

UCFB JOURNAL

OF SPORTS BUSINESS



BRAILSFORD ON HIGH PERFORMANCE CULTURES



INSIDE THE MIND OF ELITE PERFORMERS



WEMBLEY STADIUM: A CASE STUDY IN CONTEMPORARY EVENT MANAGEMENT



THE MARKETING SUCCESS OF LONDON 2012

UCFB CREDITS

Prof. Philip Wilson, B.A. (Hons) and M.B.A, Provost and Chief Executive, UCFB
Rory Campbell, B.A. (Oxon) and MSc, International Research Centre Coordinator, UCFB

Brendan Flood, Chairman, UCFB

Contributors

Desislava Goranova, Sport Management Lecturer, UCFB Wembley
Jon Kitto, Sport Marketing Lecturer, UCFB Wembley
David Horrocks, Assistant Head of Research, UCFB
Daniel Geey, Sports Law Lecturer, UCFB
Sharona Walker, Head of Global Marketing and Student Recruitment, UCFB
James Mckeown, Marketing Manager, UCFB
Tina Davidian, Designer

Academic Partners

Prozone
Green 4 Solutions

Interviewees/Special Thanks

Sir Dave Brailsford, Principal, Team Sky
Greg Nugent, Director of Brand, Marketing and Strategy, London 2012
Alastair Campbell, Advisory Board Member, UCFB
Brendan Foster, Founder of the Great North Run

Publishers

SportsPro

SportsPro Media Ltd
5 Prescott Street, London, E1 8PA, UK
Tel: +44 (0) 207 549 3250
Email: info@sportspromedia.com
Web: sportspromedia.com



FOREWORD

BY PROFESSOR PHILIP WILSON

PROVOST & CHIEF EXECUTIVE OF UCFB



The sports industry today is immense, with diverse roles and requirements that have grown exponentially in the 21st century. Here in the UK alone, there are over 450,000 employed in this sector worth £20bn.

Throughout history, new opportunities have consistently presented themselves in this expanding global sector, which has proved robust regardless of the economic climate. To maintain this momentum, a pool of passionate, qualified and talented individuals with in-depth knowledge of the principles of sports management must be ready to fill the millions of current and emerging roles in sports business. Although historically there has been little provision in education and training to fill this gap, UCFB has made it its mission to ensure its longevity and drive this magnificent industry forward.

The original concept of the institution was by UCFB Chairman Brendan Flood, who recognised the need for a robust provision of sports business education to provide the industry with high calibre business professionals equipped with industry-specific strategic insight, direction and leadership.

To this end, the UCFB Journal of Sports Business was born. Addressing the gap between education and business, UCFB provides best-in-class academic insight into the workings of the sports industry

alongside in-depth interviews with the leaders currently revolutionising the sector.

Individuals and organisations must recognise the factors that drive today's growth and success. It is important to understand the factors which have influenced the industry in the past, those which affect it currently, and those which will have an influence in the future. Sports clubs must conduct themselves as any other business, utilising qualitative and quantitative data to make informed judgements and decisions, deploying research and development, understanding consumer behaviour and adhering to financial and regulatory standards. The UCFB Journal of Sports Business will address these vital topics and assist industry stakeholders in their quest for excellence.

I hope that you enjoy the first edition of the UCFB Journal of Sports Business, and that it inspires and informs you in your career in our superb industry.

A World First in Higher Education, UCFB delivers university education in the strategic, operational and business facets of the football, sports and leisure industries. UCFB is uniquely placed at the heart of the sports industry with campuses inside Wembley Stadium, London, and Turf Moor Stadium, home of Burnley Football Club.

Professor Philip Wilson
Provost & Chief Executive
UCFB

EDITOR

THE GROWING ROLE OF DATA



The use of data or the attempted use of data is a growing trend across the sports business. Whether in the performance, governance or commercial sectors, everyone wants to be using the information that gives them the next competitive edge. Can you develop algorithms to accurately measure and then enhance elite team performance? Can you profile sports consumers better than other industries to segment and target the market like never before? The growth in technology and information sources in all industries has given leaders more data than ever so in theory the answers should be yes.

However, there is a big difference between the use of data and the applied use of data, analytics. It is easy for people to say they are using data when all they are really doing is looking at numbers that tell them perfectly interesting pieces of information about the past but not actually applying it to move their team or business forward. Certain interviews or features in this journal focus on understanding and applying data in the right way. Whereas data points are information points about the past, analytics is utilising those data points to make robust predictions about the future which in turn allows you to build a better understanding of what you

need to do based on what the future looks like.

Data certainly hasn't taken away the necessity for accurate judgement, skilled leadership and sharp instinct. In fact it has made it even more necessary. In an age where there is no limit to the information we can gather, the judgment and leadership in deciding which information to use and then how to use that information to improve performance in the future is where the real competitive edge comes from.

Similarly, the human side of sport and business is more important now than ever. Team building, managing elite talent and decision making under pressure may have been put to one side as we look for the next technological or data driven advance. However the leaders that are taking on the new advances with success are the ones who retain the understanding of the team framework and the human element within that. In looking at Sir Dave Brailsford's leadership of Team Sky, talking to the London 2012 marketing team and touring the Mercedes F1 garage this was clear more than ever. These are three great examples of the proper application of data in the right context under the right leadership. This is where success is built.

Rory Campbell
UCFB International Research Centre Coordinator

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WHAT THE NEW

DOMESTIC PREMIER LEAGUE

BROADCASTING RIGHTS WINDFALL MEANS FOR STAKEHOLDERS

By Daniel Geey,
solicitor, sports lawyer and UCFB lecturer



Introduction

In February, came the news that Sky and BT had been awarded the latest domestic rights to show live Premier League matches for three years from the 16-17 season onwards. The £5.14bn figure, which equated to another 70% increase in rights fees, was headline news and is summarised below. Sky will pay £4.176bn for 126 games which is an increase from the £2.3bn it paid at the last auction for 116 matches. BT has four more games (42 matches per season) than its current deal and will pay £960m over the three years of its deal. It previously paid £738m for 38 matches per season. In addition, the Premier League announced that the BBC had been successful in bidding for the iconic Saturday night UK Match of the Day highlights show for £204m.

It is worth bearing in mind that the £5bn+ figure solely relates to the Premier League's domestic market. In the

previous tender, the global figure was rumoured to be around £5.5bn. With the domestic deal getting close to eclipsing that figure, and the global appeal of the Premier League continuing to grow, there may well be strong competition in a number of key markets including Asia and the US which may push the latest global price north of £8bn.

Context

Prior to the last auction, Sky was very much the leading broadcaster for live UK Premier League rights. It had previously seen off challenges from new entrants Setanta and ESPN and going in to the 13/14-15/16 auction cycle process, there were few (if any) whispers that BT would enter the market. The result of the auction surprised many with a 70% increase (to £3.1bn) on the previous £1.7bn 10/11-12/13 auction cycle that ESPN and Sky had won.

The degree of competition for the

Broadcaster	Total 16/17-18/19 amount paid (£)	Total Amount Per Season	Total Per Game (£)	Number of Matches	Percentage Increase on the Previous Deal	Number of Packages Won	Previous Amount Paid (£)
Sky	4.176bn	1.392bn	11m	126	83%	5	2.3bn
BT	960m	320m	7.6m	42	18%	2	738m



packages in the last two auctions has been significantly fiercer between two broadcasters with very deep pockets ramping up the price. In a number of ways, BT's purchase of live rights was seen by many analysts as a next step to get top premium content on its platforms and protect its own broadband offering. BT initially hoped that acquiring two packages would act as its own 'battering ram' to further its own cross-media, bundled internet offering. By retaining

two packages, BT's UK focused football offering becomes stronger still with exclusive Champions League/Europa League matches from next season, FA Cup and Premier League matches too.

Strategically, competition between BT and Sky for live Premier League matches has become a battleground for larger consumer offerings. With Sky entering the mobile market from next year and BT acquiring EE, live premium sports rights are seen as one of the core drivers for new

Bayern Munich vs Borussia Dortmund at Wembley in the Champions League Final in 2013 was the start of a poor three years for English clubs in Europe. Will the new TV deal change that?

Year	1992-1997	1997-2001	2001-2004	2004-2007	2007-2010	2010-2013	2013-2016	2016-2019
Amount (£)	191m	670m	1.2bn	1.024bn	1.706bn	1.773bn	3.018bn	5.14bn
Total Cost per match (£)	0.6m	2.5m	5.6m	2.5m	4.1m	4.3m	6.5m	10.3m
Number of Games	60	60	106	138	138	138	154	168
Broadcaster(s)	Sky	Sky	Sky	Sky	Sky/ Setanta	Sky/ ESPN	Sky/ BT	Sky/ BT



BT sport have made inroads into the Sky dominance but their presence has been a real statement in these negotiations.

bundled quad-play consumer offerings. Whereas at present, BT incentivises its customers to take its broadband offering through marketing its BT Sport channels for free, Sky conversely offers free broadband if consumers sign up to its premium TV channels. Both will therefore soon join Virgin and TalkTalk in being able to offer 'quad-play' packages for broadband, mobile, Pay-Tv and phone line rental services.

The Consequences for Sky

It was no doubt crucial for Sky to win the majority of the live UK Premier League rights. As can be seen from the table above, Sky has paid almost double its previous outlay to secure the five packages. It retained its prime Super Sunday and Monday Night Football slots as well as being the first broadcaster to screen a number of live, regular fixture Friday night matches too. It also has 26 first picks and 31 second picks of matches per season so it can show more of the higher profile matches throughout the season. It would have been disastrous for Sky to have lost the majority of the live rights at a time when BT has won exclusive Champions League and Europa League rights at the expense of Sky and ITV. The question now will be whether Sky's consumers bear the majority of the cost burden by way of higher subscriptions due to their increased expenditure. Indeed, in March Sky, which normally increases its prices in September, announced that the price of its sports TV package would rise by £1 to £47 a month from June.

What it means for BT

BT has certainly consolidated its football broadcasting position. It pulled off a large coup by paying around three times (almost £900m) what ITV and Sky previously paid for UEFA Champions League and Europa League matches. That coupled with exclusive FA Cup and Premier League matches puts BT right at the heart of a comprehensive football offering which also includes Bundesliga, Serie A and Ligue 1 rights. At present, BT gives away its BT Sport channel to its own broadband subscribers and charges its non-broadband customers. BT's next presumed step will be a combination of charging its existing broadband customers to watch BT Sport and perhaps increasing the subscription charges further for non-broadband customers. Whilst BT Sport has around five million customers, it remains to be seen whether those that have the current 'free BT Sport with your broadband deal' will pay to watch the BT Sport channel that they previously received for free.

Virgin in the Mix

Prior to the auction announcement, Virgin Media who purchases Sky Sports and BT Sports on a wholesale basis from its rivals to sell on to its own retail customers had complained to Ofcom that the collective selling of live Premier League rights breached competition law. Such claims related to the number of Premier League matches made available being lower than in other European leagues, where more live matches are sold. Virgin argue that



the exclusive provisions in the Premier League auction process significantly raise the price broadcasters have to pay and that as a result British subscribers pay too much money to access premium content as costs are passed on by way of higher prices. Virgin argue that they are priced out of the auction process and want for structural changes in the way the Premier League rights are sold and how the auction is carried out. With the auction now finalised it will be interesting to see what happens to the latest deal if Ofcom sides with Virgin. At the end of March, Ofcom announced that they wanted to “understand how consumers benefit from the way the Premier League sells its rights” and would be carrying out consumer research to understand the value viewers place on watching Premier League football. Interestingly, they also noted that they would be monitoring changes in pricing, presumably from Sky and BT as a result of the latest auction results.

A Windfall for the Clubs

As a result of the current 13/14-15/16 £5.5bn global auction, the amount that was centrally distributed to the 20 Premier League clubs significantly increased. This was predominantly because of the latest broadcasting deal. By way of example, in the last year of the previous £1.7bn television deal, Manchester United in the 12/13 season received £60.8m for winning the league. Such was the uplift that in the next season (13/14) Cardiff received

more for finishing bottom (£62.1m) than United did for winning the league the year before. Indeed, although Liverpool finished second, they received £97.5m which was the highest ever centrally distributed amount. As such, for the teams in the Premier League come the 16/17 season, it is likely the winner of the Premier League could earn around £140m+ with the bottom club earning £90m+. Similarly, clubs that are relegated from the Premier League will benefit from larger parachute payments too.

Conclusion

The next steps in the Premier League broadcasting story are going to be as fascinating as ever. Two very large companies will likely continue to bid huge amounts for live Premier League matches as part of their overall strategic offering to consumers. With BT and Sky soon able to offer a comprehensive package of Pay-Tv, broadband, line rental and mobile/data services, such live rights, which were once a battering ram for satellite subscriptions, are now part of a core communications offering to entice quad-play consumers and protect core markets. With the Virgin complaint and Ofcom investigation into the auction process a live issue, there are a number of regulatory uncertainties for the Premier League and its member clubs to face in the coming months. Nonetheless, the focus at present is quite rightly on the monumental sum paid by BT and Sky for the live rights and the benefits that such a deal will have for clubs. ■

Burnley v Man City in the Premier League this year demonstrates the financial gap between the richest and poorest in the league. But the economic value of being in the league is increased by the new TV deal.

IT'S ALL IN THE MIND

ELITE PERFORMANCE

By: Dave Horrocks



The world's finest sporting performances are an object of beauty marvelled at in every corner of the globe by millions of TV viewers on a weekly basis. Cricket, Tennis, Formula One, Cycling, Rugby, Athletics, Snooker and so on. This higher echelon of sporting artistry, breath taking performance and masterful control is something only possible in dreams for the average Joe. Many children dream of one day being a sporting Icon, every adult watches with awe, regret or appreciation, every parent silently wishes for their offspring to engage, and company directors dearly wish their charges could at least operate at 50% of such dedicated capacity through each working day.

So what makes these people? What is the psychology of these people? How are their minds made up? And what exactly is going on in that small matter of electrochemical activity inside their heads.

Psychologists all over the globe have researched and postulated on the personality characteristics of the elite for decades, but only in recent times have true elite performers been accessible for scientific study and quantification. This article aims to shed light on the psychological make-up and the winning DNA of truly consistent elite level sporting performers. What choices and decisions do these people make on a daily basis that the average Joe does not?

Romance

Initially and at a very young age an inextricable romantic love for sport is evident and this often appears innate, is often the result of personal choice, and is derived from an environment of reasonable choice. The child is often repetitive yet lovingly entertained in their pursuit of happiness through this primitive version of what will ultimately resemble a sport. This is what many often cite as the athlete being a 'genetic' or 'born' being.

Family

The close proximity and facilitative support of significant others is a second major factor in the development of an athlete. This may be a sibling, parent, guardian or close relative with a shared interest and often a person of reasonable competence in the activity of choice.

Goal Oriented

Intrinsic recording of standards, knowledge of past and present performance and a sub conscious affinity for beating oneself is displayed quite consistently through the romance, learning and developmental years. This behaviour also carries itself through the lifespan in terms of training, competition and personal performance indicators right through the career.



Growth Mindset / Evolutionary Being / Coachable

As opposed to a fixed mind-set which implies that one's self-perception is that of a static being (You are what you are) successful athletes have a growth mind-set. This is that failure is the pre cursor to success, mental and physical capabilities are malleable and persistently open to improvement. The athlete is therefore an existential evolutionary being who learns and develops on a daily basis at a rapid rate. The athlete adopts new technologies before the majority of one's peers, is in touch with developments in sport specific coaching practices and facilities, up to date tools available to improve and never rests or has a "This is how I've always done it" attitude. The athlete is highly coachable and also has great trust in any significant knowledgeable seniors in their immediate coaching set up.

