

# bp4036 Selected topics in Sport Science

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Management in sport

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# Outline

- Theoretical part
  - Management in a sports organisation
  - Basic strategies
  - Way to the appropriate strategy
- Practical examples
  - Club Brugge
  - Feyenoord Rotterdam
  - Ferencváros Budapest – video
- Discussion

# INTEGRATED CORPORATE MANAGEMENT

<https://fb.watch/8uF9EDZSQS/>

## PERFECT COOPERATION



# INTEGRATED CORPORATE MANAGEMENT

## HOLISTIC APPROACH



# FOOTBALL MANAGEMENT

## FIELDS OF ACTION



# FOOTBALL MANAGEMENT GUIDANCE



# STRATEGIC SQUAD DEVELOPMENT GUIDANCE

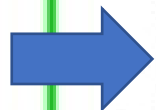
## GOALS

- Long-term, across different age groups squad planning
- Local player
- Structural characteristics
- Position profile
- Squad efficiency
- Continuity
- Reduction average age
- ...

## ACTIONS

- Definition requirements
- Creation player profiles
- Individual development
- Definition squad structure
  - Conception measuring squad efficiency [economic]
- Statistical evaluation
- Planning meeting
- ...

## SUCCESS





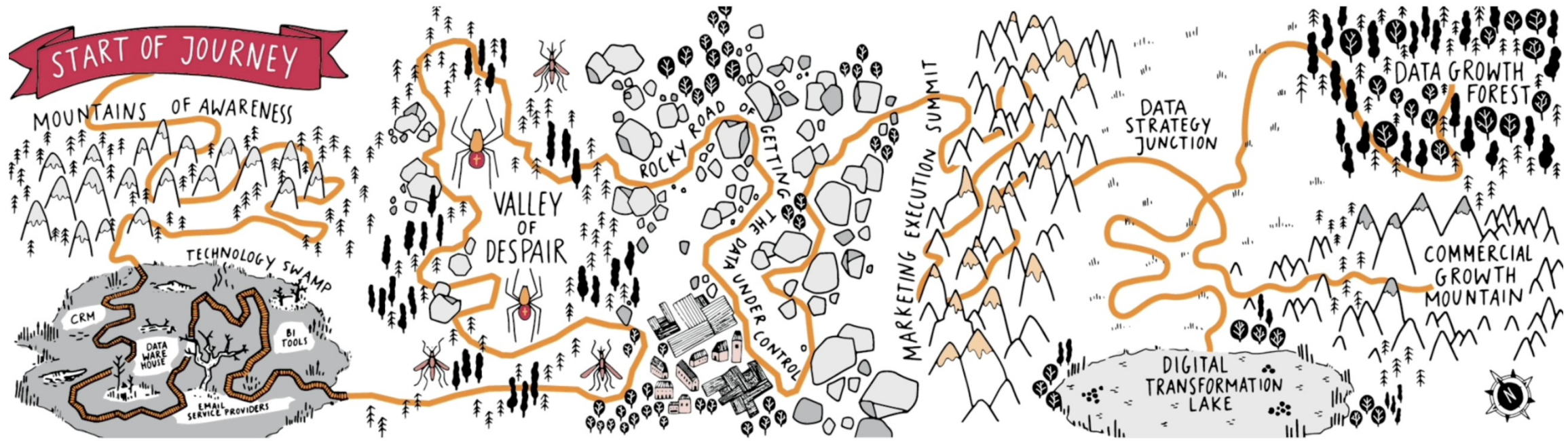
# FOOTBALL IDENTITY / PHILOSOPHY

## DEEP DIVE

### PERFORMANCE INDICATORS AND REQUIREMENTS

- visualization of the match philosophy (game principles) until dd.mm.yy, updating and management of a Top 10 selection after every 4 months
- 5 times p.a. training courses for coaches; at least 2 times p.a. coaches training with 1st team staff
- 25 times p.a. matchday analysis meetings (U21-U16)
- 3 times p.a. football world status report (in written and visualized)
- 16 times p.a. small group training (U21, 1st team)
- 2 times p.a. workshop „Club Values“ per team p.a.
- by dd.mm.yy finalization of visualization of the „Club values“

SUCCESS



Part 1:  
Data under control



Part 2:  
Find your 'tone-of-voice'

