

# **International Sports Marketing and Chelsea Marketing Analysis**

Written Assignment

submitted to

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Submitted by

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## List of Abbreviations

EPL	English Premier League
FFP	Financial Fair Play
F.C.	Football Club
MLS	Major League Soccer
NA	North America
OMP	Operative Marketing Planning
ROI	Return on Investment
SBP	Strategic Business Planning
SMP	Strategic Marketing Planning
UEFA	Union of European Football Associations
VW	Volkswagen
WE	Western Europe

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# 1 Model of Sports Marketing

The following model of the theoretical underpinnings of sports marketing has been provided according to the assigned task:

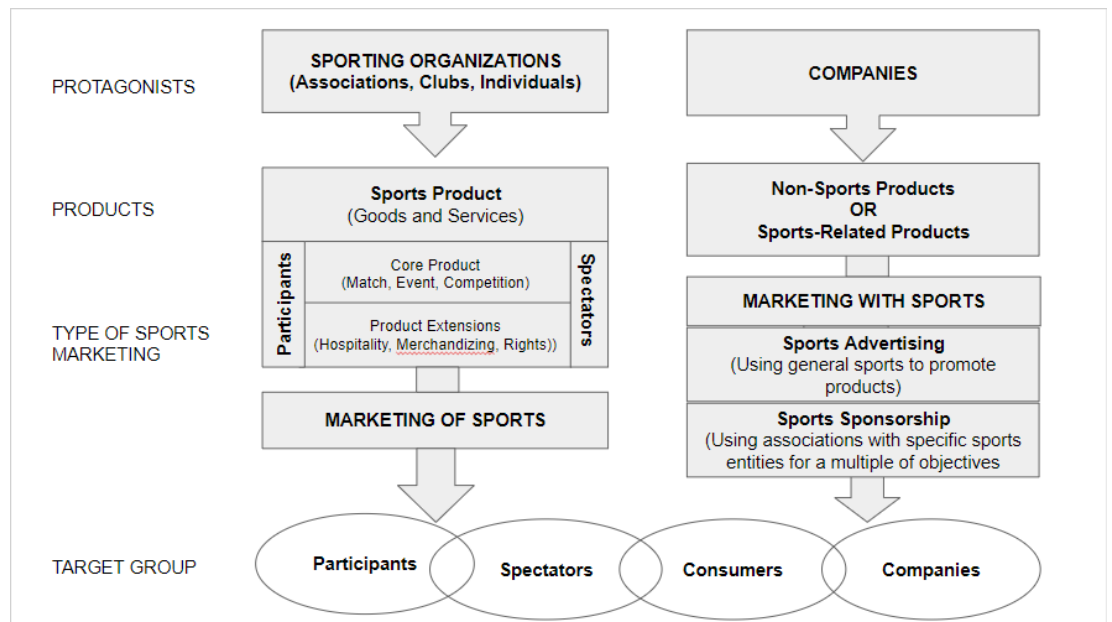


Fig.: Sports Marketing Model<sup>1</sup>

A differentiation must be made between sporting organization and companies. Sporting organizations are associations, clubs, and individuals while companies are usually more removed from the actual activities of the sport. Sporting organizations include UEFA, Chelsea, or individuals interested in physical activity. Examples of companies regarding this model are Adidas and Volkswagen (VW).

A sporting organization has a sports product. For Chelsea Football Club, the main product is the match while merchandise is also considered “the product”. However, a distinction must be made. The core product, or main product, may be the football match for Chelsea but merchandizing for example is a product extension. When referring to a sports product, it must be noted whether the target is a participant or a spectator to define what the actual product is. One can differentiate between participant’s sports and spectator’s sports.

<sup>1</sup> Bühler/Nufer 2014.

Sporting organization need marketing to attract fans and supporters. This is regarded as marketing of sports because the entity markets the offered sports products as a sporting organization. This contrasts with marketing with sports which is a tactic many companies related or unrelated to sports use to increase branding and revenue.

Companies involved with sports will either market non-sports products or sports-related products to their audience through sporting organizations. This is considered marketing with sports. VW, for example, participates in the marketing with sports concept by sponsoring Wolfsburg.<sup>2</sup> This company does not have any sport products, but they offer their automotive products and services through a sports organization (Wolfsburg). Adidas, on the other hand, also participates in marketing of sports when sponsoring sports teams. The entire MLS is sponsored by Adidas and as a result Adidas is marketing the sport's league in its entirety.<sup>3</sup>

Marketing with sports considers sports advertising or sports sponsorship. It is not uncommon to see paid-for online advertisements, television commercials, or billboards presented by the aforementioned companies. In addition, pitch side soccer advertising boards are also a practical example of sponsorship activation that many companies take advantage of.<sup>4</sup> With both activities, companies will look to increase brand awareness and ultimately increase revenue.