Adaptable

Complimentary to the above mental malleability athletes are also highly adaptable to circumstance under pressure when required. A prime example of this was Manchester United's substitutions and tactical changes at around 77 minutes of the famous European Champion's league final of 1999. Top athletes can implement change quickly and efficiently with unwavering belief that what they are doing is correct and will be the required process for success.

Disciplined / Dedicated

Men and Women at the top of their games are extremely disciplined people from a very early age. They sacrifice other 'normal growing up' activities to dedicate themselves to the cause. Swimmers for example often rise at 5am to train before school, attend school, train again after school and then eat and sleep. No playing out, no playstation, no

Rory McIlroy demonstrated talent, drive and hunger from a very young age, something not unique amongst elite sportspeople.

Professional cycling provides a lot of challenges for the elite competitors mind. Individual goals in a team sport.



riding a bike in the park with friends. This type of personal sacrifice is persistent across the lifespan of the majority of elite athletes in modern day sport.

Isolated

A reduced interest in general common human life is often prevalent, with the elite sportsperson being self-indulgent in relation to the cause and often oblivious and non-interested in general day to day goings on within normal human existence. Many athletes report a lack of real personal friends and being able to

count the number of people they really acquaint themselves with on one hand.

Studious / Obsessive / Addictive

An extensive knowledge of the sport in question, the technical, tactical and physical side of the sport, the evolution of the particular sport and the lives and careers of past greats is evident in successful people. This is an extended display of the obsessive nature of the individual and their total addiction to their game.



Perfectionist

This obsessive nature often floods into controlled perfectionist traits of cleanliness, routine orientated behaviours, expectancies of others, an orderly self-organisation and an intolerance of sub-standard actions or behaviours in others. This was famously brought to light in the public eye by Roy Keane's departure from the 2002 world cup in Japan citing ill thought preparation and standards as the main trigger for his personal implosion.

Reflective

Introspection and evaluation is a key fundamental of an elite performers make up. The questions exactly 'what did I do', 'how did I do it and why' are key questions often asked and analysed after the event or training session. An accurate self-awareness and ability to improve via personal and external critique. This is evident in times of both success and failure, is quite a pointed and clinical evaluation of high importance yet not for extensive dwelling. Any resultant ideas from



Farah and Bolt: Stars of the 2012 Olympics showing success can bring out a fun side in the best.

such analysis are quickly refined and turned into solution focussed process orientated action to facilitate tomorrow's actions and procedures.

Physical

An integrated body and mind has become a facet of key importance in modern sporting performance. Be the athlete tall, small, strong, slight, powerful or flexible they will do the utmost to maximise their genetic disposition. No stone is left unturned in the quest for the physical being to be in 100% efficient condition and steal an edge over ones opponent. This takes into account, nutrition, flexibility, body composition, weight, sleep, speed, endurance, posture, eyesight and a whole host of physical characteristics that must be in optimal operating condition for performance to peak. The modern athlete truly is a fine tuned formula one car.

Prepared / Deliberate

Preparation, readiness or whatever one may wish to label this phenomena is the cornerstone of all breath-taking performance. Days, months, weeks and hours are spent engaging in all of the

above and ultimately a little situational specific fine tuning is the icing on the cake in readiness to compete. The final weeks are more often spent with the competition specifics of the environment and opponent you are about to face being the focal driver of the solution process being adopted. However once the situational analysis is complete these final days are all about you in the eyes of the elite. Only you can win this game, contest or match and only you can control your own personal destiny. Elite athletes do not shirk responsibility and take everything on their own shoulders in the quest for glory.

Language

The Language used is often key to the brains reactions, emotional disposition, feelings and speed of process. To be perennially efficient the language amongst a team and within oneself must be short, succinct, positive and even re structured in certain situations. This language is facilitative and understandable and must prompt executable actions for a performance to flow.

All the above traits are persistently common in the world's elite sporting performers. This psychological DNA of choice and human behaviour is the combined and cumulative strand that millions of people the world over crave for.

UCFB sports psychologist Dave Horrocks has worked across the globe in elite level golf and football, assessing and facilitating such human behaviour in professional sports people. Dave has also worked in corporate business organisations and educational institutions over the last 10 years. Where successful analysis have been conducted and behavioural change has taken place, victory, profit and achievement have soon followed. Human beings are blessed with the facility of choice. Who do you want to be and how you going to get there. You can be whoever you want if you make the right choices in life. ■

EXCELLENCE IN STADIUM AND EVENT MANAGEMENT

A CASE STUDY OF WEMBLEY STADIUM

Written by: **Desislava Goranova**, Sport and Event Management Lecturer at UCFB Wembley and **Rami Mhanna**, Stadium and Event Management Lecturer at UCFB Wembley



Abstract

In the heart of North West London is Wembley Stadium. It is also considered by some to be the “home of English football” as it is the home of the Football Association. The journey of Wembley dates back to 1923 – nearly a century ago, and has enriched the history of this iconic stadium with a wealth of sport and non-sport events and conferences, accommodating organisations and businesses, showcasing sports and actively engaging in the development of football through the FA.

This article is a case study of Wembley and its vision to offer “the best stadium experience in the world” (Wembley Stadium Vision, 2015). The case study is delivered via the perspective of UCFB academics with input from Wembley Stadium’s Managing Director Roger Maslin, Hospitality Operations Manager Tony Nikolic and Managing Director of Centrespot Consulting Peter Swordy. Emphasis is placed on the stadium’s multiple use and utilisation and event operations, showcasing how challenges are being overcome. In particular, UCFB’s world class campus and the institution’s strong link with the sport industry are amongst the many examples

of good stadium utilisation. The article concludes with a look into the future for Wembley in the stadium and event management context.

Introduction

Over the years, sport has evolved from being entertainment to a multi-billion pound industry and the design of its stadia has changed as a result. Sports events and stadia are no longer merely about providing good performance in sports. Modern stadia are designed in ways to drive commercial success of the allied sports and as catalysts for regeneration.

Bulley (2002, p. 305) said:

“For many, the World Cup stadia in Japan and Korea set new standards in terms of stadium design and left people in England asking ‘Why can’t our stadia be like that?’. Perhaps, what is easily forgotten is that recent years have witnessed considerable investment in stadia in the UK in the light of legislative and other pressures. England now has some of the safest, most comfortable and atmospheric stadia anywhere.”

The recent trends in the UK suggest an integration between stadia development and commercial growth visions. Modern planning considers ‘flexibility’ when designing a stadium as a part of a

strategy to seek a long-term infrastructure development and enhanced business environment that can facilitate sustainable regeneration whilst enabling existing and relocated businesses to operate with increased success.

Wembley Stadium

The original stadium, known as Empire stadium, with its iconic twin towers was built in 1923. It was rebuilt in 2007 with the twin towers giving way to the symbolic 133 metres arch over the north side of the current stadium construction.

With the design of the stadium for multi-purpose use, early consideration of local development and regeneration has been incorporated. This has led Wembley to indicate a philosophy of multi-functionality over particularity. In addition to being the England's Football National Ground, it is used to facilitate an immense number of events – FA, League and European Cup finals, international football matches, the 1966 World Cup and the Euro 96. In addition to football, events from the 1948 Olympic Games have taken place at Wembley, as well as a number of rugby, American football, wrestling, hockey and greyhound racing competitions. An impressive number of music concerts has filled the stadium with fans. Some of the performers include Queen, Robbie Williams, Tina

Wembley isn't just a football stadium. Going from hosting a football match to a concert in the space of a week is not uncommon.



Turner, Elton John, Michael Jackson, Rolling Stones and many more. With its outstanding facilities, Wembley is a high-class place for conferences, banqueting and other corporate occasions and 'added-value' events (e.g. attending trainings and meetings with football representatives via Club Wembley). Across the event calendar Wembley stadium attracts over two million visitors annually (WS Customer Charter, 2012).

Multiple Use & Overcoming Challenges

Importance of Planning

The multi-purpose use of Wembley brings variety in the stadium's event calendar, as well as intensity. In peak periods there could be a multitude of events taking place simultaneously, making the necessary transition in operations challenging. In such cases the stadium operations are tested to their limits. As MD Roger Maslin states: "planning, coordination and communication are paramount" to success and excellence. It is 2015, but the planning for the UEFA EURO 2020 semi finals and final at Wembley has already begun. Flexibility is another key aspect as there is always some level of uncertainty or unpredictability (e.g. the 2010 volcanic cloud formed from the eruption posed transport disruptions to international football teams playing their matches at Wembley).

The role of Roger Maslin as Managing Director of Wembley Stadium carries a great deal of responsibility and leadership. He defines it as "setting the right tone" of operations by ensuring engagement for everyone, the right tools and resources available, as well as clarity and quality in the present and future tasks. One overall challenge could be seen in ensuring an optimal balance between safety and enjoyment for everyone. Roger further states that collaboration, teamwork, and trust, are equally essential. For example, the number of external suppliers working with Wembley Stadium on event days

may reach 100. In addition, the number of people contributing to events could range from just over 100 (directly working with the MD) to 4000-5000 on certain event days. In such cases, without the right means in place key objectives cannot be met.

Effective Stadium Management – Safety and Security Operations

The double-header weekend for the FA Cup 2015 semi-final is a clear example of the importance of effective stadium management. Peter Swordy of Centresport Consulting Ltd. has said that there are over 1200 stewards, security personnel, emergency services representatives and EE connectors on shift throughout the FA Cup 2015 semi-final. Indeed, the case here is of 2 football matches played in consecutive days, but each match is also an event on its own going through a defined set of stages.

Peter Swordy delivers Stadium and Event Management Masterclass to UCFB Wembley students. His key expertise in the industry provides students (and practitioners) with advantageous insight knowledge into relevant contemporary trends and issues. His role for the 2015 FA Cup semi-final as a Deputy Safety Officer required him to manage the relevant operations of the stadium in all stages of the events. Some of the challenges to be overcome in regards to security and safety were within crowd management, emergency procedures and managing sustainability. Each challenge highlighted the importance of planning, co-operation and on-the-spot decision making.

Wembley stadium has 174 turnstiles. It has been estimated that according to the time period a turnstile opens for, an average of 660 people per hour can enter through that single turnstile. Such estimations determine gate opening times prior to kick-off.

Tail-gating at entry points (e.g. gates and turnstiles) is another important aspect of crowd management and spectators attempting to make unauthorised entry to the stadium. This

could be seen as a major challenge in particular as often tail-gating could be attempted repetitively or simultaneously, posing additional responsibilities to be undertaken by stewards, security, and in some cases – police officers.

In regards to emergency procedures a very effective and strategically innovative approach has been developed in the face of utilising highly-trained resources. While police officers are being deployed to co-operate with Wembley management and may not necessarily know the building inside out, it is actual off-duty NHS medicals and fire officers that have joined the stadium safety and security operations. In this way, the need for additional specific training has been brought down to familiarising with the construction and layout of the building. As Peter Swordy has said: *“there is a great need for sufficient resources to be booked and operations to be professionally managed”*.

Evacuation is a clear example of how essential planning is. For Wembley stadium and its capacity of 90 000 spectators, evacuation time has been estimated between 8 to 12 minutes. In order for an operation of this scope to be implemented there needs to be clear line of communication between relevant areas (geographical and departmental). There are approximately 500 radios with 10 channels in Wembley stadium. Clarity in regards to control and responsibility over emergency procedures, and effective conflict management, are also essential. In the Control Room there are representatives of all (or most) authorities and this where official hand-over of operations could take place.

Sustainability is another challenging aspect. Events could pose threats in regards to public behaviour (during ingress and egress of spectators), noise, pollution, vehicle traffic and transport disruptions. Peter Swordy has highlighted that co-operation with local residents and authorities plays an important role in event sustainability management. For example, local houses

maybe equipped with noise monitoring devices and residents could be given advance notice of potential disruptions. Furthermore, the number of events to be hosted at Wembley on an annual basis has been restricted for the mentioned reasons.

Effective Stadium Management – Hospitality Operations

The hospitality service is another key operational area, which makes Wembley a best practice example of delivering quality services. Providing the best service is one of the main goals in Wembley's Vision. The worldwide range of customers requires relevant staff to be trained in accordance with a distinguished international standard. In an interview by WorldHost for the 2012 Olympiad, the training provided to staff has been termed as 'integral' to the provision of the Olympic events hosted at Wembley stadium (the football finals and medal ceremonies). To further highlight the importance of best in practice staff training and service quality, during the 2012 Olympic football played at Wembley approximately 700 000 fans attended the different matches, generating nearly 10% of the total number of football tickets sold (WS Customer Charter, 2012). Quality staff training and excellent customer service played a vital role in ensuring the smooth and successful running of all operations, effectively managing capacity and optimising the Olympic experience.

"Excellence, variety and authenticity are key ingredients in the planning and implementation of event

hospitality operations", says Tony Nikolic. Tony is Head of Club Wembley Hospitality Operations. He is directly involved in the planning and implementation of hospitality services during events at Wembley of various nature and size. He further states that meeting customers' expectations is not enough. Success comes in exceeding them. The challenge posed is in effectively dealing with "what goes in the bowl". In other words – the outcome of an event, as this is beyond event managers' control. An example demonstrating Wembley event hospitality is fit for the task could be given with the capacity it could cater for exceeding several thousands in customers' numbers on a single event day.

Stakeholders' Relationships

Although seen as financially stable and able to generate revenues, the stadium relies on its relationships with a wide variety of stakeholders – from leading sport governing bodies to sponsors, spectators and residents, and more. It is essential for partnerships to be valued accordingly. Establishing clear goal(s) – with a common purpose and quality of standards, is on the priority list. The effective stadium and event management strategies help Wembley to balance (as well as meet and exceed) the expectations of its multitude of stakeholders.

The Vision of Wembley Stadium for "the best stadium experience in the world"

4 main goals contribute to the Vision of Wembley Stadium (2015). As MD Roger Maslin has said, in order to deliver the best stadium experience in the world Wembley needs to:

- Develop the best stadium facilities and environment;
- Attract the best events;
- Provide the best service;
- While achieving a profit.

Wembley's unique arch is a distinct feature in the North London landscape.



The competition between stadia and venues has grown with the expansion of the sport and event industries in recent years. There are many good stadia in London, the UK, Europe and the world. To be the best, Wembley needs to gain strong competitive advantages. Although the vast size of Wembley Stadium could pose some challenges, it is predominantly seen as advantageous. For example, a larger event venue has the potential to attract bigger audience and generate higher profits. Adding the mentality to high quality of services and good culture makes this a strong and appealing combination. Another competitive advantage could be seen in the strategic 'home away from home' approach. Evidencing this is the contract with the NFL for several American football league matches to be hosted at Wembley. Contracting core events (predominantly football and sport) to be played exclusively in Wembley Stadium further aids the balance of secured calendar of events with generating profits.

MD Roger Maslin gives a particular example of overcoming challenges in keeping Wembley Stadium at the forefront. Technology evolves at a faster pace than other industries. The symbolic arch being coloured in light and the installed LED screens at the front of the stadium certainly suggest for a fortitude to keep up with technology developments. However, on its own these additions may not be sufficient. The key to Wembley's competitive technological advantage is in its multi-dimensional engagement with everyone coming to Wembley Stadium. For example, photos of fans and tourists in and around Wembley could be featured on the LED screens. Another good example is the strategic partnership with EE – a leader in mobile technology.

