



Fan Relationship Management & Cultural Business Model

Summer School

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Lecture 3







**THE WORLD'S
BEST STADIUM?**



WASHINGTON
COMMANDERS



BERNABÉU
STADIUM



COMMANDERS *DOLPHINS*

16.11.2025

MIAMI
DOLPHINS

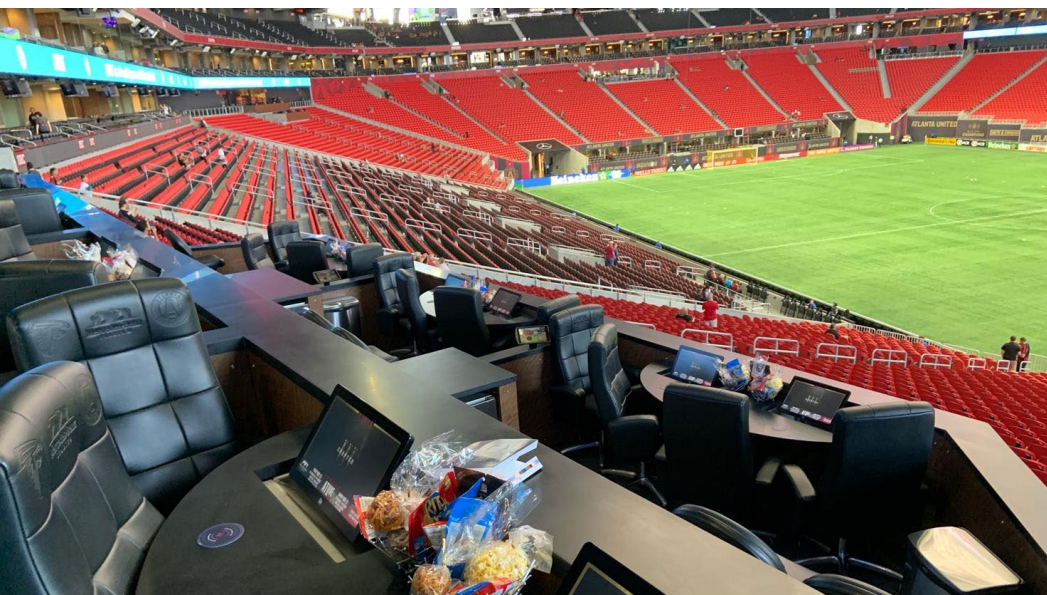


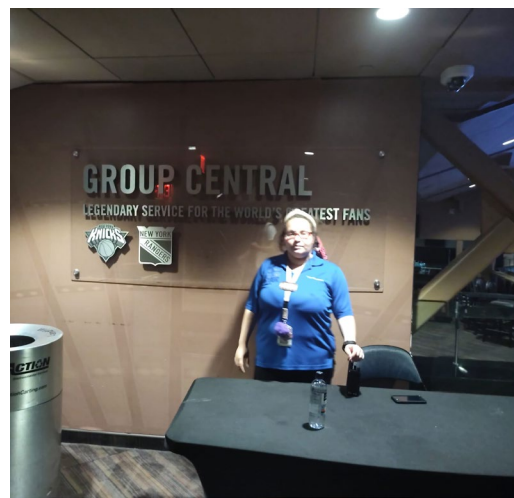


MERCEDES-BENZ STADIUM

ALL-ACCESS











2023 NFL INTERNATIONAL GAMES



WEMBLEY STADIUM



VS



ATLANTA FALCONS

JACKSONVILLE JAGUARS

OCTOBER 1, 14:30 BST

TOTTENHAM HOTSPUR STADIUM



VS



JACKSONVILLE JAGUARS

BUFFALO BILLS

OCTOBER 8, 14:30 BST



VS



BALTIMORE RAVENS

TENNESSEE TITANS

OCTOBER 15, 14:30 BST



DKB

FRANKFURT STADIUM



VS



MIAMI
DOLPHINS

KANSAS CITY
CHIEFS

NOVEMBER 5, 15:30 CET



VS



INDIANAPOLIS
COLTS

NEW ENGLAND
PATRIOTS

NOVEMBER 12, 15:30 CET



WEEK 9













3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

3RD DOWN

LEADER



#87

T. KELCE

mc 2

yards 7

avg 3.5

TD 0



CHIEFS KINGDOM



32









WILLKOMMEN BEI DEN 2023 NFL FRANKFURT GAMES WELCOME TO THE 2023 NFL FRANKFURT GAMES WELCOME TO THE 2023 NFL FRANKFURT GAMES WILLKOMMEN BEI DEN 2023 NFL FRANKFURT GAMES THE 2023 NFL FRANKFURT GAMES

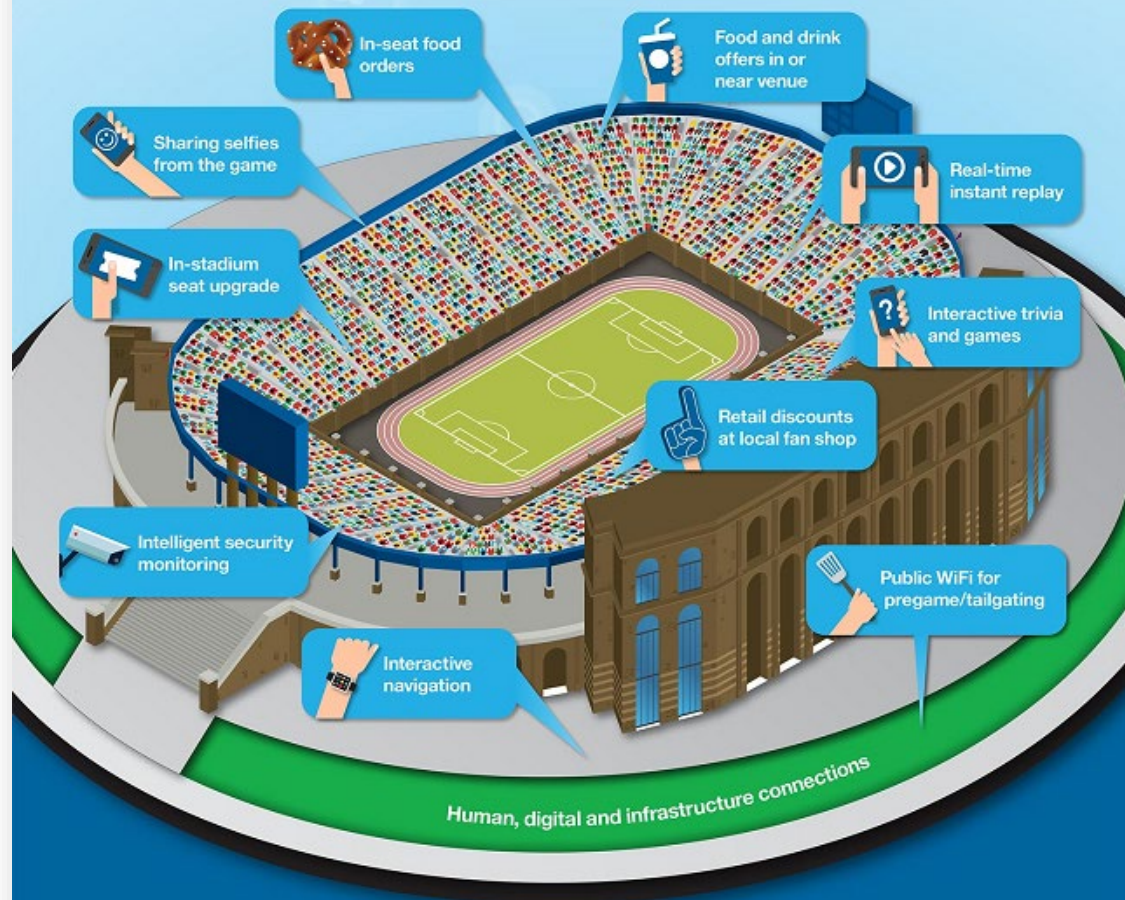
WILLKOMMEN BEI DEN 2023 NFL FRANKFURT GAMES

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DKB
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The anatomy of the Ultimate Fan Experience

The fusion of design, strategy, technology and data to improve fan engagement, team performance, and venue optimization



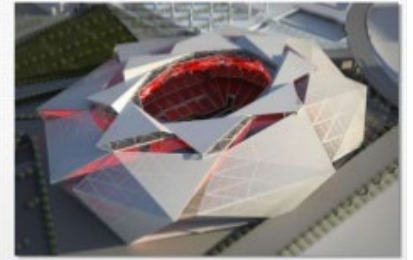
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Atlanta Falcons Smarter Stadium



IBM Delivers First-of-a-Kind NFL Fan Experience with New Mobile Wireless Support for Atlanta Falcons

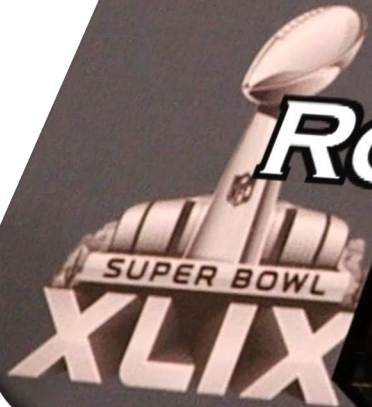
January 2015





KEY = THE FAN

KEY = THE FAN



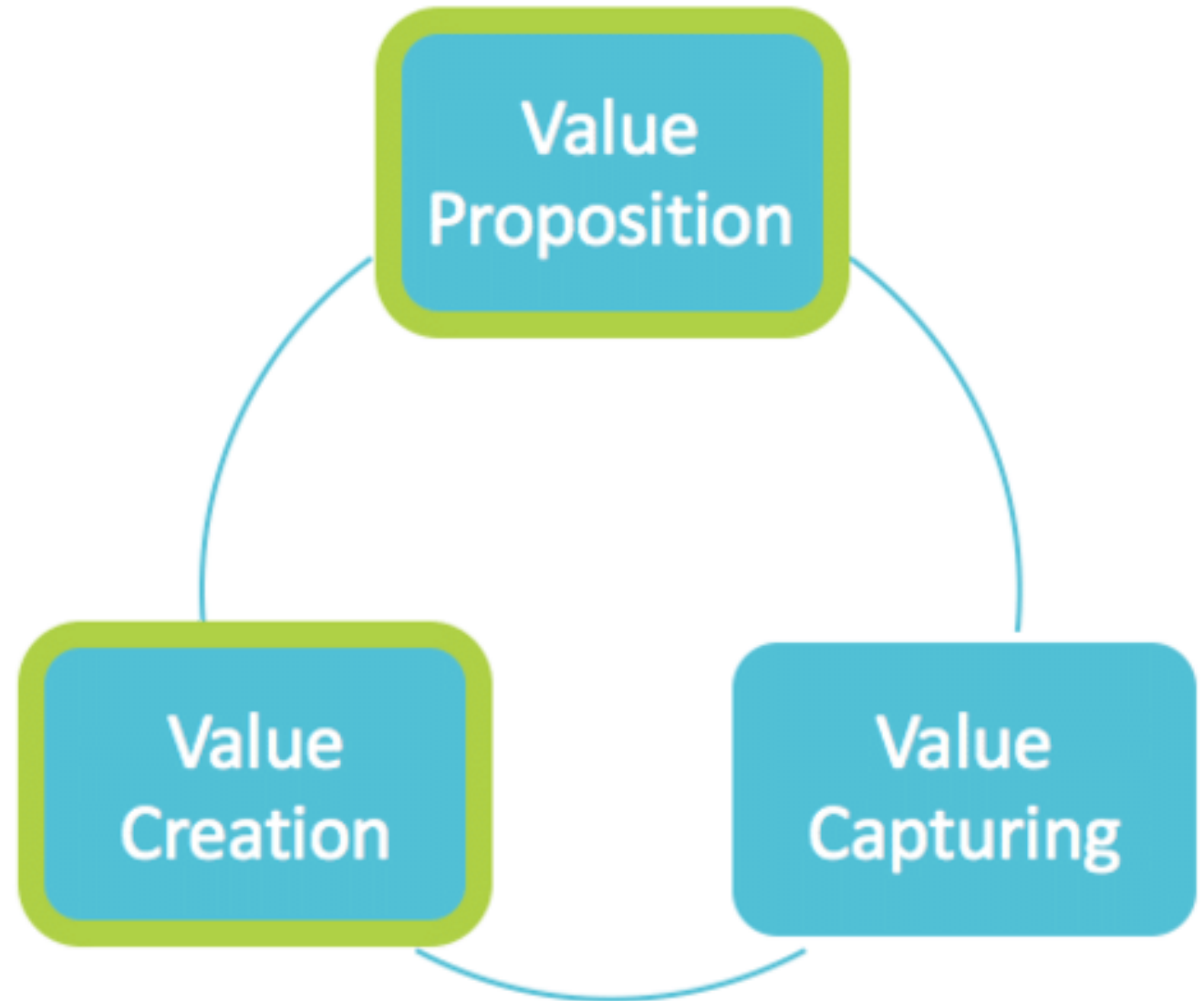
ROBERT KRAFT
NEW ENGLAND PATRIOTS
OWNER

BOSTON
Herald



KEY = THE FAN



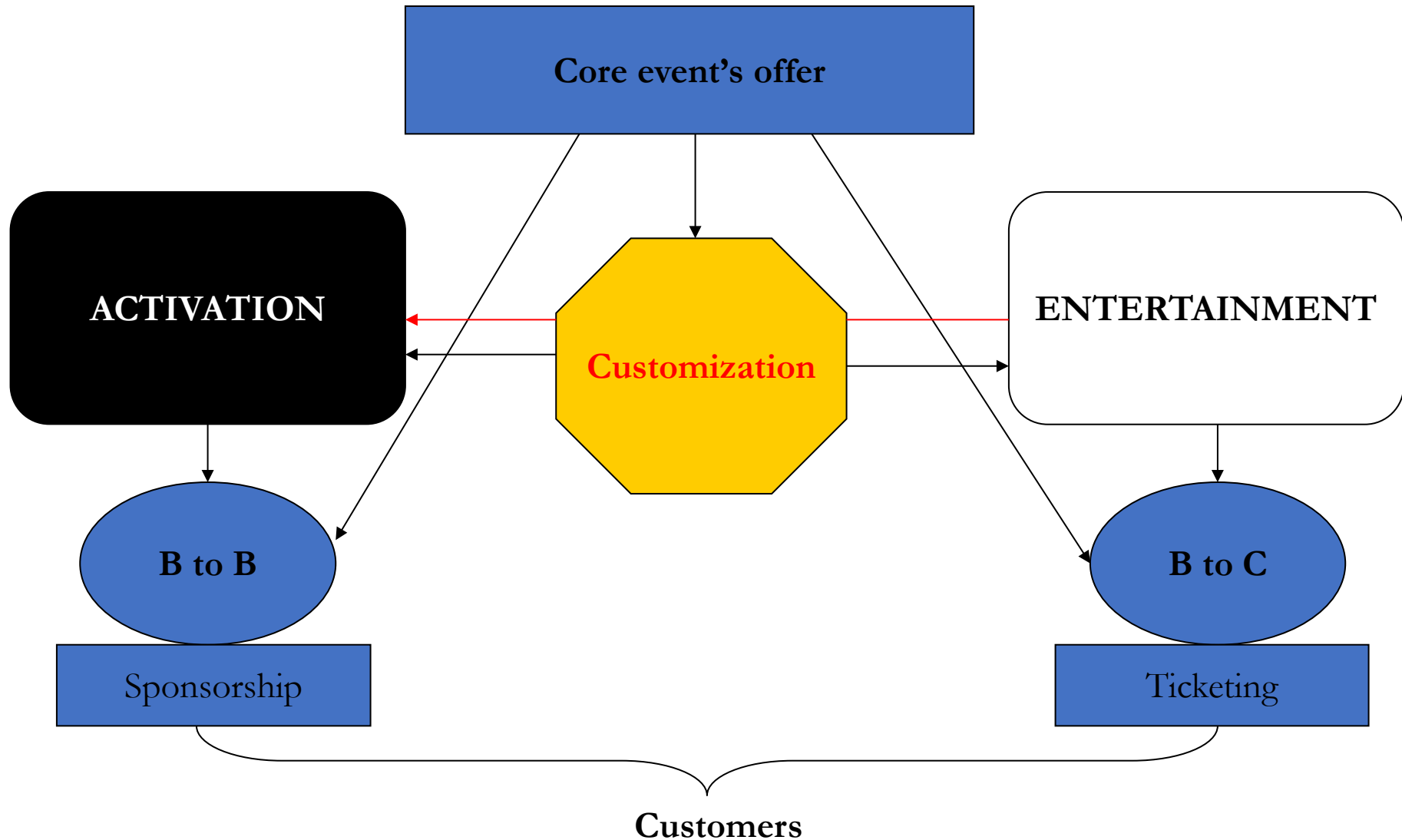




We don't sell wins or losses. The one thing you can't control in sports is which games you are going to win or which games you are going to lose. But what I could control was the experience the fans have.

Mark Cuban

Event offer and specificities





B to B : The Key !

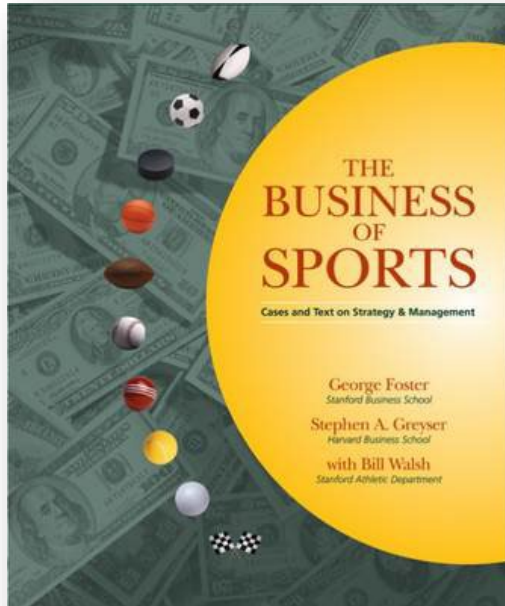
« Connect the fans to the brand »



B to C : The Key !

CRM + ENTERTAINMENT = FAN RELATIONSHIP
MANAGEMENT

Fans support for the system : the business of sports – a perspective from Harvard *(Stephen A. Greyser)*



« **Fans are the foundation of the business of sports world.** They support the entire apparatus : with thier bodies at games ; with their eyeballs wathing on TV ; and with their wallets for tickets, for cable and pay-per-view fees, and for merchandise, publications, videos, fantasy leagues fees, and equipement, as well as the sponsors' products and services ».

