

# ID Cover Page

## Summary of WP Student Team

**Increasing ticket sales through efficient management of marketing plan:**

**THE SPORTS TOMORROW CONGRESS CASE**

**Group constitution:**

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Increasing ticket sales through efficient management of marketing plan:

THE SPORTS TOMORROW CONGRESS CASE

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### **Abstract**

We focus on determining the success factors and strategies for the organization of periodical sports business conferences. We use the Sports Tomorrow Congress organized by FC Barcelona as a case study and after characterizing the context we provide a marketing plan to incorporate our findings and recommendations, resulting from a 5-C analysis. We find that the key success factors for such events are understanding the target audience, a correct allocation of budget to marketing, setting up partnerships with key sponsors and investigate how they can be put in context given this particular event. Key recommendations from our analysis are a thorough study of the target audience, a promotion strategy in line with the expected number of participants, and cooperation with various sponsors of international stature.

Keywords (Event management; Marketing Plan; FC Barcelona; Sports Tomorrow Congress)

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Abbreviation	Meaning
CSF	Critical Success Factors
KPI	Key Performance Indicators
ROI	Return on Equity
MICE	Meeting, Incentive, Convention, Exhibition
NPS	Net Promoter Score
STP	Segmenting, Targeting, Positioning
R&D	Research and Development
BIHUB	Barça Innovation Hub
FCB	Football Club Barcelona
WoM	Word of Mouth
HR	Human Resources

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## 1. Introduction

The world of sports is undoubtedly one of the topics that most unites the two authors of this paper. Growing up playing football, the sports industry has always been seen as a huge system, made up of professionals and champions who have remained in history. The path of Sports Management allowed us to enter this world and to be able to work with one of the most successful Sports Clubs in the world: FC Barcelona. This dissertation will delve into the world of conference management for professionals in the sports field, a market that is still little studied, but characterized by rapid growth potential already in the short term.

As a confirmation to what stated above, the congress industry is expected to grow constantly until 2028, with a CAGR of 5.9%, gaining around six hundred billion dollars from 2021 to 2028. Sports market instead, according to GlobeNewswire, approached \$441 billion in 2021 (€391 billion) and is expected to reach \$600 billion in revenue by 2025 (more than €530 billion) with an CAGR of 8% (*Calcio e Finanza*, 2022).

Considering the consistent growth of both sports and events markets, it comes spontaneous to ask ourselves why Barça Innovation Hub, FC Barcelona's innovation department, was not able to reach the profitability of its main activity: Sports Tomorrow Congress. Obviously, it is necessary to exclude external factors related to macro-economic trends and political issues; on contrary, there is a need to focus within the department itself, where, according to the confidential material received from the club, the event management was unable to reach expectations in terms of tickets sold and service profitability. Also, it has been noticed several discrepancies compared to their closest rivals, especially in terms of pricing and budget allocation. In light of these issues immediately visible at first glance, the purpose of this thesis is to propose a strategy capable of improve ticket sales through a more effective marketing plan.

The Sports Management Work Project, held by Professor Pedro Brinca, places as a key milestone the creation of value for the partner firm. This represents the cornerstone of the dissertation. From there, the innovation department and its surroundings were thoroughly analysed with the intention of defining the primary issues and suggesting potential solutions that may add value to the event and, secondarily, the company. This was possible thanks to the capability acquired during our Master's program to discern a working model from a non-performing one.

## **2. Literature review**

### **2.1 Introduction**

The very first section of our study deals with various theoretical concept we must consider to state and get ideas for our final purpose. The dissertation will describe first the main concepts of Event Management, where the theoretical knowledge about event planning, critical success factors for an event and, more specifically CSFs for a sport event it is crucial. Consequently, the second half of the Literature Review presents central features of Marketing Planning, particularly useful material to solve the research problem out through a reshaping of the marketing strategy.

### **2.2 Event Management**

The use of project management techniques in the planning and execution of intimate or elaborate social or business gatherings like weddings, conferences, formal parties, concerts, or conventions is known as event management. Prior to the event's debut, it entails researching the brand, determining its target market, creating the event idea, and organizing the technical components (Ramsborg & B Millwer, 2008).

### 2.2.1 Critical Success Factors of Events

The organization of an event forces managers on focusing on many distinct aspects, from the venue to the marketing strategy, passing through the choice of the right speakers and sponsors, making sure they will be consistent with the purpose of the conference. For these reasons, the following step-by-step guide represents the best way to run an event successfully (Billettero UK Ltd, 2021; Billettero UK Ltd, 2021).

A Theme is the title or tagline of the event. A topic is a subject area that needs to be covered. An idea is the initial concept that speakers are going to bring to the stage. To find a theme, it is key to focus on an abstract concept, open to interpretations – it should be broad enough to leave room for a wide range of topics and speakers. Also presenting a series of ideas can reveal a wise action, considering that people will instinctively create link between concepts. When connections are obvious the audience is pushed to walk away, but when ideas seem unrelated, each member of the audience will interpret their own individual figures (TEDx, 2021).

Before starting, it is fundamental to build up a team of professionals that will focus on various aspects. The team will include: the planning team – which deals with conference venue, accommodation, activities, catering; the administration team – will work on budgeting, attendee registration, sales, the marketing team takes care of contacting the media, creating promotional material, managing your website, blog, and social media activities. Instead, Sponsorship team is dedicated to securing sponsors, grants, and fundraising. Finally, Volunteers, on the day of the event, they will oversee many activities such as door management, ticket scanning, keeping track of the guest list, staffing the wardrobe.

The next step is about budgeting: key tool for decision making, controlling expenditure, negotiating with suppliers, and determining your return on investment. Moreover, the development of a good budget will be crucial to determine the registration fee (*Conference*

*Manager, 2020*). To build up a good budget allocation, it is first important to consider previous years' Post-Mortem events. Secondly, it will be necessary to determine the expected attendance (although the budget should not be set for more people than the previous year). Consequently, considerations about variable and fixed costs must be done (*Conference Manager, 2020*). At this stage becomes a priority to forecast the revenue for sponsorships, donations, and advertising. Also, here the usage of the budget should be aligned as much as possible with the last year. Subsequently, it comes the determination of the breakeven number, in other words, the amount of revenue required to pay all your fixed costs, minus your revenue from sponsorships. Once the breakeven will be computed, will be possible to calculate the registration fee:

$$\text{Cost per person (breakeven)} = \frac{\frac{\text{Revenue from sponsorship}}{\text{donation}}}{\text{expected number of attendees}}$$

Later, it is time to look for sponsors, which can be difficult for many organizers. When approaching a potential sponsor, the type of event must be well explained; it is necessary to excite them about the opportunity and persuade them that it is worthwhile (*TEDx, 2021*). “**WHO**” - *Find the right contact*: It is important to locate a sponsor who shares the event's beliefs; otherwise, attendees may be confused. “**WHAT**” – *What to communicate*: Here, communication is key: tell the sponsor about the event's target community, the group's greatness, and their essential features. Also, highlight the anticipated benefits for the organization, such as launching a new product, networking, presenting a project, entertaining visitors, and marketing (*TEDx, 2021*).

Talking about the choice of venues, instead, they can be divided into three categories: University Campuses, which represents the best location for smaller academic events, they are also cheap to hire. Hotels, that fit perfectly to companies who need the best all-in-one solution. Here indeed, they have dedicated conference facilities and own catering. Independent venues:

All additional venues that may host conferences fall under this heading. Many of them specialize on event kinds. (Billettero UK Ltd, 2021).

Moreover, choosing the perfect place for holding an event, it is also a matter of other key features here listed: first, **Size**: it must be considered according to the number of attendees. Consequently, the **Location**: it is ideal to choose a slightly remote venue so that attendees may concentrate better on the conference itself. **Atmosphere**: It is critical that the venue's ambiance matches your theme and target demographic. Furthermore, **Catering** can be included in the venue or must be hired a company to provide the service. About the **Transportation**, the venue must be easy to reach by public transports or by car. **Technical aspects**: every issue related to the technical equipment such as IT, audio and video, projection screens, microphones, charging spots for participants and – of course – a solid Wi-Fi connection (Billettero UK Ltd, 2021).

This next stage may just be the most critical step of all. **Speakers** are the stars of the conference, and a solid line-up is crucial in order to attract attendees and guarantee a professional experience. A good strategy to adopt is to gain traction is to first secure one big-name speaker. When recruiting, there are few things to consider: for instance, **curate the event with the audience in mind**, namely, find speakers that would be a good fit for the event and the audience instead than merely going after "brand name" speakers. Also, **provide your speakers with a handbook**, as soon as a complete list of speakers has been lined up, it needs to have told them they reason they are attending the conference. Making a speaker guide which can be given out to everyone before the event is the simplest method to do this. **Check in early and often**: Speaker are supposed to be terribly busy and full of commitments, which is why it is up to event managers to check in constantly about details. **Set expectations** according to the situation, giving speakers a heads-up will benefit everybody in the long run. **Build transition time into the schedule** ensuring to allow adequate time for everyone attending the conference to have

breaks in between sessions while planning the schedule of speaking events. Moreover, **provide on-site tech support** to avoid any potential issues. Then, of course, **share pre-contents on social media** since nowadays most of networking and idea sharing is taking place online. Lastly, **follow-up with feedback**: Once the congress is done make sure to send notes to all the speakers letting them know that the event was a success and thanking them for their participation (Eventbrite, 2015).

Once key elements about the structure and speakers are in place, it is time to shape them into a detailed agenda. Event managers should put themselves in attendees' shoes and comprehend how to deliver to the audience additional knowledge to a topic they wish to learn more about (Billettero UK Ltd, 2021).

At this point, once the "skeleton" of the event has correctly been shaped, it comes the turn of creating a professional website for the meeting. This must include an appropriate domain, must-know details about the conference, browsable conference programme, a registration form where people can sign up or buy tickets (Billettero UK Ltd, 2021).

Now, promoting the conference via all available channels is vital. At the same time, main KPIs must be identified, such as ticket sales or registration before the event, day of attendance, sale leads generated, website traffic, social media followers, ROI. Those features must be followed with extreme attention to track marketing strategy's effectiveness. Secondly, a precise, concrete and well prepared in advance strategy can lead to an enormous resonance. It is recommended to plan a decisive email marketing campaign to send direct strategic communications to subscribers. Also, registration for early birds creates a sense of urgency in your audience. Choose the appropriate size and colour for the QR code to match the theme of the meeting. At this stage, the event management should focus on branding the conference to create a strong identity. Furthermore, to keep attention high, a collaboration with influencers and sponsors may

be crucial: celebrity endorsements can efficiently tap into the interests of an audience and generate quick interest in a product or business (Campbell, 2018).

When it is time to run the event there are few situations though, that needs attention: inviting backup speakers in case of cancellations at the last minute, individually introduce the conference and the featured speakers, ensuring that presentations do not exceed the given time, engaging in networking activities and facilitating dialogues, collecting comments from attendees as the conference unfolds, communicating with reporters and others who are covering the conference.

Once the conference is over, there are two activities that need to be accomplished: the former is to thank everyone's participation and efforts. This is not only a standard courtesy, but it will also make a favourable impression; the latter, to collect feedback is the ideal occasion to learn what attendees thought of the conference and how it could be improved in the future.

### 2.2.2 Measuring a success of an Event

The previous chapter focus in depth on how to manage various aspects of event planning. Now it comes spontaneous to deep dive into those features that need to be set to evaluate the effective performance of the event.

The research we based on this passage, considered fifteen respondents, highly qualified in term of experience in handling MICE events (Wan Y., 2015), the demography is shown in the appendix (Appendix: *Table I*). The mean index formula is used to analyse the data from the first round of the survey and establish the level of relevance for each success element for MICE events. After the calculation of the mean index formula and the setting of a cut-off scale according to certain parameters (Appendix: *Table II*) As portrayed consequently (Appendix: *Table III*), instead, critical success factors for this study can be defined by six criteria: Clear Objectives; Location of Venue; Financial Resources; Code of Conduct; Marketing & Promotion

and Sponsorship. The conclusion of the work states the followings: first, only twenty-five of the 40 event organization success indicators established through literature research work were deemed appropriate for this study by three MICE event management specialists in the pilot study. Secondly, 15 MICE event managers participated in the first phase of the study, which discovered 6 CSFs that are **clear objectives; location of venue; financial resources; code of conduct; marketing & promotion and sponsorship of event.**

Becomes fundamental for the event management that they put such features first when planning, still, regardless of those factors, remains hard to identify main KPIs (Anisin, 2021).

First, **total registrants'** number can vary depending on how narrow the topic is. The narrower the theme, the less people will be invited, thus ensuring mostly high-quality leads who will generate more ROI for the conference. Additionally, through the **number of attendees** is indeed possible to measure attendance in relation to the registrations recorded. Thirdly, it comes to **session attendance duration**. Considering attendees can enter and exit sessions as they choose, it is important to know how much time is spent on platforms and which sessions attracted the most attention. Moreover, also **engagement** covers a significant role among KPIs: the usage of a mobile app will better involve both in-person and virtual attendees, this will also make it easy to track vital statistics such as the amount of private and public messages exchanged, poll responses, questions posed, and so on. The **net promoter score (NPS)** reveals attendees' level of satisfaction and their willingness to recommend the meeting to other people. To determine NPS, send a post-event survey to participants. Also, the **number of booth visitors** shows how many individuals visited the sponsor booths, and of them, how many are qualified leads. Finally, it is crucial to focus on **revenue**: how much money has been generated by ticketing, sales, sponsorships, and other offers. This data can be seen and translated into success (or failure) through the profit margin and ROI (Anisin, 2021).

### 2.2.2 Critical Success Factors in a Sport Event

A successful event, as previously stated, depends on a series of key indicators, which must be set of at least four or six months ahead. Only like this, for the management will be possible to understand the amount of work that needs to be executed. This section has the purpose of addressing the narrower topic of Sports Event, to connect the theoretical knowledge in matter of events with our specific case. The work's study objective offers three different perspectives of critical factors: the **micro-level**, that is how event organisers define the success of an event; **the meso-level**, namely the determination of essential success variables that affect the outcome of various sorts of sporting events; lastly, a **macro-level** perspective will develop a wider and more in-depth knowledge of how to execute a successful sports event by proposing a framework of crucial success elements for large sporting events (Appendix: *Table IV*) (Kokolakis, 2018).

## 2.3 Marketing Planning

Regarding the marketing plan, marketing is defined in the Cambridge Dictionary as the "business activity of finding out what customers want, using that information to design products and services, and selling them effectively" (Cambridge, s.d.).

The definition of Event that can be found on Cambridge is as follows "an activity that is planned for a special purpose and usually involves a lot of people, for example, a meeting, party, trade show, or conference." A conference therefore falls into the event category (Cambridge , s.d.).

It would be useful at this point to combine marketing plan and event together to better understand their outcomes. Indeed, marketing is essential since it not only aids in ticket sales but also serves as the first impression of your event to potential attendees (Marinkovich).

Although social media and online marketing have altered the event marketing scene in recent years, the fundamentals have stayed the same; thus, it must be established clear goals, understood the audience, ensuring the strategy is focused, and then evaluate the performance for marketing (Marinkovich J. ).

Therefore, an event Marketing Plan is important for the success of an event, since promotion is one of the top event management expenses (Guidebook, 2019); in fact, as we can see in table II (Level of Significance for Success Factors), marketing for event management is one of the most important aspect to take into consideration from the management point of view.

To better understand why a marketing plan is essential for an event, the Planning process frame is analysed. The steps for creating the plan are the followings: situation analysis, marketing objectives, marketing strategy, financials, and budgeting.

Firstly, it is necessary to examine all the relevant facts; this is referred to as **situational analysis**, that means conducting an analysis regarding 5 categories (company, consumer, competitors, collaborators, climate) to understand the entire market (Indeed, 2022). Firstly, a company must analyse itself regarding its goals, market position, profits and how it compares with competitors. After that, there is the step of learning about consumer opinions and begin to figure out how their opinion can be improved. The third "C" is about competitors, to get into the view that there may be companies in the market with more financial resources or more market share. The fourth analysis to be done concerns the collaborators that is, the stakeholders who could benefit from the company's success. Finally, the 5-Cs analysis is also aimed at studying the social climate or context in which the company operates, basically a PESTLE analysis is done, that is, an analysis of the political, economic, social, technological, environmental, and legal factors in which the company competes (Indeed, 2022). After conducting the situation analysis, **marketing objectives** are described. As written by John Westwood, objectives are what we want to accomplish, whereas tactics are how we intend to do so (Westwood, 2006). These objectives need to be specific, measurable, achievable, realistic, and timely (Marinkovich J. ).