Wembley stadium has a pivotal role in the regeneration and development of the region of North West London. It is an iconic landmark facility, a hefty employer and a significant revenue generator for variety of businesses in and around the stadium (Wembley Masterplan, 2009). Its importance however is not only in the

local and regional context, but nationally and internationally as well – "it is a major venue for world class events and attracts millions of visitors each year" (Wembley Masterplan, 2009). It has been recognised that Wembley stadium is a global brand, and the short and long term benefits it delivers make it worthy of substantial investments.

Conclusion

The operations challenges discussed throughout this case study do not provide an exclusive list. They merely represent some key examples in effective stadium and event management. Event operations (and therefore potential challenges) range beyond safety, security, hospitality and stakeholder management. Furthermore, they vary from one event to another as often events are seen as unique. Events can be replicated, but would arguably generate matching outcomes.

By conducting a case study of Wembley stadium some contemporary trends and challenges from the stadium and event industry have been discussed. While the industry itself is expanding rather rapidly this poses a challenge for stadium, sport and event managers to balance goals with expectations of a multitude of stakeholders. In addition to generating revenues, the stadium strongly and actively contributes to sport, cultural and social development locally, nationally and internationally.

Wembley stadium is a great example of effective stadium utilisation. As Peter Swordy has defined it, "Wembley is a building that can host everything". MD Roger Maslin has also stated that indeed the stadium can adapt to events of different size and purpose (local, regional, national, international and global). What makes it stand out from other venues is that regardless of the event size and purpose, the standard of quality in everything Wembley does is aimed at a constant high. In addition, recognising the necessity to merge sport with education through UCFB may as well hold a key to a bright future for Wembley. ■

UCFB students walking
down the famous
Wembley Way.



A WORLD FIRST

IN HIGHER EDUCATION, UCFB IS DEDICATED TO THE DELIVERY OF UNDERGRADUATE DEGREES, POSTGRADUATE PROGRAMMES AND EXECUTIVE EDUCATION IN THE STRATEGIC, OPERATIONAL AND BUSINESS FACETS OF THE FOOTBALL, SPORTS AND LEISURE INDUSTRIES.



Pioneering Education Provision

UCFB have selected and developed their education provision with great care in partnership with the wider and global sports industry to ensure that not only do students have best-in-class business and management capabilities but also understand the skills required and the nuances of the range of sports careers. Whilst programmes are tailored towards the sports and leisure industries, they offer transferable skills applicable to a range of roles that include finance, law, media, logistics and public relations.

“Sport and education are two of our country’s great global exports. Kick off in the Premier League might be 3pm on a Saturday, but work starts way before that for the people who work in the industry. It’s a rapidly expanding, multi-billion pound global business – and yet there has previously been little provision in its education. We are leaders in what we do.”

Professor Philip Wilson, Provost & Chief Executive, UCFB

Senior figures from the sports and wider industries sit on the UCFB Advisory Board, chaired by Brian Barwick, Chairman of The Rugby Football League and Former Chief Executive of The Football Association, Former Head of BBC Sport, Former Head of ITV Sport, Chairman of Barwick Media & Sport and Chairman of the Football Conference. The board advises on developments and innovation within the sports and business sectors to ensure a current and relevant curriculum.

Inspirational Learning Environments

The institution’s campus sites are located in two state-of-the-art iconic and inspirational locations. UCFB Wembley is situated within the legendary Wembley Stadium, a world class entertainment venue and the spiritual home of English football and sports. The UCFB Burnley

campus is located within Turf Moor Stadium, home of Burnley Football Club, which is embedded in history as one of the few founding members of the football industry in 1882.

What an incredible campus and what a brilliant place to learn and engage in sport. Sport has many, many areas that you can work in... ultimately it’s what happens on a pitch like this which sends us all off into our jobs. You are truly at the heart of it in this campus.”
Gabby Logan, BBC Sports Broadcaster

The UCFB facilities reflect the excellence of the stadium, with lecture theatres, seminar rooms, quiet study areas, libraries and learning resource centres overlooking the field of play. These ‘chemistry labs’ for students allow them to live, learn and work within the very machinery of the football, sports and leisure industries.

“We see this as an exciting opportunity for young people to learn and develop at a higher education institution within the most inspired environment of Wembley Stadium, but also further develop their working portfolio by experiencing elements of the business at Wembley. The sports industry has grown at an incredible rate in the last 20 years and now more than ever it needs to be catered for from a business point of view. UCFB allows undergraduates to get an early foothold within this industry and provides not only qualifications but first-hand experience of working in the sports industry.”

Melvin Benn, Chairman of Wembley National Stadium Limited

The Unique Complementary Curriculum™

UCFB provides two unique curricula; the traditional academic curriculum which encompasses exams and coursework



and a Complementary Curriculum™ – a three year journey of professional and personal development. This provides access to best-in-class industry guest speakers, additional qualifications and extensive work experience opportunities to ensure our students graduate as well-rounded, empowered professionals. Networking opportunities accompany learning and knowledge enhancement activities, which in turn are put into a real-life context through our programme of organised excursions.

UCFB graduates' CVs include hands-on experience and relevant knowledge. During their time at UCFB, students have the opportunity to apply for paid and voluntary placements within the Wembley and Turf Moor stadia and with their wider sports and entertainment business partners, engaging with staff and customers, and gaining insight into the operations behind matches and events. UCFB's partner organisations also offer coveted work placements and internships, both within the UK and

worldwide to Europe, America and Asia, working with organisations which include the Hong Kong FA, the US Open, the Scottish Professional Football League, Orlando City Soccer Club, professional and semi-professional sports clubs and the BBC.

"I think this is a great place to have a campus. It's particularly great for both UCFB and for The FA to be able to take some of these students and get them working on placements inside The FA, particularly in terms of research and projects."

Greg Dyke, Chairman of The FA

Through UCFB's Complementary Curriculum™, students have the opportunity to engage with business leaders at the top of their respective games. High-profile guest speakers in the Executive Guest Speaker series include Peter Salmon, Head of BBC England; Greg Dyke, Chairman of The Football Association, Alistair Mackintosh,

Students are taught in lecture theatres overlooking the pitch at both UCFB Wembley and UCFB Burnley.



Above and right: UCFB students enjoy first-hand experience of the inner working of the football, sports and leisure industries during their studies.

CEO of Fulham Football Club; Kelly Simmons MBE, Director of The National Game and Women's Football at The Football Association, and the former footballer and now TV pundit Jamie Carragher.

"The institution and facilities are absolutely incredible here. The degrees are very important and there are a lot of people undertaking the degrees who will hopefully all be successful and have really good careers. That's the most important thing at the end of the day."

Steve MacManaman, Former Professional Football Player and BT Sport Commentator

Postgraduate Portfolio

In line with the institution's continued success and expansion, UCFB recently launched a unique Masters degree in Sport Management

taught from September 2015 within Wembley Stadium, the first of a suite of postgraduate programmes. The specificity of sport, with its high media coverage and numerous stakeholders, requires managers to have uniquely honed business skills and an in-depth knowledge of the principles of sports management. UCFB have therefore developed the MA in Sport Management to enable those working within the core functional departments of the sector to advance their career into senior or line management positions.

The unique Masters degree encompasses the central functions of corporate, senior and operational management including international financial management and governance, corporate strategy, strategic marketing and leadership. It is the ideal programme for professionals working within the



sports industry, in management, marketing, operations or other appropriate area, who wish to build on their experience through a structured programme of study.

Executive Education

In addition to the Masters programme, UCFB also offers a wide range of bespoke certificates and diplomas for professionals already working in the sports business and surrounding industries. These Executive Education programmes include finance, law, marketing, media and governance, and are available to both professional sports organisations and for those working alongside sports companies in related industries. Bespoke tuition and continuous professional development opportunities exist for individuals working in the events, sponsorship, retail and other sectors which engage directly with

major football and sports organisations.

The millions of roles within the global sports business require passionate, qualified and talented individuals, yet there has historically been little provision in education and training to make a difference and drive this magnificent industry forward. UCFB provides best-in-class academic education in traditional subjects, which gives each student the skills, capabilities and knowledge to compete within the football business and sports industries.

"UCFB was an unknown treasure to me. I think it's wonderful. I'd like to learn more about it and I'd like to come again!"

Martin Tyler, Sky Sports Commentator

Further information on UCFB can be found at www.ucfb.com, or at studentenquiries@ucfb.com. ■

Q&A

GREG NUGENT, DIRECTOR OF BRAND, MARKETING AND STRATEGY
FOR THE 2012 OLYMPICS

The London Olympics branded itself as a 'Games for Everyone.' The Games that could connect people to elite sport, regardless of race, background, place of birth, age or gender. Polling during the Games and the buzz felt around the country during the Games demonstrated the success of making the country buy into this message.

But what made the marketing of the Games such a success? Looking underneath the polling and results revealed a marketing strategy that was innovative and data driven, an approach that discarded many traditional marketing tools and used the changing technological landscape to personalise the message.

Greg Nugent, Director of Brand, Marketing and Strategy for the 2012 Olympics, was a key figure in the origins, development and implementation of this strategy. Having been educated in very traditional marketing techniques, his early experiences as Director of Marketing at Eurostar, his attitude to data and his obsession with political campaigns led him to approach marketing in a unique manner with successful results.

UCFB's International Research Centre Coordinator, Rory Campbell, sat down with Nugent to discuss the changing nature of marketing, the unique features of a sports events marketing campaign and how the winning ethos of political and sporting campaigns is what inspires his approach to marketing strategy.



Greg Nugent
Director of Brand, Marketing and
Strategy for the 2012 Olympics

RC: Judging from the preliminary conversations we've had you obviously always felt that marketing for a major sporting event needs to step away from a lot of traditional marketing techniques.

GN: Correct. I don't think only major sporting events should be doing this. I think marketing campaigns in any sector should have a campaigning side to them that a lot don't have. So I was taught classical marketing which means that you learn 4 p's (price, product, promotions and positioning) and you go and learn in fast moving consumer goods environments and that was considered the way to do it but the truth is once you've learnt the basics there is a real lack of innovation in that world. I started to become obsessed by taking the sophistication of political campaigning

into non political environments. I was obsessed with what campaigning meant for brands. So my construct was always you're in a campaign and you've got to win. I would say we are in a campaign and I'd show them what winning in this campaign looks like. I've always tried to convince brands that you have to run political campaigns rather than normal marketing campaigns.

RC: And winning has to have an objective right?

GN: Yeah and also it has to have an outcome. Whereas in my world most people didn't see winning as meaning the same kind of thing.

RC: So traditional marketing didn't have an outcome?

GN: No never, if you are Weetabix now and trying to market Weetabix then there's no campaign. All you are trying to do is beat last years' number. Traditional marketing just has years and years and years of repeating the same thing. The danger of that is you become very short term focused and you lack a proper strategy.

RC: So how did you feel this construct towards marketing manifested itself in the mindset of the marketing team around the Olympic Games?

GN: Well the interesting thing about the Games was that it couldn't be political. They didn't want any political people in the system but at the same time it had to be run like a political campaign. You had to get your geographies right, get the right messages, offer various different products that people wanted, not just one product. So in my interview the boss was a guy called Paul Deighton [Chief Executive of LOCOG] and he said 'I want everyone to love us how do we do that?' And I said we have to treat this like a political campaign, we have to work out what messages work for what demographics etc and really personalise the message but around a very clear strategic objective.

RC: And what was the clear strategic objective of the 2012 Games? And what was the thought process that led to this being decided?

GN: Well, put simply, the idea was for the Games to be a 'Games for everyone.'

I think the concept was born in the bid and that message of using the Games to connect all sectors of the British population to sport was a strong part of the bid message. Seb [Coe, Chairman of the London 2012 bid] realised Athletics isn't as prominent as it used to be when he was running. He appreciated that as a sport it was behind and saw the power of the message to 'inspire a generation.'

Seb and Keith Mills [Deputy Chairman of the London Organising Committee] were the link between the bid team and the organising team. The problem at the start [immediately post winning the bid] was that the organising team was too corporate and just became a reactive comms operation, there was no campaign and every action wasn't aligned to a strategic message. When they realised this had to change I think that 'Inspire a Generation' and 'Games for Everyone' was easy to find because it was already behind the premise of the bid. The objective was said in Singapore. All I did was fix the objective firmly back into the psyche of the campaign.

RC: Now whilst this objective seems simple and clear even I can see that beneath that it is very difficult to implement it and to determine success. You talked earlier about every campaign needing an outcome. What was the 'outcome' of this campaign and how was progress and success determined along the way? What were you looking for 2 years before, 1 year before, during the Games, after the Games etc?

GN: Well I guess the outcome was during the Games itself and immediately after the Games because that is when it is important but we also focused on the outcome after the Games. The outcome focused around did people feel like it was a 'Games for Everyone?' The truth is the ultimate metric we used was based on 'Do you think the London 2012 Olympic and Paralympic Games would be a Games for everyone?' That number started at +26, made it down to -9 (Jan 2012) and made it up to +80.

'Seb realised Athletics isn't as prominent as it used to be when he was running. He appreciated that as a sport it was behind and saw the power of the message to 'inspire a generation.'

'What marketing does at its best is bridge the gap between what people want and what you've got or what you can give them. And that doesn't necessarily mean they say they want it but you have to work out what it is they actually want.'

The low point was at the low point on ticketing when most people realised they weren't going to get tickets. We planned for the -9 and we took the year of 2012 to swing the public back round. It is important to plan for that. I take this to the Rio organising committee now and they are happy. They are in the early stages and everything is going well but also we have gone through our plan with them they are well equipped for when the reaction towards the Games becomes slightly negative.

RC: The key to the marketing strategy is having a very clear and simple objective in 'A Games for Everyone' but how is that then broken down into all the different logistical vehicles you have to get the message out there?

GN: Within that concept of a 'Games for Everyone' you have to then try and work out what it is that people want. What marketing does at its best is bridge the gap between what people want and what you've got or what you can give them. And that doesn't necessarily mean they say they want it but you have to work out what it is they actually want. So a successful marketing function looks to bridge what you can offer or innovate to offer with what people want now or what they want but they don't quite know it yet. It is that bridge. We stood there and said we want a Games for everybody but what you do now is segment the market. So you have a small group of loyal people who want everything, they want tickets, wristbands, meet Seb, opening ceremony, the whole lot, and they are willing to pay for it. But the real question we had to answer in delivering our objective was 'what can we give EVERYONE?' And wrapped up in that was what can we give for free? Free is a powerful word in business. The most important word in business. This symbolises for everyone very quickly. The biggest product we sold was the torch relay because it was free. We worked out that everyone was only about 2-3 away from knowing someone who ran with the torch and that is because we didn't let it become a corporate vehicle.

That is what it had been in China. We go into the local authority because we need their budget to do it because we don't have it and they say what can we get out of it and we say well why don't you choose the people to take part and they can choose the ones they think have given the most to the community without reward. This fitted really well with what we wanted the Games to be about. It is easy to say this is a Games for everyone but once you've said that you've got to segment the market, work out who wants what and then decide what it is you can give to all groups. We had a program for gardeners, we had a program for community organisers. We built a product. That is what marketing does.

RC: It's interesting that the concept of a 'Games for Everyone' is almost paradoxical in nature. It sounds like a generalising message but actually to make it a 'Games for Everyone' you have to segment the market and personalise the message more than ever for people so they really do feel like it is for them. Once you have decided that you need to segment the market how do you go about finding the different groups and then deciding on the strategic path for them?