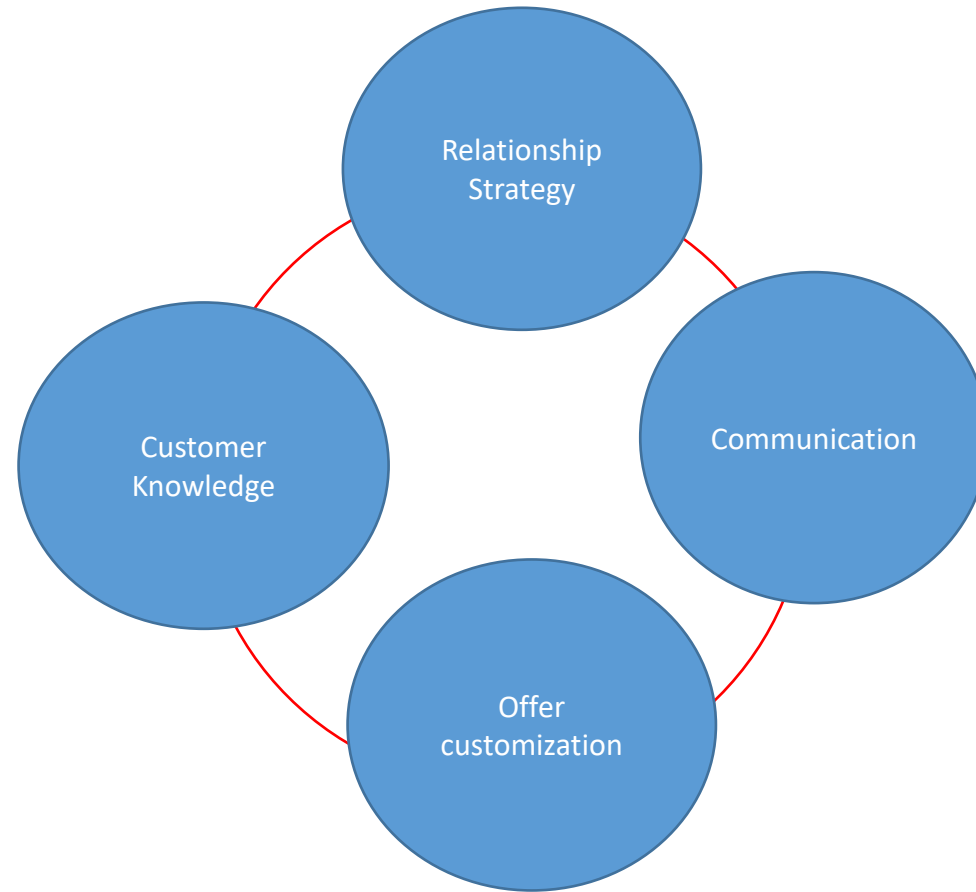
The Salesforce logo, consisting of the word "salesforce" in white lowercase letters inside a blue cloud-like shape.

salesforce

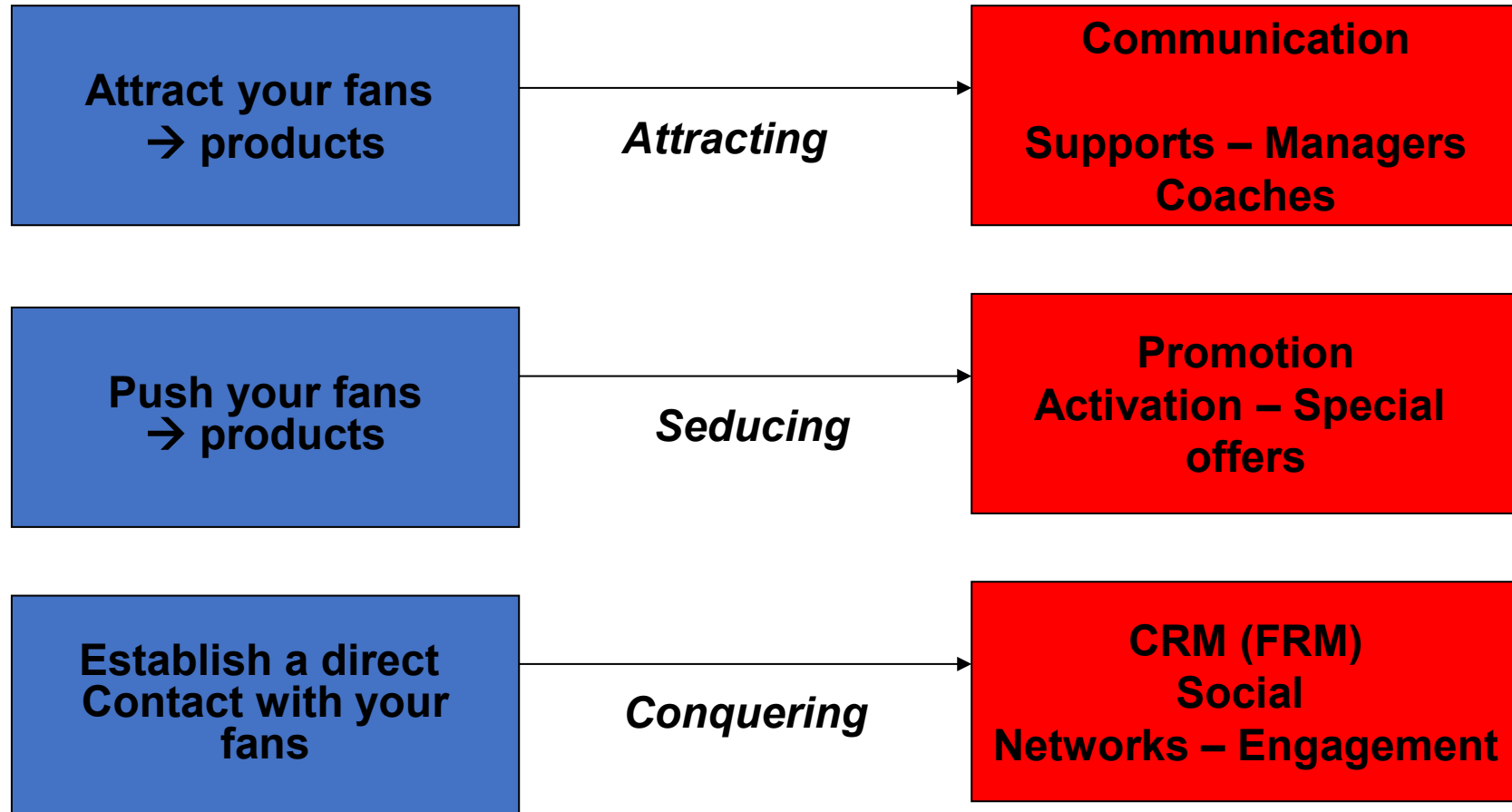
How Formula 1[®] Uses Salesforce



Relationship Marketing keys



Attracting – Seducing – Conquering your fans!



CRM Steps	Sports events ecosystem assets	Sports events ecosystem limitations	Recommendations
KNOWING	Core targets : practicers (clubs / federation) + sport goods consumers including media and social media	Invitations : public sponsors with free distribution contacting your targets !	Limitation of the invitations or tracking (or influencing) your sponsors for their invitations - distribution & selection
SELECTING	Motivational segmentation using your data basis	External ticketing distribution (digitick example) / needs for creating and managing your CRM -→ FRM	Customers Information are not Customers Knowledge ! You have to work on your data creation and knowledge based assets...
CONQUERING	Using stakeholders communication channels (media, sponsors, « smart » cities, players !...)	Without IT strategy no interaction !	Coupling with servicing : parking, food, products, sponsors goods....
LOYALTY	Loyalty programs	Limitation of a one shot event / no external fans cards (ex : OM with fans associations)	Mobile strategy using your partner competencies (Cisco, IBM, Oracle, Apple, Orange....)



Fan Relationship Management ?

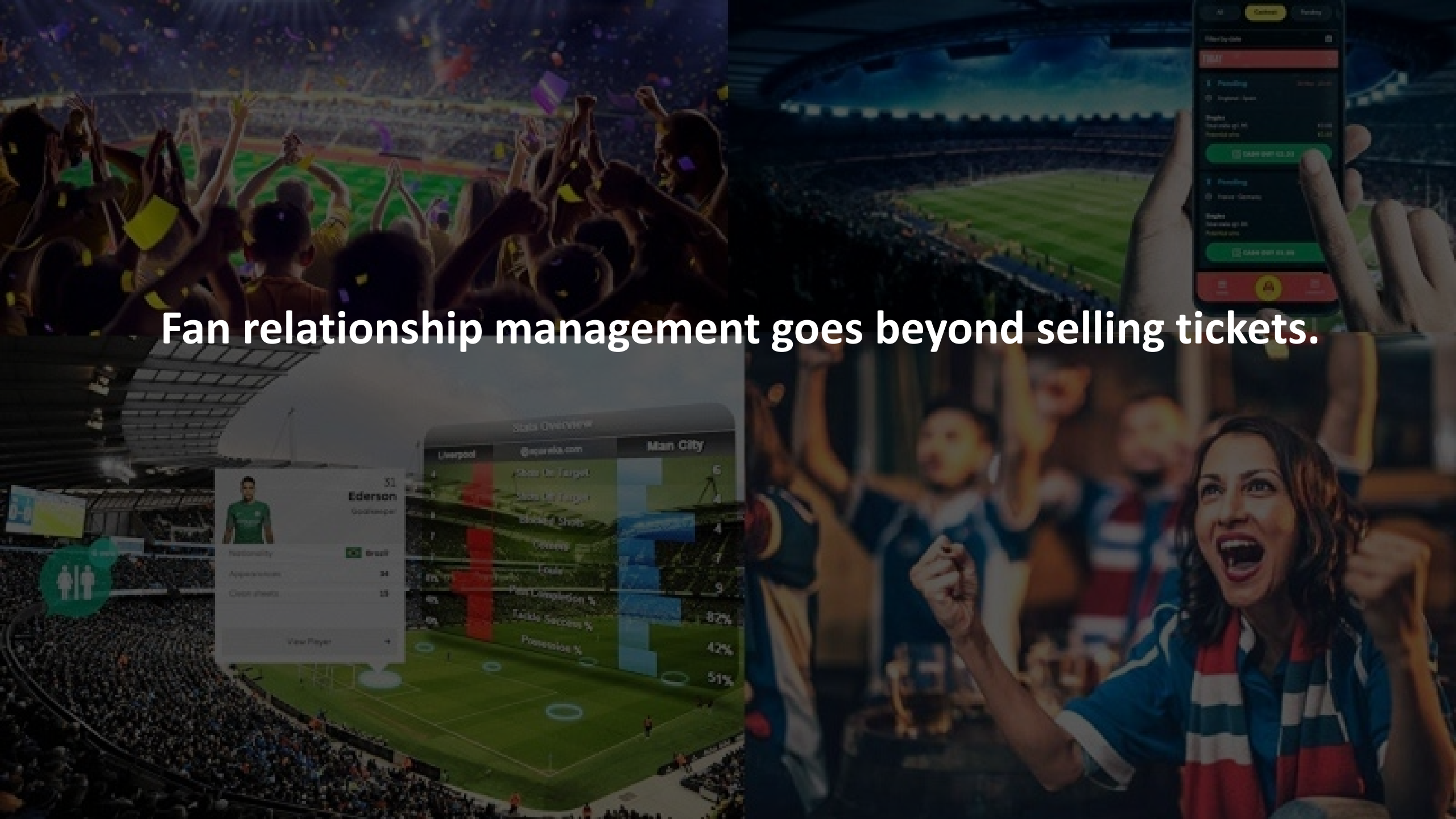
« In sport lack of relationships between fans and their clubs/events has led to empty stadiums, low merchandising, no sponsorship and no growth. Events adans clubs need to smell the coffee, change and benefit from their fans. They have to institute a Fan Relationship Management (FRM) program »

Fan Relationship Management

- “managing the relationship with fans,”: using data and knowledge of the club’s values to capture and analyse fan behaviour, engage fans and build
- FRM team’s job : build loyalty and popularity, increase attendance and participation, and create trust in the club’s (events) board by understanding fans’ needs and providing experiences that make them feel valued.
- From experience to engagement !

Practice	Key points
Understand your audience and use data	Collect and analyse data from multiple touch-points (social media, streaming platforms, ticketing and in-person events) to understand fans’ needs, motivations and behaviours FRM teams capture fan data via CRM systems
Personalise the fan experience	Personalised experiences make fans feel valued : Loyalty and membership programmes,.
Offer exclusive digital content and access	Live-streaming services and second-screen experiences. Mobile apps and behind-the-scenes content. Innovative technologies such as virtual reality and augmented reality.
Create engaging in-stadium and off-site experiences	At live events, teams should create memorable experiences through special halftime shows, interactive fan cams, light displays and in-stadium trivia or mobile apps. Outside matchdays, clubs can keep fans engaged with contests, meet-and-greets, digital gamification and community events
Build community and empower fans	Fan clubs, memberships and community initiatives. Encouraging user-generated content and involving fans in decisions such as music playlists or uniform designs strengthens attachment.
Use multiple channels but own your platform	Social media is useful for real-time interaction and promoting exclusive content. Developing a branded app or website gives the organisation control over the user experience and provides direct access to fan data.

Fan relationship management goes beyond selling tickets.





\$12 billion / year spent on the purchase of tickets to than doubled over the past decade



Tickets prices have more than doubled over the past decade (US)



Hornets : « When no one is in that seat, not only do we lose the value of the ticket, we lose concession money, merchandising money, and program money »



Ticketing strategy : equilibrium between rentability and fill rate

Tactics used
by sports
organizations
in the
United States
to increase
ticket sales

Flexible Ticket Pricing

1. *Quality* of the opposing team
2. *Time* : prices vary by different times of day, week, or season of the year or first round versus championship game or match
3. *Place* : prices vary by different seating locations



Money-Back Guarantees

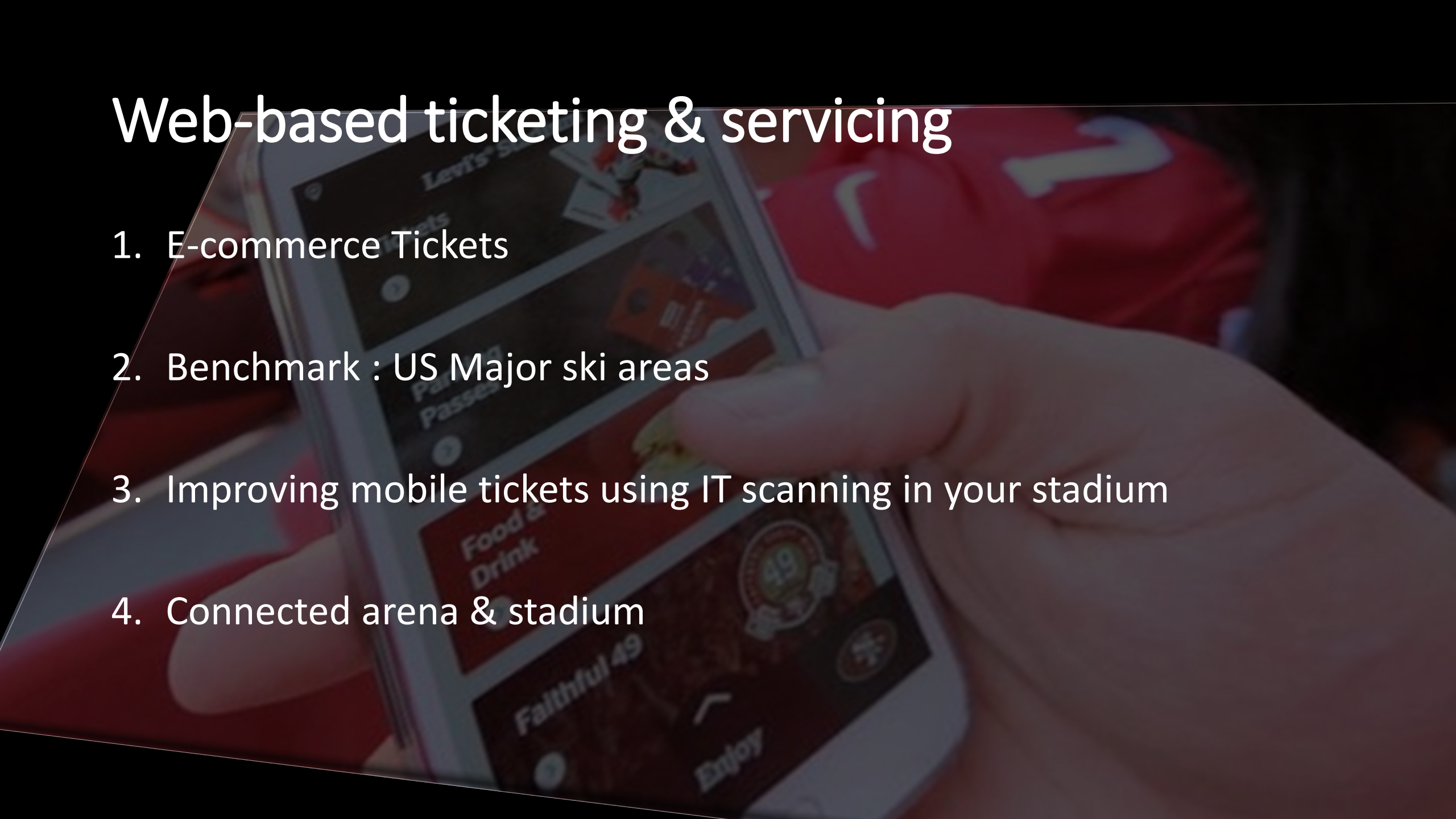
1. Loyalty programs
2. Mini packs / fans groups (Sportainment)
3. Using top games to sell « garbage »

LOYALTY
Start saving money TODAY
Fantastic savings on a wide range of products and services.



Web-based ticketing & servicing

1. E-commerce Tickets
2. Benchmark : US Major ski areas
3. Improving mobile tickets using IT scanning in your stadium
4. Connected arena & stadium



REVOLUTIONIZING FAN ENGAGEMENT

HOW TECHNOLOGY IS SHAPING
THE FUTURE OF SPORTS



AUGMENTED & VIRTUAL REALITY



AR/VR are redefining
what it means to
“attend” sporting events

ARTIFICIAL INTELLIGENCE



AI powers personalized
and predictive
fan experiences

BLOCKCHAIN & NFTs



Digital collectibles
are turning fans
into asset owners

SOCIAL MEDIA & 5G



In-stadium and
real-time interactions
are stronger than ever

Possible fans segmentations (classical)

- Demographic variables :
 - Age : some categories by generation rather than random age bands
 - Gender : male or female
 - Ethnicity / culture
 - Family status : family size or family life cycle
 - Working status : income, occupation & education
- Geographic variables :
 - Location : where does the customer live ?
 - Population : What is the size of population where the customer lives ?
 - Density
 - Climate
- Psychographic variables :
 - Lifestyle : what type of lifestyle does the customer lead ?
 - Personality
- Behavioural variables ?
 - Occasion : when does fan attend games ?
 - Benefits : what are they seeking from the event – a winning team or entertainment ?
 - User status : current, lapsed, prospective or non users
 - Usage rate : frequency of attendance
 - Loyalty status : how loyal are they towards the team ?
 - Attitude : positive or negative ?

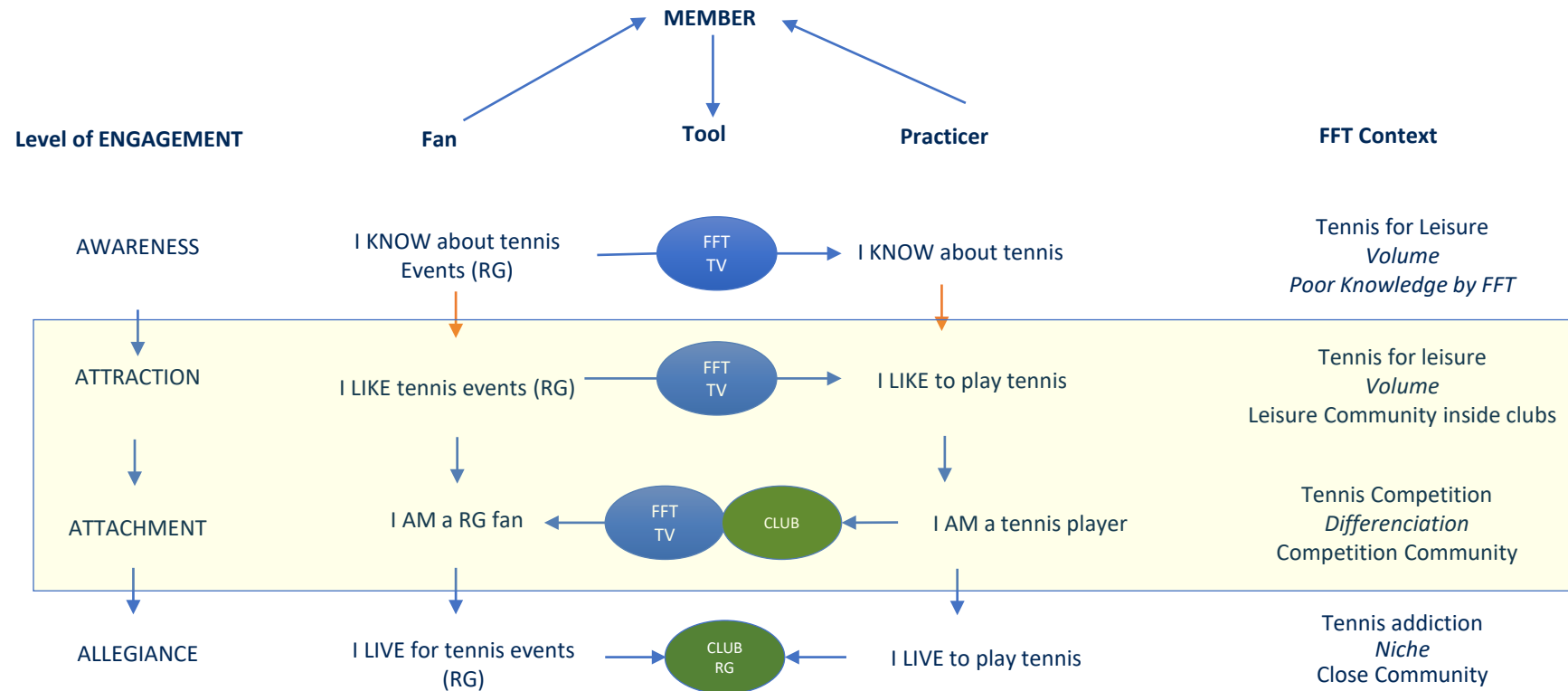
Other fans classification (Hunt, Bristol and Bashaw)

- **Fanatical fan** : always fans wearing jersey, enhancing atmosphere of the live event, added value for other fans.
- **Devoted fan** : at the games but also watch via media, general sports fans, they are willing recipients of exclusive content such as insider news or behind the scenes stories
- **Local fan** : local affiliation, city identification
- **Temporary fan** : seek unique « once-in-a-lifetime » and « money can't buy » experiences and will be attracted by big events, big names and star players.



