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Footfall in Football – Optimising the In-Store Customer Experience

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Abstract: The study hereby presented explores how to optimise the In-Store Customer Experience (CX) at FC Porto's Store. In order to understand this, a mixed-approach was used. On the one hand, we conducted interviews to understand the perceptions of the FC Porto's consumers and benchmark them against other stores from esteemed football clubs. On the other hand, we developed a survey exploring people's interest in visiting the store with new innovating enhancements. This study proposes new strategies for FC Porto's store and contributes to the existing literature by offering a new perspective on sport retail and CX.

Keywords: In-Store Customer Experience, Servicescape, Football, Sports Retail, Fan Behaviour

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“We in the sports business don’t sell the game, we sell unique, emotional experiences. We are not in the business of selling basketball. We are in the business of selling fun. We are in the business of letting you escape. We are in the business of giving you a chance to create shared experiences.”

Mark Cuban

1. Introduction

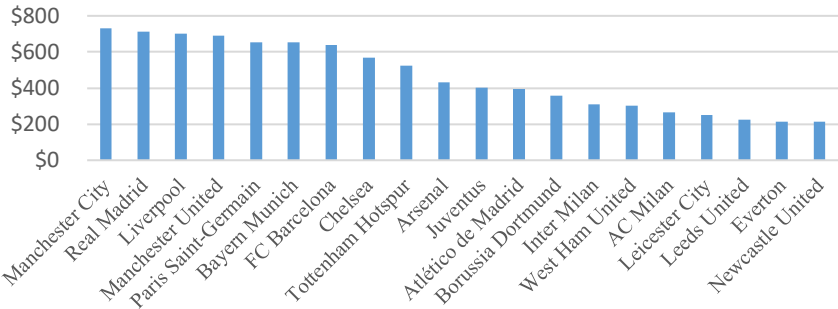
In the world of modern retail, enhancing the in-store customer experience is a critical aspect in attracting and maintaining customers. This is not only a result of the in-store customer experience developing past basic transactional interactions and moving into a space of enhanced personalisation and connectivity, but also a necessity brought by the rise of e-commerce. Studies have found that nearly 12,000 stores were closed in 2019, due the growing trend of online commerce (Fu and Iyer 2020), which proves there is a need for physical stores to adapt.

In response to this, many brick-and-mortar stores like Adidas and Nike are adopting innovative trends to stay competitive and provide distinctive experiences. Technologies like VR and AR are also being adopted, offering interactive and immersive encounters that merge the physical and digital worlds, “enabling shoppers to project themselves into the story and become active characters through the use of technological devices” (Rojahn 2017 in Harba 2019). According to Tiago Godinho, Extended Reality, a set of immersive technologies that combine real and virtual environments, could transform the way consumers shop. This sector is projected to grow 45 times over the next 13 years, reaching \$ 1.246 billion in 2035 (Godinho 2022).

The importance of a positive customer experience is reinforced by studies that found that 81% of consumers claim they are more likely to make another purchase after having a positive customer service experience, and 61% of consumers will pay at least 5% more if they believe they will receive a good customer experience. Additionally, 88% of buyers believe that the customer experience is just as important as the products or services offered by a company

(Morgan 2023). Therefore, offering a seamless experience is seen by many retailers as a method to set themselves apart from the competition.

Sports retailing is a fascinating context to study this phenomenon for a number of reasons. On a global scale, the sports industry's performance is remarkable. The global sportswear market is on a path to recovery, expected to reach around \$400 billion by 2025. Additionally, the global sporting goods market is forecasted to grow to €395 billion by the same year (Kohli et al. 2022). Football, in particular, stands out as a significant contributor to the sport industry's revenue. Its large global fan base generates substantial income and sets it apart from other sports. The total revenue of the top 20 football revenue generating clubs provides a specific illustration of this. Together, these clubs brought in €9.2 billion in revenue in the 2021/22 season, which is 13% more than the €8.2 billion from the previous season (Bridge, Hammond, and Tantam 2023).



Graphic 1: Revenue (€m) for the top 20 football revenue generating clubs (2021/22), Bridge, Hammond, and Tantam (2023)

Moreover, sports unite people by fostering a sense of shared identity that serves as a connection point for friends, family, communities, cities, and countries (Wood 2016). In light of this, it is appropriate to bring up the idea of a fan. Fans are those who have a strong sense of loyalty to the club; as a result, this loyalty is shown through long-term affiliation with one team (or club), considerable time and money spent, and perseverance in the face of failure (Da Silva and Las Casas 2017). Fans play a fundamental role in the *beautiful game* (football), they are at the “core of the identity and activity of the teams/clubs, representing both the proud, traditional

past and the exciting, digital future of the sport” (FIFA 2021). Strong emotional bonds and a high level of loyalty among football fans add a unique depth to the in-store experience.