One of the marketing goals for an event could be to sell a predefined quantity of tickets. Designing the ideal event ticket, choosing a price strategy, and ensuring a smooth registration procedure for all the critical guests should all be top priorities when arranging an event. So, it

is important to have a clear goal of how much to sell but above all to know which strategy to adopt to reach the predefined ticket quantity (Davey, 2021).

Thus, after conducting the marketing objective, the **marketing strategy** need to be done. As written by Adam Barone a company's entire plan for reaching out to potential customers and converting them into buyers of its goods or services is referred to as a marketing strategy. The value proposition of the business, critical brand messages, information on target consumer demographics, and other important components are all included in a marketing strategy (Barone, 2022).

Indeed, one part of the marketing strategy is the aspiration decision, the company's stated goal in the market sector. There are three components to this choice: segmentation, targeting and positioning (commonly abbreviated as STP) (Romppanen, 2021).

In addition to the STP, to achieve the right market target and the marketing objectives, a concrete marketing plan must be shaped and implemented; indeed the 7 Ps of marketing — product, pricing, place, promotion, people, physical evidence, and process — are the cornerstones of a successful marketing plan. These tactics are important to catch the target market (Maryville University, n.d.). Thus, each “P” envelops an important tactic that need to be followed to accomplish the marketing objectives previously decided.

### 2.3.1 Budgeting and controls

Strategic and operational plans may be doable, but they may not be economically viable (Westwood, 2006). A marketing strategy may not be worthwhile if the investment required to put its strategies and action plans into motion exceeds the expected increase in revenue and profit for the business.

One of the simplest ways to determine whether the additional business you will generate as a result of your plan will be profitable or not, is to cost up all of the expenses you anticipate

spending in putting your plan into action, and consequently, compare them to the contribution that will be made by the increased sales volume as a result of your plan (Westwood, 2006).

Another strategy to develop marketing budgets is the competition matched. It means creating a budget based on the amount the competition is spending (Sanfilippo, 2022).

Finally, it is necessary to control and monitor the marketing plan to measure performance in achieving the objectives of the marketing plan and to recommend corrective actions (Westwood, 2006). Indeed, KPIs are defined as are precise, quantitative marketing measurements that track development toward a specified objective via marketing channels (Glossary, n.d.).

Some of the most important KPIs will be described. Firstly, the return on investment (ROI) helps in determining if the amount of money spent on marketing initiatives is worthwhile compared to the amount of money you get from sales (Petrova, 2022).

$$\text{Return on Investment} = \frac{\text{Net Profit}}{\text{Cost Of Investment}} \times 100$$

Lifetime value of a customer is another important KPI that truck the total amount of revenue a firm can make from a single customer (Petrova, 2022).

*CL*

$$= \frac{\text{Purchase Frequency} \times \text{Average Order Value} \times \text{Gross Margin} \times \text{Customer Lifespan}}{\text{Number of new customers}}$$

In addition to the previous KPIs, there is the conversion rate that measures the success of the advertising efforts and gives a sense of the return on investment. It tracks how many people visited, for example, the landing page and filled out the lead form after clicking a link from your email. It shows, especially online, how good is the marketing plan (Petrova, 2022).

$$\text{Conversion Rate} = \frac{\text{Total Conversions}}{\text{Total Visitors}}$$

### 3. Methodology

#### 3.1 Research Method

The main purpose of our dissertation, as initially stated by our advisor, is to create value for a Sports Club through an initiative or by solving a problem in their decisional/operational structure. In this specific case, as previously mentioned in the introduction, the aim is to strategically reshape the organization of the annual Sports Tomorrow Congress, considering the mediocre performance of FY2021 (See Appendix: *Table V*). Although the event management's forecasts were already not encouraging (expected losses of –€109.475), the real outcome it turned out to be even worse, with a net profit of –€241.660. It was necessary to study the Profit and Losses statement to understand there were several issues to consider, from the poor selling of tickets to the incredibly low budget allocated to marketing.

To understand reasons behind this unsatisfactory result, it was necessary to gather from other entities examples of well-managed past events which had a positive outcome. It was crucial to find a benchmark which helped us to comprehend where BIHUB committed a mistake during the organization. That is why we started contacting various experts in the field of MICE events (professors, consultants, professionals). We had the chance to have very stimulating meetings and ask them which direction we should have taken if we were in BIHUB's shoes. Important to mention that FC Barcelona's sensible information have not been revealed to anyone, according to what agreed with the Director of Innovation and General Manager of the department, Albert Mundet. Moreover, deep research has been conducted to see key characteristics of the event market and was particularly helpful to compare others' performance with BIHUB's.

### 3.2 Data Collection and Analysis

Data collection is the act of collecting, measuring, and analysing precise data from a variety of relevant sources in order to solve research problems, answer questions, evaluate outcomes, and predict trends and probability (Simplilearn, 2022).

The dissertation had to focus on the gathering of qualitative data, and the reason behind lays on the fact that there is a lack of public numerical data about other companies past events and performance. That information is supposed to be confidential, hence it is exceedingly difficult to base our results on statistical evidence. Thus, semi-structured interviews have been designed, and submitted to experts, managers, professionals, and other people belonging to the event industry. With an average duration of 40 minutes each, interviews had been run during the second half of October, they were audio captured and then transcribed verbatim. The content of each interview was examined qualitatively for correlations with the themes investigated in this study. It is a pleasure to say that the dedication and the extreme kindness adopted by our respondents was an example of professionalism and integrity (*Appendix: Stakeholder Interview Section*).

However, qualitative data were not enough to solve the key issues, and unfortunately event workers were not able to deliver specific numbers due to companies' privacy policies. That is why we made use of various platform which shown main indexes and stats about the MICE event market. This passage was crucial to better understand the general trends and various competitors of BIHUB. Also, considering the academic purpose of the work project, we made use of several textbooks which addressed the topic of event management (e.g., *In Any Event*, S. Maier, 2012), and marketing plan (e.g., *How to write a marketing plan*, J. Westwood, 2008). Moreover, much research had been used to build a consistent base of knowledge in the literature review. Lastly, we thank Romina Reborido, BIHUB's Sport Congress Manager, for providing us useful material which will allow us to run a correct Situation Analysis (see Chapter 4).

### 3.3 Interview Process and Design

Primarily, the purpose of conducting interviews is to gather information that may be used to further the study's overarching goals. Thus, it was important to consider the question to ask to align it with the aim of the thesis (Phair & Warren, 2022). Indeed, it was used a semi-structured interview approach. To answer our study topic, we chose to speak with specialists in sporting and non-sporting events and conventions. As a first step in addressing the problem, research was undertaken on the most popular corporate social networks (LinkedIn) and the internet to identify key figures in the MICE sector. Our questions to the experts were intended to elucidate not just how to organize successful congresses, but also how to generate value for the congress's stakeholders and attendees. After contacting the individuals and scheduling the meeting, we compiled the list of questions to be asked.

In addition, three factors were considered while designing the interview procedure. Firstly, prior to the interviews, it was essential to have a clear understanding of what we hoped to accomplish through the process. Secondly, it was necessary to be extremely clear and specific with the respondents; in fact, we provided everyone with an overview of the research before beginning the questions. Finally, we attempted to maintain a formal atmosphere while putting the individuals in front of us at ease.

### 3.4 The Methodological Limitations

The study's limitations are those aspects of its design or methodology that affected or influenced the application or interpretation of its findings. (Sacred Heart University, 2013)

Our research has methodological limitations, which are described below. For instance, statistical investigations it is essential to have a suitably large sample size to be able to connect the acquired data with realistic assumptions. The first problem faced was therefore the difficulty in reaching an adequate number of respondents; in fact, of the one hundred people contacted,

only ten were willing to talk to us. Thus, the sample size, which was too small, can be limiting in terms of outcomes. We faced a second major shortcoming: we were not able to find many benchmarks of sports congresses for a P&L and for the marketing plan; in fact, when we asked to have a benchmark of congress' P&L, some respondent politely declined due to a question of data sensitivity. Therefore, with not enough interviews and benchmarks available, several conclusions and assumptions may be limiting.

One of the key issues is the few literatures specifically concerning marketing for sports congresses; in fact, online it is possible to find a wide range of research and websites that talk about marketing for congresses, but many sites could be unsuitable for a master's thesis.

A further limitation concerns the lack of data which identifies and assembles the market of Sports Business Conferences. Over the last decades, various institutions, clubs, and companies have organized conferences and meetings covering topics related to the sports industry. However, it is apparently not possible to find any study about this market on every affordable source.

Finally, the last limitation concerns the little presence by our partner, that is, the innovation manager of the Innovation Barcelona Hub; in fact, in February 2023 there will be the annual Sport Tomorrow Congress and the team is focused on preparing the event. Therefore, it has not always been easy to have the data and information that served for a correct analysis of the topic. However, we tried to create a logical and intelligent thread to be able to overcome such limits. We tried to have as much information as possible from the interviews we had; we studied thoroughly the literature review and, finally, we tried to use methodological research that allowed us to be coherent and specific.

## 4. Case Study: Sports Tomorrow Congress

### 4.1 Introduction

The fourth chapter of this work project represents a turning point. From here, it is going to be studied the case of Sport Tomorrow Congress 2021, held by Barcelona Innovation Hub. The final purpose of our thesis is to create value for the partner organizations (in terms of profit) (Brinca, 2022). Thus, we will first give an overlook at the environment where BIHUB operates when running a Sport Business Conference, consequently it is going to be provided a closer description with a 5-C analysis to offer a complete view by using multiple perspectives. The last part of the chapter will diagnose the crucial issues that BIHIB is subjected to, such problems will emerge thanks to a depth study of the whole Innovation Hub.

### 4.2 Market Overview

A study of the market includes data on several market factors, including industries, clients, rivals, and competitors. Based on these insights, it is possible to make more informed decisions about possible marketing strategies (Bhaskar, 2020). To deliver a complete overview of the landscape, we are studying two types of markets: the MICE event industry and the sports industry. However, we cannot state that the conference we are evaluating belongs strictly to one of those environments. In fact, it has been identified a third market, whose major features are the merging of the two industries previously mentioned. The new element in consideration is the Sports Business Conference (Appendix: *Table VII*).

Firstly, the size of the worldwide **MICE market**, which was assessed at \$805.0 billion in 2017, is expected to increase to \$1.337.4 billion by 2028, with a CAGR of 21.3% between 2021 and 2028. Due to the accelerated globalization and development of the service sector, as well as the ongoing advancement of scientific and technical advances, this sort of market has seen exponential growth (Dinesh T A. K., 2021). Based on that kind of event, the worldwide

MICE market is broken down into meetings, incentives, conventions, and exhibits. Asia-Pacific is anticipated to see the greatest growth rate overall throughout the projection period. Emerging nations in this area, including Singapore, China, and India, are quite important. In fact, it is projected that by 2028, the MICE market in the Asia-Pacific region would generate \$501.3 billion in sales, representing a 6.7% compound annual growth rate (ResearchDive, 2021).

Furthermore, we analysed the **Sports Market**: the worldwide sports industry increased at a compound annual growth rate (CAGR) of 39.9% from \$354.96 billion in 2021 to \$496.52 billion in 2022. At least temporarily, the Russia-Ukraine conflict hampered the possibilities of a COVID-19 pandemic-related global economic rebound. However, this market is anticipated to reach \$644.6 billion in 2026.

Therefore, it is logical to mix the MICE and the sport market size to understand if there will be opportunities for Barcelona Innovation Hub in its market. Indeed, in 2022 there have been seventy-four sport business summits from around the world covering topics as sports media, fan engagement, sports law, sports venues, sports careers, sports technology and esports (Score and Change, 2022). Thus, the improvement in technology and online conferences, an estimated increase in the sports and MICE market and, finally, an average of six sports congresses per month, makes us assume that the market for sports congresses could increase over the years and that, therefore, there is potential for growth for the Barcelona Innovation Hub and STC.

#### 4.3 Five-C Analysis

To serve customer needs profitably, a company must comprehend its external and internal circumstances, including the consumer, the market environment, and its own capabilities. In addition, it must anticipate trends in its dynamic operating environment. The 5 C Analysis is a good framework for completing a situation analysis, going in depth into the five concepts of **Company** (1), **Collaborators** (2), **Competitors** (3), **Customers** (4) and **Climate** (5). This

technique is an environmental scan of five principal areas relevant to marketing decisions. (NetMBA Business Knowledge Center, 2010).

(1) **The company** soon to be considered in this passage is not FC Barcelona as a whole, but only its innovation department. From now on, our analysis will be entirely developed on BIHUB, whose mission is to create the leading centre for sports knowledge and innovation in the world. FC Barcelona wants to help change the world through athletic excellence. Having this in mind, the BIHUB aims to create an ecosystem (Appendix: *Table VIII*) that bolsters knowledge and innovation to raise the bar of sport professionals within the industry and beyond. The goal is to promote a culture of excellence and collaboration with brands, universities, research centres, start-ups, entrepreneurs, students, athletes, investors and visionaries from all over the world. Only like that the club will help spawn new knowledge and create ground-breaking products and services that can benefit athletes, partners, fans, and society as a whole (Reborido, 2022). The department's values are based on four main pillars: **Research and Development, Barça Universitat, Innovation, Sports Tomorrow Congress**. Our focus will be on *STC* since it is the research topic of the thesis.

Thus, Sports Tomorrow Congress is a conference on a scientific topic of global relevance within the sports industry. Focused on identifying the main challenges of the sector, as well as discovering and sharing the projects that are currently being developed related to innovation and sport. Year after year, since 2016, *STC* brings together many international experts to discuss never-before explored ideas to unleash the full power of sport innovation (Barça Innovation Hub, 2021). The conference gives the opportunity to companies and start-ups to connect, learn and collaborate on the big sports industry challenges, also through meeting the best practices and innovative ideas from the best experts in the field. Moreover, *STC* offers a variety of possibilities to reach a global sports science & sports business audience, and it positions an organization in the Barça Innovation Hub Ecosystem (Appendix: *Table VIII*).

Until 2019, there were medium-size conferences every two weeks. Each had a name (Sports Medicine Summit, Sports Analysis Summit, Sports Physiotherapy Summit, Sports Technology Summit, Sports Performance Summit, Sports Nutrition Summit, Sports Business Summit), however, the cost summary report showed that the meetings were not profitable. In 2020 the epidemic occurs, as an alternative to regular occurrences, there BIHUB identified a commercial opportunity, and a good method to make changes. The goal is to develop an online gathering place for sport professionals. In 2021, face-to-face events returned. BIHUB did not want to lose money setting up such a large event, so they proposed breaking even. To offset costs, they sold tickets. All this has helped us become known among sports professionals and experts and expand "research and knowledge." The BIHUB brings the sports world together to explore critical concerns, recent technologies, and future trends. Every year they commemorate an interesting subject or "what's to come." Sports Tomorrow Congress 2023 takes brain centre stage, to investigate the relevance and developments regarding the cognitive role (both: human and artificial) in sports activity. The department secured a deal to participate at MWC Barcelona 2023. The agreement will incorporate sports innovation into one of the world's most important technological events, MWC Barcelona, and promote Sports Tomorrow to a global audience. The event moves from the Club's turf to a city-level project like MWC Barcelona, which promotes the Barcelona brand globally. Sports Tomorrow Congress 2023 and MWC 2023 could join forces to strengthen the link between sport and technology, position Sports Tomorrow on an international scale, and provide networking opportunities with top leaders and most relevant topics in the sports and technology industries (Reborido, 2022). A SWOT analysis (Appendix: *Table X*) was created after studying the Hub's structure and attributes to describe its present and prospective position.