« Phygital » strategy : Fans & Members Relationship Management

FFT Case Study



THE FUTURE OF THE SPORTS FAN



94% OF PEOPLE
WATCH SPORT LIVE



63% THINK THE ABILITY
TO CHOOSE DIFFERENT
CAMERA ANGLES WOULD
IMPROVE THEIR VIEWING
EXPERIENCE



40% OF PEOPLE THINK
VIRTUAL REALITY HEADSET
WOULD IMPROVE THEIR
VIEWING EXPERIENCE



79% BELIEVE TICKETS TO
SEE LIVE SPORTS ARE
OVERPRICED



\$88 - THE AVERAGE SPENT
ON FOOD AND DRINK
BOUGHT VIA THE APP
DURING SUPER BOWL 50
AT THE LEVI'S STADIUM



76% WOULD GO TO MORE
LIVE SPORTING EVENTS IF
TICKETS WERE CHEAPER



AUGMENTED VIEWING

GAME CHANGERS



36% OF FANS FOLLOW
NON-MAINSTREAM
SPORTS



32% BELIEVE FOOTBALL
WILL NO LONGER BE
THE DOMINANT SPORT
IN TEN YEARS' TIME



100,000 PEOPLE
PLAY QUIDDITCH



66% BELIEVE
ATHLETES
ARE ROLE MODELS



51% THINK 'SUPPORTING
LOCAL COMMUNITIES' IS
THE MOST IMPORTANT
THING FOR A SPORTS
TEAM TO DO



43% WANT TEAMS
TO PUNISH
DISCRIMINATORY
BEHAVIOUR

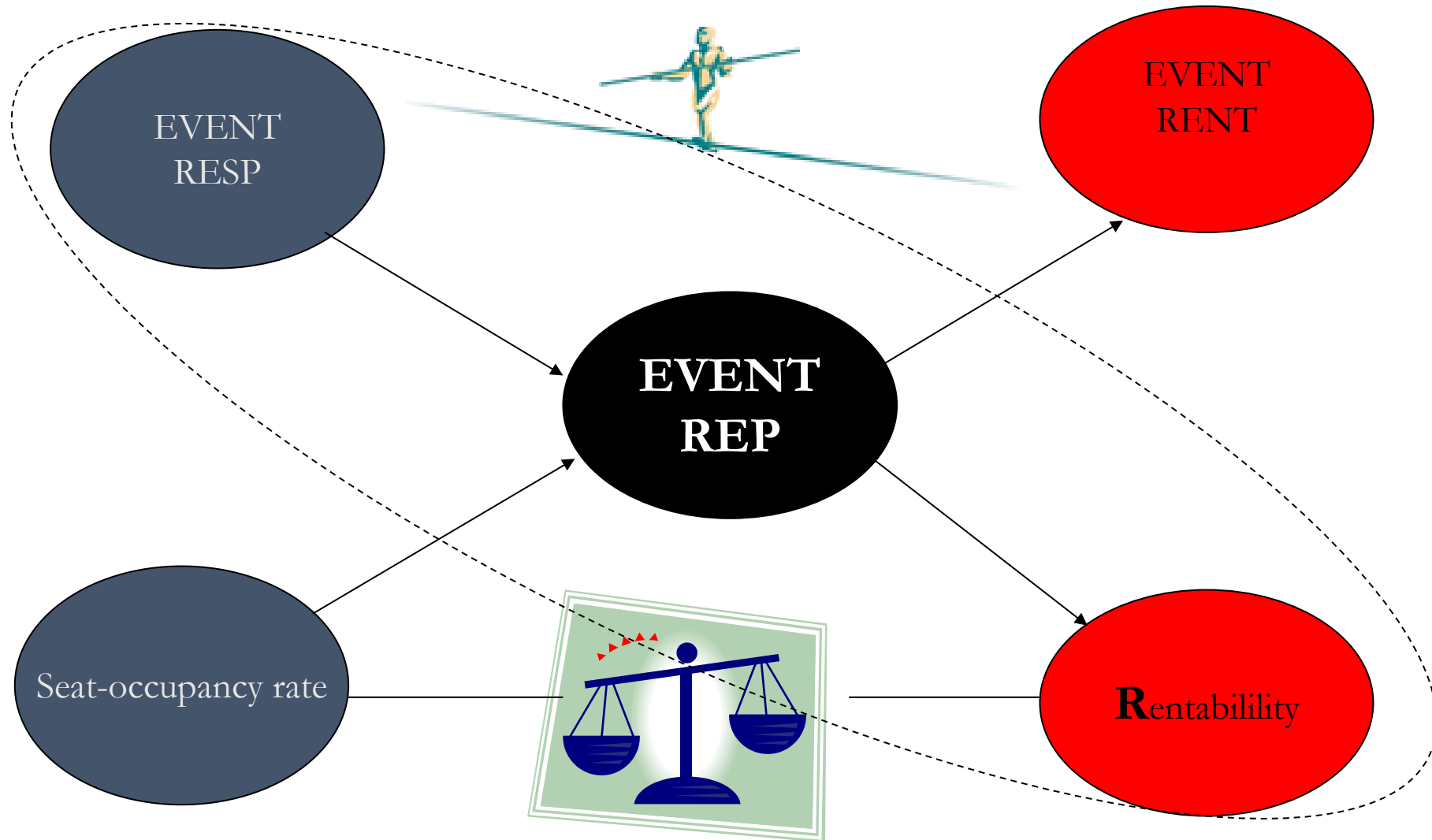


PRICED OUT

PLAYING WITH PURPOSE



Ticketing efficiency : **R**eputation – **R**entability - **R**esponsibility





PAST





EMIRATES
STADIUM

- Upper Tier
- Executive Box Level
- Club Level
- Lower Tier



CURRENT MATCH DAY TICKET PRICES

Emirates Upper/Lower Tier

Category A

Category B

Centre Upper

£100

£70

Centre Upper Back

£75

£53

Next to Centre Upper

£75

£53

Next to Centre Upper Back

£66

£47

Wing Upper

£66

£47

Wing Upper Back

£59

£41

Corner Upper

£66

£47

Goal Upper

£71

£50

Goal Upper Back

£59

£41

Centre Lower

£56

£38

Wing Lower

£51

£35

Corner Lower

£51

£35

Goal Lower

£51

£35

Family Enclosure

Adults - Lower Tier

£51

£35

Adults - Upper Tier

£66

£47

Senior Citizen/Cannon Club - Lower Tier

£22

£15

Senior Citizen/Cannon Club - Upper Tier

£27

£20

Junior Gunners - Lower Tier

£19

£14

Junior Gunners - Upper Tier

£25

£18



Key

- = Platinum / Gold Members
- = Gold Members
- = Silver Members
- = Red Members
- = Existing Travel Club members
- = Arsenal Ticket Exchange
- = General Sale (no membership required)
- = Ticket information
- = Matchday Hospitality available
- = Travel information



		Arsenal vs Manchester City Carling Cup Tuesday, November 29, 2011, 20:00		= SOLD OUT
		Wigan Athletic vs Arsenal Barclays Premier League Saturday, December 3, 2011, 15:00		= SOLD OUT
		Olympiacos vs Arsenal UEFA Champions League Tuesday, December 6, 2011, 19:45		= BUY NOW
		Arsenal vs Everton Barclays Premier League Saturday, December 10, 2011, 15:00		= BUY NOW
		Manchester City vs Arsenal Barclays Premier League Sunday, December 18, 2011, 16:10		= SOLD OUT
		Aston Villa vs Arsenal Barclays Premier League Wednesday, December 21, 2011, 19:45		= 28-11-2011
		Arsenal vs Wolverhampton W. Barclays Premier League Monday, December 26, 2011, 15:00		= BUY NOW = 28-11-2011
		Arsenal vs QPR Barclays Premier League Saturday, December 31, 2011, 15:00		= BUY NOW = 01-12-2011
		Arsenal vs Manchester United Barclays Premier League Sunday, January 22, 2012, 16:00		= BUY NOW = 22-12-2011



How to create your fan base ?

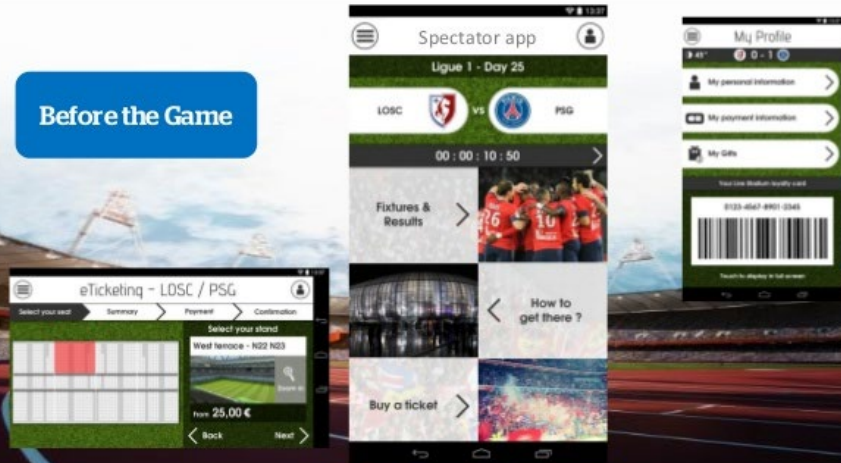
- ☐ On line tickets and product or services
- ☐ Games
- ☐ Social media
- ☐ Sponsors common customers and database
- ☐ Marketing surveys



Spectator app

Bringing the @home experience & offering extra services

Before the Game



reinventing digital fan engagement with spectator app

The application

Spectator app

Bringing the @home experience & offering extra services

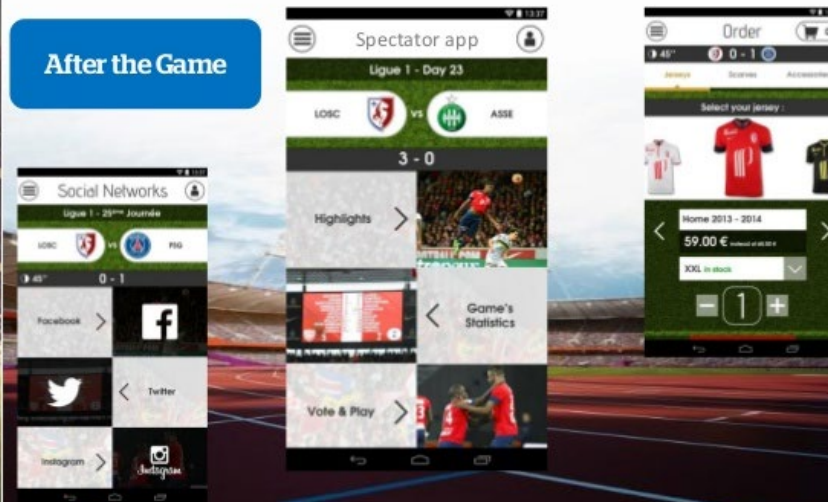
During the Game



Spectator app

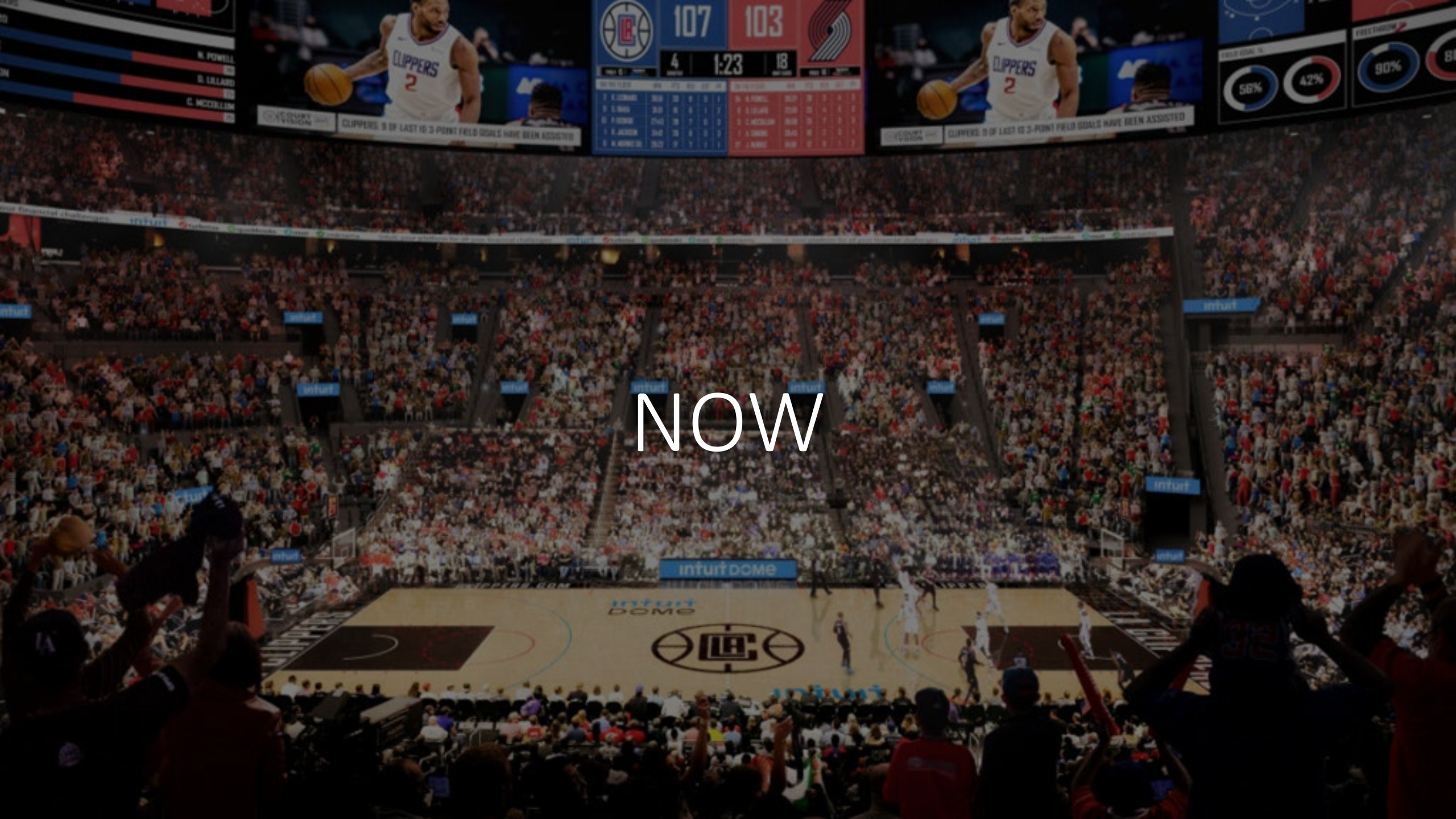
Bringing the @home experience & offering extra services

After the Game



Fan Engagement is the process of interacting with fans before, during and after events to encourage their active participation, using a variety of channels and methods, with a view to creating and strengthening an emotional, lasting bond.





NOW



- **LA Clippers : EngageRM & Microsoft ecosystem**

- **Centralized data & processes** : Before adopting EngageRM the Clippers used over 100 different systems, leading to fragmented fan data and poor CRM adoption. With EngageRM they unified ticketing, partnerships, hospitality, memberships and venue management into a single CRM instance, enabling every department to access the same fan information in real time.
- **Embedded sales scripts & AI** : EngageRM includes sales scripts and conversation intelligence, allowing staff to follow consistent processes, monitor calls and gain insights for coaching.
- **Productivity & fan experience** – Automating membership renewals, marketing journeys and data capture reduced manual tasks. CTO Charles Sims notes that the goal is not “big brother” but a better 365-day fan experience; unified data ensures “everyone has the right information at the right time”.

New Portfolio Company

EngageRM

Five V / Venture Capital



The Fan Journey Model

W
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OPPORTUNITY FOR
ADDITIONAL REVENUE



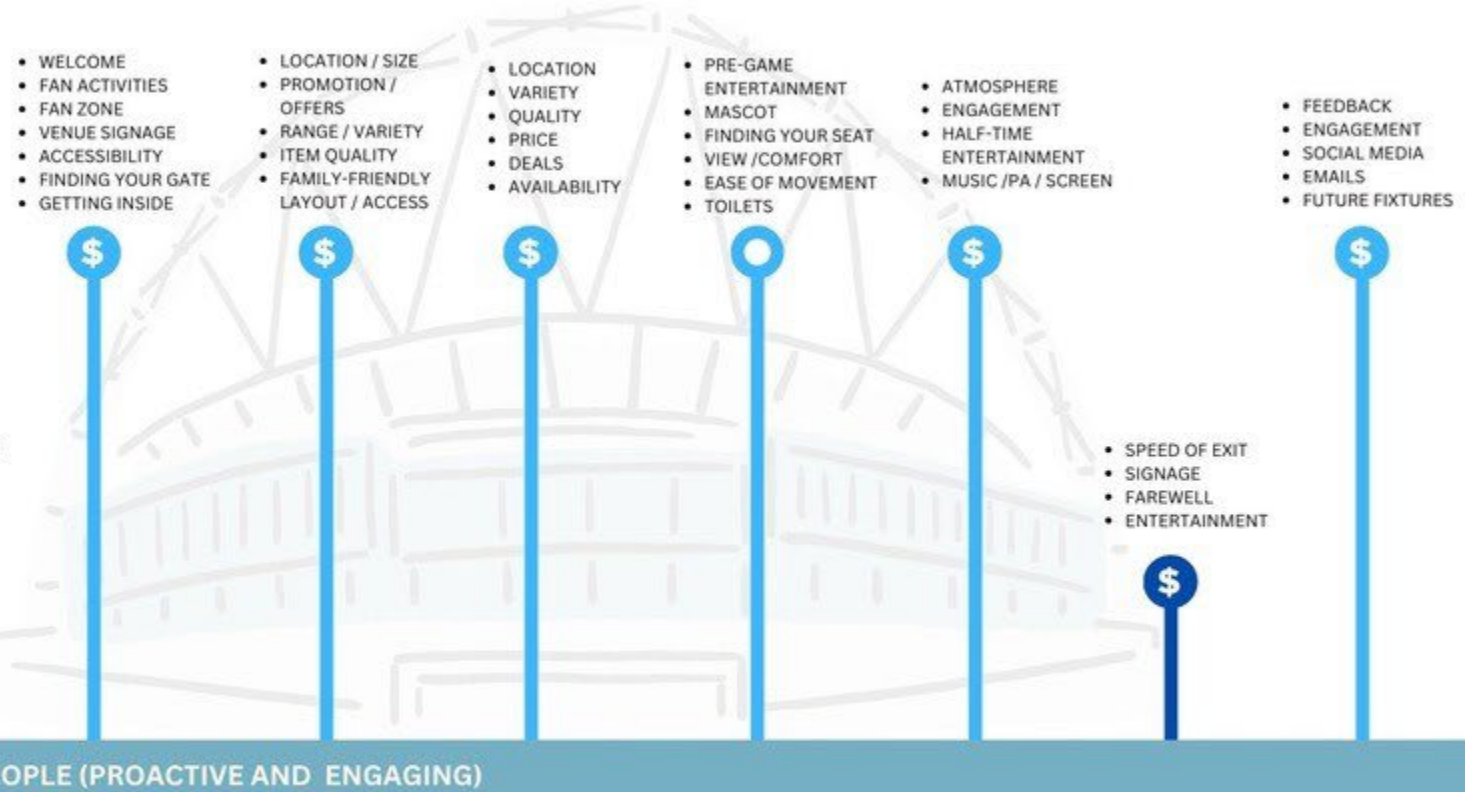
Evaluating The Experience

At each point of the fan journey, measure the fan experience using Net Promoter (NPS) methodology. If a fan scores 6 or below, they will be a detractor and talk negatively about their experience. Those scoring 9 or 10 will talk positively about it (those scoring 7 or 8 won't say anything). The more fans that can be moved into the higher category, the more they will attend more games, arrive earlier, spend more and recommend the club to their friends and family.

