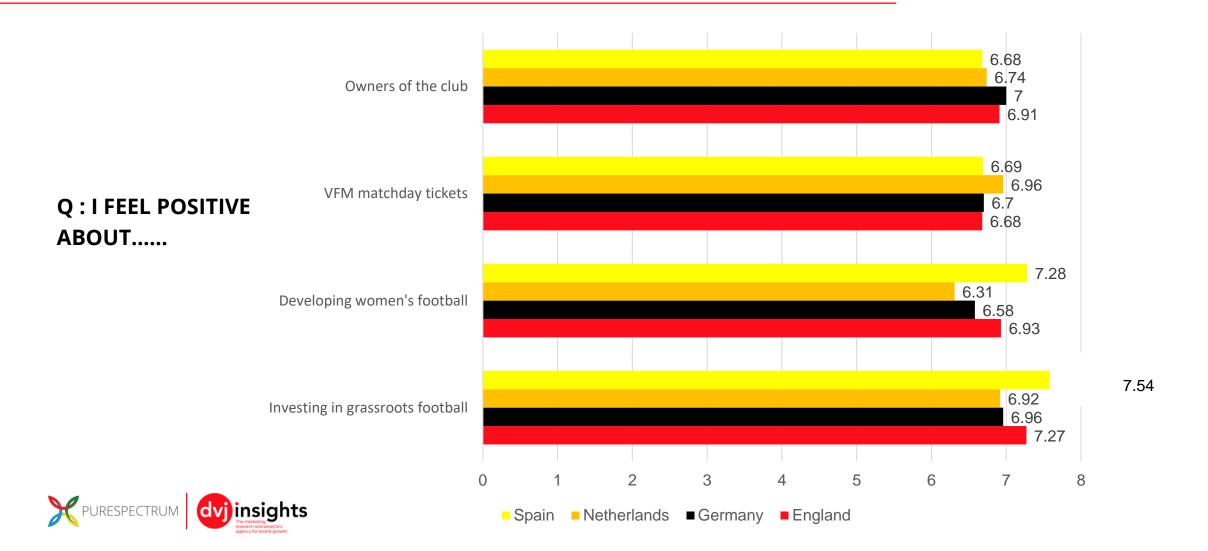
PERFORMANCE





PREMIER LEAGUE DOING WELL, LA LIGA SOCIALLY INVESTED

4 METRIC COMPARISON



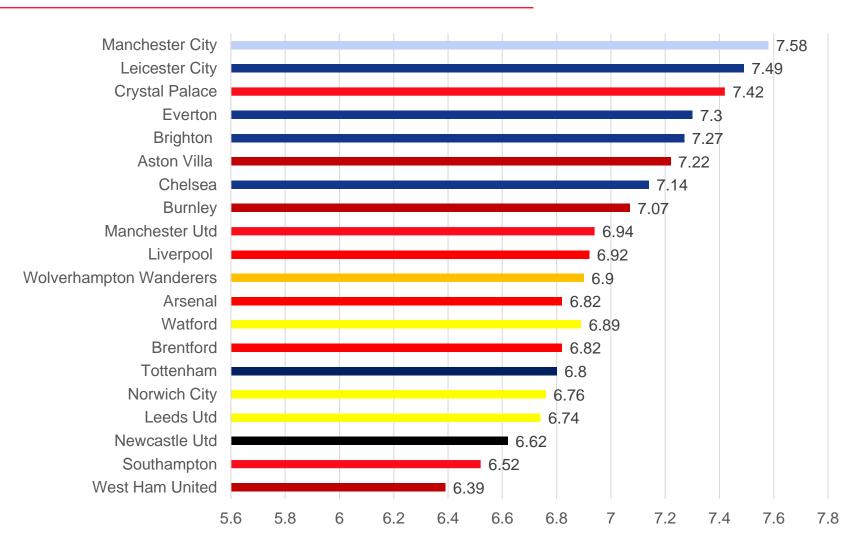
FAN POSITIVITY PREMIER LEAGUE TABLE

8 METRICS AVERAGE

Q: I feel positive about...