These activities, regardless of marketing of sports or marketing with sports, mainly affect four different target groups: participants, spectators, consumers, and companies. Each of these groups could possibly be influenced by the marketing messages of companies and sporting organizations. Each business entity undoubtedly has a strategy in line to increase brand awareness and to reach target groups that are most likely to convert in the short and long run.

## **2 The Marketing Management Process**

Chelsea F.C is used to present the entirety of the Marketing Management process.

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<sup>2</sup> Cf. VfL Wolfsburg 2020.

<sup>3</sup> Cf. SCORE AND CHANGE 2020.

<sup>4</sup> Cf. Pitch Side 2020.



## 2.1 Analysis of Internal and External Environment

A SWOT analysis of the internal and external environment of Chelsea F.C. can be found in Appendix 8.1:<sup>5</sup>

## 2.2 Strategic Business Planning

### 2.2.1 Vision, Mission, and Goal

**Vision:** To spread the love of football worldwide through the Chelsea community.

**Mission:** To create an enjoyable experience for supporters globally through sporting success.

One major goal of Chelsea F.C. is to expand brand awareness. Unlike many other businesses, sports teams are locked into one location and the idea of expansion is unique. However, Chelsea as an already globally recognized brand among soccer fanatics has many opportunities.

For example, One of Chelsea F.C.'s goals is to expand its soccer brand recognition in the United States. As soccer is not the main sport in the U.S., this goal is challenging. However, with soccer growing and with the signing of Christian Pulisic, targeting the American market could be a promising investment.

### 2.2.2 Strategic Business Planning

A table has been created to express how Middle Management (MM) and Individual Teams (IT) can contribute to this focus.

Tab. 1: SBP Layer Contributions

Layer	Contribution
Middle Management	<ul style="list-style-type: none"> <li>Oversee budget</li> <li>Evaluate tasks from ITs</li> </ul>
Individual Teams	<ul style="list-style-type: none"> <li>Implement tasks set by MM</li> <li>Provide Insights to MM to discover new opportunities</li> </ul>

<sup>5</sup> See Appendix 8.1

Solid communication is a key element that must be present throughout the entire organization. To adhere to the overarching focus of the SBP, everyone needs to be on board. This is the basis for setting the business purpose, corporate culture, and corporate philosophy.

### **2.3 Strategic Marketing Planning**

Strategic Marketing Planning (SMP) is based on marketing objectives, marketing strategies and budgeting.

The chosen marketing objective is expansion into the United States. The following question as an organization would be “how will we go about expanding into U.S. where the market is already saturated with other sports as well as soccer?”. Fortunately, Chelsea competes in the world’s most popular league and have a history of success.<sup>6</sup> Therefore, several marketing strategies can be conducted.

The strategy chosen for this section is summer tours, social media advertising, and social media marketing. The world is becoming increasingly digital as over 90% of American adults use the internet<sup>7</sup> and over 72% use social media.<sup>8</sup> Therefore, social media is an acceptable way of reaching the majority of Chelsea’s target groups. American supporters of European soccer clubs also would be enthusiastic about watching some of the best players in the world right in their home country.

However, Chelsea would need consider the return on investment (ROI). To secure an ROI, budgets must be set to avoid unnecessary losses. Costs such as travel, accommodation, and staff pay must be considered when creating a summer tour budget. The brand recognition from this event, however, would be priceless and the amount earned in the long run is likely to be worth the effort.

### **2.4 Operative Marketing Planning**

OMP is based on instrument objectives, measures, and instrumental budgeting. A short plan of product policy, price policy, communication policy and distribution can be found in the appendix.

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<sup>6</sup> Cf. [Footballballhistory.org](http://Footballballhistory.org).

<sup>7</sup> Cf. Pew Research Center 2019a.

<sup>8</sup> Cf. Pew Research Center 2019b.

Soccer is an emotional sport and often decisions from supporters are made on this basis. Therefore, jerseys sales are often a representation of this fact. One objective will be to use emotion to grab new supporters who have never had contact or who have had little contact with the club.

Social media is valuable to attract new fans and is significantly more effective than traditional marketing.<sup>9</sup> With social media marketing and advertising, a specific group of fans with specific characteristics can be targeted. With social media advertising, a specific budget for each channel should be set and specific insights (mentioned in the next section) should be considered. Overall, the objective of OMP is to narrow down the specificity of how the strategy will be executed.

## **2.5 Controlling and Implementation**

It must be understood whether the proposed marketing strategy was successful or not. When using social media platforms such as Facebook, Twitter, or Instagram, several key metrics must be recognized.