- INFORMATION ON EVENT
- TWO WAY FAN ENGAGEMENT
- HANDLING FANS QUERIES
- GAME DAY BUILD UP CONTENT
- MASCOT PRESENCE

- RESEARCH
- AWARENESS OF GAMEDAY ACTIVITIES
- GAMEDAY INFO ON THE WEBSITE
- TICKET PRICES
- TRAVEL TO THE GAME
- ACCESS TO TICKET SALES OUTLETS (ONLINE / SHOP)
- eTICKETS
- EASE OF PURCHASE
- OFFERS
- COMMUNICATIONS

- VENUE SIGNAGE
- PARKING
- TRANSPORT OPTIONS
- DISTANCE TO STADIUM (I.E. WALKING)
- MAKING IT EASY TO FIND THE VENUE



BEFORE
GAME DAY

BUYING A
TICKET

DIGITAL
COMMS

HEADING TO
THE GAME

OUTSIDE
THE VENUE

BUYING
MERCHANDISE

FOOD AND
DRINK

PRE-GAME

DURING
THE GAME

LEAVING
THE VENUE

AFTER
THE GAME



Servicing – Experience - Engagement

Fan Relationship Manager : global skills

- Fan experience : Overall interaction and emotional connection a supporter has with a team, brand or event.
- Fan engagement : depth of the relationship and level of involvement fans have with their team
- Fan servicing : operational and customer-service side of interacting with fans.



Value Proposition / Creation / Capturing

OUR PLATFORM MAKES SPONSORSHIP ACTIVATION EASY AND COST-EFFECTIVE

CURRENT
EVENT
SPONSORSHIP



SPONSORSHIP IQ ACTIVATION PACKAGE

AMBASSADOR
ACTIVATION



CONTENT
ENGAGEMENT



ONLINE
AMPLIFICATION





ONLINEVISION



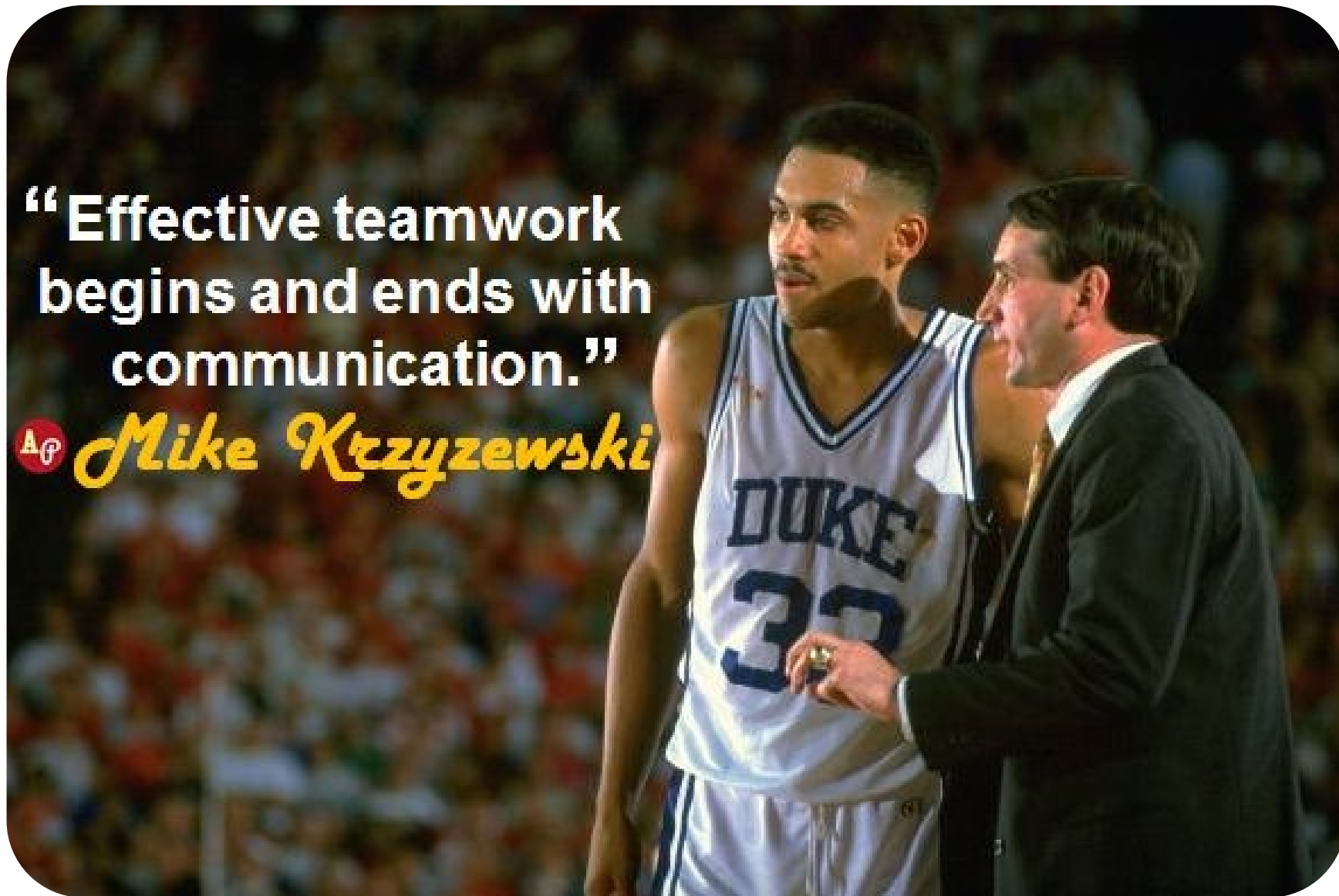
Critics gap with reality ?

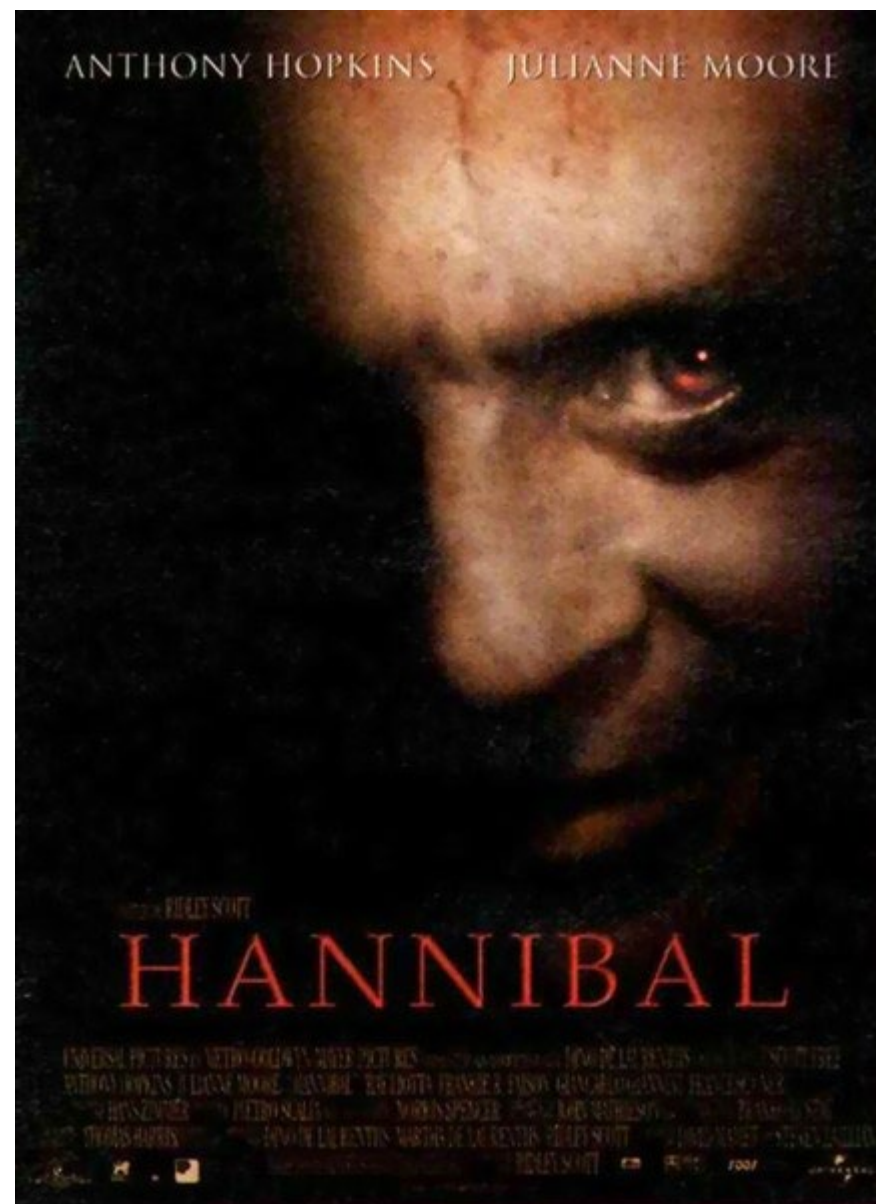
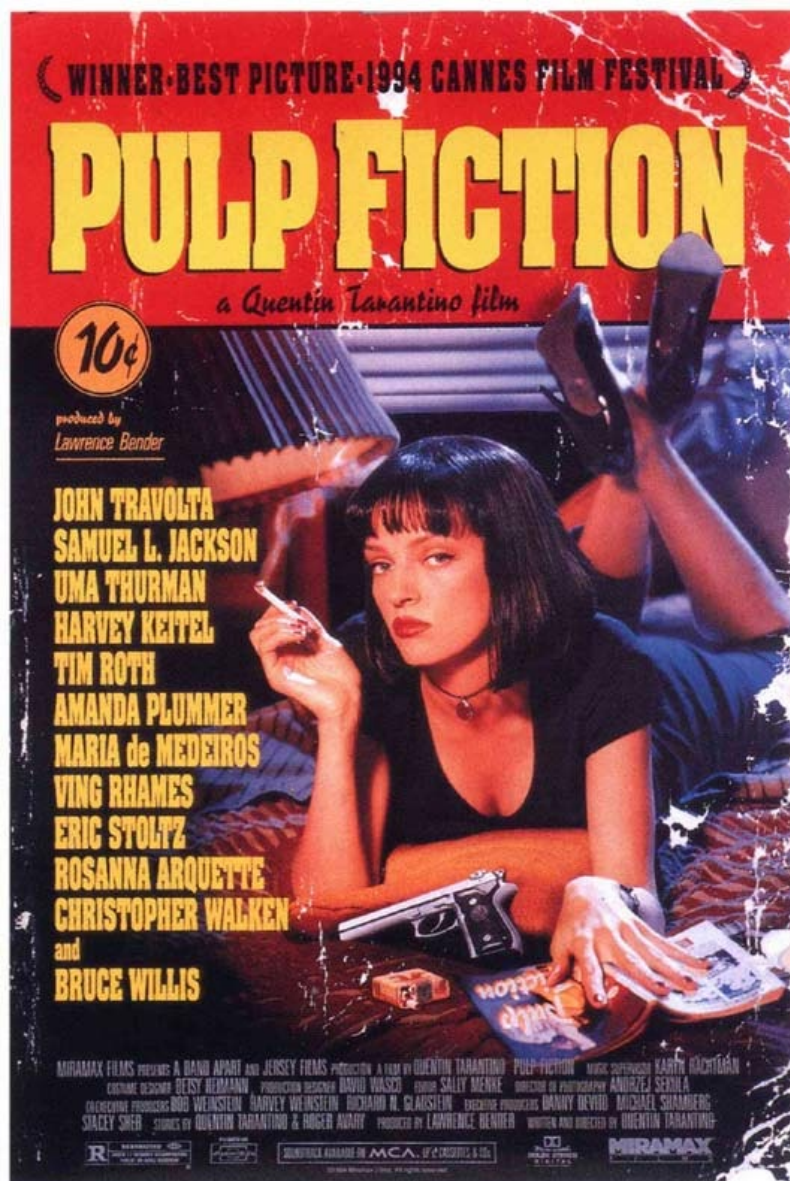
One strategic solution : B to B to C !!!!!

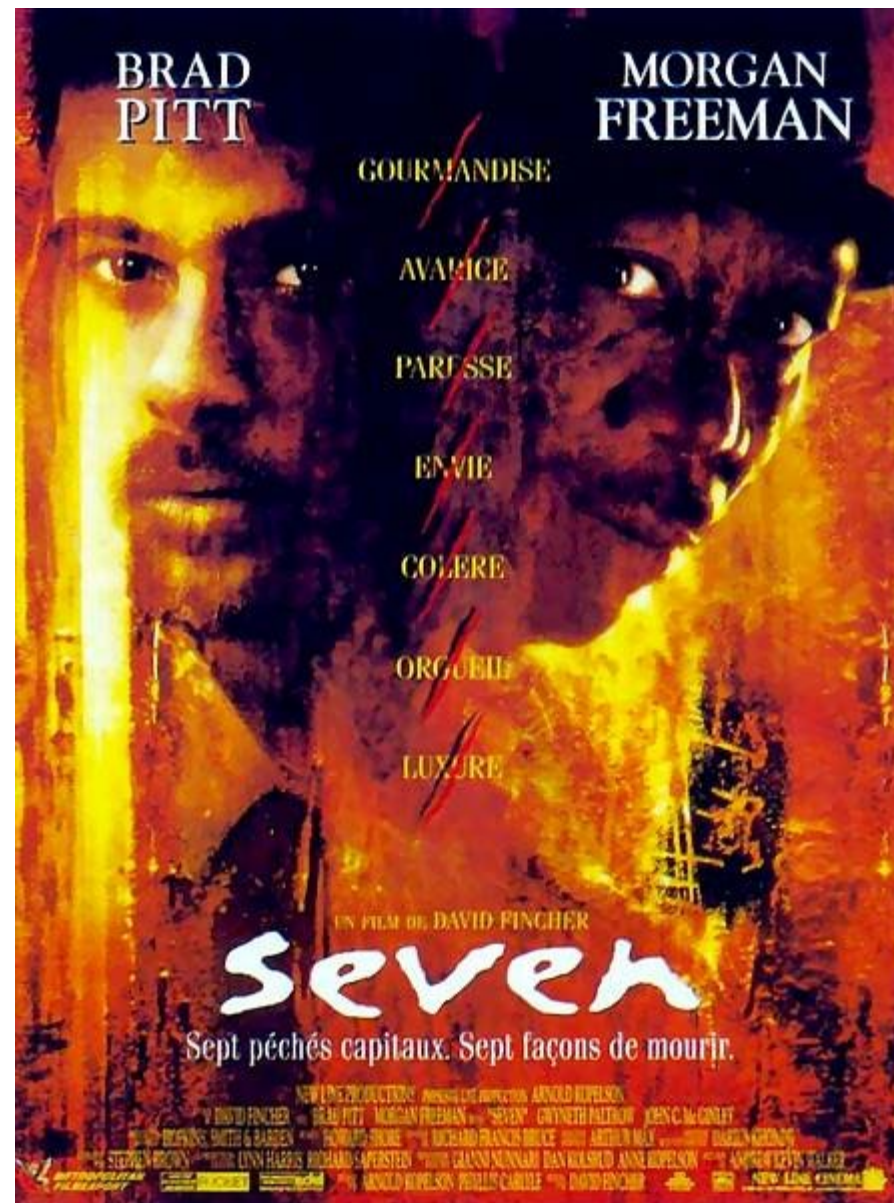
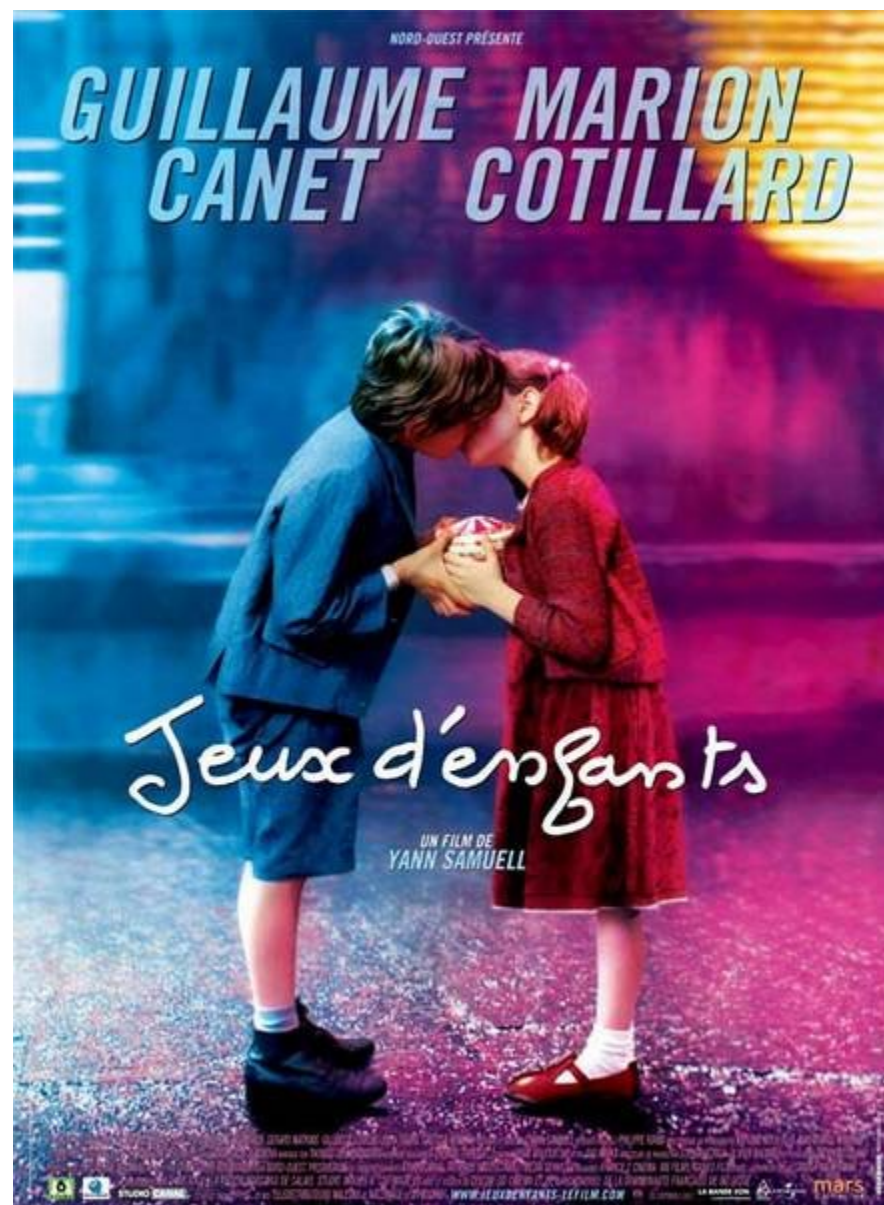