GN: There's two things you do. There are two fundamentally opposing concepts. The first one is the search for segmentation. What it was that we did is we spent a huge amount of time saying what do you want for London 2012? How many people want to be community organisers? 1 million. We did a lot of quant polling. That was the technique. We'd find little clusters of specific things people wanted. The mood of the country is like a weather map. It is rainy in some places and sunny in other places. One of my main inspirations was looking at the Obama campaign in 2008 and what I noticed is that they didn't worry too much about the extremes. What they chose was the battleground. So the battleground for us was Hull. We worked out the numbers and Hull kept being neither pro nor against the Games.

London, Yorkshire, Newcastle really pro. Manchester and Scotland not very pro. But Humberside was very neutral so we spent a lot of our time working out how to swing Humberside. We would segment. What do Mums want? What to Dads want? The bit I think we did that I think most people don't do is rather than focus on what does each group want we focused on what does everybody want and what can we give them? We focused on universality. For Obama it was hope, for us it was to inspire young kids. It didn't matter which person you were talking too, rich/poor etc, there was a universal thing that young people needed to be inspired. That was how we married the two opposing concepts. We found out what each group wanted but also looked for common themes and we turned to the thing about universality. 'Inspire a generation' worked in every demographic.

RC: You speak about political campaigns being an inspiration to some of the methodology around the Games marketing campaign and particularly about the Obama campaign in 2008. What was it about this campaign that really impacted on the way you did things?

GN: Well what the Obama campaign was amazing at was using data to connect to individual households in a very specific and personal way. I think this in a sentence sums up what I took from that campaign about how we should run the marketing for the Games.

RC: So data was important?

GN: The most important part of the marketing for the Games.

RC: And once you'd ingrained it into your campaign that data was going to be a driving force and that using data to segment the market and connect to individual households what was the process for finding that data and determining the important data?

GN: Firstly and perhaps most importantly we had to solidify the database. So we started with 76 different databases. We didn't have a coherent conversation with a customer. The first part of that was

reviewing our own systems to make us have one coherent data system. We then asked the questions about acquisition of data so, what would make people give us their data? We had to ask questions that would genuinely help us profile customers accurately. All about free gifts, promo material. Stage one is your own fundamentals in terms of data collection, warehousing, storing, privacy policies. Stage two is to get you to give us your e mail address because obviously postal is too slow and expensive. Stage three is getting information from the customer that helps us and this comes from asking the right questions. We asked a question in the ticketing process 'If you don't get what you want what would you like to go and see?' So all the Athletics fans who probably didn't get what they wanted were then still targeted with their second choices and not by every random sport they had no interest in. Stage four tells us about you, preference data, do you have kids? Are you interested in the torch relay? Every day of the Games we would send an e mail to the whole database and there was

Jessica Ennis united London and the rest of Britain with her performance at London 2012.





Data formed a key part of making people feel connected to the 2012 Games.

160,000 different e mails all because of preference data. We used data in a way most organising committees wouldn't think possible and a lot of it was because we had just come out of this amazing Obama campaign that revolutionised the use of data in political campaigning.

RC: I'm not sure most people understand what using data and understanding data actually means. It is all about using information to help better predict the future and make better informed decision making. There is no point just gathering data for data's sake. Like you say finding a way to use the information to personalise the message is gathering data for genuine strategic purpose.

GN: Data is a way of personalising things. I'd like people to say we personalised the Games. I'd like to think we used a lot of data to personalise a message around a universal proposal. You could have a universal promise like 'hope' for example but go beneath that and you will see that things mean different things to different people. Take the medal table for example. We had to personalise those e mails so people in the UK from Mexico saw Mexico in the medal table, not just the top like those from the US or China. Everyone's Games had to be on their terms. That is where data is transforming the world we live in. But organising committees see



data as a means to an end and don't see the asset it is. Why don't organising committees hand back all their data to sport governing bodies? It can be a huge public asset and if you want to boost sport participation then that is the way to do it.

RC: Another big asset data gives you if used properly is that it can make it a lot easier to measure the success of certain tactics of the campaign and better determine what fits as the right tactic at the right time.

GN: Correct. We searched for every metric but the one that became good was the 'Games for Everyone' score because this fitted with what we wanted

the Games to be so we went out and polled who thought it was a Games for everyone. As I said it reached +80% during the Games. But it is important that this is intrinsically linked to our objective. We measured it every day and it clearly resonated with our clear message and objective. The other metrics used all centred around the main one. For example 'How connected do you feel to the Games? How do you feel about value for money?' If you track something every day you can really see inflexion points and can fit the qualitative analysis to that.

RC: You mentioned earlier that you thought the main problem of the

Opening Ceremony, London 2012.

marketing campaign between 2006 and 2009 was that it was too much of a reactive comms operation but surely the journey in the build up to the Games presented situations that you had to adapt to?

GN: I think the main one was when the recession really started to bite and we had to win all the austerity arguments again about whether the Games was value for money. We ended up having to re calculate all the legacy benefits and had to spend a lot of campaigning time on austerity. However it is important to note we did this within what we set out the overall strategic objective of the campaign to be. Re austerity the country is suddenly telling you have to got too much to spend so we needed to start telling them it was going to cost them nothing. Stop talking about ticket prices and start talking about what you can do for free. So we had something like 1 million free tickets for the cultural Olympiad which was never a key tactic in the strategy but important nonetheless. It ended up becoming important and we played it in because we needed to react but within the context of our strategy. We never lost sight of what we were there to do.

RC: It sounds like it was important to not let every single hurdle be treated like a crisis and overwhelm what your strategy was.

GN: Of course. You might have to adjust certain tactics in response to changing political, economic or social constraints but it must always fit in to the whole objective and strategy and defining that and staying loyal to it is crucial. Before austerity we weren't talking about the legacy of the tourist benefit but suddenly we were talking about what Easy Jet said about the tourist impacts of the Games. The tactics changed but our objective never changed.

GN: We also realised the importance of role models. We did a huge piece of research on the 'decline of sporting role models'. Currently role models tend to be aspirational rather than inspirational. The Premier League do very little

inspiration. Kids want to be footballers, they don't want to work hard to become footballers. We got really excited once we found that most parents wanted their kids to be inspired not aspired. This was universal. Parents, regardless of economic status or background, were worried about their kids' role models. This transformed us because most athletes don't have too much money and the stories are all about hard work. This was even more important for the Paralympics. But we only really got into this properly post austerity when we started looking into the emotional side. We sold 3 million tickets for the Paras. The satisfaction scores were better because it is pure inspiration. It was revolutionary for an organising campaign to think like this. Most sporting events just think in terms of we are running a sports event.

RC: So you think it is important for a sporting event to have a higher purpose in some ways than just staging an event?

GN: I saw the Games as a permanent event and the inherent flaw in a lot of organising committees is that they see it as temporary. If you are a major sporting event and you're going to land in a country and stop the traffic you have to be able to say that the brand you are selling whether it be at the Olympics or the World Cup has the ability to inspire. It is one of the most powerful things in the world and sports fans really want to be inspired. These things can inspire. Most organising campaigns think in the mindset of we are just staging a sporting event and they don't think beyond the logistics. I'm not saying logistics aren't important, of course they are, and you need the best people doing the logistics but you really do have to think bigger. If you want the event to have a defining impact on the psyche on your country then you have to leave an emotional link. Take the Rugby World Cup in this country. I think it has just been positioned as this is the World Cup and you turn up to watch the World Cup. It isn't anything more than that. To me rugby is a sporadic sport,

geographically and in terms of class. If I was in there I'd want to try and turn it into a national game, working with the government on a framework, working with schools with amazing facilities to work with poorer kids. They need to be thinking to inspire. The Commonwealth Games on Gold Coast will see it as a logistical operation as well. When we were doing feedback from the Games we would often hear the term hysteria. What hysteria basically means is everyone follows. We did a lot of work on creating national hysteria. It became a moment when nice things happened and I would say was our job and should be the job of organising committees all the time.

RC: Surely the major stakeholders – IOC, FIFA and the like - have to take responsibility for making the country hosting the Games have a strategy like this because that increases the power and marketability of their brand. Do you think there is this kind of thing going on with the major organisations?

GN: I think the IOC and the IPC were willing to be led on it. The IOC knew coming out of China that they needed a Games that made sense again. Things like Sochi just don't really make sense. The IOC were willing to play ball with us and after the Games they were willing to say to us that a pillar of success of the Games was now engagement because we did it well.

RC: But creating a sweeping feeling of inspiration can't be easy?

GN: It is hard to make a country unite but a major sporting event can make that happen. Very few businesses or brands have the power to do that. My argument would be if you are running the Rio Olympics then of course 95% of what you do is logistics but you need to spend 5% on the magic. For the IOC they want a Games created that makes more people want to bid for it because that is an appreciation of their asset and countries are more likely to bid for it if it has inspired or created something broader than just staging the Games. That is where you've got to

marry the economics of it. I think the IOC completely get that. FIFA absolutely don't get that. IPC get that. Organisations like Team Sky get that, they fitted the idea of winning the Tour de France next to inspiring people in the UK to take up cycling through the objective of doing it with a British rider when no one thought that was possible.

RC: So what is the next step for the major sporting stakeholders to take this forward?

GN: I think there has to be a recognition of trying to achieve something with the event that goes beyond the staging of the event. I mean really why wouldn't you have the best logistics? These are the biggest sporting events in the world. That is standard. Surely you want something more. The IOC have sent a message with the appointment of Christophe Dubery, young and progressive, brilliant that this is his big thing.

RC: And it seems like we are definitely on the same page when it comes to the value of properly using data to guide this approach of inspiration and personalisation of the message?

GN: Looking back I find it ridiculous that there was resistance to a data driven approach initially and that my idea to scrap some of the traditional marketing budget to properly develop the databases was frowned upon by some. The next frontier of marketing is the use of data to form relationships and the personalisation of big data.

We are about to go through a massive change in the use of data. Every insurance company is going to be able to personalise driving because there will be a black box in the car. All this rubbish use of age etc is not good enough. Big data is the ability to measure anything and the first data revolution is big data taking over because you are able to measure everything. The second thing is the ability to use this data to have a one to one relationship with someone. This is going to give everyone who is willing to accept it and then go and use it a big competitive edge in whichever field they are in. ■

'I think there has to be a recognition of trying to achieve something with the event that goes beyond the staging of the event.'

Greg Nugent:
Former Chief Marketing Officer for London 2012 and now Co-Founder Of Inc London.
Non Executive Director of the British Paralympic Association.

FAN, SUPPORTER OR CONSUMER?

UCFB Academic Jon Kittto looks at the changing nature of the football fan



A decade on from Vic Duke's seminal 2002 article ^[1] "Local Tradition Versus Globalisation: Resistance to the McDonaldisation and Disneyisation of Professional Football in England," football has experienced turbulent times. Duke's article has proved remarkably prescient.

Duke spoke of "the lack of fit between traditional football fan culture and the processes of McDonaldisation and Disneyisation" and generally concluded that traditional fandom was alive and well, asserting that "Identification with the local area and local team remains strong" and that "an active working class is likely to adapt some of the changes in their own image, and at the same time retain much of traditional fan culture." The article's final sentence poses the question of loyalty amongst those for whom watching football is largely a televisual experience rather than a live-in-the-stadium one.

Table: At the time of writing (13/3/15), the "Top Ten" of world football clubs ranked by number of Twitter followers reads as follows ^[2]

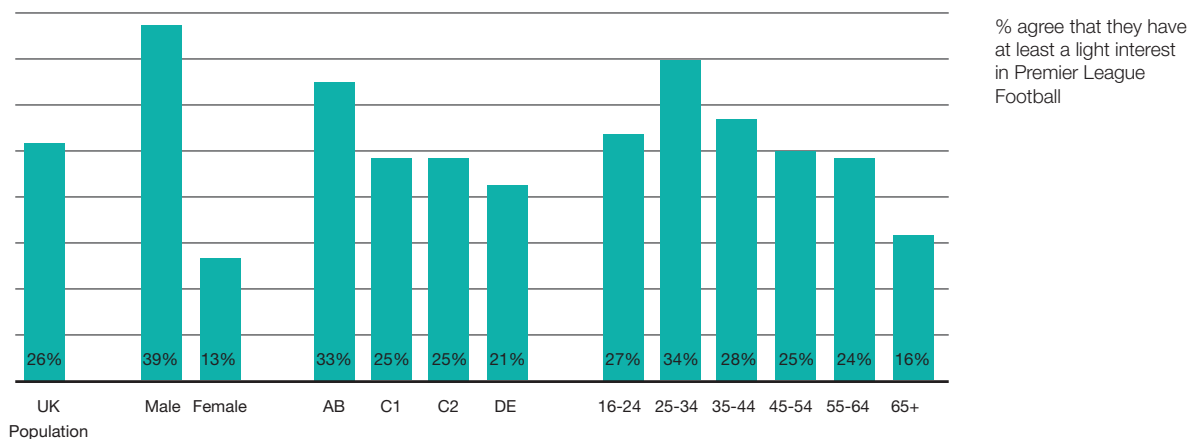
Just over a decade on, what has changed in the context of football fandom, what does it mean to be a fan in 2015 and what impact has this had on fans' loyalty?

Amongst the most dramatic revolutions since the publication of Duke's article has been the rise of social media perhaps epitomised by Facebook's 2004 launch and supported by the advent of Twitter in 2006. This is not to suggest that social media did not exist prior to Duke's article; indeed, he refers to the power of fanzines and their quality of being "of the fans, by the fans and for the fans" implying that larger numbers of fans could become involved in propagating views related to their chosen clubs (and rivals) than just those responsible for "uncritical uncontroversial match day programmes."

As in so many areas, the disappearance of the need for

1	Real Madrid <i>Spain</i>	@realmadrid	15,118,498
2	Barcelona <i>Spain</i>	@FCBarcelona	14,378,655
3	Arsenal <i>England</i>	@Arsenal	5,478,292
4	Chelsea <i>England</i>	@ChelseaFC	5,307,122
5	Galatasaray <i>Turkey</i>	@GalatasaraySK	5,153,155
6	Manchester United <i>England</i>	@ManUtd	4,578,413
7	Fenerbahçe SK <i>Turkey</i>	@Fenerbahce	4,173,826
8	Liverpool <i>England</i>	@LFC	4,037,796
9	Corinthians <i>Brazil</i>	@Corinthians	2,871,726
10	AC Milan <i>Italy</i>	@acmilan	2,443,590

Q. Which statment most closely describes your interest in Premier League Football?
61



Source: Quantitative research into consumer demand, part1

Base: All respondents, n = 2507; All Premier League fans, n = 639; Males, n = 1218; females, n = 1289; AB, n = 578; C1, n = 668; C2, n = 804; DE, n = 457; 16-24, n = 267; 25-34, n = 504; 35-44, n = 414; 45-54, n = 441; 55-64, n = 353; 65+, n = 492

cumbersome distribution methods involving paper and print has meant that many, many more fans have become able to share this involvement.

Such capacity has changed the way football fans behave in following their team with continuous “Tweets” from those watching the match live adding a whole new dimension to the matchday experience for those both inside the ground and elsewhere.

Phil McNulty ^[3] uses social media presence in an attempt to determine the Premier League’s biggest club citing metrics such as number of Twitter followers in addition to more traditional measures including average attendance.

Notable from the article is the fact that Liverpool Football Club have established a Twitter feed in Arabic showing clear recognition that there is great value to be garnered from attracting non-traditional, presumably rarely-attending fans; a concept which has become a cornerstone of football club marketing.

Use of social media means that football fans can devote a greater percentage of their time to activity which could be classified as actively supporting their team than ever before.

The proliferation of social media onto mobile devices enhances this effect.

Many fans would consider their use of social media to be clear demonstration of their increased loyalty to their club.