Measuring engagement, reach, impressions, and conversions are all important to the success of campaigns. For example, not only would it be useful to know how many different accounts were reached on social media platforms in the United States, but also how many people from the United States engaged. The results from insights can help marketers understand what is working and what is not working in terms of marketing and advertising. If one action lead to a high volume of engagement and conversions, then it may be worthwhile to create new content that is similar.

Social media platforms themselves make most of the revenue through advertising.<sup>10</sup> Advertising is beneficial on social media because the targeting is precise. By paying to target users with specific attributes and characteristics, an organization like Chelsea can be sure to reach the consumers that they are looking for. Therefore, it is important that Chelsea be conscious of engagement to impression ratios to, once again, check the ROI. If no one is engaging with advertised content at all, then new methods or, even worse, a new strategy may need to be conducted.

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<sup>9</sup> Cf. Webworks.

<sup>10</sup> Cf. McFarlane 2020.

### 3 Sports Sponsorship

“Professional sports sponsorship is a business-related partnership between a sponsor and a sponsee based on reciprocity. The sponsor provides financial or non-financial resources directly to the sponsee and receives a predefined service in return in order to fulfil various sponsorship objectives.”

#### 3.1 Explanation and Examples

All parties in a sponsorship deal must benefit. A common example of sponsorship seen in soccer is kit sponsorship. In this case, the sponsor generally gives money up front as a deal to the soccer club requiring that the club display the organization’s logo on the club’s jersey. In return, the sponsor will benefit through branding which is price-less.<sup>11</sup> This is the case with Adidas who benefits tremendously by sponsoring teams like Manchester United.<sup>12</sup>

Mutually beneficial does not mean that both parties receive money directly, but as increasing finances is also often the main objective of the sponsor, financial benefits should be attainable in the long-term. A club who participates in a new kit sponsorship deal should see a significant rise in revenue due to kit sales. To increase this figure, soccer clubs generally also agree to “activate” the brand by using the brand in its marketing. The value of branding cannot be underestimated.

#### 3.2 Scrutinization of Sponsorship Deal

According to the Financial Times, from the 2017-18 season onwards, Nike overtook Adidas as the club’s kit sponsor which is expected to grant Chelsea approximately \$1.1 billion over the course of 15 years.<sup>13</sup>

Nike is delighted with this deal. Because Nike is not considered the top soccer brand in the world outright, the sports company is looking to expand its brand in the world’s most popular sport.<sup>14</sup> As a result, Chelsea is a sound partnership as the EPL club is

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<sup>11</sup> Cf. Siu 2014.

<sup>12</sup> Cf. Wilson 2014.

<sup>13</sup> Cf. Kleinman 2016.

<sup>14</sup> Cf. Silva 2019.

ranked 4th in terms of most supported club in the world.<sup>15</sup> In addition, Chelsea was ranked as the 8th most revenue generating soccer club in the world in the 15/16 season portraying that fans and supporters are willing to open their wallets for the club.<sup>16</sup>

From the sponsee's point of view (Chelsea), this is a promising agreement and Chelsea has made it clear by openly stating that this is an "incredibly exciting and important deal."<sup>17</sup> The previous deal with Adidas ended prematurely. The club is not worried about breaking this contract, however, as "the deal is worth twice as much as the previous contract with Adidas."<sup>18</sup>

Therefore, both parties will benefit from this deal. Not only will Chelsea receive compensation for being sponsored by arguably the world's most popular sports brand, but also Nike will increase its brand awareness in the world's most popular sport. Being that the premier league reaches over 1.3 billion households and Chelsea is one of the world's most popular teams in the world, this is in line with Nike's strategy.<sup>19</sup>

One possible solution to improve this agreement could be for Nike to offer a higher compensation and in return see more Nike-related marketing from Chelsea. However, this idea is limited as there is only so much time and space available for sponsors at the moment and there are other sponsors competing for a spot in Chelsea's sponsorship portfolio.

In the future it is likely that Chelsea will search for new ways of acquiring sponsors and adhering to sponsorship activation as sponsorship and commercial does not make up a majority percentage of EPL revenue and has room for growth.<sup>20</sup>

## 4 Internationalization

There are many factors contributing to the internationalization of Chelsea F.C. The EPL is the world's most-watched football league explaining why broadcasting is such

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<sup>15</sup> Cf. Zeelo 2019.

<sup>16</sup> Cf. Deloitte 2017.

<sup>17</sup> Wilson 2016.

<sup>18</sup> Connelly 2016.

<sup>19</sup> Cf. Premier League 2019.