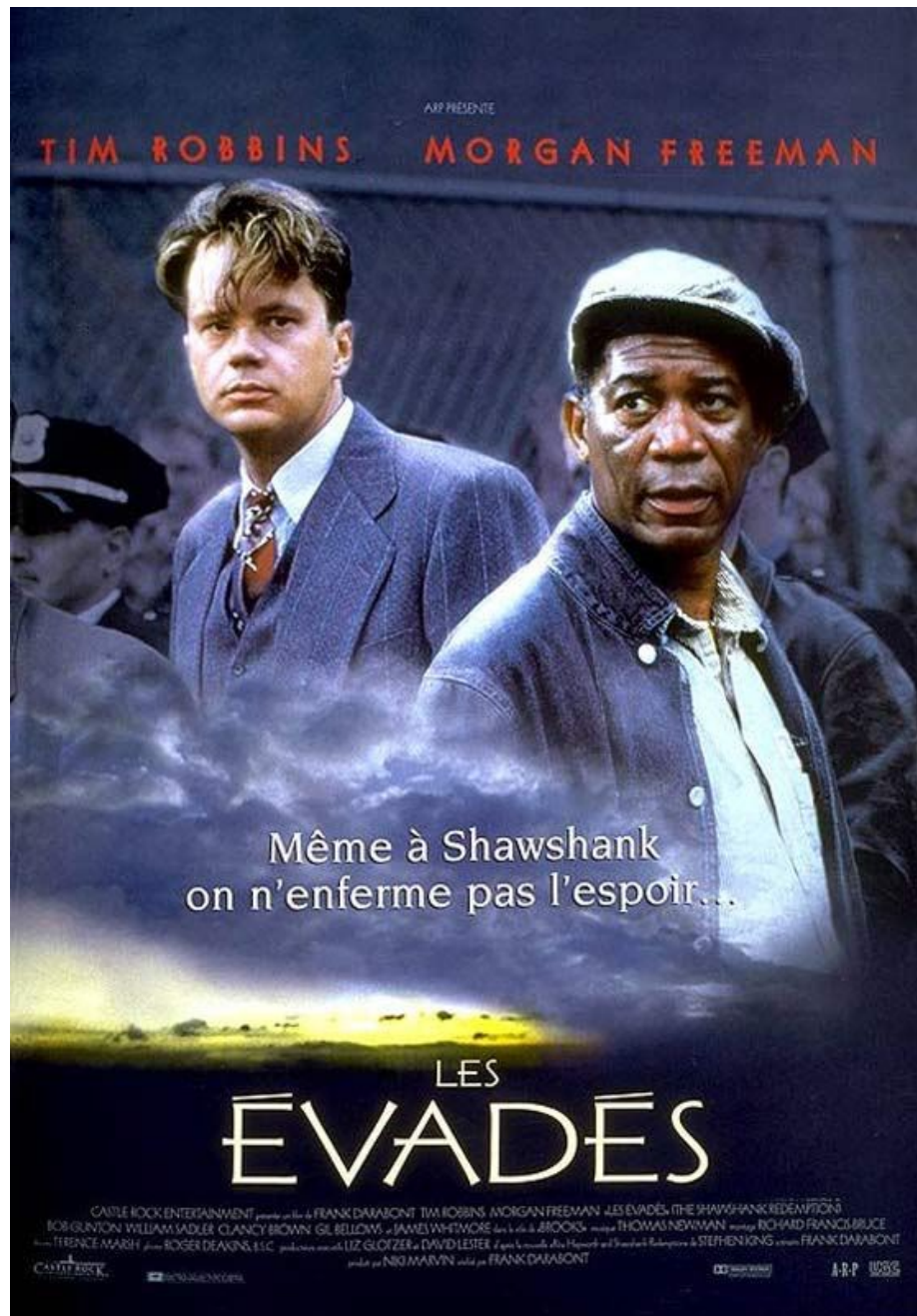


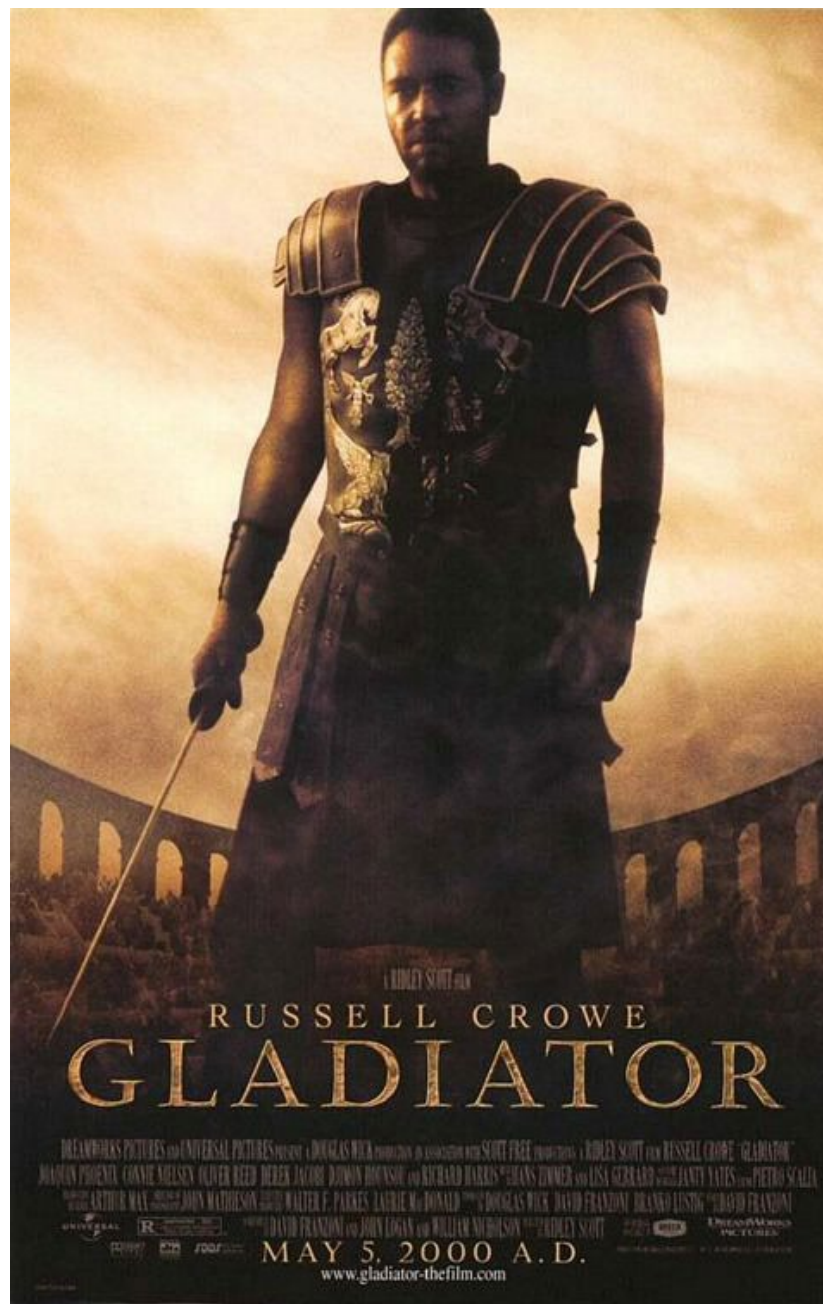
AF Mike Krzyzewski



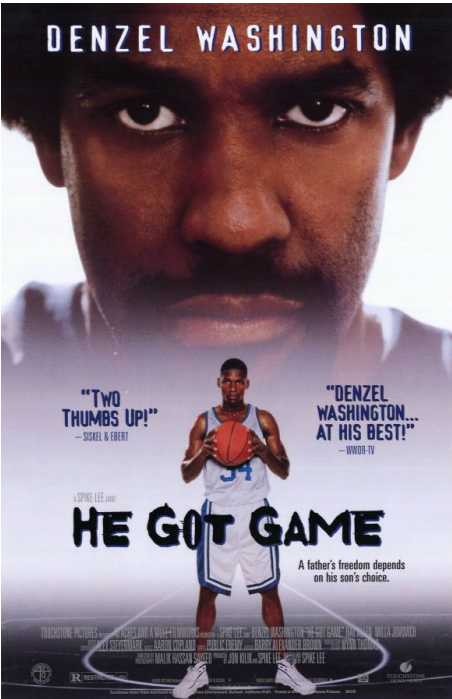
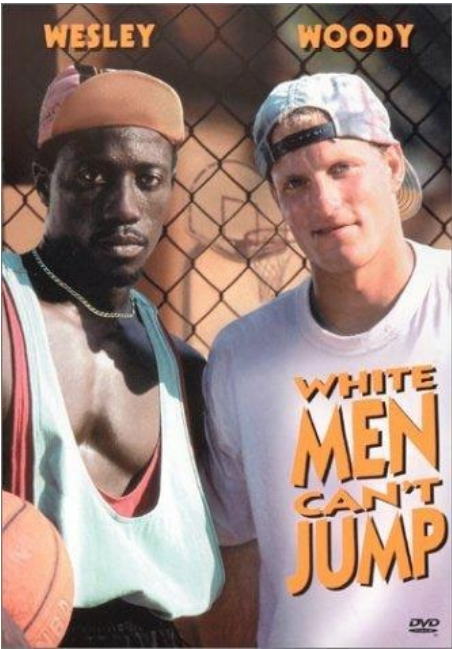
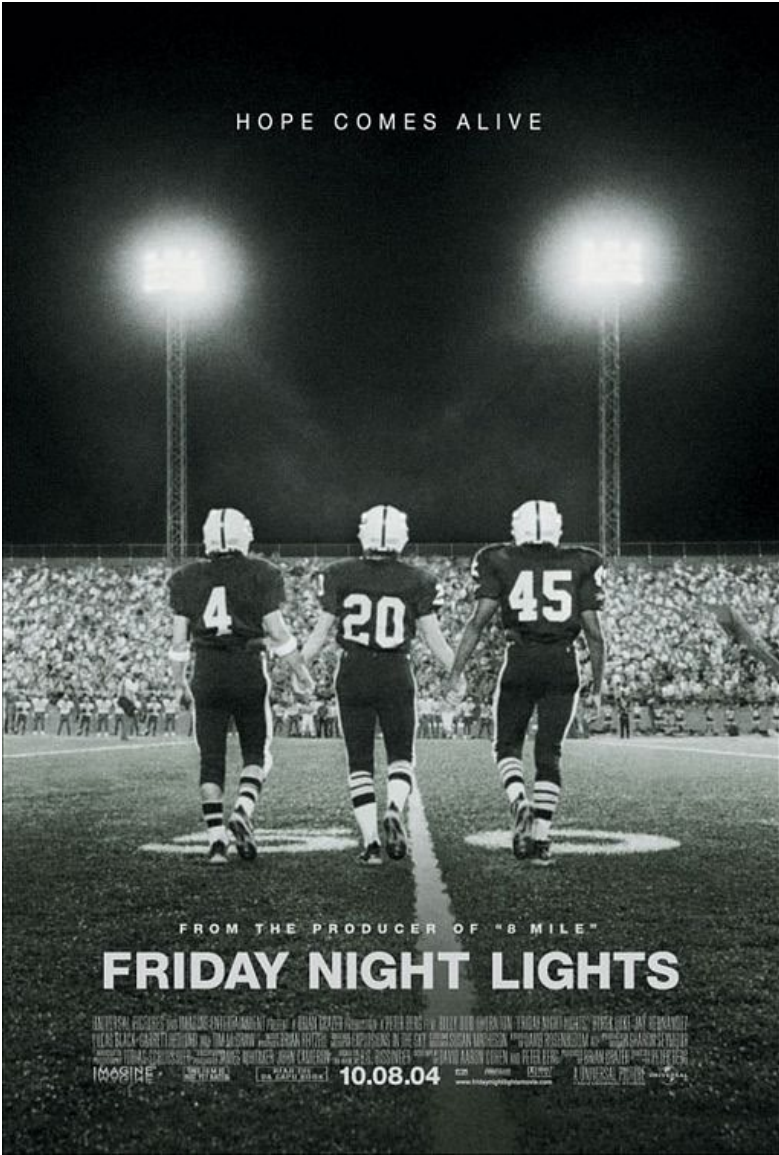
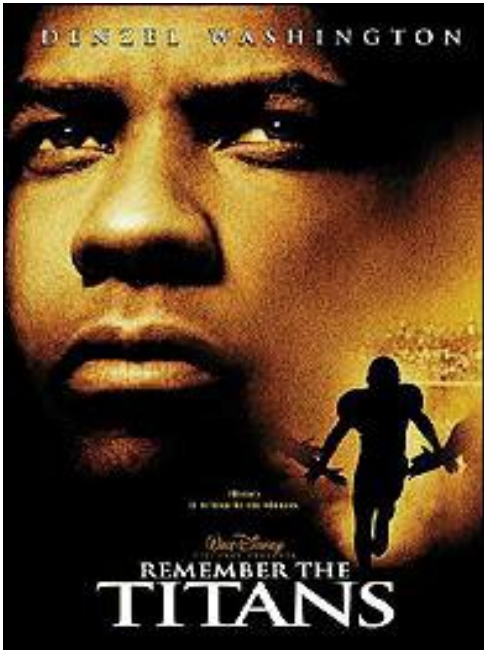
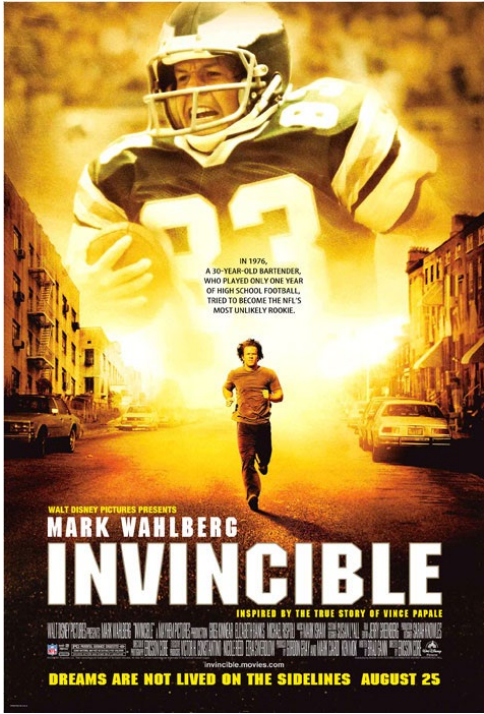


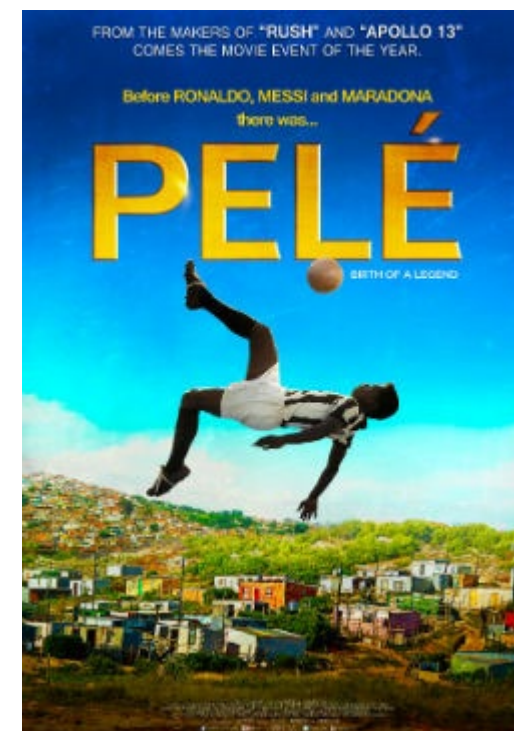
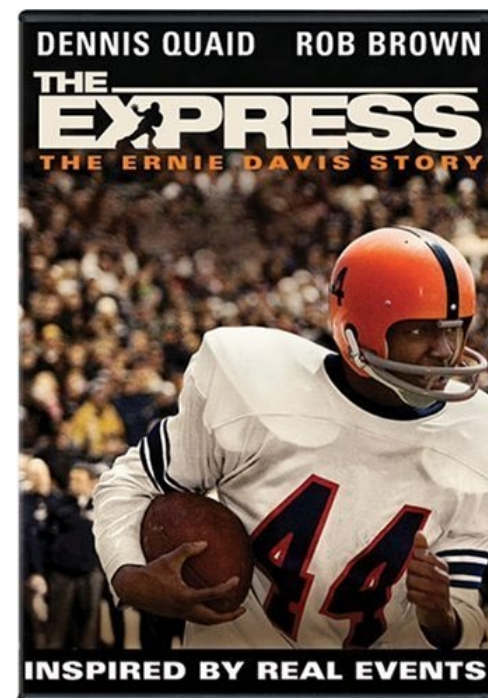
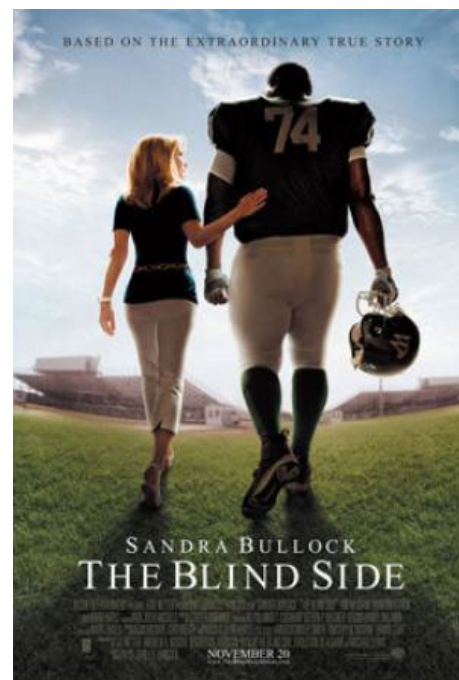
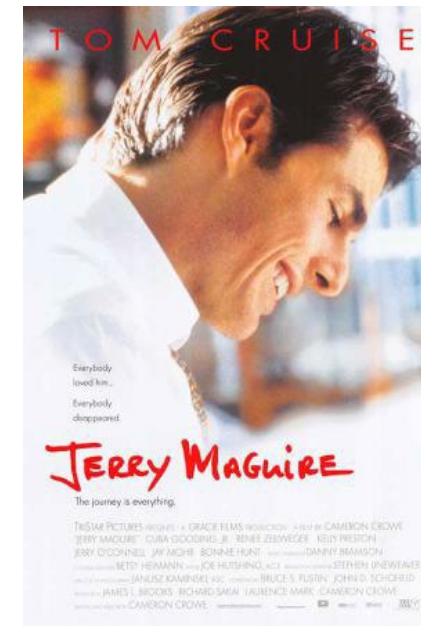
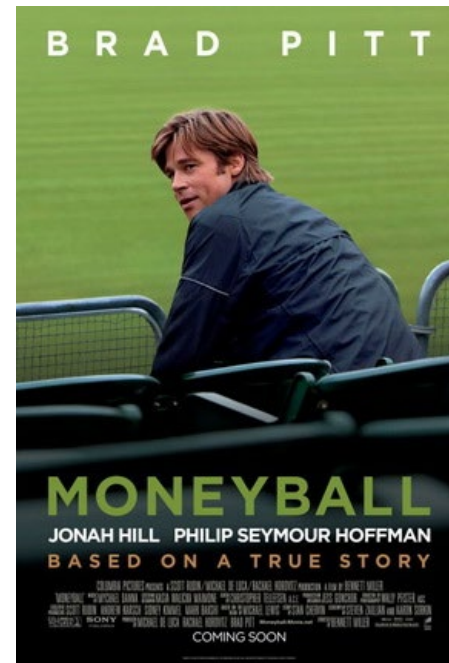
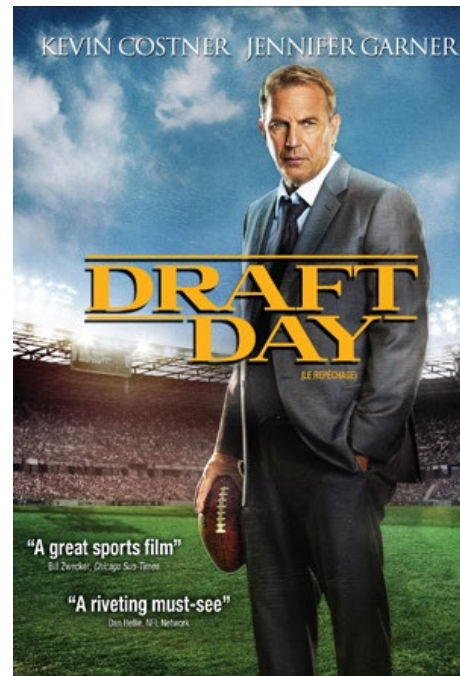
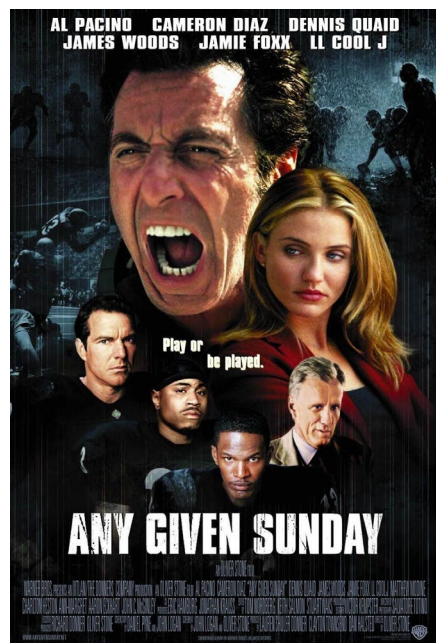






Movies and teasing...