Sport Marketing Research Agency Repucom ^[4] have clearly understood this concept when defining fans on their website:

“A fan is someone who has a strong interest in or admiration for a person, team or activity. At the simplest level, people ranking their interest at four or five on a five point scale are considered ‘fans’, but this includes a rich variety of people with very different motivations driving different types of fan behaviour.”

They add that:

“Interest in a major sporting event, such as the FIFA World Cup™, is not just from its sports fans. The “Big Eventers” are drawn from a much wider population to follow their national team at these key points in time, boosting the football audience.”

“But are they fans?”

They may not constitute fans in the sense implied by Duke’s 2002 article but

Top Graph: 94.2. A third of AB adults are interested in the Premier League, compared to just over a fifth of DE adults. Amongst C1C2 adults about a quarter are fans

there is little doubt that they contribute to the success of matches and events from both a quantitative (attendance, financial spend) and qualitative (adding to the atmosphere) perspective and so must be considered important in the context of modern, 2015 fandom.

Duke talks of “young working class fans” being “priced out of the market” for watching top-level, live football and evidence would suggest that the demographic of fans attending Premiership football matches has changed dramatically, a fact not missed by Roy Keane, evidenced by his now famous “prawn sandwich” comment.

Duke’s view is supported by research commissioned by the Commission of the European Communities who state ^[5]:

94.2. A third of AB adults are interested in the Premier League, compared to just over a fifth of DE adults. Amongst C1C2 adults about a quarter are fans;

The same survey states that: “56% Premier League fans say they would be interested in a televised club season ticket and the same percentage of Premier League fans who subscribe to Sky Sports say they would continue to subscribe to Sky Sports even if they could also subscribe to a televised club season ticket.”

which implies that such people consider themselves to be fans or supporters of a club (the one for which they would pay for a televised season ticket), even though their desire for a televised season ticket presumably means that they would attend less matches live in the stadium.

Again, the same survey states that: “Stadium attendance has also increased: In the last five seasons, average Premier League match attendances have increased (from 31,180 per match in 1999/2000 to 33,899 in 2004/05). For the same period, overall stadium utilisation in the Premier League has also increased (from 91% to just over 94%).”

whilst:

“Average (TV) audiences per match has remained largely constant while the number of games broadcast has increased, indicating that total viewing of Premier League games over the course of a season has also increased.”

“The number of live matches broadcast since the Premier League’s first season in 1992/93 has increased significantly from 60 (during 1992/97) to the 138 currently broadcast.”

The figure for 2014-15 is 116 games on Sky TV and 38 games on BT Sport.

With matchday revenue rising 6% for the 2013-14 season to £585 million and average ticket prices rising 11% between 2011 and 2014 ^[6], it seems likely that some of the more traditional, working class fans are being priced out of the market as Duke suggests.

Empirical evidence of this is notoriously hard to find. Set against a backdrop of changing demographics, changing circumstances in football and changing club fortunes, it really is difficult to measure the changing nature of fans and there is something of a divide between “big” clubs and smaller ones although many observers like Duke are confident in their assertion.

Nonetheless, anecdotal evidence abounds from the likes of Martin Cloake and David Webber ^[7] and, taking this sentiment at face value, it becomes easier to understand that a new kind of “fan” is emerging from the disenfranchised groups mentioned by Duke, viz young and working class.

Identified by Greg Dawson ^[8], they are less likely to attend matches so how do they demonstrate their support? As we have seen above, social media provides a medium which is increasingly being exploited as does TV with more and more matches being shown live, increasingly via unofficial feeds in addition to Sky, BT Sport and other legitimate broadcasters. Club TV channels add to this phenomenon and can increasingly be accessed via the ubiquitous smart phones.

Merchandise sales are increasing ^[9]

giving rise to an image of young fans exhibiting the usual characteristics of “fans” in all regards except attending matches.

Putting aside bar-room debate as to whether you can be a “true fan” without attending matches, there are doubtless many who would argue that their support is unwavering and their loyalty to their team absolute.

This gives rise to a school of thought epitomised by Coventry University’s Ian Webster and Neville Clements ^[10] that fans can be kept loyal and that loyalty is measured in much the same way as it is with any commercial product or consumer good via life-time value.

They state that the traditional Duke-type fans need to be catered for: “It is important that the loyal/committed fans are contacted via email/phone/letter etc. about promotions such as money off season tickets etc.”

However they also point out that: “On the flip side of this there are fans that just buy merchandise and go to maybe 1-5 games a season. These fans need to be informed of promotions such as price cuts on shirts/merchandise, stadium tours etc. by segmenting the fans, football clubs are more likely to bond with and create more life-time value customers that will stay loyal and feel well treated by the club.”

Webster and Clements are in no doubt that this “associated” activity is subject to the same rules of loyalty as core, match-attending behaviour and certainly the big clubs of the English Premiership and beyond have not been slow to exploit this loyalty and revenue in addition to core matchday income, perhaps epitomised by Manchester United’s performance where 44% of their income comes from commercial activities ^[11]:

Their Investor Relations website further comments: “Within the Commercial revenue sector, we have three revenue streams which monetize our global brand: sponsorship revenue; retail, merchandising, apparel & product

licensing revenue; and new media & mobile revenue. We believe these will be our fastest growing revenue streams over the next few years.”

They add:

“Retail, Merchandising, Apparel & Product Licensing:

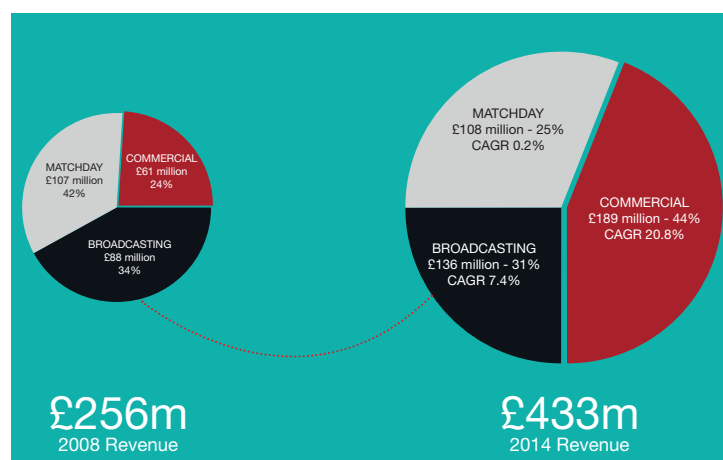
We market and sell sports apparel, training and leisure wear and other clothing featuring the Manchester United brand on a global basis. In addition, we also sell other licensed products, from coffee mugs to bed spreads, featuring the Manchester United brand and trademarks. These products are distributed through Manchester United branded retail centers and ecommerce platforms, as well as our partners’ wholesale distribution channels. Our retail, merchandising, apparel & product licensing revenue was £37.5 million for the year ended 30 June 2014.

Mobile & Content:

Due to the power of our brand and the quality of our content, we have formed mobile telecom partnerships in numerous countries. In addition, we market content directly to our followers through our website, www.manutd.com, and associated mobile properties. Our mobile & content revenue was £16.0 million for the year ended 30 June 2014.”

It seems clear therefore that loyalty is possible in the eyes of clubs and that a non-traditional type of fanbase is

The increase in revenue.



emerging powered by Facebook, Twitter and other social media who are different to the traditional supporter identified by Duke but who consider themselves no less loyal than their traditional counterparts.

Whether the traditionalists would consider them as such is debatable and the argument against is summed up by Rupert Hawksley^[12] writing about his decision to swap teams.

"I am aware that this defection will not make me popular among football fans. In fact, I suspect a puppy-murdering traffic warden with halitosis and an unhealthy interest in his friends' wives would have more chance of being bought a pint down the local pub." ■

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Jon Kitto
Marketing lecturer
and consultant

USING DATA TO IMPROVE THE MODERN FAN EXPERIENCE

Tom Bettles, Marketing Manager of Green 4 Solutions, explains how.

We're living in a data revolution. Everyday life is run by data wherever we go. From computers and smartphones to buildings, buses, factories, television, banking, now even our wrist watch is connected. The modern world is very much data driven and we're experiencing some huge benefits as a result.

In the sporting world we're using data to influence what's going on, both on and off field. A ton of information is collected from the players to track everything from heart rate to movements around the field. Analysis of this data is crucial to improving performance and prevention or treatment of injury. Performance data doesn't just have to aid coaching staff however, but this really rich source of information can go a long way to improving experiences for the fans.

On the field performance data is easily accessible through companies such as Opta, providing perfect content to share with our fans. By using this exclusive and interesting content we can bring the fans closer to the team and help to get them more deeply engaged with the club. Anything we can do to make the fans feel connected with the team will lead to better engagement and ultimately increase our ability to increase monetisation. It's the connected fans that will come more often, buy merchandise and other club products, and they'll find pleasure in doing so. Let a fan become disengaged with the team and

their extra disposable income will be sure to go elsewhere.

Data can do a whole load more for us (and for the fans' experience with our business) than just sharing statistics on pass completion or shots on goal.

A whole raft of information is at our finger tips. From purchases to profiling and behavioural analysis, engagement with websites or email campaigns - to preferences set by the individual. The skill lies in effective collection of data and the ability to analyse, understand and make use of the data at hand. And it's actually extremely exciting what can be achieved by mastering these skills.

The experience for a fan starts way before they are anywhere close to the stadium. Every interaction with the club, whether it be on the website or via direct channels of communication are important to each supporter's connection with the team. Positive experiences start by using data to give relevant and personal communication. Making sure that our branding and our message is tailored to the fan, will ensure that they are connected in the right way. Not all fans are the same and it's a sure bet that 55 year old, John, doesn't want to be spoken to in the same way as Emily, aged 12. If we strike the right notes with each group of people, their experience of our club will improve dramatically.

We can also use simple pieces of data,



'The fan experience is so much more than a couple of hours spent at a game, and much of this experience lies in a digital landscape.'

such as a birthday to deliver a specific message that is appropriately timed. Leicester City say their birthdays offer is the most popular among fans. Such is the case that some fans who haven't received the offer actually write to the club to find out why. It works by a schedule of automated email communications that go out in the lead up to a birthday, containing offers for discounted tickets and upgrades to hospitality packages. The club generates over £230,000 from this alone each season.

The fan experience is so much more than the couple of hours spent at a game, and much of this experience now lies in a digital landscape. With the average Premier League fan attending 2-3 games per season and an ever growing audience of overseas fans, the true fan experience is more digital than ever before. A club's website is the focal point, yet a club also needs to expand its digital footprint across multiple web and social channels. These channels give us many opportunities to engage fans more closely to the team. Our ability to embrace this approach, and to collect the data to make interactions more personal at any opportunity, is what leads to better success in engagement and monetisation of fans.

There are many contributing techniques to achieving this. A club philosophy of CRM (customer relationship management) should be the root of any data strategy in order to give the club a central 360 degree view of each fan. Centralising data sources is fundamental to providing an experience that has consistency across all channels. We've already eluded to the necessity of audience segmentation in order to speak to different people in an appropriate way, something that plays a large part in accomplishing our goals. We can use personalised websites (PURLs) to present fans with that personal touch online, especially useful for key supporter groups such as season ticket holders. A growing

number of clubs are taking this approach and our partner CRM agency, 4Sight Sport & Leisure, has worked with many clubs from Birmingham City, West Brom and Wolves to Rugby clubs such as Harlequins and St.Helens to deliver this effectively.

A loyalty points programme is another excellent way of increasing the level of engagement, whilst collecting valuable data. Just like you're used to doing with your favourite supermarket or coffee shop, you'll collect points for all of your interactions with the club. As you'd expect, you can reward transactions, but you can also reward fans with points at any point of data collection, such as early attendance and digital engagement.

The unique thing about this is that in sport we have a number of highly desirable assets, such as behind the scenes experiences that will get a supporter much more excited about the programme than a minor discount on future purchases. Through this approach we've seen matchday spend increase (\$3 per head at Philadelphia Union) as well as positive behaviour changes (59% increase in early attendance at Seattle Sounders).

There are endless examples of successes from using and understanding data in order to improve the fan experience. Far more than can be squeezed into a 2 page article! One last area that must be mentioned however, is the ability to connect fans with our sponsors. When a sponsor applies itself to the fan's relationship with the club, rather than just a brand exposure, it's been proven to have a dramatic effect. The fan will have a much more enjoyable experience with that third party and the sponsor will see a greater return on their investment.

The modern fan experience has become more of a digital one than ever and the key to driving this both inside and outside of the stadium is through effective use of data.

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BRENDAN FOSTER

THE ULTIMATE SPORTSMAN

Athlete, Broadcaster, Businessman, Entrepreneur, Events Organiser and Brand Guru
 Recognising that the business of sport doesn't just confine itself to the pitch, the court or the road.

Fans see the show but here at UCFB we see the different areas of the industry that need expertise in order to make the show take place. A football match may kick off at 3pm on a Saturday but the work that goes into that is a 24 hours a day, 7 days a week, 52 weeks a year business.

If there was one person in British sport that has symbolised a recognition of this it is Brendan Foster. Olympic medallist and world record holder on the track, unlike most athletes, for the winner of the 1974 BBC Sports Personality of the Year ventures in the sports world didn't end with athletic retirement in 1980. In fact they were just getting started. He became managing director of Nike in Europe as the brand started to grow outside of the US market and then started his own kit supplier View From, with its main customer the British Athletics team. He has also been an enduring voice of Athletics commentary on the BBC for the last twenty years.

However perhaps his biggest legacy will be the setting up of his own sports event management company and the pioneering of mass participation sport with the creation of the Great North Run. Like many innovations the concept of mass participation running events seems obvious now but as Brendan says 'back in the 70s people looked at you as if you

were weird if you were out running' and no one could have seen the creation of a half marathon in his own back yard turning into the event it is today. In 1981 Foster and three colleagues organised it as a way for elite runners and fun runners to have a go together and the race attracted 12,000 runners. In 2014 it could boast 57,000 entrants, making it the largest half marathon in the world. Alongside this the Great Run brand has expanded both domestically and globally, with 22 annual mass participation events. They range from a half marathon in Addis Ababa, Ethiopia to a swim across Lake Windemere.

Foster has played and won in every area of the sports business and UCFB students looked to draw on some of his thoughts and experiences when he sat down for a student audience...

UCFB International Research Centre Coordinator Rory Campbell writes...

Brendan Foster talks to UCFB students.





The Great Ethiopia Run has been part of the Great Run series global expansion.

Whilst many see success in the different areas of sports and business as coming from different approaches, Foster is firmly of the belief that any success he had later in life stemmed from his mindset as an athlete, a mindset he feels he has never lost. 'Sport teaches you about a lot of things but the main thing is that it makes you clarify objectives and think about the planning and strategy of how to get there' he began telling students. 'Obviously sport teaches you about building teams and working in teams but

mostly for me it was about recognising objectives and then planning out the training and detail that would be required to get me there.' Nowhere is this more clear than elite sport, where a certain place or time in one race can go down as a simple objective, but Foster believes this clarity of objective developed in the performance of sport can be a great attitude to take forward into the business of sport.

Foster feels his time working with Nike and his observation of the brand now

are a demonstration of this. 'Working at Nike, even back then you could see the strategic planning in what they were trying to do. The first thing they were excellent at was that they saw their product development through the eyes of the elite athlete and they recognised that they had to distinguish their product. This is what has made Nike continually successful, they are all about finding ways to distinguish their product through constant innovation. People ask me what Nike's main asset is and it is their mindset of innovation being a permanent state of organisation. They don't choose to innovate at a certain moment. They are always innovating.' It is clear that part of this success was down to being able to see things from the elite athlete's perspective because the elite athlete is about continuous improvement. 'That's 100% correct' he continues. 'Nike were very good at that initially and they are even better at it now. They recognise they are at the elite end of the market and develop their products accordingly.'