<sup>20</sup> Cf. Deloitte 2020a.

an important revenue stream for Chelsea.<sup>21</sup> In addition, Chelsea has players from many different nationalities. For example, in the 2018/2019 season, Chelsea's roster only had 11 players from England.<sup>22</sup> Therefore, teams like Chelsea have an opportunity to reach players from those countries outside of England as well as inside.

Chelsea as an organization has already attempted to increase internationalization by going on summer tours. Leading up to the 2019/20 season, the squad competed in Japan.<sup>23</sup> Today, it is no secret that the Asian continent has fallen in love with the beautiful game.<sup>24</sup>

One theory of internationalization that seems to fit Chelsea is the *innovation related theory*. Chelsea's main investor and owner is Roman Abramovich and as a result he has significant power in terms of decision making.<sup>25</sup> He has dedicated an outstanding amount of funds to lead Chelsea to sporting success. However, he is also influenced by external stimuli. The EPL is a globally watched league and therefore fans around the world have expectations. Internal marketers and Abramovich know that to create a successful club and environment, listening to supporters is a must. This is seen with decisions to travel abroad during the summer; however, the most significant decisions when it comes to overseas decisions are related to broadcasting rights as this makes up the highest percentage of total revenues.<sup>26</sup> (See Appendix)

## 5 Sports Marketing in Western Europe and North America

### 5.1 The (passive?) Western European Sports Consumer

Two profiles for WE consumers are found below:

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<sup>21</sup> Cf. Premier League 2020b

<sup>22</sup> Cf. Premier League 2020a.

<sup>23</sup> Cf. Chelsea Football Club 2019.

<sup>24</sup> Cf. Dove 2020.

<sup>25</sup> Cf. Crunchbase 2020.

<sup>26</sup> Cf. Deloitte 2020b.

## Brandon Thompson

**Gender:** Male

**Age:** 55

**Nationality:** English

**Income:** £100,000 / year

**Profession:** Senior Financial Analyst

**Hobbies:** Watching Chelsea, spending time with family, camping

**Favorite Sport:** Soccer

**Favorite Team:** Chelsea Football Club



Fig. 1: Western European Profile – Brandon Thompson<sup>27</sup>

## Harris Jones

**Gender:** Male

**Age:** 35

**Nationality:** English

**Income:** £60,000 / year

**Profession:** Marketing Director

**Hobbies:** Watching Sports, hanging out with friends, watching movies

**Favorite Sport:** Rugby

**Favorite Team:** London Irish



Fig. 2: Western European Profile – Harris Jones<sup>28</sup>

In two figures presented above, two completely different WE sports consumers have been identified. The first figure is representative of Brandon Thompson who is a die-hard Chelsea fan and the second figure portrays Harris Jones who casually watches soccer but is more interested in Rugby.

<sup>27</sup> Cf. newsroom 2020.

<sup>28</sup> Cf. Lucas 2017.

Brandon is an obvious target because he is already a fan. In addition, he has exposable income to spend as his hard work away from soccer has given him the opportunity to spend “freely”. Harris, on the other hand, is not really interested in soccer the same way Brandon is. He enjoys watching it with friends, but he does not watch every game. Therefore, Brandon does not quite fit with Chelsea’s target consumer.

Based on these two consumers, Chelsea would decide to continuously market to Brandon. He has likely already bought a jersey, but advertising and marketing could aid him in finding more interests within the club that he was not even aware of. Because of his age, there are some preferred ways to reach him. Physical mail, e-mail, television, and social media sites such as Facebook are acceptable ways to get in contact with this consumer. In addition, encouraging him to become a member would be mutually beneficial long term as well.

## **5.2 Financial Fair Play in Western Europe**

The Financial Fair Play (FFP) rule is from UEFA for teams competing in UEFA competitions and the reasoning behind this rule is to prevent teams from spending more than they earn in profits.<sup>29</sup> As a result, it prevent teams from taking huge losses and avoid unsustainable injection of funds from investors.

I believe that the FFP rule has more advantages than disadvantages because not only does it create a fair playing field, it also keeps clubs in healthy sporting and financial standing. As a result, teams competing will likely not go bankrupt during the season.

The FFP rule is not limited to earnings, however. It also encompasses stipulations for youth team development, infrastructure requirements, women’s soccer investment, personnel, and legal. For example, FFP also adapts that expenses related to women’s soccer, youth development and infrastructure are not counted as expenses within the rule. Therefore, an investment in these areas is encouraged.

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<sup>29</sup> Cf. BBC 2019.