ASK FORCE UN AUTO-MARKET



VENUS JELENA ANA SERENA
**ONE NIGHT
ONE PLACE**

BNP PARIBAS SHOWDOWN FOR
THE **BILLIE JEAN KING CUP**
FROM MADISON SQUARE GARDEN

MON. MAR. 2 **HBO** 7:30 PM LIVE

Walgreens

La première journée de Championnat à Paris

Basket and the City

3

OPEN LFB PARIS
27-28 octobre 2007
Ligue féminine de Basketball

Réservations : 0802 692 894 www.openlfb.com
www.francebillet.com - Carrefour, Fnac, Darty

1 journée 10 euros • Pass weekend 15 euros

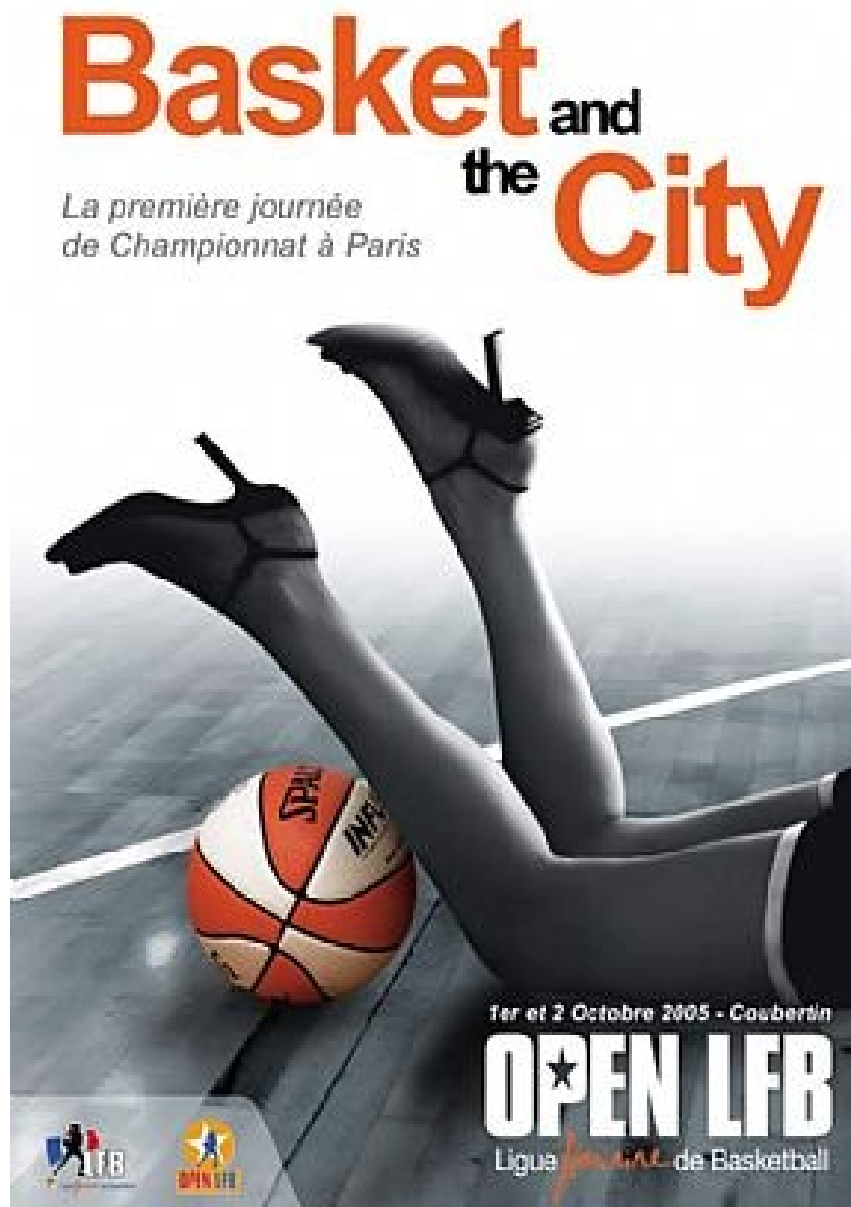
La première journée de Championnat à Paris

Basket and the City

2

14 et 15 octobre 2006 - Coubertin

OPEN LFB
Ligue féminine de Basketball



saison

2011
2012

OSEZ LE
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EVOLUTION

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LE MEILLEUR DE L'ATHLÉTISME



**SAMEDI
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2013**

**EN 2013, LA FOUDRE
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Journal of Interpersonal Violence 28(10) 2013
DOI: 10.1177/0886260513509101
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SAISON 2011/2012



montpellier-rugby.com

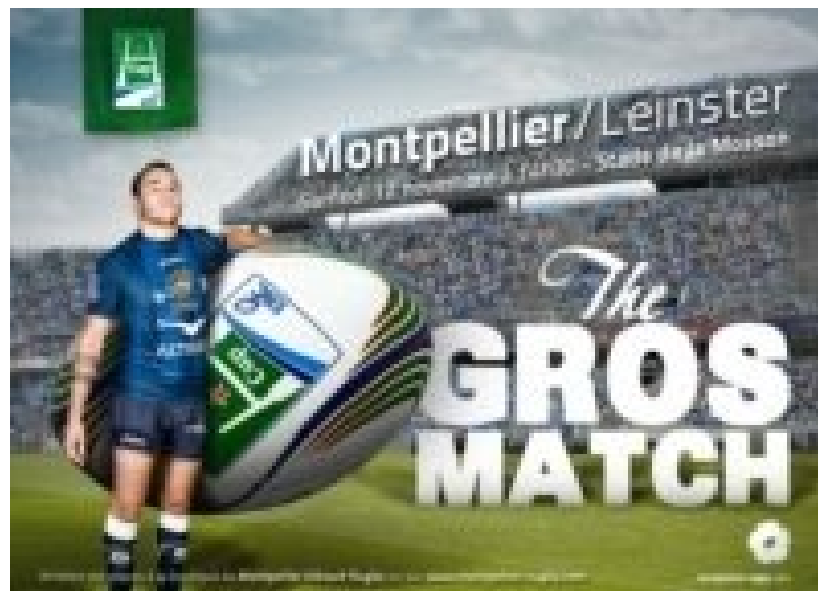
Conception et réalisation : MHR - Photo : Marc Dantan

Billetterie : 04 67 47 99 71 - Boutique officielle - stade Yves du Manoir

[Accéder au site](#)

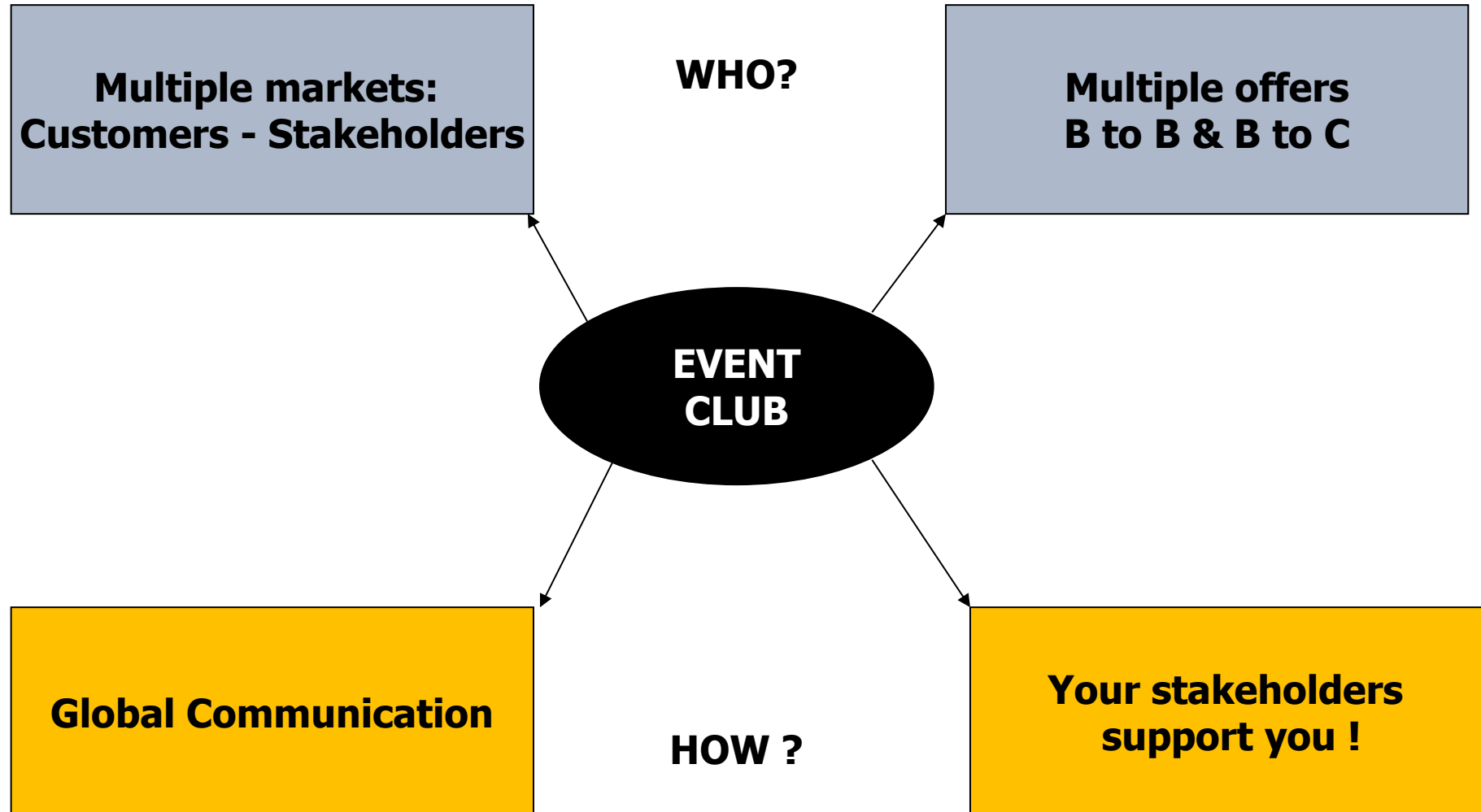


LES REPLICAS
SAISON 2011/2012
SONT ARRIVÉS

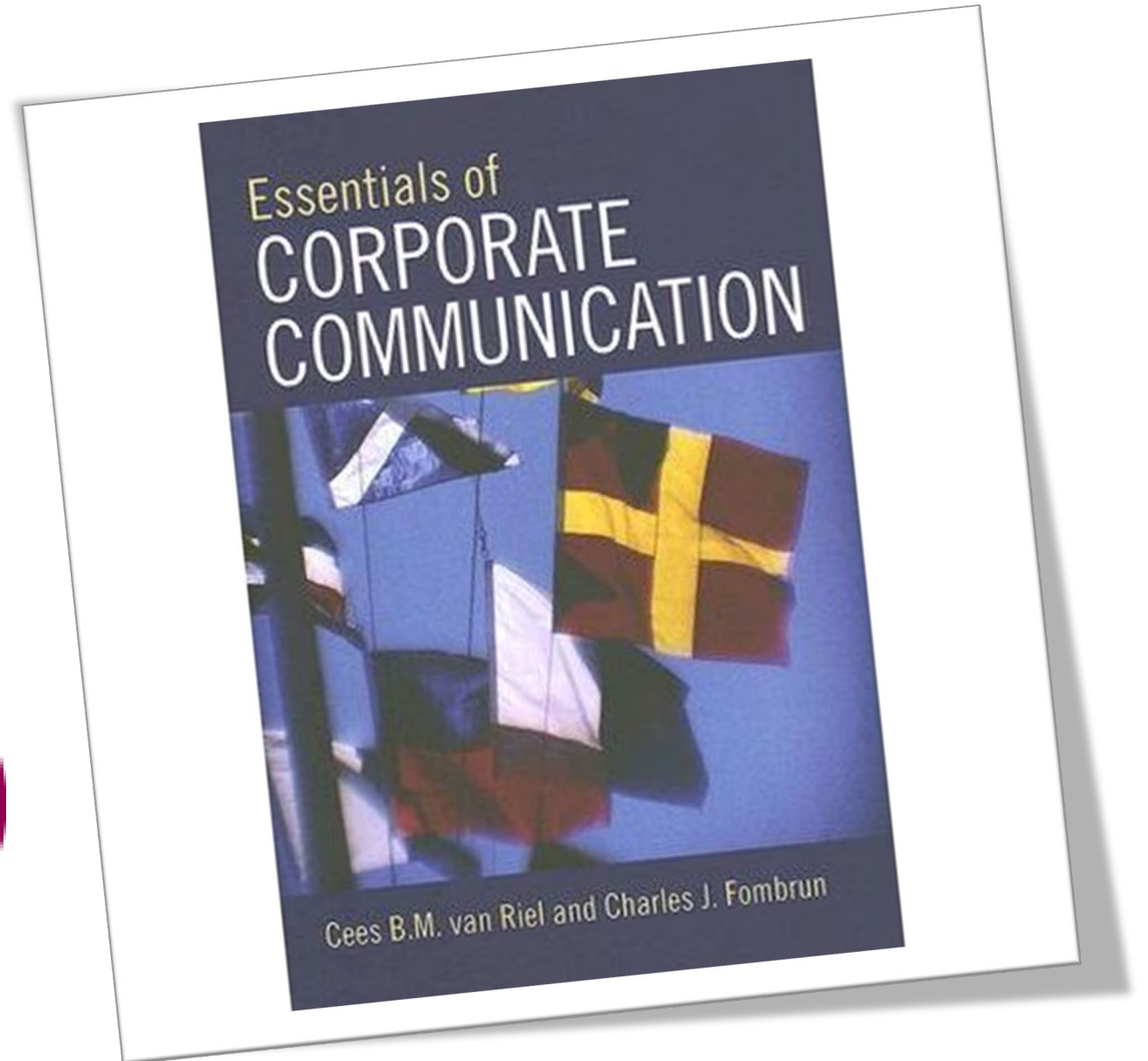




COMMUNICATE AND SELL



STRATEGIC Q'S



Dosing communication for sporting events



Sponsors – Institutions
General public



Mass
Communication

Reputation
Buzz



Ticketing
PR



One to One

Reputation
Direct Marketing
FRM

+

Marketing buzz or simply buzz — a term used in word-of-mouth marketing — is the interaction of consumers and users of a product or service which serves to amplify the original marketing message.

The term "buzz marketing" originally referred to oral communication but in the age of Web, social media such as Facebook and Twitter are also being used to create marketing buzz.

Buzz marketing works because individuals are easier to trust than organizations that may be perceived to have vested interests in promoting their products and/or services.



Six principles Of Viral Marketing



Gives away valuable products or services to attract attention like free e-mail service and software programs.

Effortlessly gets transferred to others via e-mail, website, graphic, software downloads etc.



Exploits common motivations and takes advantage of common motivations, the desire to be greedy, the feeling of hunger and the way to alleviate it.



Utilizes existing communication networks.

Allows easy scalability.



Takes advantage of others' resources to get the word out.

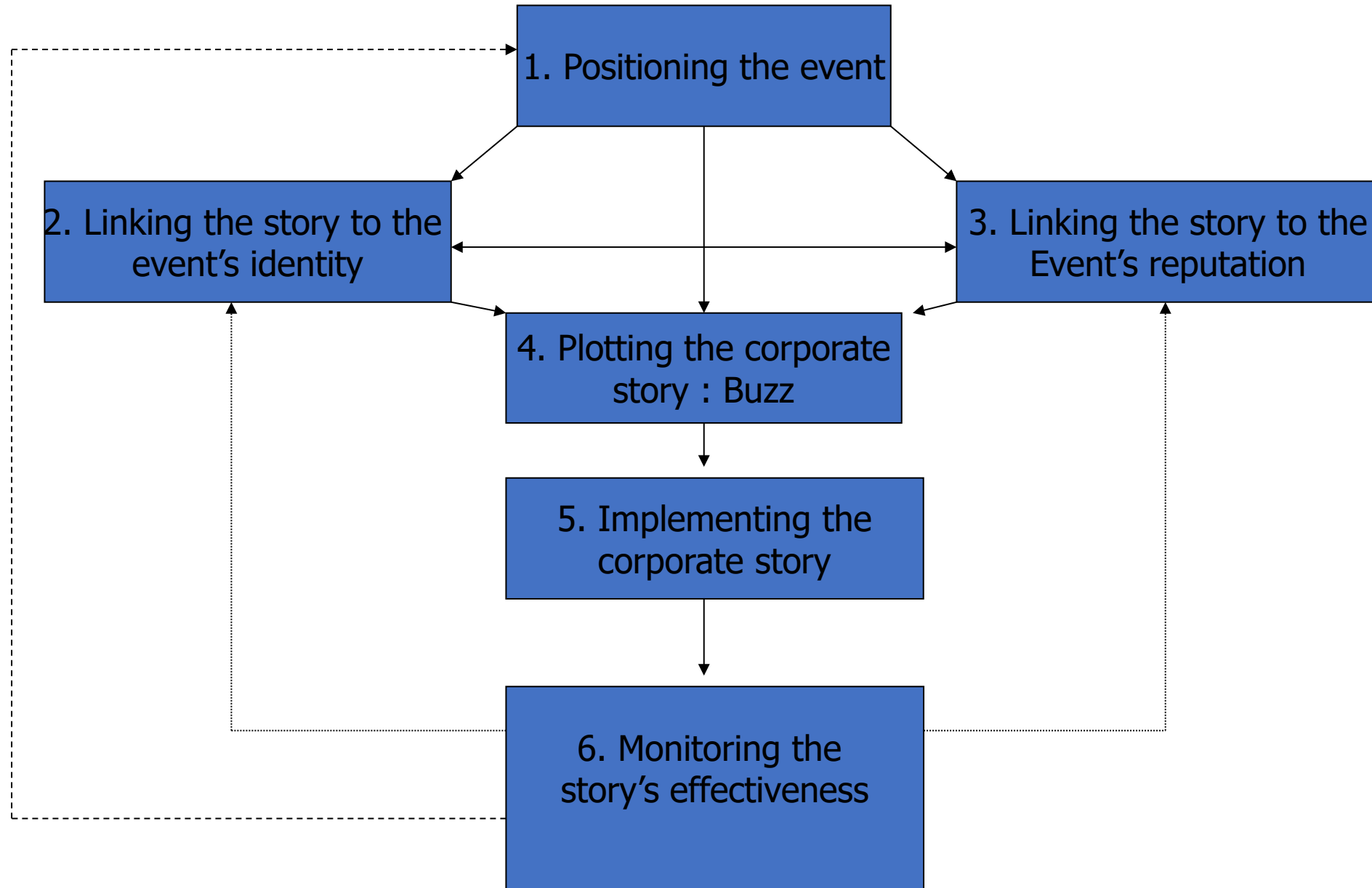


Reputation platform (Van Riel & Fombrun, 2007)