The 8 metrics

- 1. Owners of the club
- 2. Communication
- 3. VFM tickets
- 4. VFM merchandise
- 5. VFM food and drink
- 6. Developing women's football
- 7. Supporting grassroots football
- 8. Working in the local community

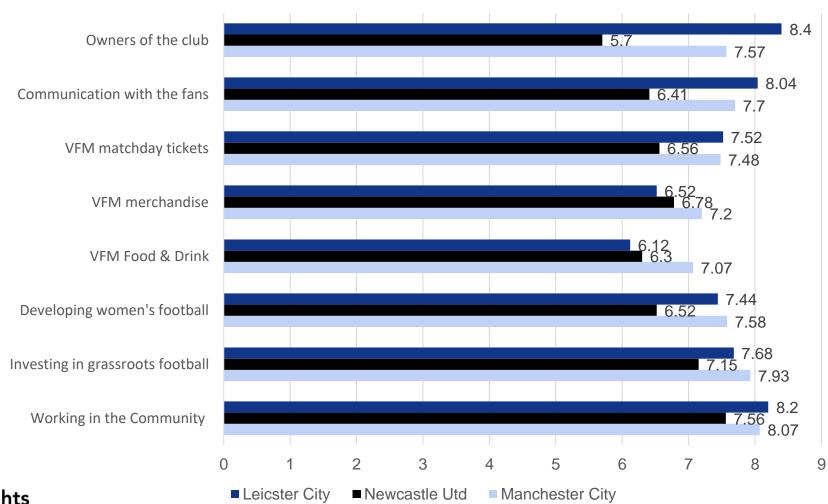




HOLISTIC MCFC, TRUSTED LCFC & NO TRUST NUFC

ALL 8 METRICS

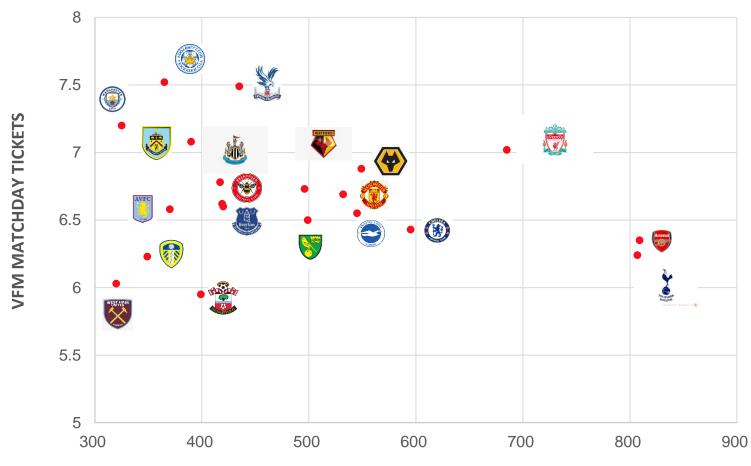
Q: I FEEL POSITIVE ABOUT.....





PREMIER LEAGUE TABLE

LOWEST SEASON TICKET PRICES V VFM PERCEPTION





EMOTIONS AND CONTEXT REALLY MATTER

Q: WHAT DOES YOUR CLUB MEAN TO YOU (ALL CLUBS)?



















EMOTIONS AND CONTEXT REALLY MATTER

Q: WHAT YOUR FOOTBALL CLUB MEANS TO YOU? (EXCLUDED EVERYTHING)



















EMOTIONS AND CONTEXT – THE POWER OF STORYTELLING

Q: HOW CONNECTED DO YOU FEEL TO YOUR CLUB, HOW YOU ARE TREATED AND THE DECISIONS WHICH ARE MADE?

Not connected at all now that they knocked down Upton Park. It's all about money

-WEST HAM

Think work of Marcus Rashford has helped connect with club serving good cause

-MAN UTD

Feel well informed with what is happening and that they are still committed to their fans

-LEEDS

Been following Burnley for over 50 years.