### 5.3 The (active?) Sports Consumer (WE vs NAM)

SPORTS BUSINESS IN NAM – PARTICIPATION			
AGE 6-12	AGE 13-17	AGE 18-24	AGE 25-34
SWIMMING FOR FITNESS	WORKING OUT	SWIMMING FOR FITNESS	SWIMMING FOR FITNESS
CAMPING	SWIMMING FOR FITNESS	RUNNING/JOGGING	BICYCLING
MARTIAL ARTS	BICYCLING	TRAIL RUNNING	TRAIL RUNNING
BICYCLING	CAMPING	BICYCLING	RUNNING/JOGGING
RUNNING/JOGGING	RUNNING/JOGGING	HIKING	HIKING
SOCCER	HIKING	WORKING OUT	WORKING OUT
FISHING	TRAIL RUNNING	CAMPING	CAMPING
HIKING	MARTIAL ARTS	BACKPACKING	FITNESS CLASSES
BASKETBALL	SHOOTING	RAFTING	BASKETBALL
CANOEING			
AGE 35-44	AGE 45-54	AGE 55-64	AGE 65+
SWIMMING FOR FITNESS	BICYCLING	SWIMMING FOR FITNESS	SWIMMING FOR FITNESS
BICYCLING	SWIMMING FOR FITNESS	BICYCLING	WORKING OUT
HIKING	HIKING	WORKING OUT	BICYCLING
WORKING OUT	WORKING OUT	HIKING	FISHING
CAMPING	CAMPING	CAMPING	BIRD/WILDLIFE WATCHING
RUNNING/JOGGING	RUNNING/JOGGING	FITNESS CLASSES	HIKING
FITNESS CLASSES	FISHING	FISHING	FITNESS CLASSES
TRAIL RUNNING	FITNESS CLASSES	BIRD/WILDLIFE WATCHING	CAMPING
BACKPACKING	BIRD/WILDLIFE WATCHING	RUNNING/JOGGING	SHOOTING

Fig. 3: Sports Business in NAM - Participation

There are some commonalities that appear with sporting activities throughout all age groups of Americans. Some activities ween out at relatively older ages and other age groups pick up activities that were not apparent at younger age groups. For example, soccer is a popular activity in the United States for children aged 6-12; however, this is the only instance in this chart where soccer is considered a popular sport in terms of participation.

In terms of commonalities, it appears that American consumers enjoy swimming, bicycling, and working out in most age groups. At present, it appears that soccer is not in the interest of the average American consumer. Some reasons for this may be due to the unpromising future salary that soccer in the United States offers and the popularity of other American sports and the absence of soccer in American history.<sup>30</sup>

Tab. 2: Sports Participation in England 2019<sup>313233</sup>

Age 5-10	Age 8-18	Age 16+
Swimming	Football	Running
Football	Swimming	Fitness Class

<sup>30</sup> Cf. Gough 2020.

<sup>31</sup> Francis 2018.

<sup>32</sup> Lange 2019.

<sup>33</sup> Lange 2020.

Cycling	Tennis	Gym
Walking or Hiking	Cricket	Swimming
Gym	Badminton	Exercise Machines

The table above was created to represent sports participation in England. As studies were made with a wide range of age groups, the order is not as fluid as the NA consumption chart. Nevertheless, the table portrays important sports in terms of participation in England.

#### 5.4 Consumption of Sports in WE vs NAM

The American consumer is noticeably different than the European consumer when evaluating event consumption. This is because Europe runs on a utility maximization model while the United States run a profit maximization model.

There are many pros and cons to each side of the European and American models of event consumption. For example, in the U.S. tailgating is the norm. Consumers often make a sporting event a “day event”. Americans often arrive early to sporting events and are likely to enter the gates early. Therefore, it is more of a family and friend event.

However, the American way of consumption can be quite exhausting as the U.S. is the most advertised to nation in the world.<sup>34</sup> Because people arrive to stadiums early, it is possible for sports clubs and organizations to market to its supporters and visitors. This can be overwhelming for those who are used to the European model as so many pushed marketing messages are not common at present.

For American sporting organizations, this fact is a plus because they can profit. Because Europeans are within the utility maximization model, the aim is to make the fans as satisfied as possible and not necessarily to make as much money as possible. This is changing, however, as European soccer clubs are starting to invest in sponsorship and matchday activities. Tottenham, for example, has invested in a new smart stadium to gain more revenue and get more fans to spend money at matches.<sup>35</sup>

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<sup>34</sup> Cf. Guttman 2020.

<sup>35</sup> Cf. Populous 2020.