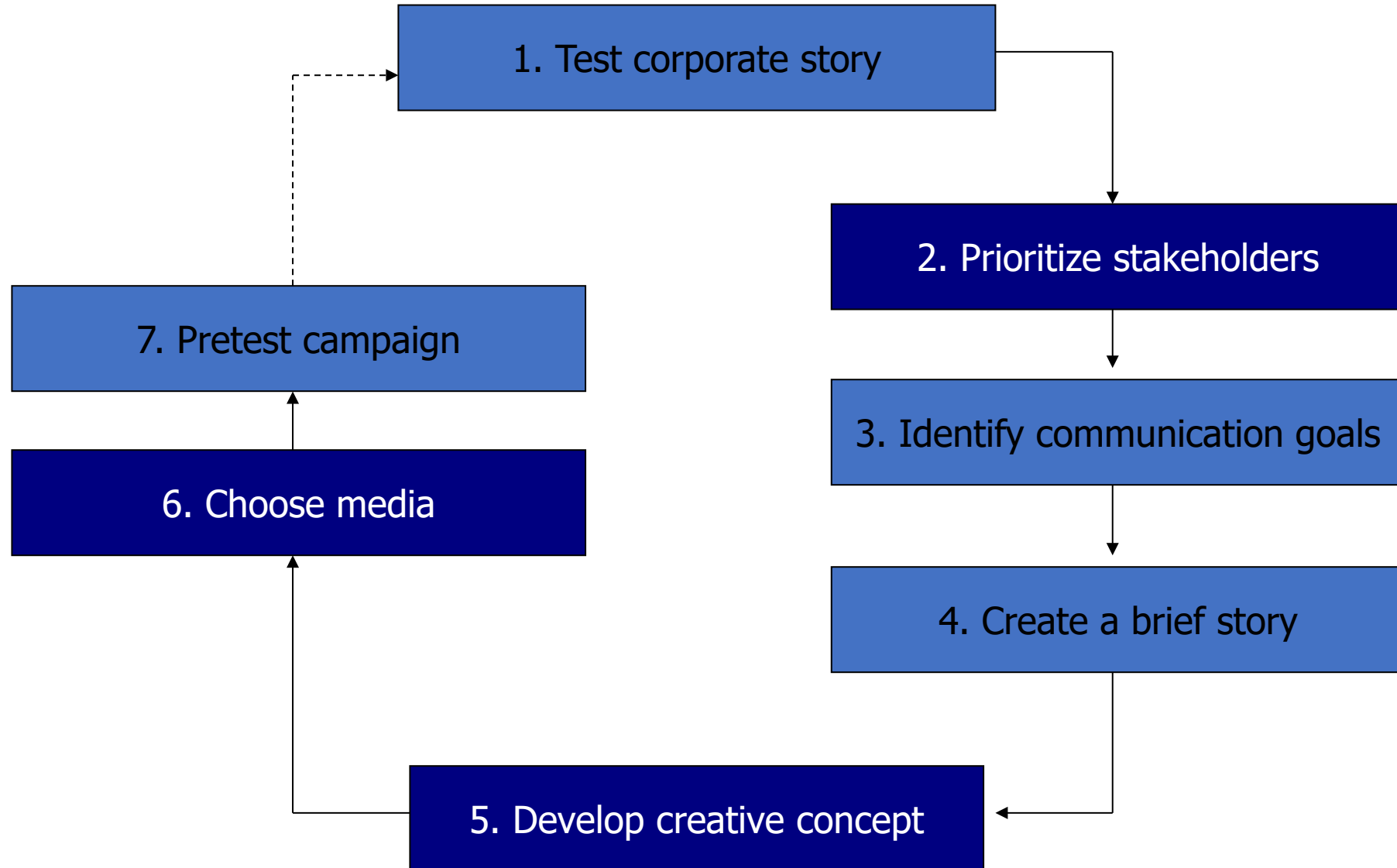
- A reputation platform describes the root positioning that a company adopts when it presents itself to internal and external observers.
- Express the company's history, strategy, identity and reputation that rings true to internal and external observers.
- The quality of a reputation the platform can be test on 3 key criteria :
 - Is the reputation platform **relevant** ? Building your reputation around your key assets
 - On line trading for e-Bay or network computing for Sun Microsystems
 - Is the reputation platform **realistic** ? Expecting benefits from stakeholders
 - Dell cuts your costs or Disney makes you happy
 - Is the reputation platform **appealing** ? Emotional theme to inspire your support
 - Amazon on « Personal service » or Johnson&Johnson on « motherhood »



Creating a corporate story (Van Riel, 2001) : Teasing your event



A seven-step model for implementing a corporate story

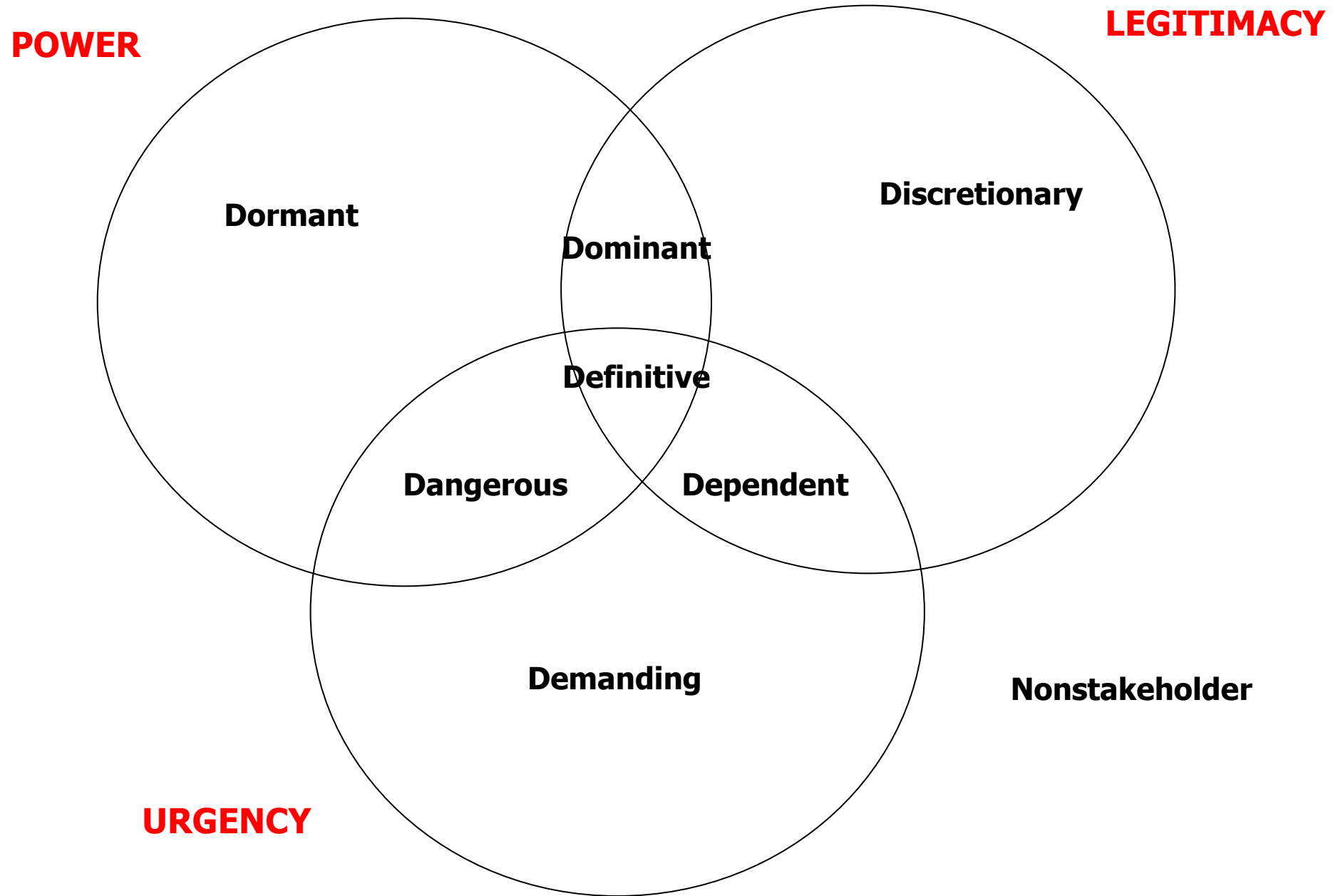


1. Test corporate story

- 10 % budget for communication ? No you have to fit with your needs :
- Internal brainstorming on your reputation feeling :
- Identity problem ?
- Reputation pillars :
 - ☐ Products, services, experience = **PLACE** (Stadium, Arena, Natural place...)
 - ☐ Emotional appeal = **FANS - PLAYERS**
 - ☐ Vision & leadership = **MANAGERS**
 - ☐ Performance = **MANAGERS**
 - ☐ Workplace environment = **PLAYERS – EMPLOYEES**
 - ☐ Social Responsibility = **OGN – INSTITUTIONS - CITIZENS**



2. Prioritize your stakeholders



3. Identify communication objectives

- Generate change in a particular stakeholder's :
 1. **Knowledge** : informational content of the message
 2. **Attitude** : react favorably to the content
 3. **Behavior** : change a specific supportive behavior such as purchasing or investing

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En 2018
j'y serai

SOCIETE GENERALE

ROLEX

vivendi

GENERALI

Bouygues Immobilier

ALSTOM

LE FIGARO

L'EQUIPE

4. Create a brief

- Description of your market : compitors and customers
- Core mission :
 - ☐ Why does the event exist ?
 - ☐ What are the value of the event ?
 - ☐ What are the event's key source of **distinctive competence** ?
- Core Message :
 - ☐ **Promise** : program, top games, experience
 - ☐ **Proof** : ROO, ROI
 - ☐ **Tone** : Agressive, humorous, provocative

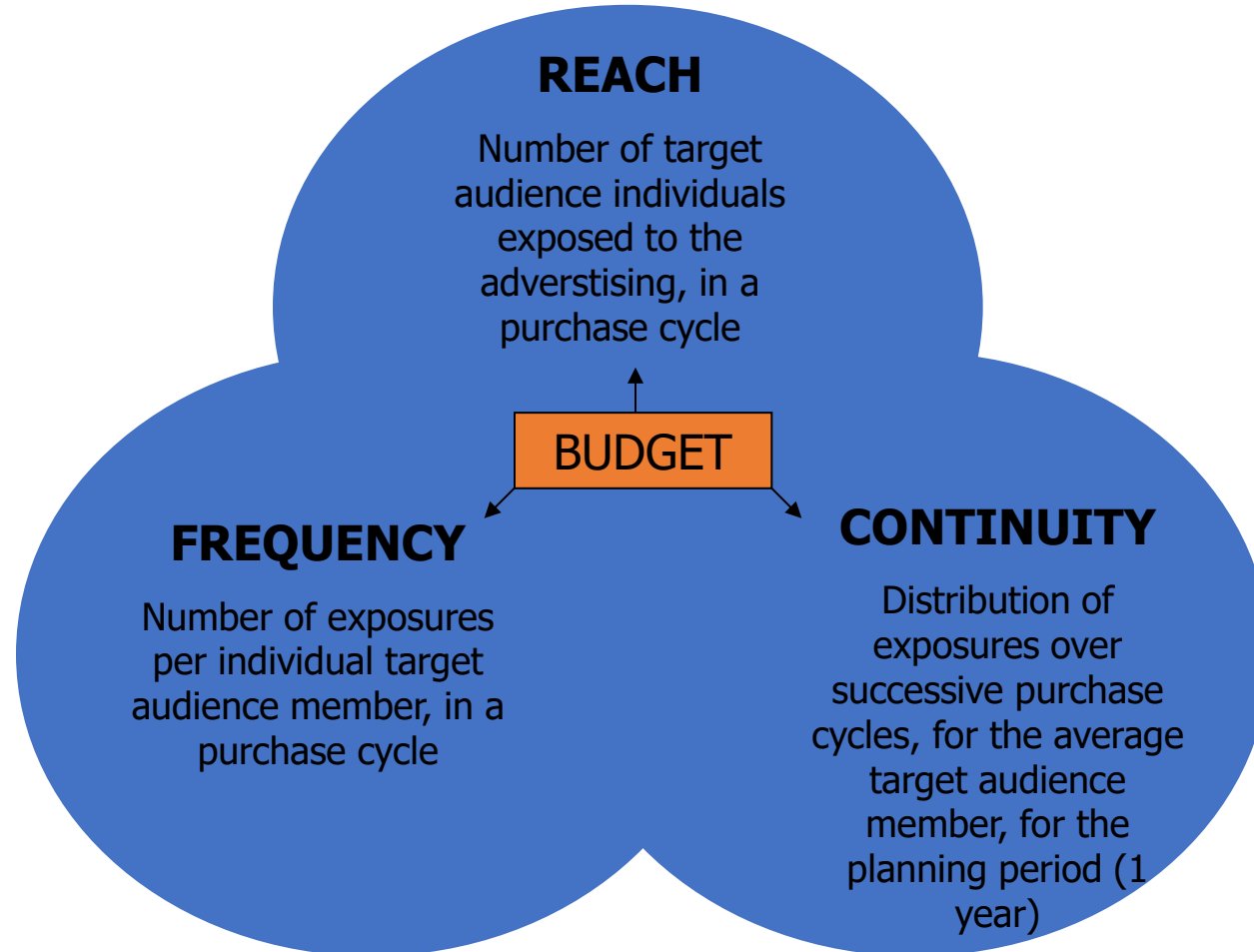


5. Develop a robust creative concept

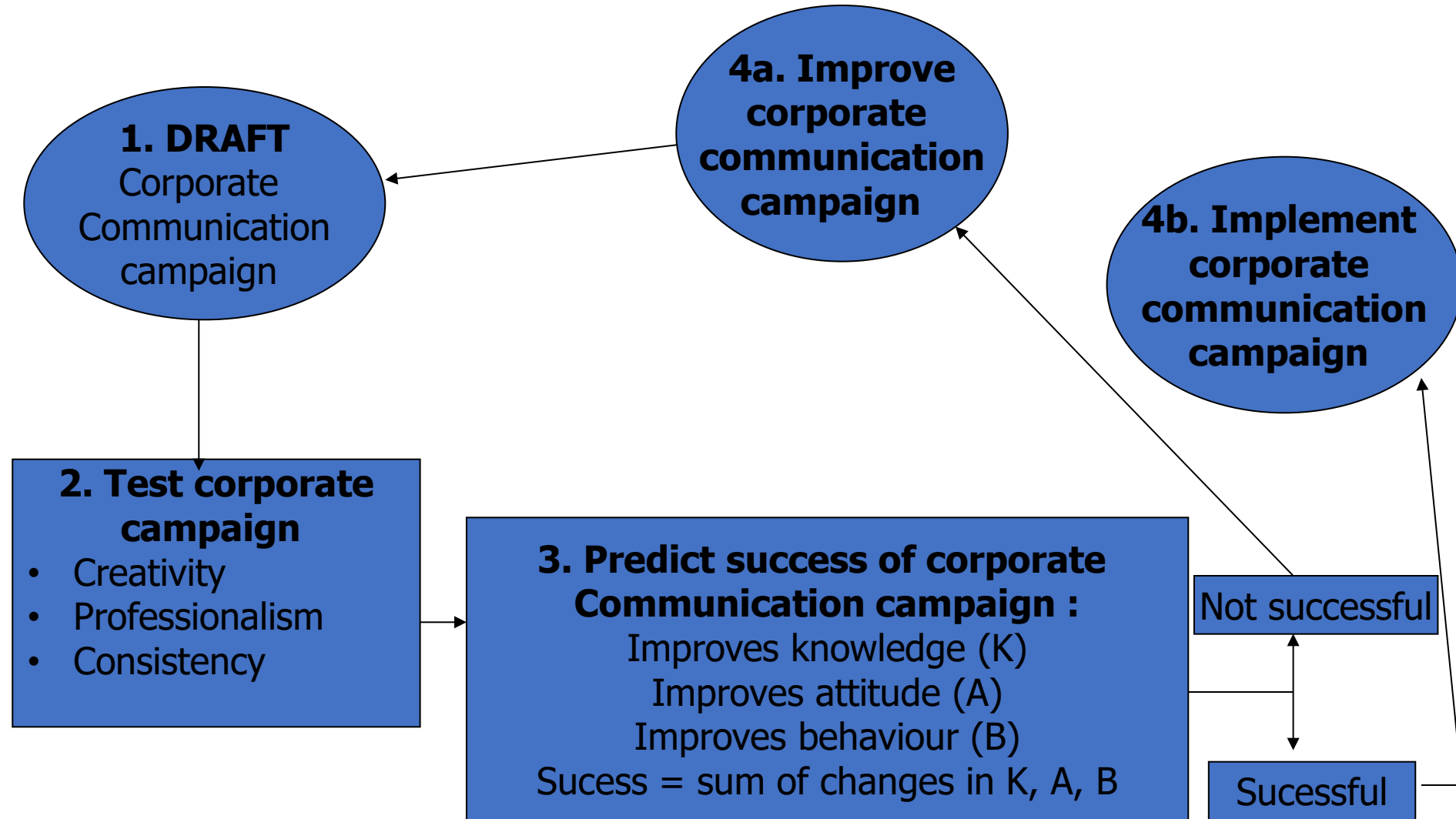
1. Designers, agencies role
2. Explain your identity, strategy and history
3. External isolation = danger



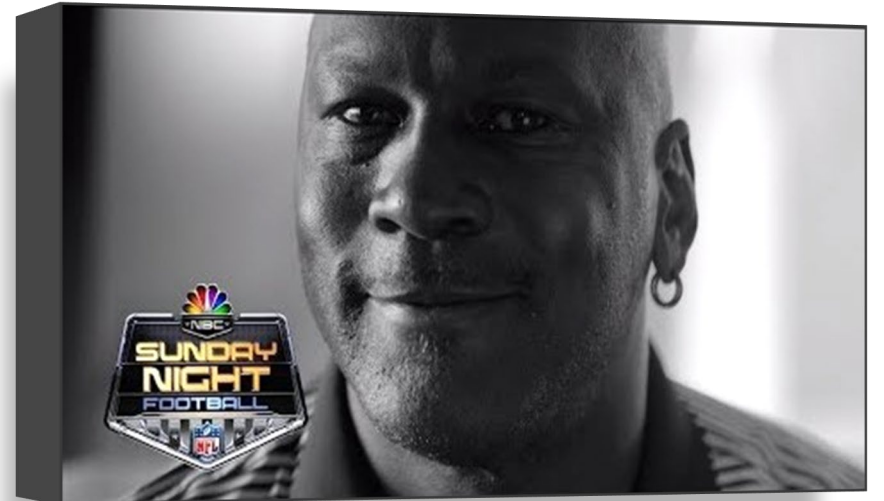
6. Select the media



7. Pre-test the IMPACT of a campaign



**« There is no separation between sports
and entertainment... merge them together
and create something unique ».
Robert Johnson (Owner Charlotte Bobcats)**





Buzz « Entertainment »



Fan Experience

Entertainment
Fan Engagement

Meta information - NTIC
Fan expert – Superfan



Party-time - Gaming
Exiting – Ambiance
Experiential Fan

α



STEPH CURRY

MVP 2014-15

SEASON STATS

23.8	7.7	44%	2.0
PPG	APG	3-pt FG	SPG

SC BY THE NUMBERS

PER	28.0
Win Shares	15.7
Real Plus-Minus	9.16*

*Top 3 in NBA *Led NBA

NBA RECORD

286 3-pt FG

Broke own record of **272** set in 2012-13

Ray Allen: **269** in 05-06

NBA RECORD

24 games

Triple the number by James Harden who had the 2nd most this season

SC BEST OF THE BEST

Warriors are one of **10** teams in NBA history with 67+ wins:

14-15 Warriors	67-15*
06-07 Mavericks	67-15*
99-00 Lakers	67-15*
96-97 Bulls	69-13
95-96 Bulls	72-10
91-92 Bulls	67-15*
85-86 Celtics	67-15*
72-73 Celtics	68-14*
71-72 Lakers	69-13
66-67 76ers	68-13