When talking about how his athlete's mindset manifested itself in the development of the Great North Run he is clear about how it helped firstly the idea initiate and then let the idea develop. 'Like in any business you have to see things from the customer's point of view and this was made easier for me in managing anything to do with running or elite sport because I have been the customer. I was with a few friends in New Zealand in the early 80s and they had this mass participation running event that really put the customer first and I thought this is something we could take back to the North East. Being an athlete myself and having worked in an elite sporting brand such as Nike I thought we could provide an event to satisfy both the elite runner and the fun runner.' From there, he says, the development is all in appreciation of the detail. 'There are lots of different parts of staging the events we do that I am a million miles away from being an expert in but as a company we recognise the

importance of detail and expertise in every area.'

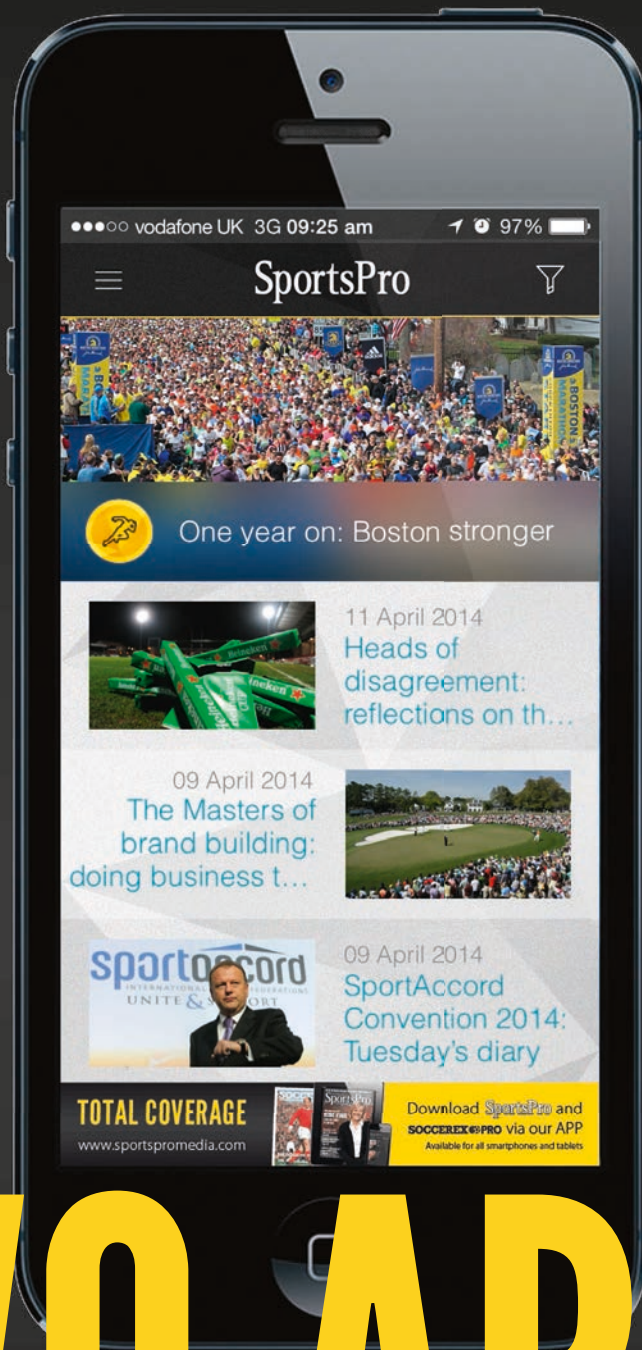
Nike understand that most people like being associated with elite sport and therefore you develop a concept for the elite runner and the masses will follow. It seems that Foster adopted a similar idea to branding for the Great North Run, recognising that the masses like the idea of being able to place themselves alongside elite athletes in terms of participation and achievement. 'In the UK football is number 1 and you can never get away from that but a random person on the street is never going to be able to compete against Wayne Rooney. People want to be participating and feel involved. Mass participation sport, when you can compete with hundreds and thousands of people of all backgrounds, including the top athletes in the world, and you can feel the same sense of achievement.... That is an unrivalled feeling and I think recognising that is in line with the current mood of the sporting public.'

He believes the customer's mindset of wanting to feel as involved as possible is transcending areas of the sports industry. 'Take the media now, people don't just want to watch sport, they want to be able to voice their opinion, make themselves as involved as possible. This is no different to the idea of mass participation sport that has elite athletes and fun runners alongside each other. It gives people a real sense of involvement and today people prefer to be doing rather than watching.'

Foster's talk with students was uplifting and enlightening and afterwards they were asked what lessons you could take from what he said, regardless of your chosen area of expertise or practice and the three dominant themes that emerged were the following: Permanently have the mindset of an elite athlete, have innovation as a constant theme in your organisation and always try and see things from the customers point of view.

From a man who has conquered the sports world in more ways than one that is advice worth heeding. ■

'People ask me what Nike's main asset is and it is their mindset of innovation being a permanent state of organisation. They don't choose to innovate at a certain moment. They are always innovating.'



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Q&A

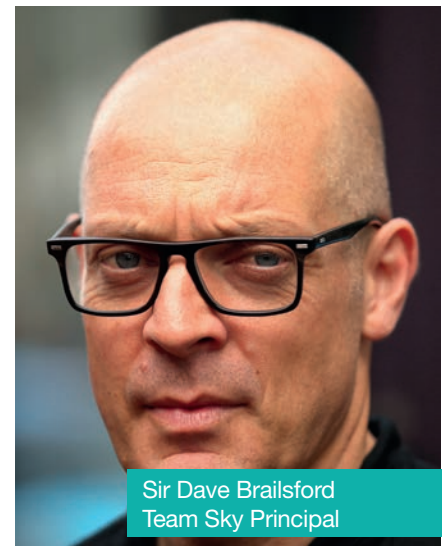
'It is a powerful thing when you get on a mission with a group of people, working towards an agreed objective, with a clear strategy.'

Team Sky Principal Sir Dave Brailsford talks innovation, implementing change and creating a sustainable high performance culture with UCFB's International Research Centre Coordinator Rory Campbell.

Team Sky and British Cycling have been behind some of the greatest successes in British sporting history. Behind all of that success has been the management of Sir Dave Brailsford. Succeeding Peter Keen as performance director in 2003, Brailsford oversaw a domination of Olympic cycling never seen before, winning 8 golds at both the Beijing and London Olympics.

However his greatest success may be successfully taking on the tough, institutionalised world of Road Cycling. In 2009 Brailsford announced the creation of Team Sky, a British Road Cycling Team, with the stated aim of a first British winner of the Tour de France within 5 years. Doing it ahead of schedule in 2012 with Bradley Wiggins was one thing, but doing it the next year with Chris Froome was an unprecedented achievement.

His success and his much talked about 'marginal gains' philosophy have made him a key figure in elite sport when it comes to the study of high performance environments. Sitting down to discuss not just his success in cycling but his principles of strategy and innovation that apply more generally, I found a man that is on the look out for new ideas, now more than ever. But at the same time, a man very sure of the



Sir Dave Brailsford
Team Sky Principal

principles behind the creation of elite sporting environments, the management of elite talent and the realisation of ambitious objectives.

Having an objective and truly understanding that objective – strategy flows from that

Like many leaders of great sports teams Brailsford understands the importance of strategy and realises that having a strategy which derives from a clear objective is essential to building a

performance environment that creates success. 'From a strategic point of view we start by defining what winning looks like and what it really takes to win. We make a real effort to understand what it truly takes to win' he tells me. More often than not you find managers or coaches starting their project by looking at the current state of the team in a vacuum but Brailsford comes from the school of thought that understanding your true abilities comes from first understanding the ability you need to reach. 'Strategy starts by looking at the end objective and working back. You have to look at the demands of your event and what it takes to win and by that I mean truly, truly understanding what it takes to win. This isn't just physical. It is logistical, psychological as well as many other things.'

In the Team Sky model once you have done this you can start to put in place the analysis of where you are now and whether you can bridge the gap to the objective you set yourself. 'You do a straight forward gap analysis. And that is where the real plan and plan for interventions comes in. This is where you do your audit and you do your gap analysis and make a decision on whether or not you can bridge that gap. Of course you have to have a bridgeable gap otherwise it is not an objective worth having.'

Brailsford admits that he borders on the over ambitious and says that sometimes he goes home after announcing a really bold, ambitious objective – such as winning the Tour de France within 5 years with a clean British rider - and thinks to himself 'Did I really say that?' However he believes this optimism and ambition combined with pragmatism in a performance environment can be a powerful combination if managed effectively. 'Everyone should be very ambitious with goal setting and in general I don't think people are ambitious enough most of the time. However it has to be within the realms of bridgeable. You have to ground this in facts. It is very easy

to make judgments about bridgeable gaps using pure opinion but it has to be based on fact.'

'I'm an optimist and I'll say we can win everything but I've got Tim [Kerrison, Head of Athlete Performance, Team Sky] next to me who is a lot more of a pragmatist and he might say "well how are we going to do that?" And I think what you need is a hunger and a desire to achieve the objective but it has to be done using facts of what that actually looks like and facts and analysis about where you are now and what that looks like.'

He believes you can fall in to a trap if you do things the other way round with a short term mindset. In setting out to win the Tour de France Brailsford didn't look at past winners and say 'Let's do what they do.' He looked at the actual demands of the event and often came to the conclusion that 'We should do things differently because that is how we will beat them.' The ability to think big when attempting radical strategic overhaul is essential, and that requires imagination, analysis of every area and the ability to base strategy on a clearly defined objective. 'The danger of doing it the other way round and not working back from an objective' he continues, 'is that you ground yourself in where you are now and where everyone else is now. Where are we now? What have we got? What can we do next season? What are our rivals doing? There is a danger there that you lose creativity and ambition that way. I think you can come up with a lot more ideas by seeing what the ultimate objective looks like. I think the other way round you are just making adjustments that aren't strategic in their planning.'

The difference between a dream and a target

Ultimately, Brailsford's mega ambition is always countered by a degree of realism. 'You've got to know if you're going to be in the ballpark. The point of doing all the analysis on what it takes to win is that it gives us a very clear picture of what

the objective is across a whole range of attributes.'

As with any elite sporting environment, however, you are never operating in a closed environment where the result is completely in your control and at Team Sky, the influence of Team Psychiatrist, Steve Peters, has had a positive impact on how this fact of sporting competition influences the planning, Brailsford says. 'You have to make a distinction between a dream and a target. 'Everyone has a dream and we see winning the tour as a dream – we will be disappointed if we don't and elated if we do – but ultimately just like a football team aiming to win the Premier League there are things that can get in the way of that dream that are out of our control. So targets are tangible goals that are under our control and I feel making that distinction helps because often if people think too much about the dream as a target they try to control a lot of things that are actually completely out of their control. I find it a lot easier and satisfying looking at it this way and getting to the end point knowing that both rider and team have done everything in their power to give themselves the best chance of winning and that can be a rewarding feeling in itself sometimes, even without considering the result.'

After all of this philosophising around objective setting and the impact on strategy on high performance environments, I was determined to get a real insight into what Brailsford means by 'truly, truly understanding' what is required to win and as with many other leading sporting strategies today the answer was wrapped up in the use and management of detailed data analysis. It was imperative to start with the question of 'What does it take to win the Tour de France' rather than looking at questions that don't centre around a clear objective like 'What does it take to get better?' By setting the clear question, the team made sure that the mass of data, quantitative and qualitative, they were about to

accumulate, had a clear purpose and a defined potential benefit. 'We know that the winner of the Tour has to climb as well as the best climbers in the race and time trial better or vice versa, so from a physiological standpoint you look at exactly what is required, what demands the course makes and what characteristics that requires from the riders. The purpose was to map a power curve with power on the y axis and time on the x axis. The curve would set out clearly the power outputs the winning rider would have to be able to hit over a range of time periods. This would be dependent on the course for that year. So for example if there is a key one hour time trial and a key ten minute 10% climb that look likely to define the outcome of the tour that year those two time points are going to be key data points on the graph. Our gap analysis would then involve us looking at our own riders power curves and looking to see if we could bridge the gap. It was this analysis that made us realise that if Brad [Wiggins] buys in to this he could win the tour.'

The first initial question seems obvious but the work around answering that question and then interpreting the answers the data gives you is where the physiological expertise became important but Brailsford is adamant the strategic framework is essential before the analysis becomes relevant. All this carefully organised data then fed into the provision of a really clear coaching structure, giving them the analysis of who could win, namely Wiggins and later Froome, and a training plan geared to ensure they would reach the target, which in turn gives them the best possible chance of reaching the dream.

This type of analysis has to go beyond just looking at the physiological requirements of the winner, you should be going through the same processes for looking at the logistical and psychological requirements as well as the requirements of all the support riders in the team. 'You may be able to get less quantitative data on a lot of the

other areas of performance but you still have to find a way to make accurate judgements about what is required and perform your gap analysis. In my mind that is the only way to give yourself a chance of winning.'

Team building and creating an environment for change

A lot of this fundamental planning and analysis requires a working structure within a team that is conducive to innovation and change. Change management in elite performance environments and business is a much debated subject today and creating an environment for positive change has to be one of the main goals for any elite sports team. Brailsford is a man who loves new ideas and on multiple occasions in our conversation he talked about how much he enjoys sharing ideas with leaders, managers and coaches from other sports as well as many businesses outside of sport, recalling a recent visit to Silicon Valley which he said was enlightening beyond belief and 'offered so much potential for developments in elite sport.' When I asked him how he creates a culture of encouraging new ideas from within but alongside a structure that means you don't waste a lot of time on ideas that don't go anywhere he responded immediately: 'Good question. That has always been something that has been of huge importance to me. The tension and the challenge between coming up with loads of new ideas and then deciding which ones we actually do is a big challenge to high performance environments. You have to balance what is going to have the biggest impact and what is going to be the easiest to do.'

'You need to create an environment that empowers people. You see there is a dichotomy in all high performance environments and the dichotomy is pretty straightforward. On the one hand in a team you want discipline, organisation, everyone to know their job,

everyone to know what they are there to do, a real clarity about their roles. On the other hand you want people to feel free enough to use creativity or flair when faced with a situation, whether it be an athlete, coach or a member of staff. You want them to feel comfortable in thinking outside the box and this kind of goes against the order and the discipline you look to put in place. It is one of the great challenges of high performance environments.'

It is clear that he believes it is possible to implement both the order through strict discipline and organisational culture and a culture that is what he describes as 'hungry, ambitious and doesn't see barriers.'

'I think in terms of decision making everyone has to be very clear about who does what, particularly around the event and the fact that the outcome is ultimately about what the team wants. This applies to staff and riders. When it comes to the event you need to instil that ability to be able to take an opportunity but always do something in the interests of the team and everyone trusts each other to do that. For example, it is a must that when a tactical decision needs to be made everyone knows whose responsibility

Expertise behind him and alongside the riders is a key part of Brailsford's strategy.



Ahead of Schedule:
Bradley Wiggins
won the Tour de
France just three years
after the formation of
Team Sky.



it is to make these decisions and everyone respects these decisions.'

'But when it comes to ideas that can help us move forward then it is essential to any team that everyone feels valued and sees a point in putting forward their ideas. The first thing to realise is that ideas have value not rank. It is no good presuming that the guy at the top is going to have all the ideas. Often the best ideas of how to improve come from the people closest to the coal face. For me the mechanics, the carers, the riders themselves, they've got a lot of knowledge about how we could make our team better.'