In the American model marketers have opportunities. Fans are more connected and with this, marketers have a larger frame to reach consumers, especially on an emotional day. After all, most purchases made are subconscious and emotional.<sup>36</sup>

If I oversaw hospitality, I would make it all about the user experience. I would make sure that surveys were conducted to understand customer wants and needs. If it were certain that customers would come to games early under certain conditions, I would try to make sure that supporters' expectations were met. Overall, events are all about the users' experience. If the spectators are satisfied, then it is easier to conduct marketing activities.

## 6 Sports Marketing in Asia

Investing in Asia is a logical move for European clubs. It is already common knowledge that there are many European soccer supporters in Asia and many stay up late to watch regardless of different time zones.<sup>37</sup> Soccer teams investing in Asia have many benefits for European clubs and leagues. Although Asians are interested in soccer, there are still many who are not aware of European soccer competition. Therefore, promotion in Asia undoubtedly enhances brand image if performed correctly. In addition, purchases can also be increased. If Asian fanatics become interested in specific teams, then merchandise options can be extended.

Building relations is also an advantage. Asia is a big continent and by traveling to Asia, soccer clubs and leagues open doors to new opportunities in terms of sponsorship and commercial activities. There are many investors in Asia looking for their next move and European soccer, being broadcasted all over the world, may be a solution. Finally, investing in Europe may also encourage Asian fans to travel. Europe is the most popular continent in terms of travel and European soccer clubs can take advantage of this fact.<sup>38</sup> These clubs as a group do not fill their stadiums up entirely in a season and by increasing this metric from Asian supporters in particular, matchday revenue could increase.<sup>39</sup>

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<sup>36</sup> Cf. Chierotti.

<sup>37</sup> Cf. ICC6 - Sports 2019.

<sup>38</sup> Cf. Nag 2018.

<sup>39</sup> See Appendix 8.3.

## 7 Branding and PR

### 7.1 Argument

I am very disappointed with the situation of sexual harassment from Washington Redskins (now Washington Football Team) team staff. Sexual harassment is a serious topic and an issue that has appeared throughout human history.<sup>40</sup> Therefore, it is uncalled for that sexual harassment is still being discussed at this level and that situations such as these are still taking place.

It is difficult to express exactly how this situation should be handled but it is obvious that all team staff involved should be penalized. It will be interesting to see how Wilkinson Walsh LLP, the company running the investigation, reviews this situation.<sup>41</sup> Many staff have already been fired as, for example, Richard Mann sent sexually inappropriate text messages to a female employee.<sup>42</sup> The severity of this case cannot be undermined as everyone involved knew what they were doing was wrong. Based on media reports, I do not believe that the actions are defensible by any perpetrators involved.

### 7.2 Interview Questions

1. What is your occupation?
2. Explain your side of the story.
3. What adjectives would you use to describe all of those involved?
4. What is it like working for the Washington Football Team?
5. Why did you continue to work there if there were so many issues?
6. Explain some of the positives to your work?
7. Would you consider working for Washington Football Team again if everyone were held accountable?
8. Are there any other negatives to the organization that we are not aware of?
9. What do you want to happen to all of those involved?
10. What advice would you give to anyone who is going through a similar situation that you have gone through?

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<sup>40</sup> Cf. EmploymentLawFirms.

<sup>41</sup> Cf. Schad 2020.

<sup>42</sup> Cf. Muntean/Robinson 2020.

### 7.3 Redemption (One Year Plan for Antagonist)

Please see the Appendix 8.4 for a one-year plan from the Washington Football Team's point of view.<sup>43</sup>

## 8 Appendix

### 8.1 SWOT Analysis

Tab. 3: Chelsea F.C. Internal and External Analysis

<p><b>Strengths (Internal)</b></p> <ul style="list-style-type: none"> <li>• Participation in the World's highest revenue generating league</li> <li>• Reputable brand name globally</li> <li>• A club proven to be successful with Champions League and EPL success</li> <li>• Location in London which is England's capital</li> <li>• Strong investor (Roman Abramovich)</li> <li>• Large fan base</li> <li>• International squad of players reaching more countries</li> </ul>
<p><b>Weaknesses (Internal)</b></p> <ul style="list-style-type: none"> <li>• Less recognized as Manchester United, Real Madrid, Barcelona and others</li> <li>• High debt (as common with soccer clubs)</li> </ul>
<p><b>Opportunities (External)</b></p> <ul style="list-style-type: none"> <li>• Targeting fans in growing markets (USA, China)</li> <li>• More team diversity</li> <li>• Sponsorship and Match Day Experience</li> </ul>
<p><b>Threats (External)</b></p> <ul style="list-style-type: none"> <li>• Competition from other clubs</li> <li>• Other clubs buying better players to win trophies</li> <li>• Popularity growth of other leagues (not only soccer-related)</li> </ul>

### 8.2 Work Tasks

Tab. 4: Product Policy, Price Policy, Communication Policy, and Distribution Plan

Product Policy	<ul style="list-style-type: none"> <li>• Release jerseys right before summer tour</li> <li>• Run discounts on items from previous year that need to be sold</li> </ul>
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<sup>43</sup> See Appendix 8.4.