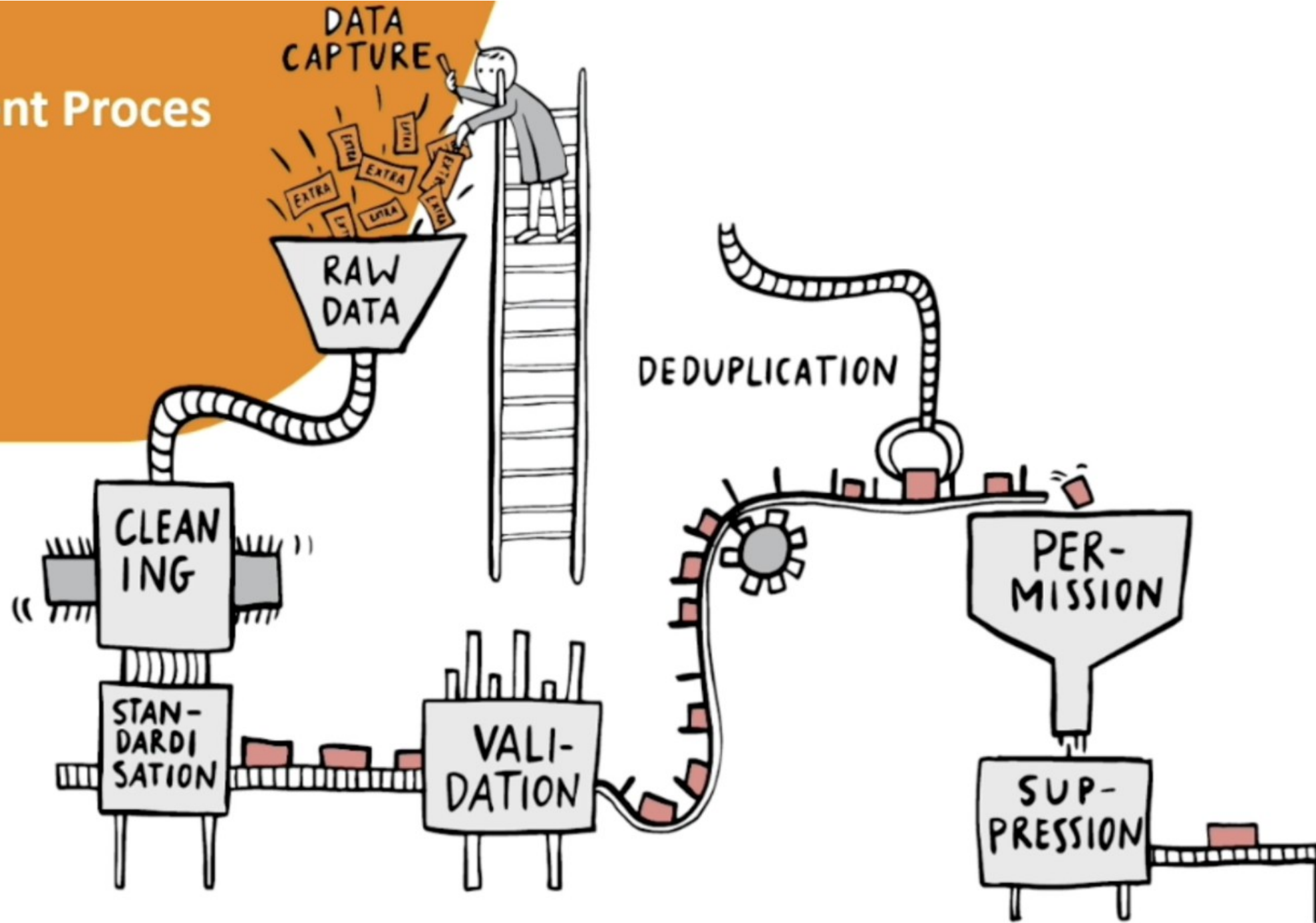


Part 3:  
Strategic Choice

## What do you want to achieve?

- Increase revenue vs fan engagement
- Get to know your fanbase
- Increase your attendance
- Increase your merchandising revenue
- Communicate with fans on behalf of sponsors

# Data Management Proces





# GDPR Compliance

## Privacy & Data security

- Privacy breaches are a PR risk
- GDPR is an opportunity, not a burden
- Ask fans for their permission and manage these permissions properly





Club Brugge is a Belgium Pro League A club based in Brugge. The Club was founded in 1891 and is the second most decorated clubs in Belgian football. Club Brugge plays in the Jan Breydel Stadium, together with local rival Cercle Brugge, which has a capacity of 29.000 seats. The Club has a national following and is considered one of the biggest clubs in Belgium.

The Club has a marketing team consisting of 3-4 marketers.



**2014**

Club Brugge's data-driven strategy focussed on digital, and especially mobile. The mobile App. is seen as the most crucial channel for fan engagement.



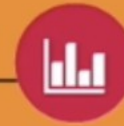
**2015**

Club Brugge was part of the Pro League database marketing project that implemented a data warehouse with, ticketing and access control integration and campaign management solution for all Pro League clubs.



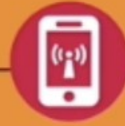
**2015 - 2019**

The Club introduced its first mobile App in 2015 together with a single sign-on solution (SSO). However, the SSO solution was later replaced by another solution. In 2019 that solution was again replaced by the current SSO platform to accommodate the new mobile App and loyalty program.



**2018**

The Club introduced a BI tool to get more insight into the customer data.