He talks with real enthusiasm about an idea he has put in place. 'We now have a black box at the back of the team bus and all members of staff are asked to submit any ideas, no matter how big or small, to help improve the team.' And no idea should be ignored, no matter

how ridiculous it seems, as long as there are efficient filtering processes in place to make sure time isn't wasted on ideas going nowhere. He points out: 'If you want people to give you ideas then you have to genuinely show that you take them seriously even if you say no. Now if these ideas go two weeks without response then we are disrespecting those people and we are destroying the culture. In an elite sporting culture, you just don't know where the next idea is coming from. We reward people sending in ideas no matter if the idea is used or not and no matter who the person is.'

Making every member of the team feel important seems like the most obvious part of building a successful team but it can often be difficult to do. This is something Brailsford thinks about a lot and again it comes back to encouraging a hungry working culture with lots of



new ideas but within a framework of discipline and order. 'It is essential that everyone knows and understands their role within a team. That is obvious. But I am a firm believer in two things in management. Ownership and diversity. People have to be given ownership of what they do and people don't like to be barked at by a boss all the time. That just runs counter to human nature. With diversity, it comes down again to understanding what it is you need to do. What skill sets and characters do you need in order to be able to do this? You need to have a tension and a diverse group of people so when they are faced with a problem they don't all just sit there and agree and you don't want people who might disagree but they don't have the balls to say what they think.'

This reminded me of a recent conversation I had with Matt Parker,

currently Head of Performance at the RFU, who previously enjoyed a similar title at British Cycling and Team Sky. I was picking his brains on the similarities and differences on the leadership styles of Brailsford and Stuart Lancaster, coach of the England Rugby team and he was very clear on the main similarity. 'Good leaders in elite performance environments never allow the comfort zone to settle in, whether it be through management of people or management of ideas and, and this is something both share.'

Marginal Gains – What is required and what it actually means

It is generally viewed that the Team sky boss is the person who pioneered the 'marginal gains' approach. Today, major sports teams and businesses aspire to be implementing 'marginal gains' or

The Team Time Trial is an example of everyone needing to know their roles in achieving a clear team goal.

Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book.

having a 'marginal gains' culture. But our conversation actually produced a lot of thoughts that ran counter to how most people perceive marginal gains and Brailsford was keen to clarify this. 'I think people got a bit lost about what the whole marginal gains thing is' he points out. 'It is not a series of new inventions that change the course of an event or of the sport. I essentially view it to mean looking at every single thing you do and looking at whether you can do it better.'

When I ask him whether it is possible to employ a marginal gains strategy without having the fundamentals of your organisation right he took a long pause before saying: 'Well, yes and no. It is no good innovating around the edges of your operation if the heart of the operation is failing. But at the same time I don't really like the word innovation in elite sport.'

Interesting coming from a man seen as one of the great innovators in modern sporting performance but he continues it becomes clear that everything fits with what the famed 'marginal gains' approach is actually meant to mean. 'Innovation implies major step change but that is at odds with what being at the forefront of elite sport is about. The whole point of what we do is continuous improvement. That's what elite sport is about and if you're not thinking about continuous improvement all day every day then you won't be competitive.'

I push him on this, pointing out that he has made major step changes in his time in sports management. Hiring a psychiatrist from a high security prison to work with athletes would be one. Implementing a clear and rigid coaching structure in a very athlete driven sport would be another. 'Ok so I agree that something like the hiring of Steve [Peters] would be a step change but it is still part of a continuous improvement approach. Working in commercial, elite sport with so many races and so much going on from a week to week basis has made me see this a bit differently. When you are working in an Olympic cycle like we were at British

Cycling it is easier to think about, and properly implement long term step change. However this doesn't mean it is impossible in a professional cycling team. I see the organisation operating as a clock with three hands. You have your second hand dealing with the day to day logistics of riders, scheduling etc. Then you have the minute hand working on stuff like the week and month long planning around managing training in between races and then you have the hour hand looking at longer term projects to give you a competitive advantage.'

Step change innovation would seem to fall into the hour hand bracket but it is clear the elite performance mindset should be to never disregard innovation, continuous improvement or marginal gains (semantics I guess) no matter which hand you are working on.

The difference between building off the back of failure and building off the back of success

Brailsford hasn't had to deal with much failure since the British Cycling world domination started to take hold at the Beijing Olympics but like many esteemed winners in elite sport the few losses seem to be more prominent in his thoughts than the many wins. For Team Sky, last year was considered a relative failure. The ambition was to win the Tour de France and with Chris Froome crashing out and failing to defend his title, coupled with Richie Porte's failure to compete for the win as a deputy with no other wins in a Grand Tour, by his own admission Brailsford would accept 2014 was 'below par in terms of results.' Therefore the start of 2015 was very different to the start of the previous year, where the two year domination of the Tour de France was fresh in everyone's minds. With this in mind I brought up the differences between managing elite sports teams off the back of failure and off the back of success. 'It is not an issue I have been asked about as much



as I thought I would. Without a doubt building off the back of failure is easier than building off the back of success. I think we are all conditioned in sport to preparation, losing, dust yourself down and go again. What most people aren't used to is going after something big and winning it and then going after it again and winning it again. Managing success

is probably one of the most difficult things in leadership in high performance environments. You look at the top of the mountain and you think when you get there everything is going to be plain sailing and it's not. Everything changes. Winning changes, people change. It is a different puzzle you are trying to figure out next time round.'

Managing elite talent.

I think most would agree the easy – and potentially natural – reaction after success is to presume it is easy to repeat that success. But quite often in these situations it is easy to replace the new situation with the old one you have succeeded at before and this is a flawed mentality because no situation is the same. Moreover, Brailsford points out that hunger is something that is so easily effected after success. ‘Ultimately how hungry you are for the goal is what determines success. We want our guys to feel they have a purpose every time they go out training and know exactly why they are getting out on their bike. It is because I want to win the tour, I want to be the best domestique, everyone should know why they’re training. If you haven’t got that you have a really big problem. If you have talent with no hunger you are going nowhere. Our situation of two tour wins in a row and then one defeat, that automatically creates hunger. Obviously if failure continues for too long then you have a deeper problem. But certainly I can say that winning once doesn’t guarantee the hunger you can get from one defeat.’

He has accepted that building success off the back of success requires the mind set that there is no end point and the acceptance that you always have to change but that your first reaction being ‘How can we change to be better?’ is certainly not most people’s response to success. ‘I used to think there was an end point to achievement before I got into this and now I realise there is no end point and success and failure along the way are just confirmation points. It takes a long time to realise this so when you get big success it does impact you there’s no doubt about that. You have got to keep running on the treadmill.’

The value of Psychiatry and managing elite athletes

By his own admission, Brailsford accepts that introducing a psychiatrist who

worked day to day at a high security psychiatry hospital with serial killers to train the minds of his cyclists was not only a step change but a bold and surprising move. At the same time he doesn’t shirk from explaining the thought process involved in hiring the man who coined ‘The Chimp’, a label just as famous as ‘marginal gains.’ ‘Steve [Peters] approached me and I realised a lot of the things he knew applied to our riders. Obviously I’m not saying our riders are psychopaths, but what makes them special is that their minds don’t work in the same way as most. They are extreme. Extreme ambition. Extreme talent. Extreme drive and ego. But there are risks with that too, risks to them as individuals, and risks to the team. They can be strong but also vulnerable, and Steve was brilliant at making the strong side stronger and the vulnerable side less vulnerable.’

Brailsford ranks the understanding of the human mind as just as important as getting objectives and strategy right in building and managing an elite sports team. Clearly elite cycling is about physical endurance and power, engineering, aerodynamics, teamwork, diet and planning. But to him, the mindset of the athletes is more important than any of those. ‘Most teams will get to the same place in time, in terms of logistics and engineering, so it will be the performance of the athletes that makes the difference, and getting them in the best mental and physical shape is what coaching and leadership are about.’

He continues: ‘People think coaching is about understanding the science and developing knowledge of the sport and that is part of it of course but the main job of a coach is compliance. There is no point in understanding the optimal training programme to achieve the goals if you can’t get an athlete on board with that training programme. It doesn’t work if they only do 80% of what they need to do. Everyone has to be integrated on this. It is essential.’ ■

Sir Dave Brailsford
Team Sky Principal

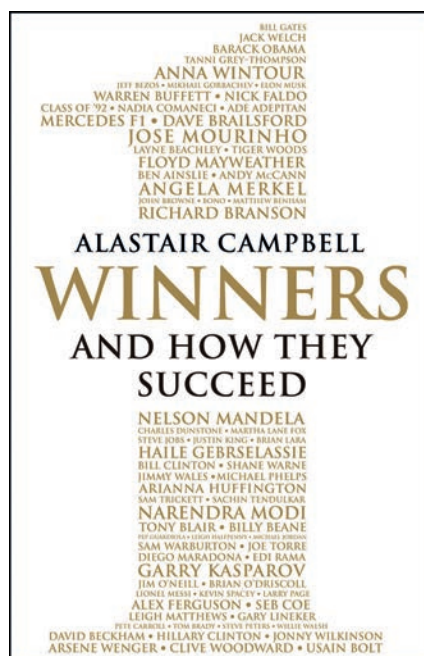
THE POWER OF DATA

AND THE WINNING APPROACH OF FORMULA ONE

Alastair Campbell may be famous for his exploits in the political arena. However in his most recent book, *Winners and How They Succeed*, he looks at successful people not just from politics but also sport and business and analyses what lessons we can all learn and apply from winners. From Jose Mourinho and Floyd Mayweather in sport to Richard Branson and Anna Wintour in business to the architects of the data driven approach of the Obama campaigns in politics, the cast list of interviewees and contributors is impressive.

Campbell states that he started the journey of writing the book thinking the main narrative would be what his political experiences could teach other sectors but concludes that it is sport where the demonstration of teamship, innovation, leadership and the winning mindset is most impressive.

Campbell, a lifelong Burnley fan, was one of the founding board members of the original UCFB at Turf Moor, and has remained an active supporter. He agreed that for the first UCFB Journal of Sports Business, we could use any extract we liked from *Winners and How They Succeed*, which has become a Number 1 bestseller. UCFB Academics selected a section that looks at data and innovation in Formula One, focusing on Mercedes and McLaren. Alastair Campbell states in *Winners*



that F1 is one of the few sports he doesn't really get, but it is clear the insight he gained into the winning approach of the data driven world was a real eye opener.

Two things struck me on my visits to Silverstone, and to the team factories of Mercedes and McLaren. The first was the obsession with constant improvement – I never once heard someone say 'We're doing fine.' In fact when it comes to the 'marginal gains' philosophy espoused by cycling's Dave Brailsford

'In its quest for constant improvement, Formula One is obsessed with gathering and interpreting data.'

and others, I think few are as single minded in its pursuit as the top teams in Formula One. 'I can't tell you how much pleasure we get from spotting a change we could make', says Paddy Lowe, executive director of the Mercedes team, 'researching it, testing it, assessing it might take two tenths of a second off the lap time, then the driver delivering that two tenths. That's what we live for.'

And that leads me to the second observation I made. In its quest for constant improvement, Formula One is obsessed with gathering and interpreting data. 'In the old days,' says Lowe, 'the drivers could bullshit you, say this felt wrong, that felt wrong, the car is crap. There's no room for bullshit today because we can see what's happening with every part of the car. When I started, we recorded eight channels of data and now we have 16,000 from every single parameter of the car – and we derive another 50,000 channels from that data. There's nowhere to hide. Equally, every single engineer knows the tangible standards we're looking for and that the car needs to reach the benchmark data points we've outlined.'

While Lewis Hamilton does a test drive round the Silverstone track, where days earlier he won the British Grand Prix, I stand at the back of the garage as thirty or so engineers stare at computers and analyse various elements of his car's performance. Another group of engineers is doing the same back at the Mercedes garage in Brackley. The tyre engineers are monitoring readings of how worn the tyres are and how they're responding to different parts of the track. The brake engineers are looking at the responsiveness of the new brakes they've been working on since Hamilton's latest triumph. Then when the car comes back in, the driver gives his own feedback.

On a visit to the factory a few weeks later, Nico Rosberg having meanwhile won in Germany, with Hamilton third, and Mercedes consolidating their grip on the Drivers' and Constructors' World Titles, it becomes clear that the

trackside data analysis I'd seen is one tiny part of it. Here is the heart of the operation: a race analysis room where all data, over either a testing period or a race weekend, is analysed and potential changes considered. More than four hundred parts of the car, all newly manufactured and pre tested before the race in Hockenheim, are now being re tested after the event. As in the aviation industry, each component is part of a process called 'lifting,' where every mile it completes is rigorously monitored and its degradation over the course of the race measured. The engineers explain that they are operating on the edge of the performance/reliability trade off: they are seeking to get the maximum performance they want out of the car, where it's pushed to its absolute limit; but they also have to make sure that it doesn't actually break down, and that while the parts endure huge stress, the car as a whole continues to perform to its maximum potential.

They have a model of how degraded they feel each part should be for it to have achieved maximum performance. If a part has broken, then obviously it is under engineered and they need it to be tougher and more reliable the next time. However, if a part comes back exactly as it went on the car, then the marginal gains mindset tells them it was over engineered and minor adjustments to save weight and space probably need to be made. Components such as wheel bearings are run to approximately 50% of their potential full life before being replaced, as well as being monitored throughout for excessive loads during their operation which may affect their durability. Other components will run to near 90% of their maximum life before being replaced.

'In a very simple sense,' says Lowe, 'you are always having to balance downforce and drag. If you can increase downforce without it being accompanied by extra drag then you have a major performance gain. Performance in Formula One is about trade offs, and improving downforce without being accompanied by extra drag is the most

important efficiency concern. Anyone proposing a change in the design of the car will look to demonstrate this gain first and foremost. However, after that you have to look at the information coming from all the different engineers and departments and make decisions about different trade offs and the impact any changes made to one part may have on the rest of the car.'

Much reliance is placed on a modelling software technology called CFD (computational fluid dynamics), one of the biggest computer simulation systems in the world. According to Lowe: 'In CFD you can see the flow in 3D and from there we'll decide whether it's worth taking to the wind tunnel. Then you test it on the driver in the loop simulator, and the track. It might be aerodynamically the best available option but does it have the characteristics to do well on the track?'

Lowe sees CFD as a significant advance and it has allowed Formula One more detailed, data driven analysis of aerodynamic developments. 'It started in about 1990 but only by about 2005 or 2006 was it starting to become a mainstream part of development. Before it was just a few blokes in the corner and the other guys said either "that's interesting" or "it's a load of bollocks". Now it's completely mainstream; you won't put an idea in the wind tunnel without first evaluating it in CFD. It allows us to filter the idea we want to take further very quickly.' Those filtered ideas are then evaluated in the wind tunnel, a complementary development platform where a model 60% of the size of the actual car is tested on what must be the fastest treadmill in the world.

The loop simulator is perhaps the most dramatic example of F1's attention to detail. This allows the driver to 'drive' with the new car parts on an exact simulator of Grand Prix tracks around the world. While it is partly about getting feedback from drivers, its main purpose for the engineers is to get data on exact race simulation and how the car responds to various parts of the track. 'Any change we make to the car we can make it on

this simulator,' says Lowe. 'We also have a development platform called a seven post rig which can simulate the contours of any track in the world to test suspension. Telemetry data gathered during track running is used to reproduce its characteristics on the rig, so that we can optimise the ride and handling of the car by tuning the suspension characteristics.'