Price Policy	<ul style="list-style-type: none"> <li>Competitive pricing to EPL competitors who also are sponsored by Nike (Liverpool/ Tottenham)</li> </ul>
Communication Policy	<ul style="list-style-type: none"> <li>Top-down and bottom-up</li> </ul>
Distribution	<ul style="list-style-type: none"> <li>Distribution of merchandize and possibly popular e-commerce stores like Amazon.</li> <li>Distribution of game content through broadcasting packages</li> </ul>

### 8.3 Key Figures

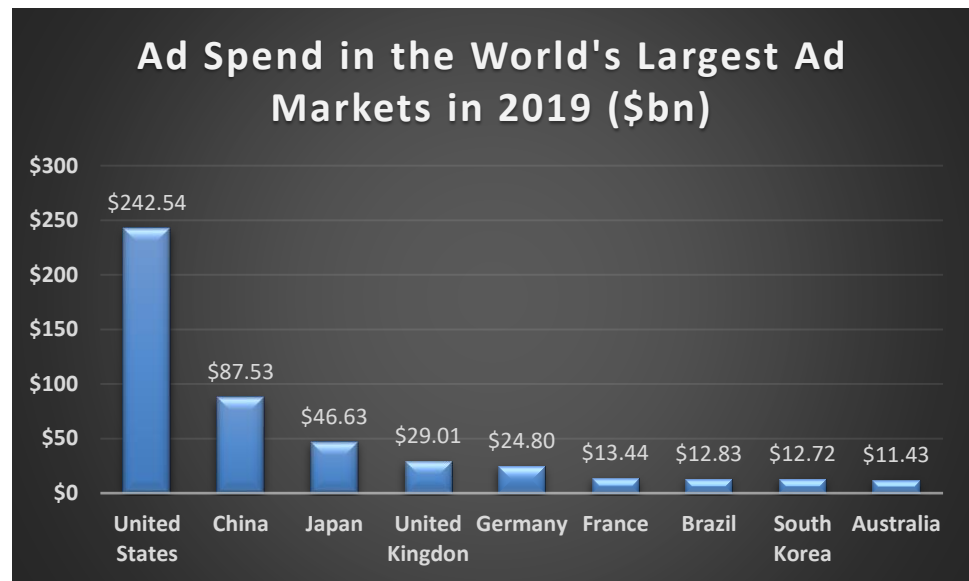


Fig. 4: Ad Spend in the World's Largest Ad Markets in 2019<sup>44</sup>

<sup>44</sup> Guttman 2020.



Fig. 5: 'Big five' European League Club's Revenue - 2017/18<sup>45</sup>

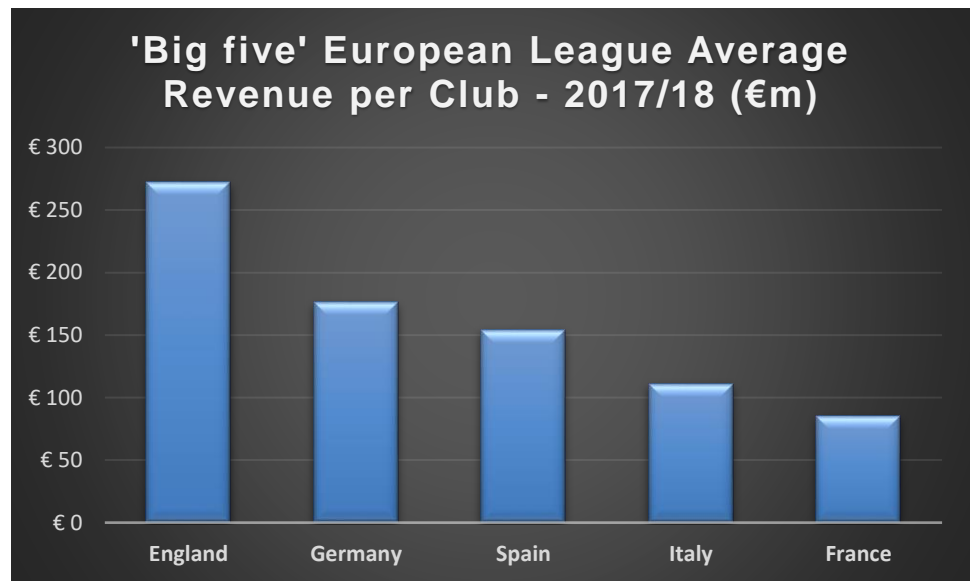


Fig. 6: 'Big five' European League Average Revenue per Club - 2017/18<sup>46</sup>

<sup>45</sup> Deloitte 2019.