**2019**

The new mobile App, with extended functionality, was introduced in 2019. The App provided the basis for Club Brugge's digital membership program.



**2020**

The ClubID digital membership program launched early in 2020. The membership includes a loyalty cashback program. Members get cashback based on specific transactions. The money they accumulate can be spent on club products, both inside the stadium and on-line.



**2020**

The ClubID digital membership is very successful, with over 124 thousand loyalty transactions since its introduction.



Feyenoord Rotterdam is a Dutch Eredivisie club. The Club was founded in 1908 and was the first Dutch team to claim a major European trophy. Feyenoord plays in the Feyenoord stadium better known as 'De Kuip' which has a capacity of 52.000 seats. The Club has a national following and is considered one of the 'Big-3' clubs in The Netherlands. The Club has a marketing team consisting of product marketers, a database marketer, a team content creators, social media expert. The entire marketing team consists of more than 12 people.



**2008-2010**

Feyenoord was quick to realise the importance of fan data. The project started with recruiting a database manager responsible for all the Club's fan data.



**2012-2018**

The data warehouse and a campaign management solution were quickly implemented. Over the next six years, over ten new data sources were integrated.



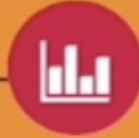
**2014**

The Club's 5-year plan formalised the database marketing strategy. The target: one million fan records by the end of the 5-year plan.



**2014-2019**

Focus on data capture campaigns. Feyenoord organised weekly 'play-and-win' campaigns on all media channels to capture fan data, including permission to use it.



**2017**

A fan marketing BI application to gain insight into the fanbase was implemented.



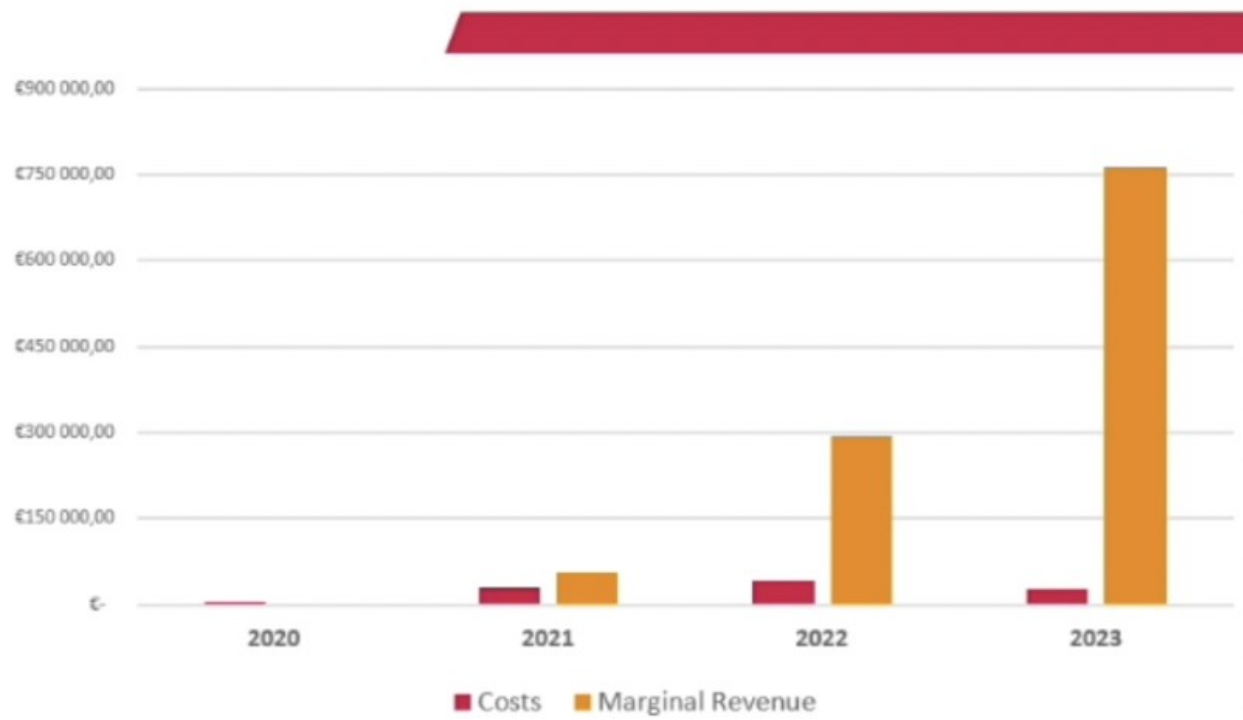
**2019**

Feyenoord did achieve the target of 1 million fan records as set out in the 5-year plan. After reaching the target, the focus changed to improving the quality of fan records. Fans are now actively approached to re-engage with the Club and to update their contact details and permissions.



**2020**

As part of a new digital strategy, Feyenoord has introduced Single Sign-On to improve its customer journey and further improve the fan data quality.





Thank you for your attention