These simulations are all the more important because of the rules limiting testing on real tracks to three pre-season and four mid-season, with no testing of new parts on the track outside that. 'Part of the value of a test is working out what, how and why to test next,' says Lowe. 'If I had one word to sum up our approach to innovation, it would be iteration. There is constant iteration at every phase in the process and this keeps things moving. We have pressure sensors on the car and on the model so we can see if a new part produces the same output on the track as it does in the tunnel. The analysis may then come from the race engineers about how it worked on the track and the suitability for the driver in practice, because their subjective "seat of the pants" feedback also matters. At every point information is being fed back to the development team, so this gets our minds working for the next thing – if it worked, or if it didn't I'm asking why it didn't and we either fix it or develop an alternative. The faster and more accurate we make these loops – we call it the cycle time – the faster we can deliver the next potential developments.' Twelve performance developments were made after the German Grand Prix, for example, and up to twenty can be made on a car from one Grand Prix to the next.

The risks of data overload are clear: the team is handling every-thing from historical data within the sport, through testing and race data, to data gathered by the driver in the loop simulator, wind tunnel data and data produced by a CFD. This is where leadership and judgement come in: knowing which

'I see myself as innovative within the sport because I have to be. You can design something and be racing it four days later. The other teams are doing the same. It's unbelievably competitive.'

data to use to frame expectations and benchmark points for performance of the car. But the dominant mindset is that the data tells the story, and they have to hear it. 'It's so complex it is at times beyond comprehension,' McLaren supremo Ron Dennis told me at Silverstone. 'You might be looking at the performance of twenty, thirty components and between them establishing how to take milliseconds off a lap time.' 'The data is what drives the process of innovation rather than stifles it,' says Lowe. The truth is that the wealth of data allows them realistically to frame expectations, but not from the narrative of 'this is what we need to maintain' but rather 'this is how much we can potentially improve'. Or, as Ron Dennis puts it, 'The data points are like musical instruments, and the driver is conducting the orchestra based on how he listens to the music.'

This receptiveness to data makes F1 astonishingly flexible and innovative. 'I see myself as innovative within the sport,' Lowe says, 'because I have to be. You can design something and be racing it four days later. The other teams are doing the same. It's unbelievably competitive.' It's an intensity that Lowe clearly feels is not matched in other fields. 'In this business when someone says "We're on it", it really means that. Our culture is relentless. Sometimes we work with companies from other sectors, or academia, and you meet up and just think they're not "on it", they are light years away from how quickly we move. You go into a meeting and we say "Let's do it this afternoon", and they say "No, we can't do it until next month", and you realise it's a totally different mindset. The big figures who were influential in the development of Formula One were real "we're on it" people. Frank Williams, Patrick Head, Ron Dennis [all of whom Lowe worked for earlier in his career]. Ron was classic. He was always asking why the process couldn't be quicker. I'd say "I think we can make this change for the next race" and he would say "What's wrong with this one?" Cultures change through the attitudes of leaders and

those guys made this industry what it is.'

Lowe explains that some of his brightest minds are already thinking about the car for next year, and one or two are thinking about the one after that. An engineer explains that the reason why one team might emerge from a mid-ranking position to being dominant is because of 'game-changing innovation', adding: 'It comes from the designers thinking about the dimensions they've got to work with. You'll have a part of the design office just working on completely new ideas. [Ross] Brawn running a double diffuser won them the championship in '09, and Red Bull's period of dominance was consolidated by the perfection of the exhaust-blown diffuser which has now been outlawed. This is where the designers in Formula One really are among the best in the world. They have brains that can see the future and not the past.'

An example of a winning innovation for the Mercedes engineering team was the turbocharger design they came up with for the 2014 season. 'When we began working on this project,' Lowe says, 'we knew that there was a big advantage to be found from working as one unit with our engine colleagues from the very beginning. All the way through, the question wasn't "what delivers most power?" or "what is the best solution for the chassis?" but "what gives the biggest lap-time benefit?" We had the same mission. By splitting the turbine and compressor at different ends of the engine, we unlocked performance and packaging benefits that our rivals haven't been able to emulate.' To achieve this required not only deep understanding of the data, but superb team work, both in the execution and in that initial decision to go ahead – after all, the team bosses have so many ideas put in front of them that they need to be confident that the handful they pursue will justify the effort and expense.

Driver Nico Rosberg underlines the extent to which it is a team game. 'We are making improvements to the car all the time, and as drivers we are

always working with our engineers to get the most out of them. We have new components every two weeks which we need to understand and adapt the car to take account of; that's a constant process we need to be successful at with our engineers. This sport is all about building good relationships with your co-workers and using all their inputs to go faster. It's a massive team effort where every item is so important for the race weekend.'

It's also a sport where fortunes can change almost overnight. Ron Dennis, for example, ruefully talks about McLaren's recent record and the loss of driver Lewis Hamilton. 'McLaren was a winning machine, and now we're not. That's hard. This is a hero to zero sport. Mercedes knew they wouldn't have a competitive car last season so they put all their effort into this season, they adapted to rule changes well, and now they're dominating. The mistake we made was that, in trying to grow, we diversified, and we lost that focus and commitment you need. We moved away from the focus being on the core, Formula One.' The margins, though, are tiny. 'One per cent hero to zero. Look at Apple, gets hit by software problems, shares move at 4 per cent and wipe off billions. Four per cent for us you would be on the back of the grid. One second off and you're twelfth. You cannot hide. A public company in the US does monthly reports, UK quarterly. We have to go out every two weeks and show what we have. Here we are, running between fourth and eighth, and people are saying you're history and out of it, and there is no magic switch – when you don't have a competitive car, climbing into competitiveness is so difficult.'

Losing Lewis Hamilton was clearly a setback, but not the reason for McLaren's recent relative decline. 'These things happen. Lewis had committed to drive for the team in the future but there were things going on in his private life, he was not fully settled in his head, less than perfect in his thought processes for that time. We had terms and conditions

agreed, he was leading the Grand Prix, the fuel pump failed – it was actually a Mercedes part – and he didn't finish the race, which took away his chance of winning the World Championship. Niki Lauda [non-executive chairman of Mercedes] went to him that night in his hotel room, got him at the right moment, offered him a lot of money and he went. I had mixed emotions obviously. I took him at twelve, financed his career, guided him, but he did great job for us, maybe it was the time to move. Last year we were having a bad year, and he has hit the sweet spot.'

The governing body also plays an important part in ensuring that complacency never sets in. 'The rules are changing all the time,' Lowe explains. 'Whenever you are looking to innovate to get ahead, the FIA are attempting to stop it because they don't want the teams to get too far ahead of each other and that is part of the challenge. The enjoyment of any benefit is brief – so you have to keep moving on to the next thing. To me that is the core reason why Formula One is such an innovative industry. You need to get every drop of performance out of the car within a very tight framework. You can't skirt round problems. You have to solve them.'

In 2014, for instance, there were new rules on the maximum amount of fuel teams were allowed to use during the race and a restriction on the fuel flow rate to the engine – in part a response to demands from outside for a more sustainable approach to racing. So as well as improving cars, Mercedes scrutinised the fuel they were using, developing an oil that is thin at low temperatures and thick at high temperatures, and therefore more efficient. It's a good example of a challenge forcing innovation. Over time, the innovation in question will filter down to improve the efficiency of road cars.

More generally, such is Formula One's extraordinary skillset that it is finding applications in sectors well beyond the world of motor racing. McLaren Applied Technology, an offshoot of the F1 team,

‘What is clear from the way the current winners in Formula One use data, is that far from restricting ambition and innovation, it has led to the process of encouraging and creating them.’

now employs 250 people. When I visit McLaren HQ in Surrey, I notice, alongside the lines of old F1 cars, a beautiful bike, ridden by pro cyclist Mark Cavendish, part designed by McLaren. And the system known as Marple, which guides decision-making on when a driver should come in for a pit stop, is now being adapted for use by air traffic control at Heathrow.

Peter van Manen, McLaren Applied Technologies vice president, is clear about the value F1 can bring to other sectors, from aviation to toothpaste! ‘Motor racing, and especially Formula One, demands nimbleness of thought,’ he says. ‘It requires not only innovation but improvisation too. Big business tends to struggle with both those processes.’ What guides their pit-stop teams is the old saying: ‘more haste less speed’. ‘The pit crew of a top Formula One team can perform a complete four-wheels-off-then-four-wheels-on pit stop in just 2.3 seconds, in the middle of a fraught and frenetic Grand Prix, and to do that the guys have to adopt a fast-but-not-hurried approach. Working with GlaxoSmithKline, we’ve adapted that approach and tailored it to improving speed and efficiency on GSK’s toothpaste production lines. As a result, instead of a change-over [from one toothpaste packaging line to another] taking thirty-nine minutes, all of which was “dead” time from a productivity point of view, a changeover is now down to just fifteen minutes. In turn, the entire mindset of the people on those production lines has changed. They’re now embracing responsibility and accountability. And they’re now becoming increasingly alert to ways in which they can innovate and improvise.’

Compare the F1 mindset grounded in innovation and using data to drive it with the political parties who like to greet every local or by-election result as showing ‘we are on track’, or the business which greets disappointing quarterly results with the explanation that they were ‘to be expected given the climate’. As for my most hated political phrase, ‘the problem is . . .’, you won’t

hear it from Paddy Lowe and his team.

‘This is a sport that likes problems because we’re here to try to solve them, not walk away from them,’ he says.

I sometimes feel in talking to entrepreneurs or innovators in other walks of life that many see the data as being somehow separate from the innovation. The data is nuts and bolts. The innovation is all about ideas, which come from elsewhere. If data is used in decision-making processes at all, it tends to be to confirm existing prejudices, not to suggest new directions. But what is clear from the way the current winners in Formula One use data, is that far from restricting ambition and innovation, it has led the process of encouraging and creating them. Every piece of information is measured with quantitative analysis and this means that everything that is tested and every element of performance has tangible outcomes and can be compared against past or expected performance. This forces those within the teams to think about how to change all the time in order to reach the maximum possible performance levels. There is nowhere to hide and giving subjective opinions to defend poor performance won’t wash because so much evidence is there in black and white. The more subjective evaluation you have – and politics is even more awash with it than sport or business – the easier it is to hide and therefore the easier it is to say you don’t have to change, you don’t need to force improvement, no need to innovate, let’s muddle on through. Perhaps it’s the ‘nowhere to hide’ element in data-rich F1 that has created the ‘We’re on it’ mindset that Paddy Lowe regards as an integral part of the culture. And that, ultimately, is why figures as impressive as Brailsford, Clive Woodward and sailor Ben Ainslie – who is recruiting from F1 for his Americas Cup challenge – all look to Formula One with respect and admiration. ■

http://www.amazon.co.uk/Winners-They-Succeed-Alastair-Campbell/dp/0091958857/ref=tmm_hrd_swatch_0?_encoding=UTF8&sr=&qid=

ANALYTICS IN FOOTBALL: PROZONE KINETIC



In the information age, industries across all sectors are creating and analysing unprecedented volumes of data.

Sport is no different in its thirst for objective insight, with teams seeking to gain performance advantage in a range of strategic areas. Indeed, sports such as baseball and Formula One are renowned for their intelligent application

of data, using statistics to inform strategy at all levels of teams and organisations.

The proliferation of analytics in football has been a slower process, but its impact on the game has been no less dramatic or influential. Since the introduction of analysis systems into the professional game in 1998, clubs have gradually introduced objective methods

The pioneer in performance analysis, Prozone has been empowering data with meaning since 1998. Analysing objective data from more than 10,000 games every season, Prozone help over 350 clubs across five continents to achieve genuine on-field advantage. Visit www.prozonesports.com for more information.

into the coaching process in the search for competitive advantage.

Over time, basic performance analysis in football has evolved and grown, with many clubs now implementing advanced analytical frameworks to inform tactics, recruitment and broader operational strategies. Prozone's Performance.LAB has been at the forefront of this revolution, helping clubs to apply information with intelligence and creativity to derive a deeper level of insight. A hub for analytical innovation in sport, the Performance.LAB's multi-disciplinary team is moving the business towards a greater focus on data interpretation and supporting clubs with strategic decision-making both on and off the field.

One of the main areas of expertise within the Performance.LAB is athlete monitoring, the analysis of player movement, load and recovery in training and matchday situations. As clubs seek to protect their most valuable assets, their players, it has never been more important to have an objective understanding of physical performance, player wellness and injury prevention.

Prozone's investment in this area

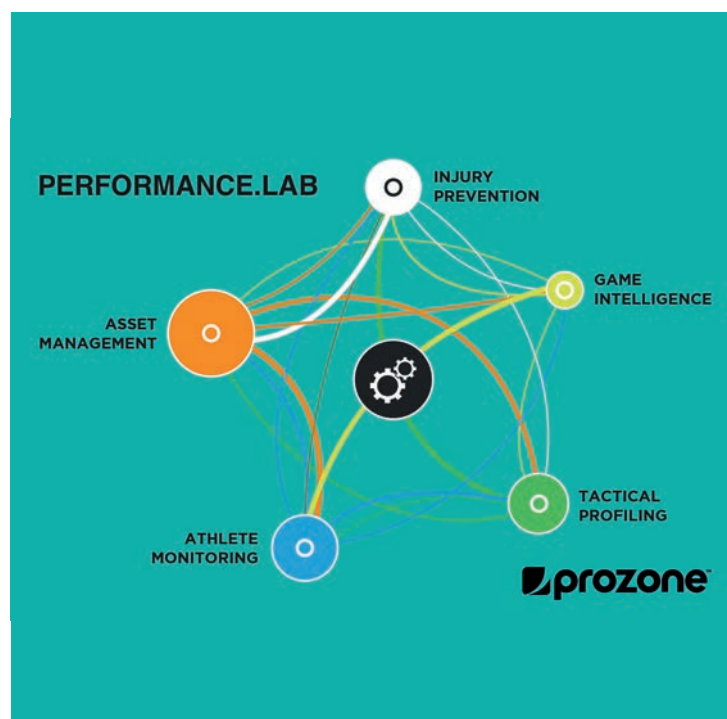
has led to the creation of KINETIC, an innovative new platform designed to supplement, augment and add value to clubs' existing athlete monitoring technologies. Taking raw positional and inertial data and subjecting it to a streamlined data processing operation, KINETIC delivers unique standardised metrics to interpret, contextualise and consolidate training and match data.

At the heart of KINETIC is the Athletic Data Innovation (ADI) platform. Developed by Andrew Gray, currently Physical Performance Manager at Cronulla Sharks FC in the Australian National Rugby League (NRL), ADI has been developed across 4 codes of Football and pioneered by clubs such as Chelsea, Real Madrid and Paris Saint Germain to deliver unique data outputs that present a detailed picture of physical performance, player movement, injury early warning and responses to training and match loading.

One of the primary uses of the KINETIC platform is in the area of injury analytics and rehabilitation management. Using inertial data combined with location data, KINETIC is able to provide detailed load information that highlights force imbalance for different types of movement. This data can be used to flag up potential injuries before they occur, giving club medical staff the opportunity to avert possible problems and achieve a higher rate of player availability.

The same data can be used in the rehabilitation process, giving staff objective benchmarks for physical performance and a robust, viable scientific alternative to the 'eye-test' protocol when it comes to giving players the all clear to return to training or match situations.

Compatible with a wide range of existing athlete monitoring technologies and enabling clubs to gain a deeper insight into physical performance and player wellness, KINETIC represents the next generation of technology in the field of athlete monitoring and injury prevention. ■





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