



**BARÇA
INNOVATION HUB**
Universitas

FAN ENGAGEMENT

CERTIFICATE / 100% online / 4 months

LEARN FROM THE BEST | ENJOY A UNIQUE EDUCATIONAL EXPERIENCE |
BECOME PART OF A GLOBAL NETWORK

In recent years, the concept of Fan Engagement in football has emerged as a way for federations, associations, leagues and clubs to strengthen supporter relationships and, as a consequence, to more sustainably grow attendances.

Globally, in the majority of leagues, attendances are falling. This is due to many factors, including the primacy of digital services (including eSports, gaming, the streaming / broadcast of matches and fantasy leagues); the impact of broadcasting deals on changes to kick off times and match days; ticket pricing; the evolution of different working patterns; the emergence of many other leisure and sporting options (including start-up and expansion sports) and negative external perceptions of football, with anti-social behaviour, violence, racism and homophobia, all cited as barriers to attendance and engagement.

The concept of Fan Engagement (reflecting the wider service industry concept of Customer Engagement) proposes to address and / or mitigate these factors by re-defining what has been a historically 'arms-length' relationship with fans. Instead, it aims to create a 'stakeholder' relationship, where the football organisation is designed around the needs of its community and acts according to the values and principles that define it in the eyes of its fans. Fan Engagement therefore relies on a much deeper understanding of the fan: who they are; the nature of their relationship with the game, club or national association and their individual behaviours, motivations, expectations and experiences.

Although elite leagues and clubs generate far more revenue from commercial partnerships than they do from ticket revenue, Fan Engagement is an absolutely necessary tool to allow them to strengthen existing fan relationships and to open up new supporter markets through a distinct and compelling offer. For non-elite leagues and clubs, the need to sustain or increase local ticket revenue is vital to financial viability. Graduates with an in-depth knowledge of Fan Engagement will therefore be able to offer potential employers a proven, effective and measurable path to sustainability and growth.

Mark Bradley

EXPERT ADVISOR



UEFA Mentor. Director of The Fan Experience Company.



- **DELIVERY MODE ONLINE**
- **DURATION 4 MONTHS**
- **ACADEMIC DEGREE EXECUTIVE EDUCATION**
- **DELIVERED IN ENGLISH AND SPANISH**

OBJECTIVES

To introduce and define Fan Engagement and to show, with detailed examples, how its principles and practices support sustainable growth in football.

AIMED AT

- Managers of organizations linked to clubs, federations, associations and/or leagues.
- Members of agencies, consulting firms and/or startups focused on providing comprehensive solutions for fan engagement / experience.
- Professionals in general, interested in this subject."

LEARN TO

- Develop a detailed understanding of Fan Engagement: its definition, history, principles, practices & rationale.
- Understand the nature of fans and fandom so as to put fans at the centre of club, league and / or national association activity.
- Create a Fan Engagement strategy & to design the optimum fan experience including all relevant 'touch points' and for all key fan segments.
- Create a culture of engagement at an association, league or club (Fan Engagement Leadership).

COURSES

The Certificate is composed of four one-month courses. This Certificate is completed sequentially (the course is enabled and each course is completed over a month).

COURSE 1: WHY FAN ENGAGEMENT? DEFINITION, PRINCIPLES & RATIONALE

MODULE 1: The Origins of Fan Engagement

MODULE 2: Defining the Fan

MODULE 3: The Rationale for Fan Engagement

MODULE 4: Building a Fan Engagement Strategy

COURSE 2: DELIVERING FAN ENGAGEMENT

MODULE 1: Club Identity: 'Same song, different lyrics?'

MODULE 2: Understanding & Engaging with your Fan Base

MODULE 3: Delivering Value in the Fan Experience

MODULE 4: People & Culture

COURSE 3: WHAT IS A FAN? UNDERSTANDING THE NATURE OF FANDOM

MODULE 1: Fan v Customer: A love based on friction, emotion and irrationality

MODULE 2: Understanding Fan Behaviour

MODULE 3: Fan Consultation & Structured Dialogue

MODULE 4: Growing Engagement (Data and Measures)

COURSE 4: LEADERSHIP: CREATING & SUSTAINING A CULTURE OF ENGAGEMENT

MODULE 1: An introduction to Fan Engagement Leadership

MODULE 2: A Model for Engagement

MODULE 3: Community Engagement

MODULE 4: Embedding Fan Engagement

EXPERIENCE

All your learning experience will take place in an online platform where you will find all the resources you need to study:

LECTURES

which address the main topics.

VIDEOS

that deepen some subjects of the readings.

ACTIVITIES

to apply the content addressed in each module.

RUBRICS

that will evaluate you in each module.

ONLINE EXPERT

In every course, you will have the support and virtual follow-up of a subject-matter expert. This online expert will perform interventions throughout the different modules to ensure your learning, as well as the interaction with the rest of your peers.

In addition, he will be available in the forum and by internal messaging so that you can appeal to him as many times as you need.

FORUMS

where you can interact with your colleagues.

SELF-ASSESSMENTS

which will help you measure your learning progress.



BENEFITS

- World-class content, designed by experts and sports-industry oriented for an immediate impact.
- Round-the-clock access to study material, wherever you want and from any device.
- Custom feedback for every individual and teamwork activity.
- Spaces of discussion and interaction with industry professionals from all over the world.
- Certificate of participation for each course, issued by Barça Innovation Hub - Universitas. If you pass each of the courses that make up the program, and complete and pass the comprehensive final exam, you will also receive a verified certificate of completion for the entire program, with confirmation of identity, issued by Barça Innovation Hub - Universitas.



BARÇA INNOVATION HUB

**CREATING A NEW GENERATION OF
SPORTS PROFESSIONALS**