Based on the growing concern for improving the fan experience and the focus on deepening the connection with the fans and the team, many football clubs have been adopting innovating strategies, to attract and maintain the loyalty of the fans. It is in this context that some clubs are taking active steps to engage fans in unique and creative ways. Las Vegas Lights FC enhanced fan engagement by inviting fans to design the team’s 2020 jersey, which resulted in 17 unique shirts for each home match. As club CEO Brett Lashbrook mentioned, *“We can’t guarantee wins and we can’t guarantee goals. But what we can guarantee are smiles and laughs.”* (FIFA 2021).

Despite the popularity of football, it is evident to fans attending home and away matches in Portugal that different organisations are moving forward at different speeds in terms of customer experience. This fact motivated this project, which uses Futebol Clube do Porto (FC Porto), a club with a unique history and tradition, as an example. The Estádio do Dragão store, located in the center of the club's famous stadium, represents the spirit and passion that defines their fans, the “Portistas.” In this special environment, the dedication of the supporters combines with the energy of the club to create an atmosphere unlike any other. Hence, the FC Porto store is much more than just a place to buy merchandise, it is a place of connection with the fans. This offers an intriguing perspective for looking into the role of in-store experiences.

As its essence, this study confronts a fundamental research problem: How to optimise the in-store customer experience in order to drive footfall? Particularly in the context of the sports industry, where emotions are high and customer loyalty presents itself in unusual ways, this subject has critical relevance. Although a substantial body of research exists on in-store and customer experiences across a range of industries, a gap remains when it comes to the world of

football, and, more specifically, football clubs stores. Thus, this research sets out on a mission to address this issue, a task that has significant and substantial outcomes.

The relevance of this study becomes clear when considering the double impact it offers. First of all, it might improve FC Porto's retail initiatives, leading the team into previously unexplored areas. Second, it adds a different viewpoint to the already existing academic literature by highlighting the connection between sports, emotions, and the customer experience.

As part of the research methodology, consumers who visit the physical store at Estádio do Dragão have been interviewed. These interviews seek to learn more about the characteristics of the FC Porto's consumers as well as their opinions of the store and its atmosphere. Additionally, a benchmarking exercise has been conducted, drawing from the best practices in in-store experiences across several football clubs in Europe. After combining both the interviews and the benchmarking, it was possible to identify experiences that might be implemented at the FC Porto store. The study also included a survey, to make FC Porto fans classify the experiences suggested and, then, choose the three that they liked the most.

Each component of this research project will be developed further in the sections that follow, with an extensive examination of the results and suggestions as the conclusion. In the end, the goal is to improve FC Porto's store's customer experience while also attracting a larger audience to the world of football retail.

2. Literature Review

2.1. In-Store Customer Experience

Traditionally, despite the growth in revenue from online channels, physical stores retain an undeniable symbolic value that digital channels cannot reproduce. These stores foster a sense of connection by involving customers in emotions and sensations that can only be fully described in person (Bonfanti et al. 2023). It is in this context that emerges the concept of

customer experience (CX), an approach aimed at creating memorable experiences that are deeply rooted in a “customer’s cognitive, emotional, behavioural, sensorial, and social responses to a firm’s offerings during the customer’s entire purchase journey” (Lemon and Verhoef 2016).

This thematic was initially mentioned when Pine and Gilmore (1998) first established the idea of the experience economy. Since then, there has been a significant amount of attention to the potential effects that in-store retail environments can have on customer experience (Bitner 1992; Lemon and Verhoef 2016; Bonfanti et al. 2023; Harba 2019).

As a result, many retailers are focusing on developing immersive and evocative servicescapes (Bitner 1992) and involving atmospheric and technological components as key touchpoints (Lemon and Verhoef 2016). Modern retail stores are intended to do more than just sell goods (Pine and Gilmore 1998), they also serve as sources of entertainment, knowledge, inspiration, and escapism.

Our theoretical approach addresses the factors that allegedly influence consumers' in-store experience. The framework has two components: servicescape and innovations.

2.1.1. Servicescape

The servicescape, a term pioneered by Bitner (1992) refers to “the design of the physical environment and service staff qualities that characterise the context which houses the service encounter, which elicits internal reactions from customers leading to the display of approach or avoidance behaviours”.

The term “servicescape” is also known as ‘atmospherics’, and it refers to the overall atmosphere of a store in which many stimuli are involved. Research indicates that a positive atmosphere can foster approach behaviours, meaning that customers are more likely to make impulse purchases, spend more money, or remain in the store longer (Sands, Oppewal, and Beverland 2009).