*MVP played for team

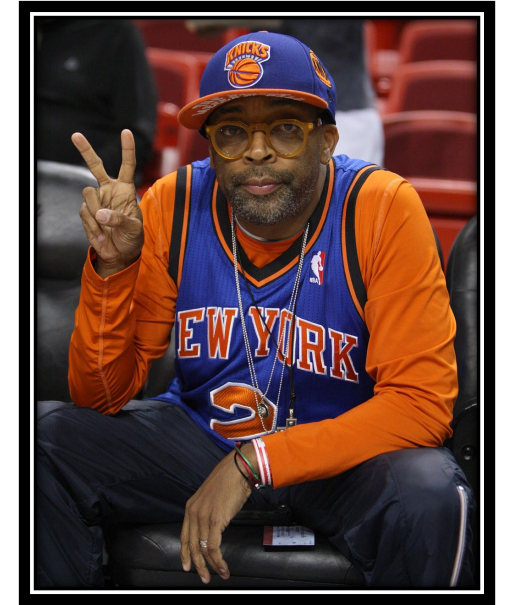
SC IN GOOD COMPANY

14-15	86-87
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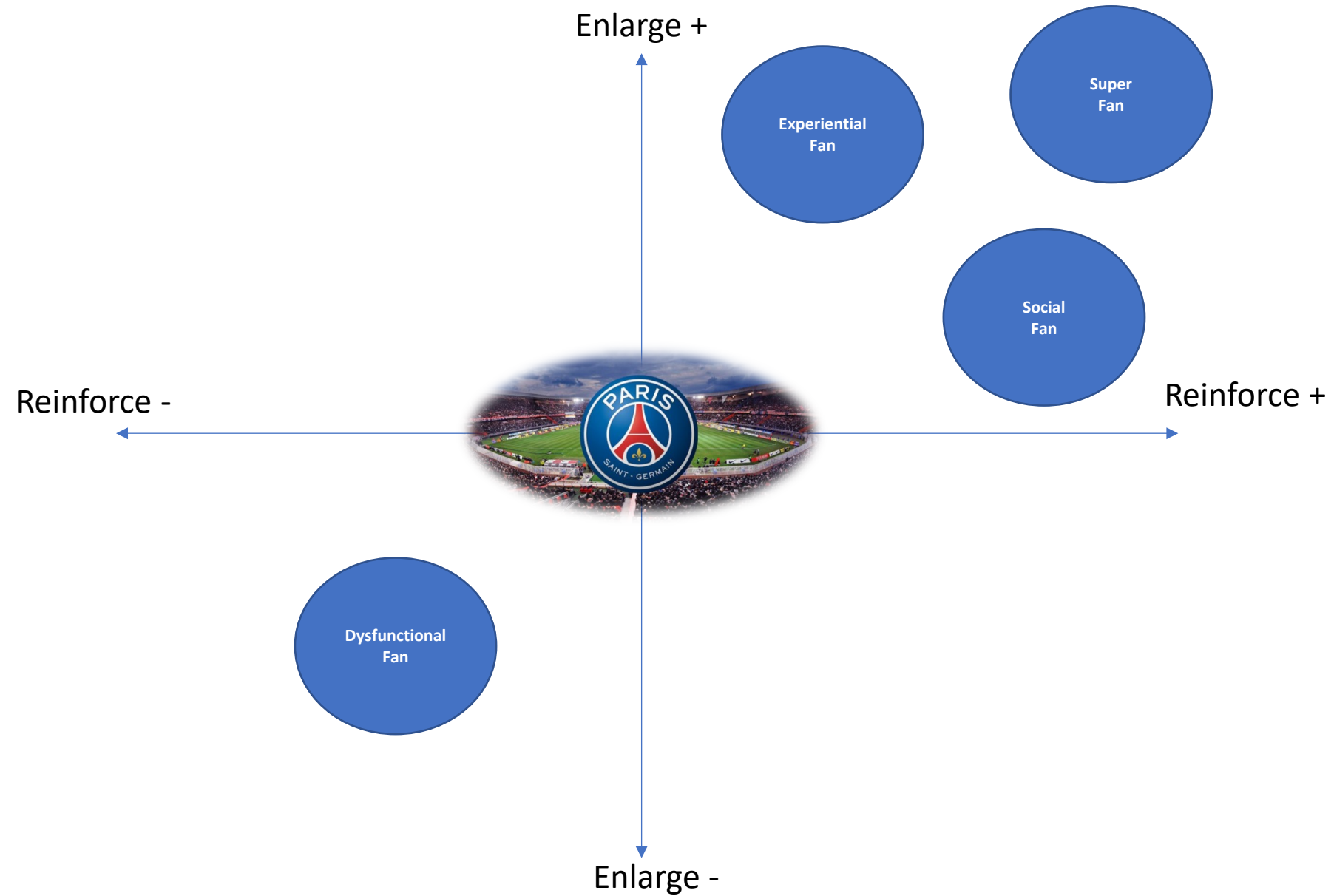
Steph Curry Magic Johnson

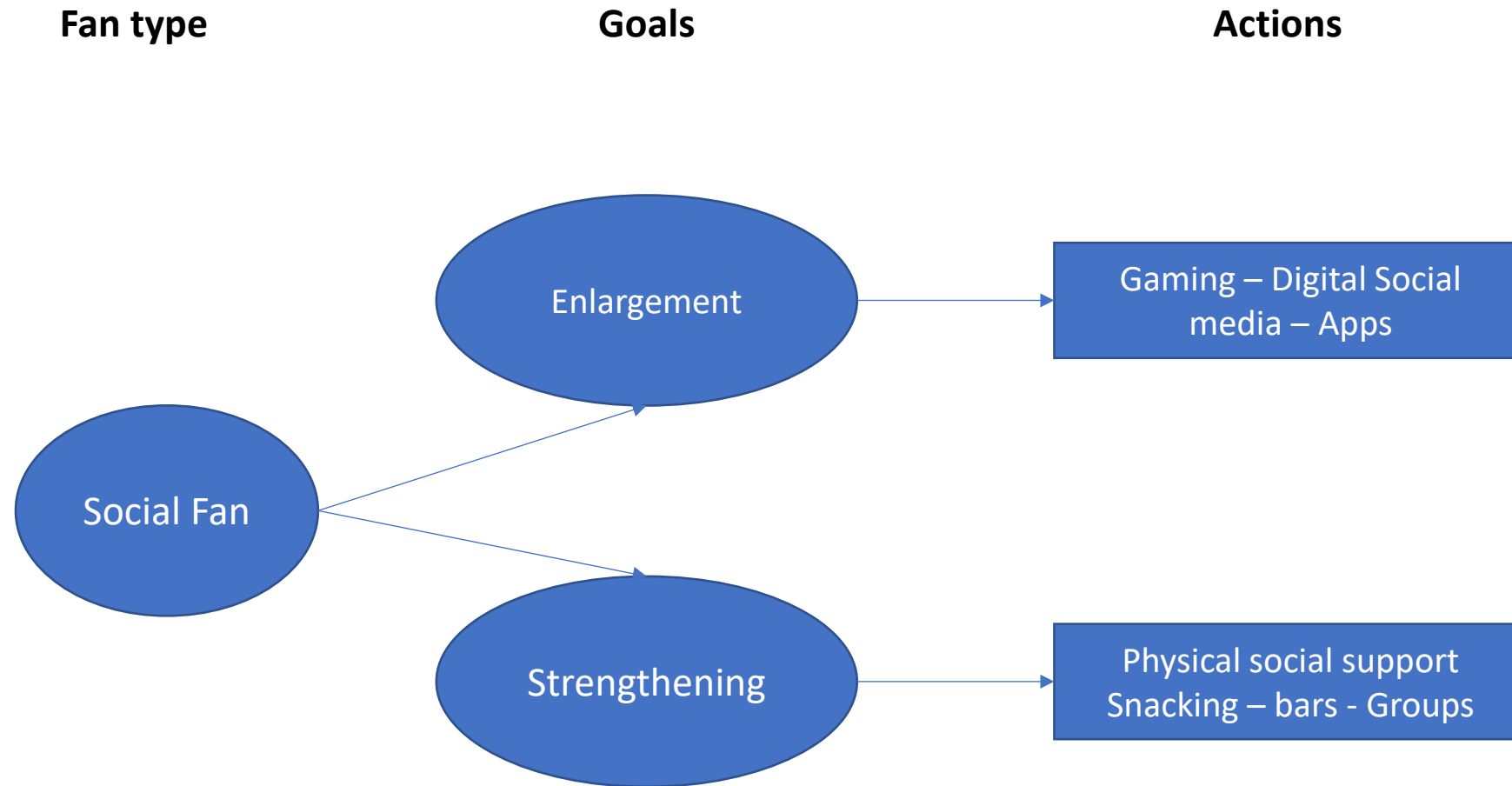
Only two point guards to lead a 65+ win team in scoring

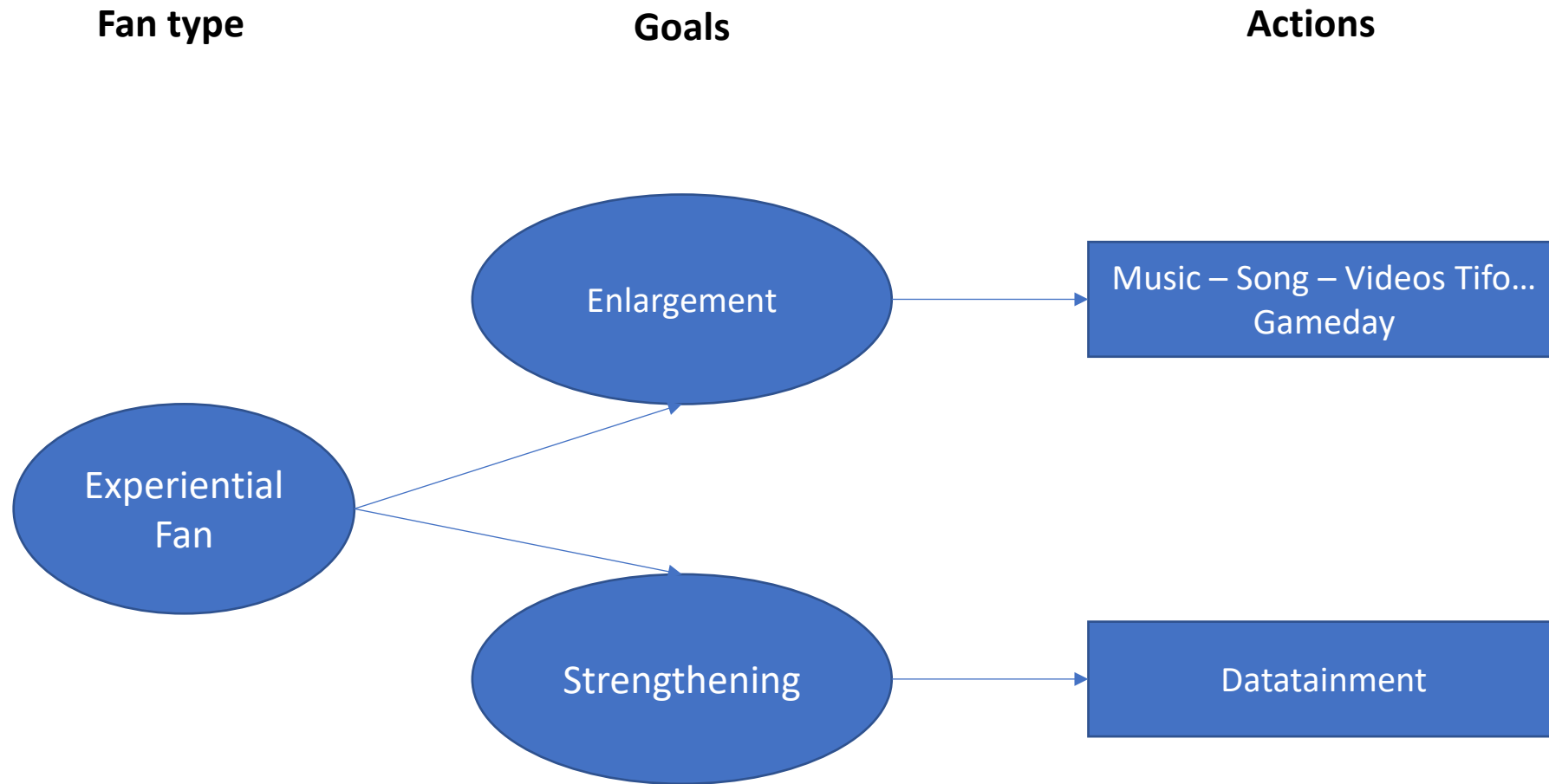
@ESPNStatsInfo

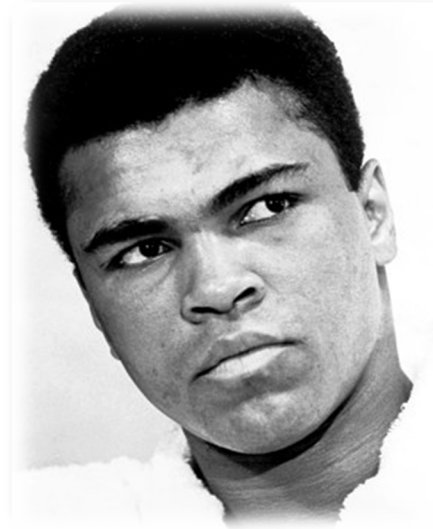
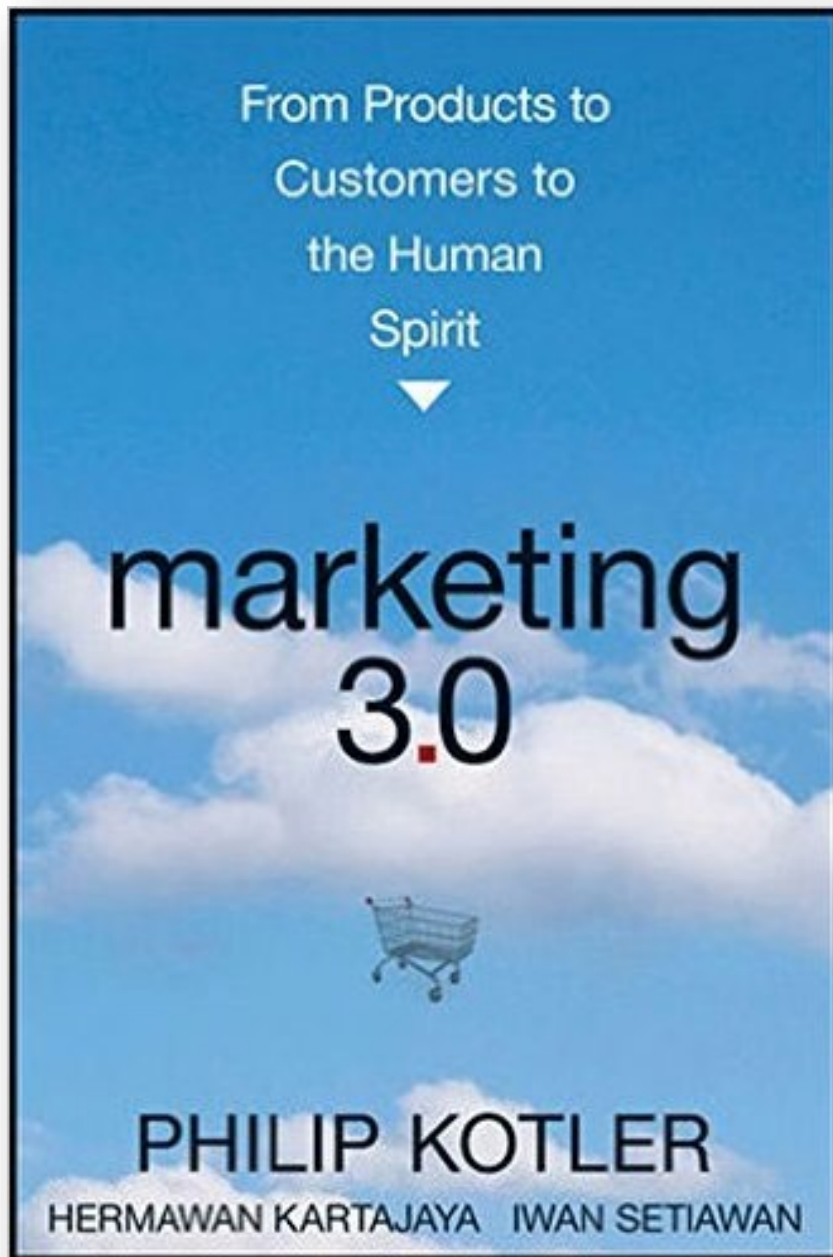






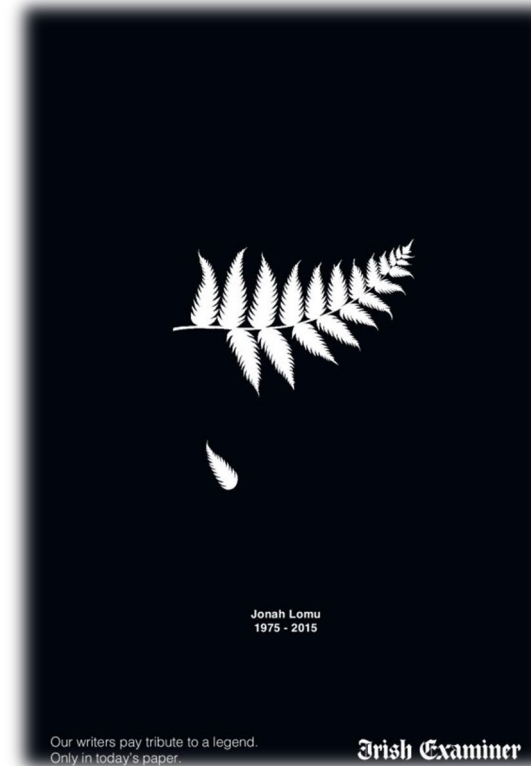






*"Float Like a Butterfly,
Sting Like a Bee"*

*Remembering
Muhammad Ali*

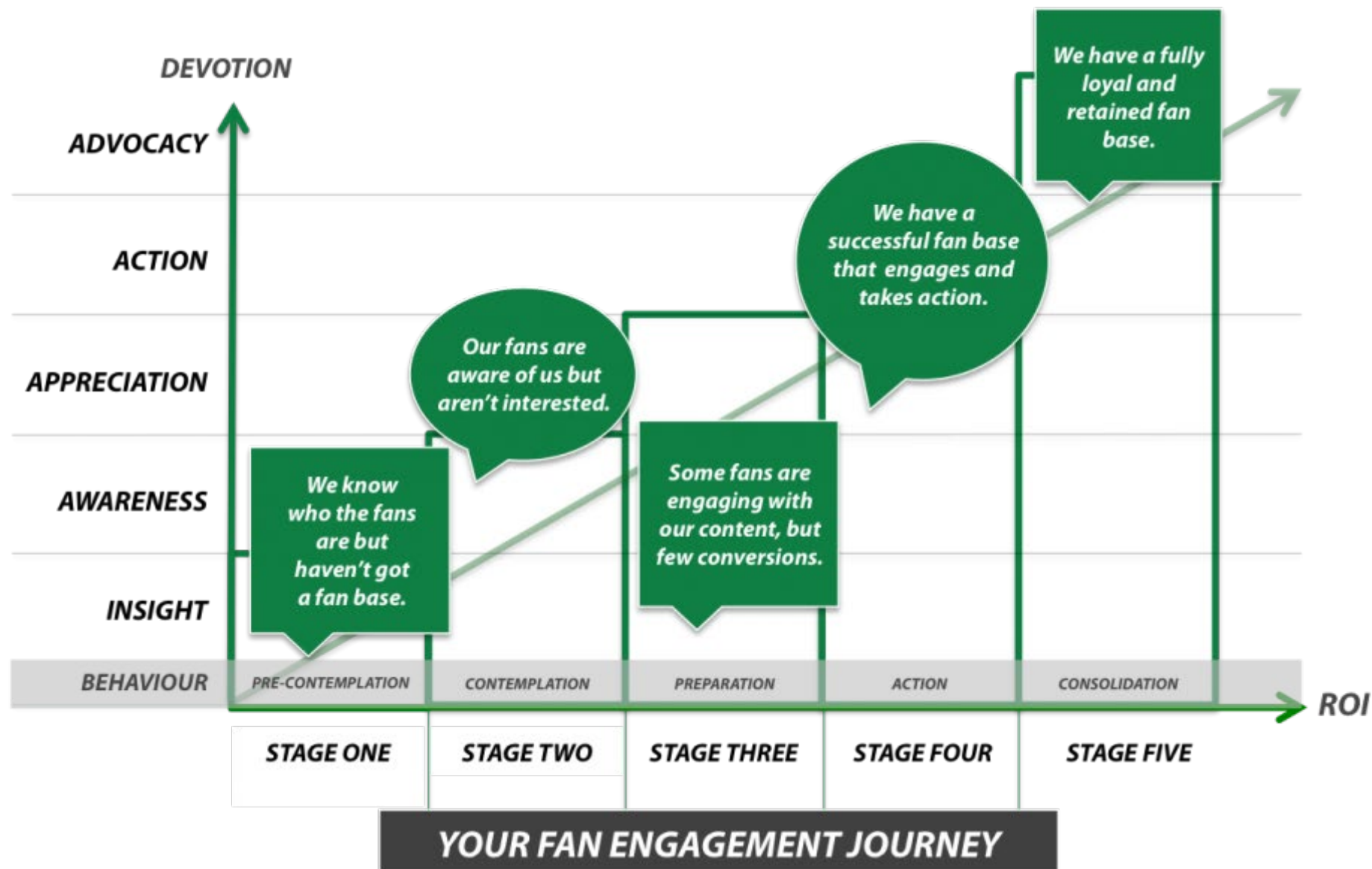




BILL RUSSELL

1934-2022

YOUR FAN RELATIONSHIP





ÉCONOMIE

«Fan Relationship Manager» et «Sponsorship Activation Manager», deux métiers d'avenir dans le sport business

Le concept de fan a donné naissance à deux nouveaux types de métiers, d'abord au sein des Ligues nord-américaines, puis peu à peu

PARTAGEZ



PUBLIÉ

Le 23 Feb 2017 à 08:00

PAR

Lionel Maltese

ACCÈS RAPIDE

Ligue 1

ADS :

“Your fans are the message”

-Marshall McLuhan(sort of)

“The medium is the message” guy