(2) BIHUB's **Collaborators** can be identified by a plethora of actors which contributes to the success of this department. When we consider BIHUB employees, there are only six people

who compose the effective workforce (See Appendix: *Table XI*). The Director of Innovation, General Manager of BIHUB; two people dedicated to relationships with customers, the former deals with B2B market, the latter manages online courses and B2C Sales; two employees are dedicated to innovation and the research for start-up projects that can be developed within the BIHUB; the last person instead, organizes everything about the annual event of STC. Moreover, the Innovation Hub can count on other partners within other FC Barcelona's departments which have the function of managing their accounts. They have around one employee from every other district which manages BIHUB's eventual issues (Procurement, Human Resources, Legal Department, Marketing, Social Media, Communication). Considering more in depth their concept of innovation, the whole department encourages various partnerships with start-ups or with other innovation hubs from other firms. So far, BIHUB could evaluate new business models co-developed with new-born firms, the most notable partnerships have been created with WIMU Pro (Product validation in high demanding conditions. Accurate tracking solution.); SYNCHRO RT (Development of a solution for real time immersive consumption of 4D construction models for the Espai Barça project); Pixellot (Fully automatic tactical video production for professional and amateur Sports); Gatorade SSI (Athletes personalized hydration); Allianz (Better sleep monitoring technology).

A list of sports business conferences that could be considered **competitors** (4) of STC is provided below (Appendix: *Table XXVIII*). The summits taken into consideration address subjects such sports technology and innovation from all around Europe. In 2022 there were thirty-three sports congresses, 9 of them in Britain with London leading the list with 7 events; 5 conferences were in Spain, 4 in Germany, 3 in France and 11 in the rest of Europe. Therefore, four congresses were considered because of similar themes, targets, and participants. The congresses are as follows: *SportsPro Live*, the *Global Sports Week Paris*, the *Sport Innovation 2022* and the *SportsPro OTT Summit* (See Appendix: *Table XVIII*).

*SportsPro Live*, which was held at the Kia Oval in London on April 26–27, reunited the industry and gave sports leaders the tools they needed to make better choices for their businesses as the problems associated with digital transformation continue to change. In this uncertain world, SportsPro Live is even more the place where important discussions between prominent figures, influential athletes, and game-changers take place. A business that is interested in the future of sports media might contact a team member to talk about potential cooperation options. Conviva, Greenfly, Layer 0, NorthStar, and others are partners (SportsPro, s.d.). The event is onsite and has more than seven hundred global attendees with 70 industry leading speakers. The conference can afford very notable guests such as Chelsea, Visa, UEFA, FIFA, Sky Sports and even NBA following 40 hours of content regarding the future of sports. Prices to attend the conference are £699 for one day, £1299 for two days and £199 for the on-demand site. Speakers include experts such as Ben Morel (CEO six nation), Claire Cronin (CMO of McLaren Racing), Robert Klein (Chief Executive of Bundesliga International) and more.

Another relevant actor is the *Global Sports Week* which provides a one-of-a-kind environment and stage for sport's future opinion leaders and decision-makers to convene, shake up ideas, and exchange perspectives. Global Sports Week is a business endeavour started by Lucien Boyer, Laurent Damiani, and Arnaud Drijard, three international sports marketing specialists. GSWParis has been run under the high patronage of both UNESCO and Mr. Emmanuel Macron, President of the French Republic, from the event's initial iteration.

More than 2,000 individuals attended the first international forum, which was held at the Carrousel du Louvre in 2020. In only two years, it has become the premier gathering spot for institutions representing the whole spectrum of the global sports ecosystem, all of which are dedicated to building a brighter, more sustainable future for the sporting world.

There are usually 150 speakers in attendance. Among most notable characters we can find Neathal Pechalat (president of the French sports federation), Tony Parker (NBA player), Elina Svitolina (Tennis player), Christophe Dubi (Olympic Games Executive Director, International Olympic Committee), Gerard Pique (Football player). Moreover, the target audience consists of industry professionals, NGO leaders, solution providers, start-up founders, journalists, and athletes. In terms of partnerships, Global Sports Week collaborates with Adidas, Coca cola, The French government and French sport touch as well as others (Global Sports Week Paris, s.d.). The pricing of the event is divided into 3 passes: the full pass (2days) that costs 598€, the full pass (participants can either go in the first or second day) which has an entrance cost of 358€ and, finally, the digital pass which costs 118€.

The third competitor is the *SportsInnovation*; it is a gathering designed in cooperation with DFL that provides fascinating inventions, eminent speakers, and plenty of opportunity for dialogue in a fascinating venue as the stadium of Düsseldorf, in Germany. Participants at SportsInnovation may look forward to learning from the top experts and receiving in-depth insights as well as information on the newest trends and advancements in sports technology. Additionally, a compelling supporting program with live competitions, exhibitions, and panel discussions will be available, providing a wonderful chance to directly influence the direction of sports. A first-rate conference format complements the event. There are sixty speakers with 1,200 participants who are part of the top management of companies and therefore have opportunities as decision makers and with budget responsibilities (Sports Innovation, s.d.).

Tickets to enter the event are divided into two categories, the innovation pass which costs €750 and the innovation PLUS pass which costs €1750 (See Appendix: *Table XIX*); the most expensive ticket gives the possibility to attendants to have priority over others: they can participate in guided tours, and they have premium seating in the main stage. Moreover, with

the Innovation PLUS pass, participants can access the 1on1 meeting area (SportsInnovation 2022, 2022).

The last important competitor is the *SportsPro OTT Summit*. We found SportsPro as the main competitors for the BIHUB since it holds the OTT in Madrid and USA, the SportLive in London and Asia. SportsPro Media began in 2008 to connect and excite the sports business world. The digital platforms are used to stay up with worldwide sports industry news. SportsPro provides online and in-person events in global markets. In-person events attract top executives and develop networking groups. SportsPro links with innovative organizations to conduct industry-changing debates (Sportspromedia, n.d.).

Indeed, the SportsPro OTT summit will take industry specialists beyond buzzwords and enable them to confront the market's transformation. It takes place from 29 of November to the 1<sup>st</sup> of December in Melia Castillia (Madrid). During the three days, there will be more than fifty insightful sessions and one hundred speakers that will try inspiring more than 1000 attendees. This event is designed for C-levels, senior vice presidents, directors, and heads of departments from international rights holders, broadcasters, digital innovators, and much more (SportsPro, 2022). The price of the OTT Summit is high as the standard Conference Pass price is of €1495 and the Full Access Pass is 1725€ and it has the possibility to visit the Olympic Channel HQ for a masterclass presentation and the access to full catalogue of OTT Summit. Therefore, some congresses were noted with which the Sport Tomorrow Congress could compete, considering the similarity of themes, similar duration of events, equal target audience, and resonance they have.

As regarding (4) **customers**, we will focus here specifically on the STC's target audience. The Barcelona Innovation Hub try to reach a global sports science and sport business audience to position the guest organization in the Barca Innovation Hub Ecosystem. Everyone is welcome

to join STC, however, as the talks are of an advanced level, the recommendation to attendees is to have a proficient level of knowledge and understanding of their field. The congress is an excellent choice for sport and professionals and organizations that have ardent desire to connect, learn and collaborate on challenges, within the sport industry among different tracks. Moreover, the Barcelona Innovation Hub seeks to target experts in the sports sector, with the aim of bringing them into its networking and to share knowledge. Thus, the event brings industry leaders, innovators, coaches, doctors, data scientists, nutritionists, entrepreneurs, sport managers and other forward-thinkers together.

For instance, in the STC in 2022, there was an International Audience Networking with participants coming from fifty-one countries and this is thanks to the official language in which the congress is made. Moreover, the total attendees that were gathered were more than 2500. Sixty-four percent of participants were Spanish, which means that even today most of the target audience is native Spanish speakers; the remaining 36 percent is made of Portuguese, French, Mexican, Italian, Dutch, U.S., and British. In short, the real target audience is the industry expert living in Spain.

Finally, it is essential to concentrate on external elements that could have an impact on the firm while examining the **climate (5)**. The BIHUB has an important task to know and be able to respond to new emerging trends and market growth. Thus, there are trends that will shape the future of this market. Firstly, participants might not want to go to B2B events physically; indeed, a survey made by the International Association of Exhibitions and Events discovered that 38% of event attendees don't want to attend B2B events due to the possibility to interact online; indeed event may be too expensive and there's not enough ROI (Teo Cheryl, 2022). The point is that "nothing in the business events can replace face-to-face, indeed the industry needs to relearn what participants want to bring them back in on-site events (Teo Cheryl, 2022). Therefore, a hybrid events setting shows the best solution for sport congresses.

In addition to the previous consideration about virtual and on-site events, it must be analysed the metaverse's trend. The concept of the metaverse is to combine technological advancements with real-world settings to create a virtual environment where people can interact and communicate (Thailand Convention and Exhibition Bureau (TCEB) , n.d.). In 5 to 10 years or sooner, Metaverse may allow individuals to undertake things together as if they were in the same area. Metaverse may save time and money for MICE events; travellers may not have to travel as far to attend meetings or seminars if they link a few devices to a 3D virtual environment (Thailand Convention and Exhibition Bureau (TCEB) , n.d.).

The second trend regards the sustainability factors such as “go green or go home”; indeed, along with pursuing a sustainability certification for events, the expanding net-zero trend in the sector is undoubtedly deserving of consideration and further investigation (Teo Cheryl, 2022). For example the capital city of Madrid, a leader in MICE tourism and a destination committed to sustainability, recently unveiled a MICE Sustainability Guide that evaluates the critical elements necessary for integrating the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda established by the United Nations (UN) into the various business meetings held there (Julie Surrey, 2021). The main concept here is that Spain is positioned as one of the leading destinations in tourism and it is placed in the fourth position as regarding the MICE tourism; therefore future growth must include many different courses of action if it is to result in a MICE sector that is stronger, more robust, and capable of balancing the requirements of people, the earth, and prosperity (Julie Surrey, 2021).

Finally, The MICE sector is undergoing a revolution because of personalization since MICE agents must now approach situations very differently. Cookie-cutter events will not be well received; instead, you should interact with your audience, customize events to meet their wants and tastes, and provide uncommon and unexpected experiences. It necessitates giving customers additional options, such as fresh meeting arrangements and motivating activities.

The old speaker and delegate roles have clearly given way to ones that incorporate the audience more actively (Uniglobe, 2019).

#### 4.4 Diagnostics of Main Issues

This closing section of Situation Analysis has the purpose of identifying the three most relevant issues emerged from the study of *Table V*. Overall, they did not reach the expectations **(1)**; the budget allocation towards marketing campaign has been incredibly low **(2)**; the target audience is too broad and not well-defined. **(3)**.

**(1)** At a very first glance, it comes spontaneous to question about the huge **discrepancy between forecasts and reality**. It has been sold tickets for 78% less than what planned beforehand, for a total of €246.268 unearned money (see appendix: *Table V*). It is for that which came necessary to request more money from sponsorships than what agreed at the beginning (€30.000 more). Looking to the rest of *Table V*, from costs' side, everything has been managed according to initial estimates (the management was able to cut total expenses by 6%), this gives a stronger assumption of how low sales represent the main cause of huge losses. If we add to the previous consideration the available data about Net Profit of past events, it comes spontaneous to say that the management has never found a way to create financial value to the company, as portrayed in the table below.

Event	STC19 (Presential)	STC20 (Online)	STC21 (Hybrid)
<b>NET PROFIT</b>	-351.000€	-22.000€	-241.660€

According to the illustration, the in-person format always led to a consistent loss. In 2020, due to COVID19 pandemic, BIHUB was able to cut costs related to the manging of the venue, reducing the deficit substantially. STC21 represents a further confirmation of the impossibility for BIHUB to produce a sustainable onsite model.

(2) The second issue has been observed is the extremely low **budget allocated to marketing**: less than one percent. The confirmation of this assumption finds support in the interview we had with Romina Reborido, Sports Tomorrow Congress Manager at BIHUB, which states: “there was a very low budget for last year’s campaign” (Reborido, 2022). A second corroboration is given by Edonella Bresci, Event Manager at TEDxPadova – TEDxCortina. She believes that a correct marketing allocation must be set between 30% and 40% of the total budget (Bresci, 2022). Considering these professional opinions, a different allocation on marketing must be considered to implement a correct promotion strategy for the conference.

(3) It has been discovered a difficulty for BIHUB in identifying a clear target audience. Considering the poor selling performance (appendix: *Table V*), it is evident that they relied too much on a B2C audience, which has not been attracted enough by the pricing format (Appendix: *Table XVI* and *Table XVII*). This assumption finds confirmation on the Post-mortem presentation provided by the department itself, which admits that, regarding B2C market, they could not reach expectations. It has also been stated that for the following edition they needed to shape a different strategy B2B-oriented (Barça Innovation Hub, 2021). As already mentioned in chapter 2.2.1, the identification of an audience must be consistent with the main objectives proposed by the event. If the event is a conference which faces with specific topics of sports industry, the attendees are supposed to be professionals and sports workers. Hence, it is less likely to attract customers willing to attend the meeting for recreational purposes.

In the following chapter of the dissertation, it will be proposed solutions for each problem diagnosed, through the implementation of a marketing plan.

## 5. Marketing Plan

Once understood the setting in which Barça Innovation Hub is inserted, now the work project faces the topical chapter. Considering what emerged at the end of the Situation Analysis, now

urges to apply an effective marketing plan in order to give a concrete look at what must be managed differently to ensure future positive cash-flows. Of course, a different shaping of the whole marketing structure is necessary, but unfortunately, as already mentioned in chapter 3.4 (The Methodological Limitations), it was possible to make use of a minute amount of data. That is why the purpose of the following paragraphs is to provide useful and concrete insights, but without having the capacity of designing a tailored marketing plan according to BIHUB's needs. However, the idea remains to find an effective strategy to sell more tickets and reach the profitability.

## 5.1 Marketing Objectives

As a first step, we set marketing goals to give to BIHUB a clear direction over the next few years. The goals have been divided into short-term (1-2 years), mid-term (3-5 years), and long-term (7-10). The goals in the *short-term* relate to an increase in ticket sales with an increase in revenue; in fact, the BIHUB's main problem has been the discrepancy between sales estimates and actual sales. Since STC has not been profitable, we set as an objective to become profitable within 2 years. In addition, it is important to increase brand awareness around the congress because this could increase the strength of FC Barcelona brand and increase in market share over competitors. Moreover, the Barcelona Innovation Hub, according to our analysis, does not use enough of the possible synergies deriving from being part of the world's third most valuable brand. Going to a Barcelona Innovation Hub conference means becoming part of the Barcelona poly sports and all the benefits that come with it. Finally, we need to build the loyalty of Spanish and European consumers who are already familiar with the brand.

*Medium-term goals* focus on making Sport Tomorrow Congress the world leader in sports congresses; to do this, it is important to raise awareness not only in Europe but also in other countries. In fact, although the European market will maintain dominance in the sports technology market, the Middle East and Africa will grow 20 percent by 2030 with increasing

interest in the sports market and its innovations. Therefore, it will be important to discover new slices of the growing market. In addition, during the next 5 years there could be the possibility to switch from an in-person event to a virtual congress that gives the possibility to people to follow from their home the speakers.

Finally, the *long-term goals* focus on launching a congress that is fully immersed into a 4D-reality and into the Metaverse. We believe this is part of a long-term goal because as of today (look at trends chapter), the market prefers to follow in-person congresses.

### 5.3.3 Place

The breakdown of distribution process considers the four “**Ws**” questions: the **What** describes the two interrelated flows that show what is being distributed. That comprehends first the information and promotion flows. In our case, it is necessary to create an aggressive promotional campaign through main social networks, especially on those who groups professionals of the sports industry. Second, the negotiation flow will be controlled through an appropriate salesforce, designed to be flexible in dealing various customers and not numerous to contain costs. The **How**, explains how the service is delivered to users. Concretely, the event will be held in two different formats: online and onsite. The former allows attendee to participate to every single part of the conference from distance, through the online platform provided by STC. As already explained, the online format is also related to a lower ticket price, considering the limited immersion into the congress. The latter instead, offers the full in person experience. Of course, the ticket price for being in person at the STC needs to be higher (see chapter 5.3.2). The **Where** defines the location of the conference, which will be held entirely in Auditori 1899 and Sala Roma in Camp Nou. These two venues have been the stages for previous editions, also it is fundamental to set the event inside FC Barcelona environment for a deeper immersion. Lastly, the **When** explains the schedule of the event, which takes will last

for three consecutive working days, possibly close to the weekend (see chapter 2.2.1) from 9.00 to 19.00. After that, it will take place an After-Congress event in the same venue every evening.