They are a family club with a great tradition

-BURNLEY

Prices are a lot higher but there are more women and families which makes it better atmosphere and less male dominated

—LIVERPOOL

NUFC - I recall going to home games with my father in the 60's, at that time we concentrated on the football and were not really aware of the business side of things. Now - totally different, way too much money in the sport

-NEWCASTLE UTD





EMOTIONS AND CONTEXT – THE POWER OF STORYTELLING

Q: SHARE YOUR FAVORITE MOMENT AND WHY IT WAS SO SPECIAL?

Billy Bonds attending the naming of a stand after him at the London Stadium.

-WEST HAM

Winning league..Leicester. Gary in his boxers.

-LEICESTER

Watching NUFC beat Barcelona in the champions league with Asprilla scoring a hat trick.

-NEWCASTLE UTD

When Arsenal won the league in 1989 against the odds, beating
Liverpool 2-0 at Anfield. We had to win by two clear goals or Liverpool
would be the Champions. It was the best football moment of my
life - nothing has ever come close to it.

-ARSENAL

At home against AEK Athens, Ky-Mani Marley, sang some of his father's iconic song on the pitch for all of those in attendance at the Johan Cruyff Arena. There he was, in his Ajax shirt, making some everything felt alright and that the fans weren't worrying about a thing. He and the fans teamed up for a rendition of 'One Love' but when the performance of 'Three Little Birds' was something else.

-AJAX



NEVER TAKE LOYALTY FOR GRANTED EUROPEAN SUPER LEAGUE

Q: WHICH FEELINGS, THOUGHTS OR ASSOCIATIONS COME TO MIND WHEN YOU THINK OF THE EUROPEAN SUPER LEAGUE?



















WINNING MATTERS MOST BUT PURPOSE BECOMING IMPORTANT

WOMENS FOOTBALL, GRASSROOTS AND LOCAL COMMUNITY





WHAT COMES CLOSEST TO THE PRIDE OF YOUR CLUB?

Q: WHICH OF THE FOLLOWING YOU ARE MOST PROUD OF?

ENGLAND	
My team	1.81
NHS	1.62
England football team	0.78
Cadburys	-0.17
British Airways	-0.34
Royal Family	-0.48
Marks and Spencer	-0.50
The Beatles	-0.58
Wetherspoons	-0.83
Burberry	-1.31

GERMANY	
My team	1.97
German football team	0.86
Adidas	0.13
Mercedez-Benz	-0.14
BMW	-0.15
The Autobahn	-0.18
Albert Einstein	-0.21
Deutsche Bahn	-0.36
Micheal Schumacher	-0.51
Birkenstock	-1.40

NETHERLANDS	
My team	1.87
Dutch football team	1.08
Max Verstappen	0.16
ING	0.03
Stroopwaffels	-0.19
Heineken	-0.25
Unilever	-0.56
Martin Garrix	-0.59
Koning Willem Alexander	-0.60
Dutch Royal Family	-0.95

SPAIN	
My team	2.38
Spanish football team	0.96
Pablo Picasso	0.13
Estrella de Galicia	-0.10
Zara	-0.21
SEAT	-0.23
Movistar	-0.31
Iberia Airline	-0.42
Santander	-0.57
Enrique Iglesias	-1.63



WHO IS LEADING THE WAY? THE GREAT STORY OF BURY AFC

Interview with Ian Pearson, Commercial Director, Bury AFC on the club that is 'BY THE FANS FOR THE FANS'

Phoenix club, who now play in the 10th tier of English football and are recovering from failed ownership that saw them expelled from League Division 2

1. MEMBERSHIP

We have over 1,700 members, they choose the kit design, they receive monthly accounts and they are fully represented

2. MERCHANDISE

'Our key mantra is we won't sell what we wouldn't wear ourselves. Shirts £35'

3. ENVIRONMENT

'Our shirts are made of 16 recycled plastic bottles and zero water is used in the process' Sold over 2,500 shirts, on par with every club up to Div 1 (except Bradford City)

4. DIVERSITY AND INCLUSION

'Formed women's team and are hoping to establish walking football team'





THANK YOU