<sup>46</sup> Deloitte 2019.

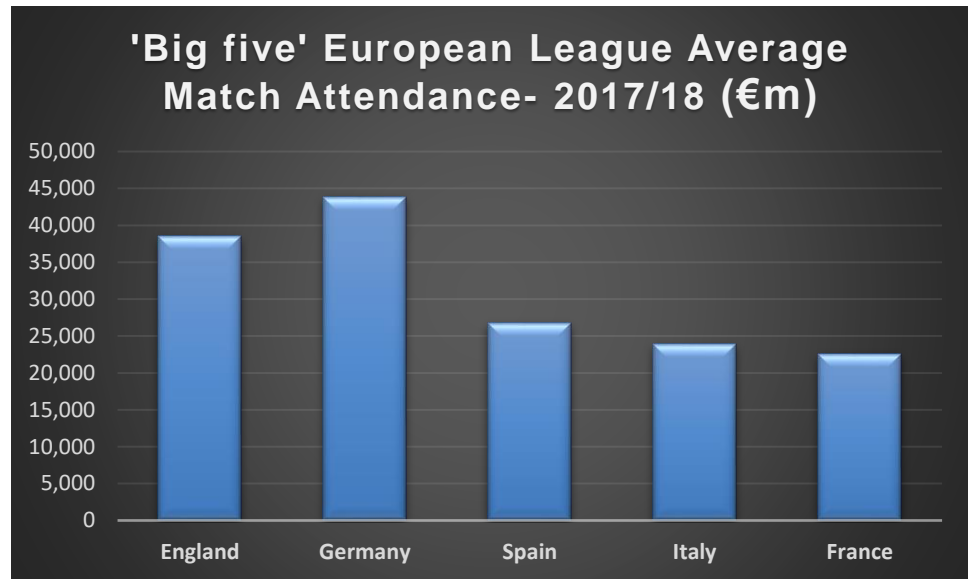


Fig. 7: 'Big five' European League Average Match Attendance- 2017/18<sup>47</sup>

#### 8.4 One Year Plan

Tab. 5: One Year Plan for Washington Football Team Antagonists

Month	Events + Actions
July	<ul style="list-style-type: none"> <li>• Publicity of Event</li> <li>• Initial apologies</li> <li>• Start Investigation</li> </ul>
August	<ul style="list-style-type: none"> <li>• Toughen hiring procedures</li> <li>• Hire more female employees</li> <li>• Hire more diverse employees</li> </ul>
September	<ul style="list-style-type: none"> <li>• Finish establishment of team culture guidelines before season</li> <li>• Start season with a clear and open stance on sexual harassment and discrimination</li> <li>• Open with explanation on how issue it will be combatted in the future</li> </ul>
October	<ul style="list-style-type: none"> <li>• Make significant donations to the National Sexual Violence Resource Center.</li> </ul>
November	<ul style="list-style-type: none"> <li>• Players speak out and or campaign against sexual harassment</li> </ul>

<sup>47</sup> Deloitte 2019



	<ul style="list-style-type: none"><li>• Have players wear some type of visible representation portraying that sexual harassment is not tolerated.</li></ul>
December	<ul style="list-style-type: none"><li>• Senior female manager openly expresses how the organization has changed policy and standards.</li></ul>
January	<ul style="list-style-type: none"><li>• End seasons with remarks from coach regardless of result</li></ul>
February	<ul style="list-style-type: none"><li>• Cool down from long and emotional season</li></ul>
March	<ul style="list-style-type: none"><li>• Start rebuilding for next year.</li><li>• Hire competent and engaging staff that fit with the preferred culture</li></ul>
April	<ul style="list-style-type: none"><li>• Make another donation to a related charity of choice</li></ul>
May	<ul style="list-style-type: none"><li>• Speech from Daniel Snyder explaining how the last year has done and what was learned as an organization.</li></ul>
June	<ul style="list-style-type: none"><li>• Have team captain speak on excitement for new season and stance on sexual harassment as well as expressing what the organization means to him.</li></ul>

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## Declaration

### Affirmation

This thesis was written by me independently, and I have given indication of sources whenever content was taken directly or indirectly from other sources or media. Verbatim and analogous quotes have been indicated as such. Furthermore, I confirm that there is no factual concurrence with any dissertation, final paper or thesis that I may have submitted within the scope of any previous studies. This thesis has not been submitted to any other institution or individual within the framework of an examination.

Place, Date

Signature