At this point must be explained the relation with **intermediaries**, those entities which perform side activities to ensure the correct unfolding of the congress. The tasks to be delegated to other companies are those related to the transportation and installation of all those elements to build up the event setting, the transportation of people, the catering service, the security service. Obviously, outsourcing such activities implies additional costs to consider in the P&L, thus is key to understand to what extent STC can be autonomous.

#### 5.3.4 Promotion

The "**P**" inherent of Promotion is essential for a complete marketing mix, in order to communicate to consumers that they need the service we are proposing and that it is priced appropriately.

In 2021, the budget allocated in marketing for the STC was 1000€ with a reviewable social presence (See Appendix: *Table VI*). Leading indicators for earned media talking about 52 editorial mentions, 215 thousand people reached through media, and a growing media exposure near the STC 2021. What seems to be lacking is adequate promotion and budgeting allocation for a congress of the most famous brand in sports. Therefore, below we have outlined a Marketing Communication strategy aimed at achieving the short-term goals (See chapter 5.1).

The strategic planning process is a path that includes some steps. First, to create an appropriate communication campaign, it is useful to understand the target audience: the primary that we identified are **Favourable Brand Switchers** (those who use our brand the most) and **Other Brand Switchers** (those who use other brands more than ours), who use both our service but also that granted by other brands. This means that the important thing for STC is to increase brand awareness and attitude toward that target audience that is not 100% convinced to use our

service, but there is still room for acquiring them. The secondary target audience are our **Brand Loyals** who need to be targeted secondarily, given their loyalty to our service. FBSs have high leverage at the beginning of the product category lifecycle because most of the BLs come from this group. After experimenting with various latest brands, their purchases of our brand will increase if they include it in their set of acceptable products. OBSs, on the other hand, have low leverage due to a difficulty in attracting them considering they are more likely to choose competitors' services, although they had the chance to try BIHUB's.

Regarding the profile to target, our target audience is composed of people between 25 or 55 years old, mainly Spanish but that also come from other European states (especially UK). Their hobbies are sports, reading, innovation, technology, and networking; in addition, the segment studied has a high income and is part of a high social class. The level of education is also high, as they hold a master's degree, MBA or PHD. Finally, their profession is related to the world of sports (analysts, doctors, managers, start-up creators, psychologists).

The action objectives for our target audience are as follows: the BIHUB should reach out to **BLs** to make them **repeat purchase** with a low investment price given their loyalty. As for **FBSs** we should induce them to **repeat purchase**. Finally, the other **brand switchers** should be convinced that our product is better than that of our competitors and thus they should be induced to come again and **try the service** for the first time. In short, *the goal is to retain loyal customers and convince the uncertain ones to join the STC.*

To know the consumer even better, it is important to understand at what times they are expected to encounter the proposed service (STC). In fact, during the **need arousal**, the person who initiates the contact process is likely to be a worker in the world of sports who, 6 months before the conference, during work, sees our brand and becomes interested. In fact, during the **information search and evaluation of alternatives**, the segment begins to study the market

through social networks and web sites, also comparing available prices. At this point, once the service is chosen, the consumer's company will buy for its employee the ticket through the application about four months after the event. Use of the service will be online or onsite; onsite means taking public transportation to get to Camp Nou.

Once understood the target audience and its behaviours, it is critical to know how to position appropriately. Regarding the positioning statement, we refer to the chapter on positioning (see Chapter 5.2.3); in addition, it is essential to use the **I-D-U model of benefits** to outline the importance (i), deliverability (ii), and uniqueness (iii) of the service. The key benefit (i) is the opportunity to become part of Barcelona's networking and see the club's facilities. Deliverability (ii) is about how the benefits are delivered, namely through a networking area in Sala Roma and through the opportunity to meet unique speakers in an inspiring environment such as Camp Nou. Uniqueness (iii) then comes from being FC Barcelona and being able to be for a day a player, coach, worker in a club that is "*mas que un club*".

The **communication objectives** are to change and increase brand awareness as the BIHUB needs to relaunch the image of STC to increase sales. Furthermore, a second objective is to create a cheerful outlook towards the brand. Creating a favourable brand image may have short- and long-term advantages. A corporation must find unmet consumer expectations in the target market and strategies to meet them via the branded product to establish a prosperous brand attitude. Finally, one last goal is to increase the purchase intentions of a customer, which is the likelihood that customers will buy a product or service in the future and the inclination to buy a brand often. Similarly, customers' buying purposes are based on what they stand to gain from a product or brand. In this research, we believe perceived value plays a crucial role in consumer decision-making and influences purchase intention.

At this point, let us put the **creative strategy** into practice. The **Key Benefit Claim** we found is the following: *Sport Tomorrow Congress, discover the path of innovation into FC Barcelona sport planet. Inspiring environment to dive into the future.* Through this claim, both sensorially (*inspiring environment*) and intellectuality (*dive into the future*) are stimulated. This weight of claim is crucial, because following the Rossiter-Percy Grid (See Appendix: Table), the service is a **high-risk reward purchase**, namely it is characterized by high investment and positive desired emotions. So, through marketing tactics, it is key to ensure sufficient exposure to the STC brand and service itself. FC Barcelona logo will be used together with the Key Benefit Claim; the creative execution of the promotions must be authentic and must have the objective of creating an identification of the consumer with the brand. Therefore, through the official channels of BIHUB and FC Barcelona, club's athletes, and the strong image of Barça will be used to demonstrate how participating in the STC means entering a planet made of sport, innovation, and excellence.

Finally, we have decided to **increase the marketing budget** from €1,000 to €5,000, divided as follows: €1,500 for Instagram ads, €1,000 for LinkedIn ads, €500 for E-mail Marketing, €1,000 for YouTube ads, another €1,000 for Google ads. As specified by the estimates (Appendix: See *Table XXXIII*), it would thus be possible to reach 486,626 users. Recalling the assumption made in chapter 5.3.2 (Pricing) inherent in the expected number of participants, to be able to sell one thousand tickets, a conversion rate of 0.21% is sufficient.

### 5.3.5 People

The "**P**" inherent in People is particularly important to describe the role of the whole workforce during and after the event. Therefore, consumer satisfaction is directly proportional to employee satisfaction.

The BIHUB has six people on the team: the director, who manages various aspects of the BIHUB and the STC and there is one person in charge of conference management, who may have help from some colleagues who are part of other FCB departments (marketing, logistic, finance, operations, HR). The limitation in this case is that having just one person totally dedicated to the organization of the congress is too little, in fact, given the low sales in 2021 and given the low cost of the internships in Barcelona (300€ per month), two sales interns could be hired for the 6 months prior to the event, in which one is more focused on partner relations and the other on actual B2B sales. It is therefore important to have employees capable of finding the segment in the market, contacting them, attracting them, and leading them to purchase the ticket.

The two Interns will also have the task of handling customer service before, during and after the event always considering the two points of view: the sponsors and the consumers.

The sales strategy will now be outlined, to lead to an increase in sales and revenues. It is divided into sales strategy (i) go to market strategy (ii) and the sales force design (iii).

Regarding the first point (i), it is important to find the right segment to target with a precise customer offering; it means that salespeople will contact each worker in the Sport Astronauts target with different proposals. Moreover, it is fundamental to have a structured sales process with activities for the customers. Indeed, during the interest creation of a possible participant, salespeople should create awareness, prospect, generate leads, oversee inbound calls, and provide information to prospects. After the creation of interest, the sport astronaut will go in the pre-purchase step, in which BIHUB should qualify prospects, explain the features and benefits for participating the STC, understand the needs of the customer as well as solve some potential problems. In this phase, the customer has the possibility to compare STC with other competitors; thus, it will be fundamental to be present in people's mind. During the purchase

phase, the intern should end up with the negotiation and close the sales. During the post purchase, the activities should be focused on providing ongoing customer service and to help participants before, during and after the congress.

After presented a framework for determining a firm's sales strategy, including the right product and service offering and sales process for each type of customer, the firm must decide which sales and marketing channels (ii) are best suited to deliver this sales strategy. BIHUB will need both inside and outside resources. Inside the BIHUB there is the intern that, together with manager and with other departments, will try to catch through different channels the target. Instead, the outside resources that BIHUB could use, includes partners of the entire FC Barcelona multi sports as well as partners of the STC. BIHUB should creatively combine the use of internal and external resources to execute its sales strategy to reduce the cost of connecting with customers and, at the same time, to enhance customer impact.

As regarding the inside resources, the salespeople understand which channel to use to better reach Sport Astronauts. The best way to do that, it is through direct mail and phone calls; the importance here is to find out the right segment through a deep study of the Sport Astronaut's segment.

The final phase of the sales strategy is concerned with the design of the sales force (iii). In the case of BIHUB the low budget available consent to hire just one intern for the duration of 6 months that can talk both English and Spanish languages since the target is inside in Spain but also around Europe. We estimated that if the intern sales make 35 calls per day, 6300 expert calls would be reached in 6 months, which would be in addition to the people reached through the promotion strategy. It is important, however, that if even 3% of the people called turned into paying participants, we would already have 189 customers, which would bring us closer to the amount of people for the breakeven point (See Pricing chapter).

The role of the manager of BIHUB and the manager of STC is to motivate people to get the most from them; it is fundamental to energize and motivate employees with set of rewards. It could be an idea to give a little percentage of 5% to the salespeople, with an increase on percentage as sales enhances. This type of strategy increases sales as well as employee satisfaction. Thus, frontline employees are important because they are a core part of the congress, and they are the service firm in the customer's eyes. The brand identity and values are defined through employees as well and they transmit to people the strength of the brand.

### 5.3.6 Physical evidence

The physical service environment of the STC plays a key role in shaping the service experience and enhancing customer satisfaction. Indeed, the main purpose of the service environment is to shape customer's behaviours, strengthen the brand and it is the core component of the value proposition.

There are three dimensions that BIHUB should take into consideration in creating the best environment. (1) The environmental dimensions relate with ambient condition, space, and signs during the congress. Indeed, the music plays a fundamental role in shaping customers emotions and feeling; STC focuses in the congress area where speakers talks and in the networking area. Thus, for each moment and area of the congress, there should be several types of music. For instance, in the networking area there could be background lounge music that consent people to talk and share idea, whereas after and before the congresses there would be a more exciting and energetic music. In addition to the music, scent is another element of considerable importance; indeed, different scent is used for diverse purposes. The congress area, for example, needs the Eucalyptus (Camphoraceous) because it stimulates and energize people. As regarding colours that surrounds participants needs to follow some rules. Colours must be of a warm colour (orange, yellow or red) since it spreads people's emotions and optimism as well as energy.

(2) In addition, the spatial layout and functionality are important because facilitate the performance of service transactions. These affect the user-friendliness and the ability to service customers well. Thus, the congress must be organized well in a matter of distance from one place to another, space organization, arrangement of furnishings and equipment.

(3) Finally, there is the signs' part during the congress that may disorient participant when they are not clear, leading anxiety and uncertainty. BIHUB should not want to make customers feel lost in a confusing environment and experience anger and frustration. Therefore, a well-designed environment that take into considerations all aspect of people's five sense will strengthen brand value and it will create more positive emotions and attitude.

### 5.3.7 Process

From the customer's perspective, services are experiences. From the organization's perspective, services are the processes that are designed and managed to create the desired experience for customers. Processes are the underlying architecture of services (Wirtz & Lovelock, 2022).

We first studied how to define and create a theme format. Giving a look at STC21's selling performance (Appendix: *Table XXIV*), it is clear how the high diversification of tracks damaged the level of attendance to all of them. That is why it is key to select less topics that will be presented everyday thanks to various micro-conferences with relative speakers. This dissertation will not provide the exact main theme of the event but will suggest a format to follow to maintain the audience interested throughout the congress without overwhelm it. An ideal unfolding draft of the event has been designed, supposing the main theme can be broken down in four different sub-topics (or tracks) (Appendix: *Table XXV*).

Consequently, the Process section will briefly explain the customer journey in STC. The meeting will take place using two different venues, sufficiently close to each other to ensure an easy shift to attendants: the first is Auditori 1899 (a congress room made to hold up to 450

participants) and the second is Sala Roma (a room located inside Camp Nou with a breathtaking view of the football pitch, able to contain up to 150 people). The former will host the totality of the conference and its speakers, the latter will be designated to start-ups exhibitions and networking area.

Focusing more on depth into Auditori 1899's activities, the conference day is broken down into six moments: welcoming, morning session, lunch break, afternoon session, after-conference event, leave of absence. The structure ensures a correct flow of activities, so that the audience can enjoy each part of STC pleasantly, without being too tired at the end of the day. A detailed explanation of event's unfolding has been designed (Appendix: *Table XXV*).

#### 5.4 Financials

Financially, to study the current case, the starting point was the P&L related to STC21 (Appendix: Table V). The disappointing performance in 2021 led to a significant loss, which subsequently led BIHUB management to change the format of the congress, creating a joint venture with MWC Barcelona, and incorporating it into the latter event.

However, as already addressed in the pricing strategy (see Chapter 5.3.2), the two proposed scenarios lead to a turnaround as confirmed by some indicators. Before proceeding with the study of the two scenarios, it is specified how a reduction in the duration of the event leads to cutting those costs that grow as the duration of the conference increases, such as the rent of the two venues, speakers' costs, and catering. Among such costs, the new budget will also include expenses related to recruiting sales staff and lost ticket sales for the Camp Nou Tour (which will be fully included in the event ticket price). The budget allocated to event promotion has been increased to €5000 (see Chapter 5.3.4). In addition, it would be necessary to hire two interns in order to take the most advantage from customers and partnership; thus there is one more expense of 3600€ (300€ monthly for each intern for 6 months).

Looking at the results obtained, in Scenario 1 the alignment to our competitors' prices leads to a clear success, as evidenced by the ROI of 113% and a gross margin of 93%. On the other hand, on the sales side, with such prices at the congress it would be enough to sell 395 tickets per thousand to reach breakeven, with an average profit per ticket of €296 (Appendix: *Table XXIX*). In the second scenario, on the other hand, the starting point was fixing the ROI at around 25 percent (aligned with the event market average). From there, considering costs, a Total Revenue target was defined. This time sales performance decreases in terms of average ticket price and profit per ticket sold, but the breakeven of 778 units suggests that with a thousand expected buyers there is more than good a chance of remaining profitable even with the lower price segmentation (Appendix: *Table XXXII*).

## 6. Discussion and Conclusion

Once having studied the concrete case of STC and defined each section of the marketing plan in depth, we can draw several considerations that have emerged. Primarily, however, we must remember how, due to the paucity of available data, the results achieved may prove to be approximate. Our focus, as previously pointed out, has been to propose general guidelines that, through the case of STC, can serve as a reference for other congresses with a similar format. In order to draw the solutions and conclusions of this dissertation, we will start from the problems outlined in Chapter 4.4 (Diagnostics of Main Issues): they did not reach the expectations **(1)**; the budget allocation towards marketing campaign has been incredibly low **(2)**; the target audience is too broad and not well-defined **(3)**. In Chapter 5, on the other hand, two more issues were identified in addition to those already in place: the former concerns how STC did not take advantage of creating a strong mental association with the Barcelona brand, real owner of the event **(4)**. The second issue uncovered consists of not taking full advantage of potential partners already existing within the FC Barcelona ecosystem (e.g., Spotify, Nike, Konami, Cupra), but also outside of it (e.g., Iberia Airlines, LaLiga) **(5)**.

(1) To solve the first problem related to the inability to meet revenue forecasts, a two-pronged solution was defined, consisting of a new pricing strategy (with two Scenarios, the first competition-based, the second cost-based) and a current marketing strategy (through a redefinition of its Integrated Marketing Communication). The combination of the two approaches ensures that an adequate number of possible participants are reached, who will pay an entry price aligned with the market, and such price will also ensure STC remains profitable.

(2) The problem regarding low budget allocation in marketing was solved by redesigning a new Promotion Strategy (see Chapter 5.3.4). In our study, a budget of €5000 was considered to be a suitable amount of money for the situation. The importance of this phase of event planning was discussed in depth in the various interviews with experts in the field, who confirmed the vital role played by a well-conducted Promotion Strategy (Appendix: *Stakeholder Interviews Section*).

(3) The last issue mentioned in Chapter 4.4 addresses the difficulty in framing a defined customer segment consistent with the value proposition. Chapters 5.2.1, 5.2.2, and 5.2.3 defined an ad hoc STP strategy capable of identifying and creating a category of potential customers, which we named Sports Astronauts because of their inclination toward the sports industry and innovation. In light of this, a tailored Unique Selling Proposition was then drafted (See Chapter 5.2.3).

(4) Considering problems that emerged in the Marketing Plan phase, BIHUB when creating the Sports Tomorrow Congress brand was unable to create a mental association with the Barcelona logo, which could have attracted a much larger audience. Therefore, it becomes essential to reconstitute the STC logo by bringing it closer to the *blaugrana* colours, logo, and pattern. Customers must immediately grasp who is organizing the event, namely one of the top soccer clubs in the world, synonymous with glory and sporting success.

(5) Lastly, it was noted that STC only used Allianz and Gatorade as major partners already within the blaugrana environment. Other more strategic partnerships could have been established to bring further value to the initiative. For example, Spotify could play a key role in streaming the event itself through podcasts and other contents. Konami, Nike, Cupra, which are companies focused on innovation and development, could cooperate with interesting initiatives that would bring resonance to both the conference and them as firms. In addition, even outside the FCB environment there are players who could give great visibility to the event, among them we suggest two companies with important weight in Spain, such as Iberia Airlines and LaLiga.

Those five solutions may carry Sports Tomorrow Congress not only to an overall increased value, but to become leader and pioneer of a marketing which is growing extremely fast. As part of the Barcelona environment, a winning and competitive approach is necessary, in line with an institution that has always put the Catalan community at the centre and has always presented itself as "Mas que un Club".

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## Appendix

<b>Name</b>	<b>Position</b>	<b>Company</b>	<b>Years of Experience</b>	<b>Number of Events</b>
Mr. A	Event Manager	Company AA	8	40
Mrs. B	Event Manager	Company BB	5	18
Miss C	Event Manager	Company CC	6	13
Mr. D	Event Manager	Company DD	7	30
Mr. E	Event Manager	Company EE	7	20
Mr. F	Event Manager	Company FF	5	25
Mr. G	Event Manager	Company GG	6	25
Mr. H	Event Manager	Company HH	7	40
Mr. I	Event Manager	Company II	8	30
Mr. J	Event Manager	Company JJ	9	50
Mr. K	Event Manager	Company KK	6	20
Mr. L	Event Manager	Company LL	10	60
Mr. M	Event Manager	Company MM	12	40
Mr. N	Event Manager	Company NN	5	10
Mrs. O	Event Manager	Company OO	8	30

*TABLE I: Demography of Respondents*

<b>Success factor</b>	<b>Mean Index Score for level of Significance</b>	<b>Rank based on Mean Index Score</b>	<b>Level of Significance Based on Cut-Off Value</b>
Clear Objectives	5.87	1	
Location of Venue	5.53	2	
Financial Resources	5.47	3	
Code of Conduct	5.47	3	
Marketing and Promotion	5.4	4	
Sponsorship of Event	5.33	5	<i>Very Significant</i>
Value of time	5.27	6	
Managing Crowds	5.2	7	
SERVQUAL (Service Quality) in Delivering Events	5.13	8	
Staffing	5.07	9	
Capital to Start the Event	4.93	10	
Critical Path Method	4.87	11	
Cost Containment	4.87	11	
Overall Costs of Conduct	4.8	12	
Good Internal Communication	4.73	13	
Entertainment	4.67	14	
Functional facilities	4.6	15	
Financial Control	4.6	15	
Multi-Talented Event Managers	4.53	16	
Highlighting A Person/product	4.53	16	
Authenticity in Creating an Event	4.47	17	<i>Somewhat Significant</i>
Linkage to Facility Management Knowledge	4.4	18	
Event Management Knowledge	4.2	19	
Volunteer	4.2	19	
Innovation in the event Industry	4.07	20	<i>Significant</i>

*TABLE II: Level of Significance for Success Factors*

<b>Success Factors</b>	<b>Ranking from 1st round</b>	<b>Mean Index Score for Level of Agreeab ility</b>	<b>Level of Agreeability based on cut-off value</b>
Clear Objectives	1	5.33	Very Agree
Location of Venue	2	4.6	
Financial Resources	3	4.93	
Code of Conduct	3	4.73	
Marketing and Promotion	4	5.27	
Sponsorship of Event	5	5.27	
Staffing	6	4.8	
Authenticity in Creating Events	7	5.13	Somewhat agree
Managing Crowds	8	6.13	Very Agree
Value of Time	9	6.47	Extremely Agree
Highlighting a person/product	10	4.4	Agree
SERVQUAL (Service Quality) in Delivering Events	11	4.93	
Capital to Start the Event	11	4.47	
Cost Containment	12	4.53	Somewhat agree
Critical Path Method	13	5.53	Very Agree
Financial Controls	14	6.2	Extremely Agree
Overall Costs of Conduct	15	5.67	Very Agree
Good Internal Communication	15	5.27	
Entertainment	16	5.2	Somewhat agree
Functional Facilities	16	5.87	
Multi-Talented Event Managers	17	5.6	
Innovation in the Event Industry	18	5.87	Very Agree
Event Management Knowledge	19	5.27	Somewhat agree
Linkage to the Facility Management Knowledge	19	5.07	Somewhat agree
Volunteer	20	5.67	Very Agree

TABLE III: Level of Agreeability for success factors' ranking

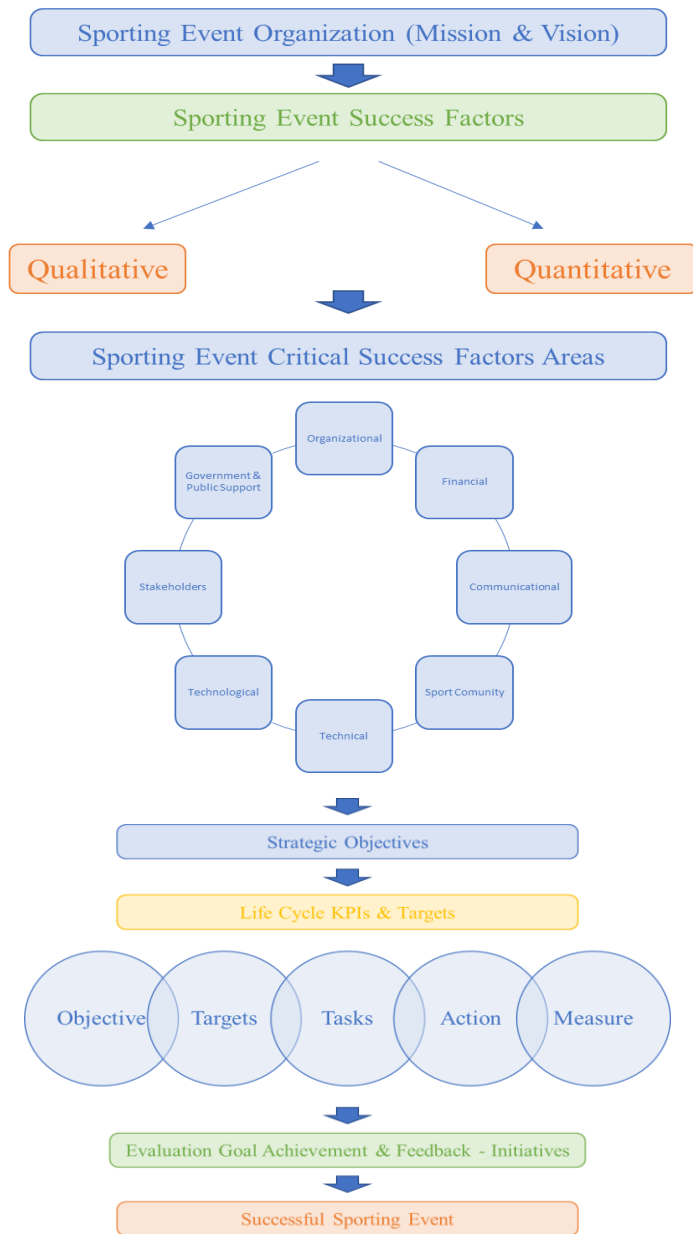


TABLE IV: Conceptual Model of Sporting Event CSFs Implementation

SPORTS TOMORROW CONGRESS									
	ESTIMAT				REAL				Δ
ONLINE selling	€	150,000	47%	€	33,264	47%	-€ 116,736	78%	
OFFLINE selling	€	167,310	53%	€	37,778	53%	-€ 129,532	77%	
<b>Total Selling</b>	<b>€</b>	<b>317,310</b>		<b>€</b>	<b>71,042</b>		<b>-€ 246,268</b>	<b>78%</b>	
Sponsorships captured	€	60,000	100%	€	90,000	100%	€ 30,000	-50%	
<b>INCOME</b>	<b>€</b>	<b>377,310</b>		<b>€</b>	<b>161,042</b>		<b>-€ 216,268</b>	<b>57%</b>	
Paid Event	€	62,000	41%	€	51,500	155%	-€ 10,500	17%	
Selling expens.	€	2,250	1%	€	-	0%	-€ 2,250	100%	
<b>NET INCOME</b>	<b>€</b>	<b>313,060</b>	<b>83%</b>	<b>€</b>	<b>109,542</b>	<b>68%</b>	<b>-€ 203,518</b>	<b>65%</b>	
Catering	€	39,154	36%	€	25,625	31%	-€ 13,529	35%	
Speakers	€	68,337	64%	€	56,719	69%	-€ 11,618	17%	
<b>Variable Expenses</b>	<b>€</b>	<b>107,491</b>	<b>41%</b>	<b>€</b>	<b>82,344</b>	<b>31%</b>	<b>-€ 25,147</b>	<b>23%</b>	75%
Auditori 1899	€	82,543	33%	€	67,457	27%	-€ 15,086	18%	
Networking Area	€	23,150	9%	€	38,147	15%	€ 14,997	-65%	
Acreditacions/Guardaroba	€	6,540	3%	€	4,565	2%	-€ 1,975	30%	
Sala Roma	€	73,401	30%	€	52,570	21%	-€ 20,831	28%	
Welcome Coctel	€	5,316	2%	€	-	0%	-€ 5,316	100%	
Signaling	€	16,159	7%	€	22,892	9%	€ 6,733	-42%	
Marketing	€	1,200	0%	€	1,125	0%	-€ 75	6%	
Operative	€	14,100	6%	€	17,500	7%	€ 3,400	-24%	
General Services	€	-	0%	€	22,484	9%	€ 22,484		
Platform	€	26,000	10%	€	27,200	11%	€ 1,200	-5%	
<b>FIXED EXPENSES</b>	<b>€</b>	<b>248,409</b>	<b>95%</b>	<b>€</b>	<b>253,940</b>	<b>97%</b>	<b>€ 5,531</b>	<b>-2%</b>	232%
<b>TOTAL EXPENSES</b>	<b>€</b>	<b>355,900</b>	<b>83%</b>	<b>€</b>	<b>336,284</b>	<b>78%</b>	<b>-€ 19,616</b>	<b>6%</b>	
<b>RESULTS</b>	<b>-€</b>	<b>42,840</b>	<b>-11%</b>	<b>-€</b>	<b>226,742</b>	<b>-141%</b>	<b>-€ 183,902</b>	<b>-429%</b>	
<b>IVA</b>	<b>€</b>	<b>66,635</b>	<b>21%</b>	<b>€</b>	<b>14,919</b>	<b>21%</b>	<b>-€ 51,716</b>	<b>78%</b>	
<b>NET RESULT</b>	<b>-€</b>	<b>109,475</b>	<b>0%</b>	<b>-€</b>	<b>241,660</b>	<b>0%</b>	<b>-€ 132,185</b>	<b>-121%</b>	

TABLE V: P&amp;L-Sport Tomorrow Congress 2021

Social Media Numbers						Ratio: kpis for Social Media		
	Posts	impressions	interactions	new followers	Total follower	Audience growth rate	Interaction/impress	Interazioni sui post
Instagram Stories	328	22,000	700	1,014	94,000	0.852%	0.588%	1.918
Instagram post	37	97,000						
Twitter	151	3,800,000	8000	791	43,000	0.021%	0.211%	52.980
Linkedin	37	64,000	720	334	22,279	0.522%	1.125%	19.459
Facebook	8	2,000	69	8	8,260	0.400%	3.450%	8.625
STC 21 7dies	<b>561</b>	<b>3,900,000</b>	<b>15,000</b>	<b>2,000</b>	167,539	0.051%	0.385%	26.738
Mitja annual 7dies	70	150,000	2,500	600				
STC 20 7 DIES	<b>350</b>	<b>1,600,000</b>	<b>5,000</b>	<b>1,000</b>		0.063%	0.313%	14.286

TABLE VI: Social Media Numbers with KPIs

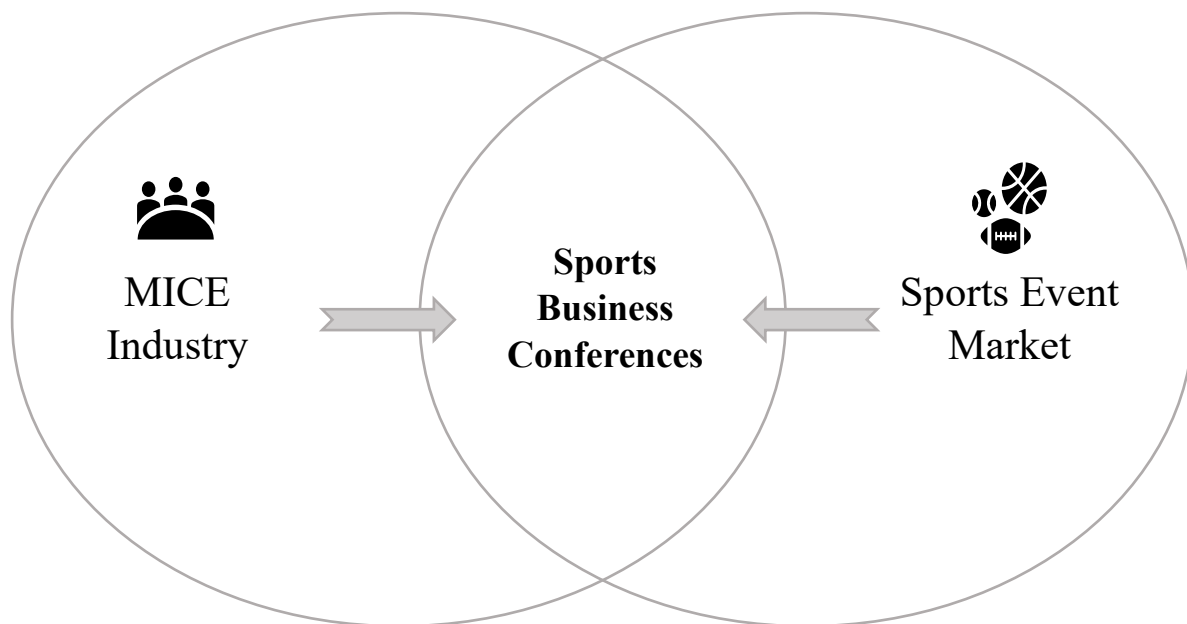


TABLE VII: Structure of the Markets of interests with relative intersection

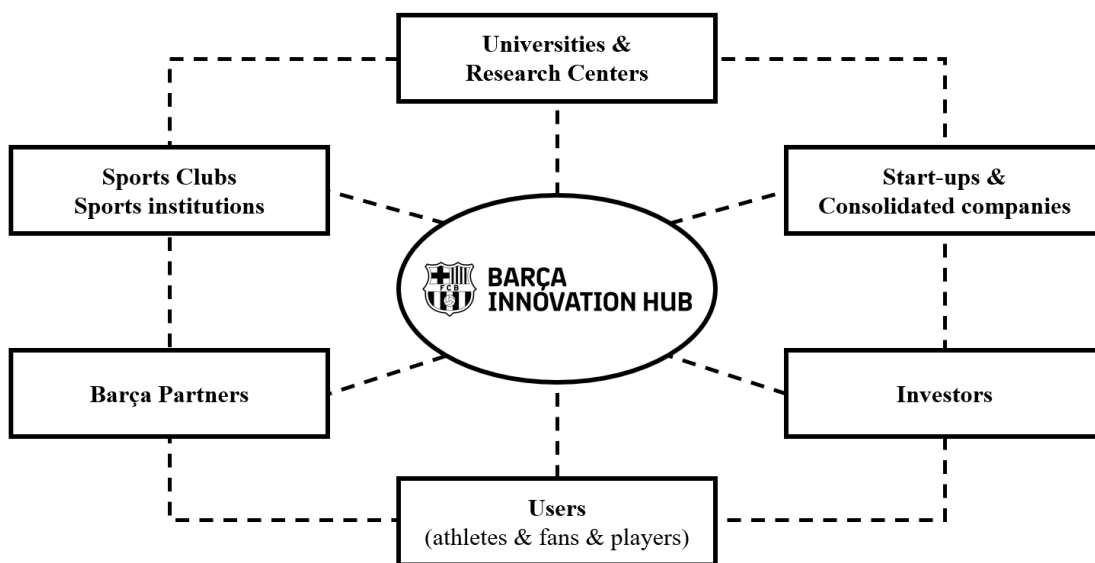


Table VIII: Barça Innovation Hub ecosystem

### BIH KNOWLEDGE AREAS

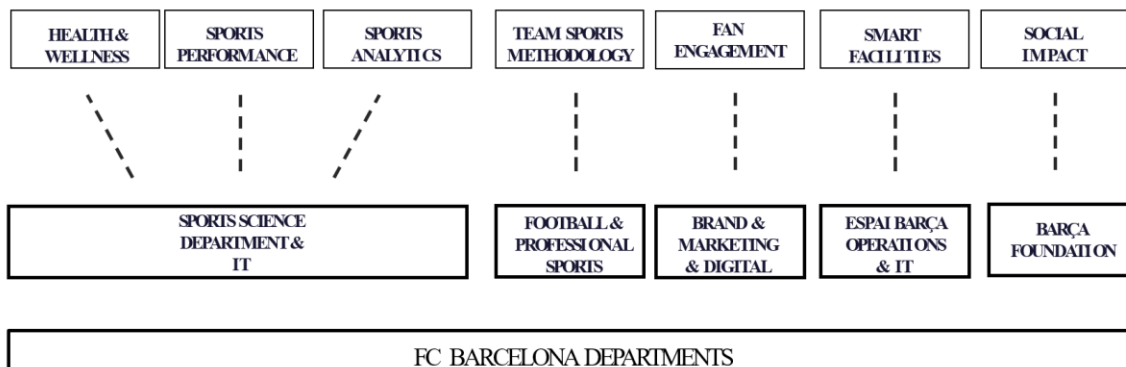


Table IX: Barça Innovation Hub Knowledge Areas

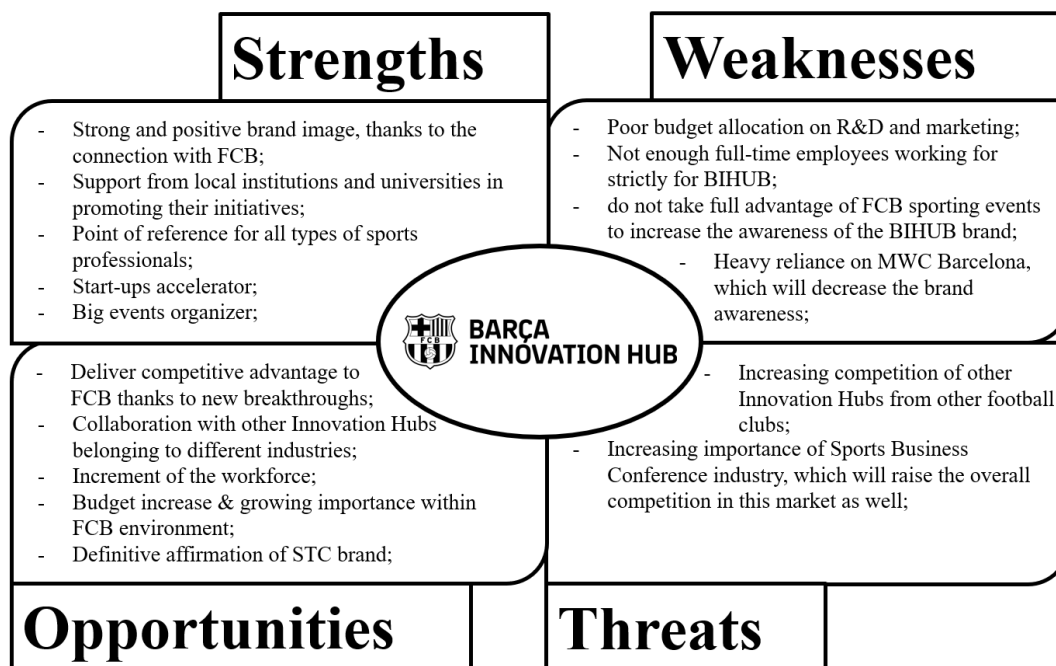


Table X: SWOT Analysis of BIHUB

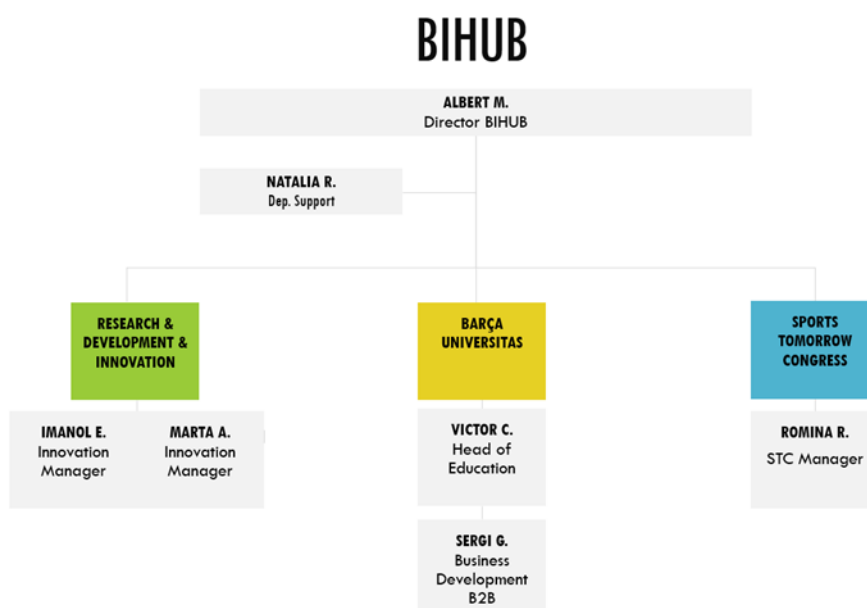


Table XI: BIHUB's Workforce

<b>Universitas</b>
INEFC – UB
Universitat de Barcelona – Facultat de Medicina
ISDE Institut Superior de Dret i Economia
Johan Cruyff Institute
Blanquerna URL
EUSES – ENTI – Escola Universitaria de la Salut i l'Esport
UPC
ISDI
UVG – Universidad del Valle de Guatemala

Table XII: BIHUB's University Partners

<b>Main Partners</b>
Allianz
BIMBO
Heura
Canon Medical
Gatorade Sports Science Institute
4YFN Connecting Startups
Estrella Damm

Table XIII: STC Main Partnerships

<b>Media Partners</b>
2Playbook
Women's Soccer Coaching

Table XIV: STC Media Partnerships

<b>Networking Partners</b>
ADESP
ADNEFE
AFYDAD
Agència Catalana de Turisme
AEFCA
Andorra Esports Clùster
ASPC
Centre d'alt Rendiment
Culinary Institute of Barcelona
Col•legi de Fisioterapeutes
Euskadiko Fisioterapeuten Elkargo Ofiziala
Consejo COLEF
CODINUCAT
ESSNA
ESNS
FisioFocus
FitTech Summit
Global Sports
IAKS Espana
INDESCAT
ICCE
i.s.t.a.a.
ISENC
Nordic Sports Tech
Nutritional Coaching
Societat Catalana de Medicina de l'Esport
Sport Tech Hub by London Sport
SPORT UNIVER
Sport Innovation Society
Sports Lab Copenhagen
Sports Tech Nation 2021 Colosseum
Sportstechx
Women's sport collective
WomenSport International

*Table XV: Sports Tomorrow Congress 2023's Network Partners*



**What to expect ONLINE**

An interactive front row virtual experience on an easy-to-use online platform an App

- +75h exclusive ONLINE content (Live / On-Demand)
- Meetings 1-to-1 ONLINE
- Online networking opportunities (Experts & Attendees)
- English/Spanish (simultaneous translation)
- Digital Platform access
- SPORTS TOMORROW 2021 App

FULL PASS	1-DAY TRACK PASS	2-DAYS TRACK PASS
479€	119€	219€
<p>Grants access to ALL tracks:</p> <p><b>ANALYTICS</b> <b>BUSINESS</b> <b>COACH</b> <b>NUTRITION+PERFORMANCE</b> <b>MEDICINE+PHYSIOTHERAPY</b> <b>AND</b> <b>TECHNOLOGY</b></p>	<p>Grants access to ONE individual track to choose from:</p> <p><b>ANALYTICS</b> <b>BUSINESS</b> <b>COACH</b> <b>OR</b> <b>TECHNOLOGY</b></p>	<p>Grants access to ONE of the double tracks to choose from:</p> <p><b>NUTRITION+PERFORMANCE</b> <b>OR</b> <b>MEDICINE+PHYSIOTHERAPY</b></p>



**What to expect ONSITE**

A unique congress in the home, and heart, of FC Barcelona, at the historic CAMP NOU stadium

*Detailed information of the activities, workshops and additional onsite features will be released closer to the date, strictly following the COVID-19 guidelines*

- SPORTS TOMORROW Arena access (2 Stages)
- +75h Interactive Talks
- Workshops & Activities
- NETWORKING AREA with Speakers
- SPORTS TOMORROW After Congress
- Match Tickets discounts
- Barça Experience Tour Tickets discounts
- +75h exclusive ONLINE content (Live / On-Demand)
- Meetings 1-to-1 ONLINE
- Online networking opportunities (Experts & Attendees)
- English/Spanish (simultaneous translation)
- Digital Platform access
- SPORTS TOMORROW 2021 App

FULL PASS	1-DAY TRACK PASS	2-DAYS TRACK PASS
849€	229€	429€
<p>Grants access to ALL tracks:</p> <p><b>ANALYTICS</b> <b>BUSINESS</b> <b>COACH</b> <b>NUTRITION+PERFORMANCE</b> <b>MEDICINE+PHYSIOTHERAPY</b> <b>AND</b> <b>TECHNOLOGY</b></p>	<p>Grants access to ONE individual track to choose from:</p> <p><b>ANALYTICS</b> <b>BUSINESS</b> <b>COACH</b> <b>OR</b> <b>TECHNOLOGY</b></p>	<p>Grants access to ONE of the double tracks to choose from:</p> <p><b>NUTRITION+PERFORMANCE</b> <b>OR</b> <b>MEDICINE+PHYSIOTHERAPY</b></p>



**GastroSport Experience**

A unique event in the home, and heart, of FC Barcelona, at the historic CAMP NOU stadium

*Detailed information of the activities, workshops and additional onsite features will be released closer to the date, strictly following the COVID-19 guidelines*

**259€**

BUY GASTROSPORT TICKETS

**(GastroSport) + (Nutrition + Performance) SPECIAL BUNDLE**

688€  
**412€**  
BUY BUNDLE TICKETS

429€  
10-11 NOV  
**(NUTRITION+PERFORMANCE)**

+

259€  
12 NOV  
**(GASTROSPORT)**

Table XVI: STC21's Pricing Strategy

What to expect ONLINE:	What to expect ONSITE	GastroSport Experience:
<p>75h+ exclusive ONLINE content (Live/On Demand)</p> <p>Meetings 1-to-1 Online</p> <p>Online networking opportunities (Experts + Attendees)</p> <p>English/Spanish (simultaneous translation)</p> <p>Digital Platform Access</p> <p>SPORTS TOMORROW 2021 App</p>	<p>Sports Tomorrow Arena Access</p> <p>75h+ interactive talks</p> <p>Workshops and Activities</p> <p>NETWORKING AREA After Congress</p> <p>SPORTS TOMORROW After Congress</p> <p>Match Tickets Discount</p> <p>Barça Experience tour tickets discount</p> <p>75h+ exclusive ONLINE content (Live/On Demand)</p> <p>Meetings 1-to-1 Online</p> <p>Online networking opportunities (Experts + Attendees)</p> <p>English/Spanish (simultaneous translation)</p> <p>Digital Platform Access</p> <p>SPORTS TOMORROW 2021 App</p>	<p>Food presentation and workshops</p> <p>WORLD-RENOWNED CHEFS and Nutritionists</p> <p>exclusive SPORTS FOOD TASTING</p> <p>FIRST TEAM recipes</p> <p>SPORT TOMORROW Arena with Speakers and Chefs</p> <p>Match Ticket Discount</p> <p>Barça Experience tour tickets discount</p> <p>English/Spanish (simultaneous translation)</p>

Table XVII: STC21's Customer Benefits for each category of service

Competitors						
Name	Organizator	Where	When	Main Topic	Content	Speaker
SportsPro Live	SportsPro	London/Asia	26 – 27 April 2022	Sports Business, New Era of Sports	40 hours	70+
Global Sports Week Paris	Global Sports Week with the Patronage of MR Emmanuel Macron	Paris + online	9 – 13 May 2022	Sports Business. 6 MAJOR: 1)Lifestyle 2)Health 3)Power 4)Eqaulity 5)Data 6)Climate	100+ sessions	150+
Sport Innovation 2022	DFL and Spielmacher	Düsseldorf, Germany	11 – 12 May 2022	Future of Sport, Sports Venues, Sports Media		60
SportsPro OTT Summit	SportsPro With Atletico Madrid	Madrid	29 November – 1 December	Sports Media, Digital	50+ sessions	100+
World Football Summit	Nexus Fostering Partnership-->a firm with great international experience and specialized in the organization of business meetings and forum	Istanbul, Sevilla, Malaysia, South Africa,	20-21 september 2023	Future of sport	2 full days	150+

SportsPro Live	Professionals	Conviva, Greenfly, Sponsorpulse ecc.	SportsPro Live is the must attend event for industry executives looking to stay ahead of trends. Delivering the future now as the sports industry tries to keep pace with the acceleration of innovation.
Global Sports Week Paris	Industry professionals	60 partners: Adidas, Gouvernement, French Sport Touch, Cocacola ecc.	Today, sport requires a new mindset, one that transcends profits and addresses the expectations of the new generation. We are convinced that sport, in this context of transformation, can play a bigger role.
Sport Innovation 2022	Top managemer and all further decision-makers with budget responsibility in professional sport	40 sponsor: Deltatre, Tipico, Eintracht tech, AWS, Catapult ecc.	
SportsPro OTT Summit	Leading professionals, discussing the continued rapid growth in the sports broadcast and OTT industry	21 main sponsor: Atletico Madrid, Olympic Channel, FIFA, Convivia, Everlz, LaLigaTech ecc.	We will guide you beyond the buzzwords, and ensure you walk away, inspired, educated, and equipped to tackle the market's evolution.
World Football Summit	Football Industry Leaders	35 sponsors: LaLiga, Meta, Hudl, Nielsen, Turkish Airlined, El Pais, Renfe, Climate Trade, Heineken	To be the global business platform for the football industry

Table XVIII: STC's Competitors

<b>PRICING STRATEGY</b>			
<b>SportsPro Live</b>	<b>Full Access: Conference Pass</b>	<b>Standard Conference Pass</b>	<b>One Day Pass</b>
Full Access to all in-person keynote's, panel sessions and technology showcase	X	X	X
Access to the exhibition space	X	X	X
Food & drink included	X	X	X
Full access to the networking platform, Swapcard	X	X	X
Access to full catalogue of SportsPro Live video content	X		
<b>Price</b>	<b>1,502 €</b>	<b>1,271 €</b>	<b>€ 808</b>
<b>Sport Innovation 2022</b>			
<b>In collaboration with DFL</b>	<b>Innovation Pass</b>	<b>Innovation PLUS Pass</b>	
<b>Attendance &amp; Service</b>			
2-day event ticket	x	x	
Prioritized attendande		x	
Participante in Guided Tours		x	
Premium seating in front of main stage		x	
Premium parking spot next to main entrance		x	
<b>Access</b>			
Exhibition space & Networking area	x	x	
Exhibition boxes (premium area)	x	x	
Aftershow party	x	x	
Innovation games	x	x	
1on1 meeting area		x	
Meeting-Concierge Service		x	
<b>Price</b>	<b>750 €</b>	<b>1,750 €</b>	

<b>Global Sports Week Paris</b>	<b>FULL PASS - 2 DAYS (Accor Arena - May, 10th and 11th and Opening cocktail at the City hall on May 9th)</b>	<b>FULL PASS - Day 1 or 2 (Accor Arena - May, 10th)</b>	<b>Digital Pass</b>
<b>Price</b>	<b>598 €</b>	<b>358 €</b>	<b>118 €</b>
<b>SportsPro OTT Summit</b>	<b>Standard Conference Pass</b>	<b>Full Access Pass</b>	
Full Access to all in-person keynote's	x	x	
Panel sessions and technology showcase	x	x	
Access to the exhibition space	x	x	
Food and drink included	x	x	
Full access to the networking platform	x	x	
Swapcard	x	x	
CPD certificate, showing evidence of learning and development after attending for CPD members	x	x	
Exclusive visit to the Olympic Channel HQ for a masterclass presentation as well as tours of the broadcast studios and museum visits		x	
Access to full catalogue of OTT Summit 2022 video content		x	
		UPGRADE to include Awards ticket for just €2,365+IVA	
<b>Price</b>	<b>1,495 €</b>	<b>1,725 €</b>	

Table XIX: Pricing Strategy of Competitors

<b>FC Barcelona Facilities</b>
Camp Nou
Palau Blaugrana
Estadi Johan Cruyff
Barça Cafe
Ice Rink
Barça Store
Ciutat Esportiva
La Masia
Food & Drink
Espai Barça
Casa del Soci

Table XX: FC Barcelona facilities



## sport Astronauts

### Demographics

Male or Female  
 25-55 years old  
 Occupation: Working in the sport industry in different  
 Education: Master/MBA/PCD  
 Location: Spain, UK, Italy, Portugal, France, Switzerland

### Psychographics

Social Class: High  
 Lifestyle: Innovation lovers,  
 Networkers, Opportunities  
 Searcher and Future Oriented

### Behaviour

Purchasing: they consider prices and the congress' theme  
 Loyalty: they are loyal to companies that give them innovation and networking  
 When they buy: early adopters  
 Benefit sought: opportunities, networking, revenue

Table XXI: Buyer Persona (Sport Astronauts)

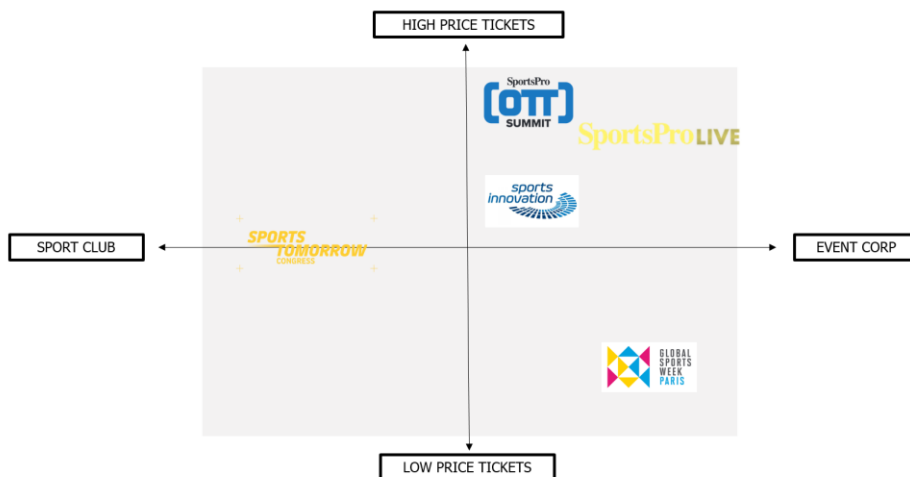


Table XXII: STC's Perceptual Map

<b>Services included:</b>
SPORTS TOMORROW Arena Access (2 stages)
Workshops and Activities
NETWORKING AREA with Speakers
SPORTS TOMORROW After Congress
Match Tickets Discount
Barça Experience Tour Tickets discounts
Meeting 1-to-1
Online networking Opportunities
English/Spanish (simultaneous translation)
Digital platform access
SPORTS TOMORROW 2021 App

Table XXIII: User's benefit included in STC's ticket

<i>Selling Tickets per track</i>					
	<i>Sales</i>	<i>%</i>	<i>Tickets</i>	<i>%</i>	<i>AVG price</i>
<i>total</i>	71.042,00 €	100,00%	297	100,00%	239,20 €
<b>SPORTS TOMORROW Congress</b>	25.790,00 €	36,30%	48	16,16%	537,29 €
<b>(NUTRITION + PERFORMANCE)</b>	13.200,00 €	18,58%	57	19,19%	231,58 €
<b>(MEDICINE + PHYSIOTHERAPY)</b>	12.925,00 €	18,19%	54	18,18%	239,35 €
<b>(ANALYTICS)</b>	8.420,00 €	11,85%	62	20,88%	135,81 €
<b>(GASTROSPORT)</b>	4.300,00 €	6,05%	21	7,07%	204,76 €
<b>(TECHNOLOGY)</b>	2.560,00 €	3,60%	17	5,72%	150,59 €
<b>(BUSINESS)</b>	2.478,00 €	3,49%	19	6,40%	130,42 €
<b>(COACH)</b>	2.901,00 €	4,08%	17	5,72%	170,65 €
<b>(NUTRITION + PERFORMANCE) &amp; (GASTROSPORT)</b>	1.256,00 €	1,77%	5	1,68%	251,20 €
<b>STC22 - Nutrition+Performance   ONLINE pass</b>	399,00 €	0,56%	1	0,34%	399,00 €

Table XXIV: STC's Selling Performance

"MAIN THEME"

track 1	track 2	track 3	track 4
---------	---------	---------	---------

DAY 1	DAY 2	DAY 3
Session 1: track 1	Session 1: track 4	Session 1: track 3
BREAK		
Session 2: track 2	Session 2: track 3	Session 2: track 1
LUNCH BREAK		
Session 3: track 3	Session 3: track 2	Session 3: track 4
BREAK		
Session 4: track 4	Session 4: track 1	Session 4: track 2

*Table XXV: Format of Theme and relative unfolding of tracks during the congress*

Customer Journey		
AUDITORI		CAMP NOU
Day 1	MAKE RESERVATION BILLING & PAYMENT	
	PARKING	
	COATROOM	
	OUVERTURE	
	CONFERENCE 1	
	BREAK	
	CONFERENCE 2	
	LUNCH	
	CONFERENCE 3	
	BREAK	Start-up exhibition
	CONFERENCE 4	Networking area
	AFTER CONGRESS	
	COATROOM	
	Day 2	PARKING
COATROOM		
CONFERENCE 1		
BREAK		Start-up exhibition
CONFERENCE 2		Networking area
LUNCH		
CONFERENCE 3		
BREAK		
CONFERENCE 4		
AFTER CONGRESS		
COATROOM		
Day 3	PARKING	
	COATROOM	
	CONFERENCE 1	
	BREAK	
	CONFERENCE 2	
	LUNCH	
	CONFERENCE 3	Start-up exhibition
	BREAK	Networking area
	CONFERENCE 4	
	CLOSING	
	AFTER CONGRESS	
	COATROOM	

Table XXVI: STC's 3-day Customer Journey

	<b>One dayPass</b>	<b>Ful Pass Basic</b>	<b>Full Pass Premium</b>
<b>Onsite</b>	609 €	1.069 €	1.299 €
Sports Tomorrow Arena Access (2 stages)	X	X	X
75h interactive talks	X	X	X
Netowrking areas with speakers	X	X	X
Sports Tomorrow after congress	X	X	X
Match tickets discount	X	X	X
English/Spanish (translation)	X	X	X
Sports Tomorrow 2021 App	X	X	X
Workshop & activites	X	X	X
Barca experience tour tickets	X	X	X
Online content (Live/On-Demand)		X	X
Meeting 1-to-1 with speaker			X
Online networking opportunities		X	X
Digital Platform access			X
Food presentations and workshop			X
Exclusive sport food tasting			X

<b>Online</b>	119 €	399 €	479 €
75 H exclusive ONLINE content (Live/On-Demand)	X	X	X
Meetings 1 to 1 ONLINE	X	X	X
Online networking opportunities (Experts & attendees)	X	X	X
English/Spanish (translation)	X	X	X
Digital platform access			X
Sports Tomorrow 2021 app		X	X

Table XXVII: Competition-based Pricing Strategy, Scenario 1

	2021 (5 days)	2024 (3 days)
TICKETS sold	297	1.000
ONLINE selling	€ 33.264	€ 166.167
OFFLINE selling	€ 37.778	€ 496.167
<b>Total Selling</b>	<b>€ 71.042</b>	<b>€ 662.333</b>
Sponsorships captured	€ 90.000	€ 90.000
<b>INCOME</b>	<b>€ 161.042</b>	<b>€ 752.333</b>
Paid Event	€ 51.500	€ 51.500
Selling expens.	€ -	€ 3.600
<b>NET INCOME</b>	<b>€ 109.542</b>	<b>€ 697.233</b>
Catering	€ 25.625	€ 15.000
Speakers	€ 56.719	€ 34.031
<b>Variable Expenses</b>	<b>€ 82.344</b>	<b>€ 49.031</b>
Free Tour		€ 20.000
Auditori 1899	€ 67.457	€ 40.474
Networking Area	€ 38.147	€ 22.888
Acreditacions/Guarrdaroba	€ 4.565	€ 2.739
Sala Roma	€ 52.570	€ 31.542
Signaling	€ 22.892	€ 22.892
Marketing (promotion)	€ 1.125	€ 5.000
Operative	€ 17.500	€ 17.500
General Services	€ 22.484	€ 22.484
Platform	€ 27.200	€ 27.200
<b>FIXED EXPENSES</b>	<b>€ 253.940</b>	<b>€ 212.719</b>
<b>TOTAL EXPENSES</b>	<b>€ 336.284</b>	<b>€ 261.751</b>
<b>RESULTS</b>	<b>-€ 226.742</b>	<b>€ 435.483</b>
<b>IVA</b>	€ 14.919	€ 139.090
<b>NET RESULT</b>	<b>-€ 241.660</b>	<b>€ 296.393</b>

Table XXVIII: P&L Scenario 1, Competition-based pricing strategy

	2021 (5 days)	2024 (3 days)
ROI	-71,86%	113,23%
GROSS MARGIN	68%	93%
NET PROFIT MARGIN	-150%	39%
EXPENSE TO REVENUE RATIO	209%	35%
AVERAGE TICKET PRICE (ONLINE/ONSITE)	377 €	662 €
BREAKEVEN POINT (n of tickets)	892	395
PROFIT PER TICKET	-€ 814	€ 296

Table XXIX: Ratios related to Scenario 1

	One dayPass	Ful Pass Basic	Full Pass Premium
<b>Onsite</b>	369 €	509 €	659 €
Sports Tomorrow Arena Access (2 stages)	X	X	X
75h interactive talks	X	X	X
Netowrking areas with speakers	X	X	X
Sports Tomorrow after congress	X	X	X
Match tickets discount	X	X	X
English/Spanish (translation)	X	X	X
Sports Tomorrow 2021 App	X	X	X
Workshop & activites	X	X	X
Barca experience tour tickets	X	X	X
Online content (Live/On-Demand)		X	X
Meeting 1-to-1 with speaker			X
Online networking opportunities		X	X
Digital Platform access			X
Food presentations and workshop			X
Exclusive sport food tasting			X

<b>Online</b>	119 €	219 €	319 €
75 H exclusive ONLINE content (Live/On-Demand)	X	X	X
Meetings 1 to 1 ONLINE	X	X	X
Online networking opportunities (Experts & attendees)	X	X	X
English/Spanish (translation)	X	X	X
Digital platform access			X
Sports Tomorrow 2021 app		X	X

Table XXX: Cost-based Pricing Strategy, Scenario 2

	2021 (5 days)	2024 (3 days)
TICKETS sold	297	1.000
ONLINE selling	€ 33.264	€ 109.500
OFFLINE selling	€ 37.778	€ 254.500
<b>Total Selling</b>	<b>€ 71.042</b>	<b>€ 365.000</b>
Sponsorships captured	€ 90.000	€ 90.000
<b>INCOME</b>	<b>€ 161.042</b>	<b>€ 455.000</b>
Paid Event	€ 51.500	€ 51.500
Selling expens.	€ -	€ -
<b>NET INCOME</b>	<b>€ 109.542</b>	<b>€ 403.500</b>
Catering	€ 25.625	€ 15.000
Speakers	€ 56.719	€ 34.031
<b>Variable Expenses</b>	<b>€ 82.344</b>	<b>€ 49.031</b>
Free Tour		€ 15.000
Auditori 1899	€ 67.457	€ 40.474
Networking Area	€ 38.147	€ 22.888
Acreditacions/Guardaroba	€ 4.565	€ 2.739
Sala Roma	€ 52.570	€ 31.542
Signaling	€ 22.892	€ 22.892
Marketing (promotion)	€ 1.125	€ 5.000
Operative	€ 17.500	€ 17.500
General Services	€ 22.484	€ 22.484
Platform	€ 27.200	€ 27.200
<b>FIXED EXPENSES</b>	<b>€ 253.940</b>	<b>€ 207.719</b>
<b>TOTAL EXPENSES</b>	<b>€ 336.284</b>	<b>€ 256.751</b>
<b>RESULTS</b>	<b>-€ 226.742</b>	<b>€ 146.749</b>
<b>IVA</b>	<b>€ 14.919</b>	<b>€ 76.650</b>
<b>NET RESULT</b>	<b>-€ 241.660</b>	<b>€ 70.099</b>

Table XXXI: P&L Scenario 2, Cost-based pricing strategy

	2021 (5 days)	2024 (3 days)
ROI	-72%	27%
GROSS MARGIN	68%	89%
NET PROFIT MARGIN	-150%	15%
EXPENSE TO REVENUE RATIO	209%	56%
AVERAGE TICKET PRICE (ONLINE/ONSITE)	377 €	330 €
BREAKEVEN POINT (n of tickets sold)	892	778
PROFIT PER TICKET	-€ 814	€ 70

Table XXXII: Ratios related to Scenario 2

Marketing budgeting	Budget	€ 5,000																	
	MEDIA TYPE	Budget	Reach																
COMMS TASKS	Instagram ads	€ 1,500	223,881	Web FX, <i>How Much Does It Cost To Advertise on Instagram?</i> , 2022. Retrieved by <a href="https://www.sendx.io/blog/how-is-email-marketing-pricing-done#:text=On%20an%20average%2C%20a%20mid,%24300%20to%20%24500%20per%20month">https://www.sendx.io/blog/how-is-email-marketing-pricing-done#:text=On%20an%20average%2C%20a%20mid,%24300%20to%20%24500%20per%20month</a> .															
Pre-purchase	Linkedin ads	€ 1,000	151,745	Web FX, <i>How Much Does LinkedIn Advertising Cost in 2022?</i> , 2022. Retrieved by <a href="https://www.sendx.io/blog/how-is-email-marketing-pricing-done#:text=On%20an%20average%2C%20a%20mid,%24300%20to%20%24500%20per%20month">https://www.sendx.io/blog/how-is-email-marketing-pricing-done#:text=On%20an%20average%2C%20a%20mid,%24300%20to%20%24500%20per%20month</a> .															
	Email Marketing	€ 500	10,000	Priya Nain, <i>Email Marketing Pricing and Plans</i> , 2022. Retrieved by <a href="https://www.sendx.io/blog/how-is-email-marketing-pricing-done#:text=On%20an%20average%2C%20a%20mid,%24300%20to%20%24500%20per%20month">https://www.sendx.io/blog/how-is-email-marketing-pricing-done#:text=On%20an%20average%2C%20a%20mid,%24300%20to%20%24500%20per%20month</a> .															
	Youtube	€ 1,000	100,000	Graphy, <i>How much do YouTube ads cost?</i> , 2022. Retrieved by <a href="https://graphy.com/blog/youtube-ads-cost/#:text=The%20average%20YouTube%20ad%20cost,reach%20100%20000%20viewers%20on%20average">https://graphy.com/blog/youtube-ads-cost/#:text=The%20average%20YouTube%20ad%20cost,reach%20100%20000%20viewers%20on%20average</a> .															
	Google ads	€ 1,000	1,000	Web FX, <i>How Much Does Google Ads Cost in 2022?</i> , 2022. Retrieved by <a href="https://www.webfx.com/blog/marketing/much-cost-advertise-google-adwords/">https://www.webfx.com/blog/marketing/much-cost-advertise-google-adwords/</a> .															
	<b>Total</b>	€ 5,000	486,626																
	Conversion Rate		0.21%																

Table XXXIII: Marketing Budgeting and Reach

## *Stakeholder Interviews Section*

*Interview number 1 (Stefano Ugarelli- Innovation Specialist at World Tourism Organization)*

### **Question 1: COULD YOU PLEASE GIVE US A BRIEF OVERVIEW OF YOUR BUSINESS?**

Innovation department--> 3 different events with partner  
Connector and collaboration through the process  
Department technical (sustainable tourism collaborate with them  
Department 1 director for 3 verticals

### **Question 2: WHICH ARE MOST IMPORTANT KPIS TO TRACK THE SUCCESS OF AN EVENT?**

Event KPIS not specific: 10 partners (private, NGO)  
Media channel to promote event. not only social media, print media, support from departments original (Americans, Europe, South-east Asia, middle east, and Africa). communicate all the events that they have. Spread the world on the events that they have and reach people and companies. Can they follow online? How many people around the world?  
Social Media channels of private companies (Mastercard, Google) presence in social media.  
How many people do they have in their events? 200 to 300  
Original event with more people (January-1000)  
UNWTO does not charge for the event, people are just invited to create interest for the company. There is no profit (member state): the aim is to reach people, value new ways to make this sector sustainable and create digital ecosystem. They collaborate because they connect people with different agencies.

They do not pay them to use because they are partners (mutual benefit).  
Events start up competition (6 to 8 months for the competition between start up). They launch events with final event (offer insight about the event and invite different start-up companies to provide some information, speech).

### **Question 3: HOW IS IT COMPOSED THE START UP COMPETITION?**

We invite more than 10.000 start-ups, but only 1300 apply for the initiative.

### **Question 4: DO YOU MAKE PEOPLE PAY FOR THE START-UP COMPETITION?**

Awards agreements with different partners to provide direct financing to provide mentorship invite to different events.

### **Question 5: HOW DO YOU FORECAST THE NUMBER OF ATTENDANTS YOU ARE GOING TO HAVE?**

Forecast by region department (handle the delegation's expectations) people that filling the form QR code... database

### **Question 6: DO YOU USE AN EVENT MANAGEMENT SOFTWARE?**

Usually, they do not have it. They operate an old school management, each department takes care of singular people in each office / department

### **Question 7: WE WOULD BE INTERESTED IN UNDERSTANDING THE MARKETING ROLE IN MANAGING AN EVENT AND ITS BUDGETING ALLOCATION (WHAT IS THE WEIGHT OF MARKETING INTO THE P&L)**

Most advantage possible from social media (Key aspect social media). When it comes to budgeting allocation, would be wise to allocate 20/30% in marketing. Consistent with that, must be ran a regular activity on social media and with influencer.

*Interview number 2 (Giorgia Pianezzola- Partnership Manager AS Monaco | Cultural events project manager)*

**Question 1: HOW DO YOU CREATE VALUE TO SPONSORS AT AC MONACO?**

By contract, sponsors have the right to take part in initiatives or certain benefits. The purpose is to ensure that the sponsors network with each other through our club. In Munich it is convenient because it is easy to offer added value to every event that is created.

We run two big events every year:

1. Inauguration of the new performance centre - uniqueness factor, never visited by anyone - > offer something original that you cannot easily buy (possibility to spend time with some players too).
2. Poker night event: with the presence of prizes, such as the VIP package for an important game, or signed shirts. There are also legends of the club; also give sponsors the VIP lounge at the Monaco Grand Prix. UNIQUE EVENT WHERE THE AIM IS TO DO BUSINESS THROUGH A NETWORK EVENING.

**Question 2: DO YOU FOCUS MORE ON PROFIT OR VALUES?**

IN THE SHORT TERM YOU MUST BRING EARNINGS. It can bring value but there must be a clear plan from the club (long-term).

**Question 3: ARE SINERGIES BETWEEN DIFFERENT CLUBS FEASIBLE?**

The things that unite clubs are charitable events, where all clubs join. Example of Cupra and Jeep to understand the problems created when trying to organize an event between two clubs.

**Question 4: WHICH ARE THE KPIs YOU USE TO DEFINE A SUCCESSFUL EVENT?**

Check the marketing plan and direct marketing plan aimed at direct stakeholders. Sport goes at the speed of light: there is a constant innovation in the world of sport.

Es. Esports --> NFT/blockchain... --> virtual reality e metaverse.

In fact, the diversification of event management by team and departments is fundamental. Analysing the strategy: what is the goal? If it is all round maybe you are going to lose the specific thing! Better to be more specific than to cover too many topics!

Is this event more business or more performance and sports? Professionals do not share the same goal. Starting from here: OBJECTIVES AND TARGET AUDIENCE!!!

- It is important to evaluate in the event of an out of budget whether to continue or not, if the event brings an important image to the company, it is important to continue.

*Interview number 3 (Jaime Dominguez Perez de Ayala- CMO at World Football Summit)*

**Question 1: WHAT ARE YOU DOING EXACTLY FOR WFS?**

Started being the marketing director of World Football Summit 6 months ago

- 1) People to invent business and brand and want to present their services
- 2) how to make the experience as good as possible.
- 3) Networking: how can we create content that is distributed around social media. The purpose is to amplify, reach and grow followers.

**Question 2: WHAT IS THE ROLE OF MARKETING FOR WFS?**

Not more important than others. It is important to create awareness, make people coming, but at the end of the day if the event does not meet expectations the marketing is not going to solve the problem.

**Question 3: WHICH PERCENTAGE OF BUDGET DO YOU ALLOCATE ON MARKETING?**

Is it the first event or second??--> it changes obviously.

Successful event from past years use to rely on customer of previous years. The growth coming from organic rather than invest in ads. As you grow as brand, you get more people and more organic growth. This happens only if you can create a successful event.

Benchmark post-mortem? ASSURE that it will be confidential

**Question 4: HOW TO SET EVENT'S OBJECTIVES?**

When are you going to start with the commercial? 1 year before? 8 before? From there, I would assume a percentage of revenue to get and a percentage of the budget you start with. Check the percentage every month in order to reach a goal. You can both start very aggressively and lower marketing budget as time goes on, or also keeping it constant throughout the period of 8-12 months. It depends on the time. Fix marketing with objects: what do you want to accomplish?

**Question 5: WHY REAL SALES CAN BE THAT DIFFERENT FROM SALES EXPECTATIONS?**

Ask yourself if there has been a change in the budget, or in the Leadership of the project. Often the cause can be related to other reasons than marketing. So you better understand such reasons.

**Question 6: HOW TO CREATE VALUE AND HOW TO SELL MORE TICKETS?**

First, marketing is not the only way. Also setting up partnership deals with big companies is extremely useful. Important to mention, moreover, that the value creation must be decided with a long-term perspective.

**Question 7: HOW TO CREATE A MARKETING PLAN FOR A SPORT CONGRESS? IS THERE A STRUCTURE TO FOLLOW?**

The first step to take is to understand your customers. From here, it can go in each direction. Understand the target STP is crucial. Then everything comes by itself.

**Question 8: WHICH ARE THE MAIN KPIs TO CONSIDER? ON WHAT BASIS SHOULD THEY BE ESTIMATED?**

- 1) Revenue.
- 2) Getting people directly to leads. How many people are interested in what we offer? The company must pursue an elevated level of conversation leads.

**Question 9: HOW TO BECOME A LEADER IN THE MICE EVENT INDUSTRY? WHAT DO YOU THINK IS THE BEST STRATEGY?**

The company should ask itself the main question: "Are you helping customer meet their objectives?" if yes, they will probably come back. So, it is key to have clear objectives and a well-defined target.

*Interview number 4 (Edonella Bresci-Event Manager & Co-Founder Marmalade Agency, AzzurroDigitale TEDxPadova - TEDxCortina)*

**Question 1: TALKING ABOUT EVENT PROMOTION: DO YOU THINK THE EVENTS CREATES INTEREST BY HIS OWN OR THERE IS THE NEED FOR APPLYING DETERMINED STRATEGIES?**

To grow, we had to setup partnerships with local universities and the Municipality of Padova. Moreover, we chose speakers who have a certain notoriety, but niche notoriety. Too often in fact, most famous speakers do not have the same effectiveness as those who are less famous but who can provide interesting topic of a narrow theme. However, it is really recommended to find a “decoy speaker” (someone everybody knows) to attract the audience.

Also, TED’s communication works everywhere on every social network. LinkedIn for example, has a crucial weight for us, since we can reach commercial partners (large corporations) like Deloitte, which will spam our initiatives on their social accounts, creating a way larger awareness. To wrap up this concept, it is fundamental to work constantly on networking, for TED finding good partners is the key for the success.

Still, being a no profit organization, TEDx is not in favour of paid streaming.

**Question 2: HOW MUCH DOES A TEDx TICKET COST?**

From 30€ to 60€ in Italy. In US instead, prices are extremely high and difficult to afford (they can even reach 300-500\$)

**Question 3: CAN YOU GIVE US AN IDEA OF THE AMOUNT OF BUDGET YOU NEED AND HOW YOU ALLOCATE IT?**

It is crucial to always base forecasts on past years. Always make use of a voice called “unexpected events.” Suggest allocating 30/40% of budget to marketing. (TEDx Padova outsources its marketing campaign to another company).

**Question 4: WHAT ARE THE KEYS FOR SUCCESS IN AN EVENT?**

- An Entity (or more than one) which can guarantee for the event company;
- Two/three speaker able to position the meeting on a higher level;
- Good marketing and good sponsorships;

**Question 5: WHICH PERCENTAGE OF ROI SHOULD A FIRM TRY TO PURSUE ON AVERAGE?**

On average, a firm should reach a level of ROI of around 20/30%

CLUE: Partnership with a football club very innovative in China/US ECC

*Interview number 5 (Romina Reborido-Sport Tomorrow Congress Manager)*

**Question 1: COULD YOU PLEASE GIVE US A BRIEF EXPLANATION OF WHAT IS YOUR ROLE INSIDE STC?**

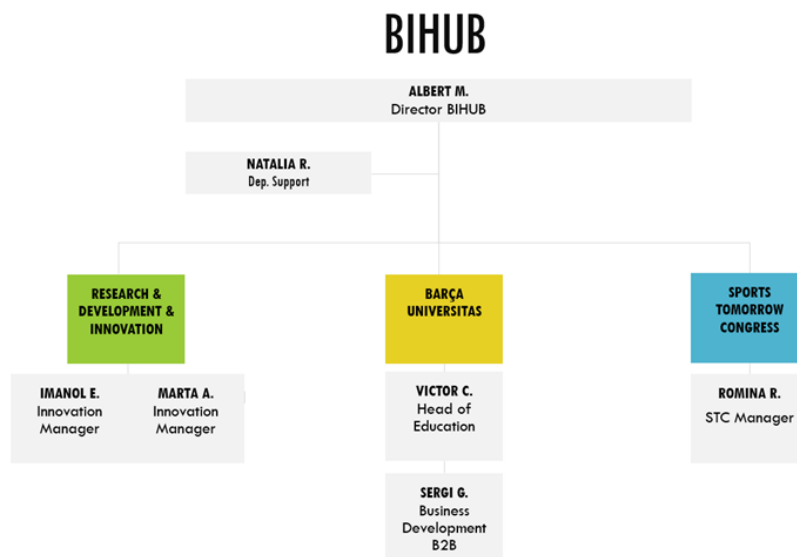
I joined BIHUB at the end of April. Before joining to BIHUB team, I worked for 7 years in FCB Meetings&Events department as an Event Manager (manage & coordinate internal and external events).

Now as an Event/Congress Manager I perform tasks such as finding and booking venues, liaising with clients and suppliers, handling logistics, managing budgets and invoicing, organizing accreditation, managing risk, and presenting post-event reports...

- Manage all venues and associated logistical arrangements.
- Manage all F&B requirements.
- Manage all associated ad hoc congress meeting activities, where required.

- Manage & Design all Session/Agenda logistics including number of sessions, optimal sizes, durations, formats, repeat sessions...
- Operational oversight of the full-service corporate conference.
- Manage the invitation and attendee management process including attendee communication, database management and reporting.
- Brainstorming and implementing event plans and concepts.
- Handling budgeting and invoicing.
- Liaising and negotiating with vendors.
- Liaise with vendors, exhibitors, and stakeholders during the event planning process to ensure everything
- Negotiating Sponsorship deals.
- Sponsorship activation actions (Assets, Challenges, Contest...)
- Manage all event set-up, tear down, and follow-up processes.
- Manage production and design of all on-site meeting materials.
- Book venues, entertainers, photographers, hosts...
- Speakers: Manage Schedule speakers, invites, trips (hotel plus travel), transfers, needs...
- Managing branding and communication.
- Developing event feedback surveys.
- Handling post-event reports.

**Question 2: IT IS NOT COMPLETELY CLEAR HOW MANY PEOPLE WORK FOR BIHUB, CAN YOU BETTER EXPLAIN HOW THE WORKFORCE IS STRUCTURED?**



**Question 3: CAN YOU PLEASE EXPLAIN THE NEW STRUCTURE OF STC AFTER THE JOINT VENTURE WITH MWC BARCELONA? (THE MAIN DIFFERENCES IN TERMS OF AUDIENCE, VENUE, TOPICS)**

Venue: We have changed the meeting place, but staying in the city

Before, the congress was only done at the Camp Nou facilities. Now the Main Stage will be in a space inside the MWC, and we will do post-congress activities at Camp Nou

Audience: It's the first time that we have joined forces with MWC (world's most important technology event), we are going to focus on providing less but higher quality content (top speakers) to attract more "executive audience" and worldwide audience. It's an audience that, due to their

busy schedule, it's more difficult to attract them to congresses, but "The attractive" of attending a congress like MWC helps us.

Topics: We have decided to offer a more global content for the sports industry, leaving behind the celebration of just a scientific congress. Bring the best experts to talk about the latest news and trends in the world of sports.

This also helps us to amplify the target audience.

**Question 4: WHICH HAS BEEN (AND IS) THE MAIN PURPOSE FOR BIHUB: PURSUING PROFIT OR SHARING VALUES?**



**Question 5: DO YOU THINK THAT MWC CAN STRENGTHEN BIHUB BRAND'S IDENTITY? ARE THERE POTENTIAL DRAWBACKS?**

We believe that MWC is missing "a leg" of Sports Business and that we can build it.

We want to amplify the weight of innovation in the sports industry.

We want strengthening the link between sport and technology, positioning Sports Tomorrow on an international scale and taking advantage of networking opportunities with top leaders and most relevant topics in the sports and technology industry.

**Question 6: DO YOU THINK THAT MARKETING COULD HAVE BEEN MANAGED IN A DIFFERENT WAY, CONSIDERING THE SALES RESULTS AND ITS BUDGET ALLOCATION IN STC21?**

I didn't manage last year's campaign, but there was a very low budget for the campaign (We are not allowed to give budget data).