The store atmosphere is defined as the process of incorporating strong perceptual, attitudinal, and emotional impacts on purchasing by drawing customers into the store and keeping them engaged and fascinated (Das 2014).

With this in mind, the ambient conditions were examined, the design factors and the staff behaviour and image (social).

2.1.1.1. Ambient conditions (music, aroma, lightning, colours, cleanliness)

The ambient conditions of a store, such as its music, aroma, lighting, colours, and cleanliness, influence how customers feel about the shopping experience. It has been discovered that pleasing scents, such as vanilla, increase buyers' pleasure and arousal, which influences positive behaviour (Morrison et al. 2011). In the same way, lighting can affect the atmosphere and influence how people perceive and behave when they shop (Butler and Biner 1987). The most researched aspect is music, which affects in-store traffic, time spent in the store, and interactions with salespeople (Morrison et al. 2011). Additionally, background music typically has a calming effect and fosters enjoyment (Milliman 1982).

2.1.1.2. Design factors (layout, product display, decoration)

Design includes the store's architectural and interior decoration, which communicate brand values (Gottdiener 1998 in Bäckström and Johansson 2006) and plays a crucial part in drawing in customers (Kotler 1974). In order to provide a convenient shopping experience and meet customers' expectations for efficiency, effective store design takes into account functional layout elements, signage, and accessibility (Fiore and Kim 2007).

2.1.1.3. Staff behaviour and image – social (employees: number, appearance, level of interaction)

Building a positive customer experience requires interactions with store employees (Grönroos 2000). The number of workers, how they interact with consumers, and how they appear (such as in uniforms) all influence how good the service is viewed. Stronger customer-

retailer relationships can result from an active store environment and favourable emotional reactions evoked by friendly and knowledgeable staff (Pine and Gilmore 1998).

2.1.2. Innovations

Technological innovations are crucial in defining the customer experience and have the power to drastically change the retail environment (Moorhouse, Tom Dieck, and Jung 2017).

The distinction between online, mobile, and in-store shopping has become less clear due to the shift towards omnichannel retailing, which is mostly driven by mobile technologies. Nowadays, consumers are freer to use their mobile devices for a range of purposes, such as researching products, comparing prices, and engaging in social media conversations that affect their purchase decisions (Pantano et al. 2017).

Significant changes have also been made to in-store technologies. The retail process is being improved by self-service technologies (SSTs) like self-checkouts and enhanced payment methods like Apple Pay (Taylor 2016).

In addition, the retail industry has witnessed a significant advancement with the integration of Virtual Reality (VR) and Augmented Reality (AR). With HMDs (Head Mounted Displays), VR enables a new kind of global communication (Rosedale 2017). AR combines digital and real-world data, enhancing in-store experiences with virtual demonstrations and improved product details (Scholz and Smith 2016). To increase consumer engagement and purchase certainty, Lego stores have implemented AR applications that enable customers to experience animated versions of the product. (Kipper and Rampolla 2012).

These developments in technology signify a big advance towards more interactive, effective, and customised shopping experiences. Future consumer retail will be more dynamic and engaging as long as retailers keep implementing and integrating these technologies (Moorhouse, Tom Dieck, and Jung 2017).

2.2. The Unique Nature of Sports Retailing

Sports retailing, as a part of the sports industry, presents a distinctive landscape that is characterised by its unique features. It's not just about selling merchandise, it's about appealing to the passions of millions of people. As Hoye et al. (2022) pointed out, sport is a global phenomenon, employing millions of people and captivating the majority of the world's population. The professionalisation and globalisation of sports have brought significant changes to how sporting events and organisations are consumed, produced, and managed at all levels. Countries worldwide, from emerging economies like Qatar (hosts of the 2022 World Cup for football), to developed nations like France (hosting the 2024 Summer Olympic Games), have recognised the power of sport as a vehicle for driving investment, promoting their nations on a global stage, stimulating trade, tourism, and investment, and instilling national pride among their citizens (Hoye et al. 2022). This emphasises how important it is to understand the sports retailing industry, which acts as a key driver in this global spectacle.

The sports retailing industry is distinct in many ways. Stewart and Smith (1999) have identified ten unique features of sports:

- **Profound Fan Passions:** Fans often develop deep, irrational passions for their favourite teams and athletes;
- **Subjectivity in Performance Evaluation:** Sport introduces a level of subjectivity in judging performance that distinguishes it from other industries;
- **Interdependent Relationships;**
- **Anti-Competitive Behaviour:** Cooperation is needed between clubs and teams and their opposition to share revenues, playing talent, and self-regulation for fan engagement;
- **Variable Quality:** The variable quality of sport, both in terms of in-game dominance and perception, poses challenges for maintaining consistent quality in the marketplace;

- **High Product and Brand Loyalty:** Sports consumers exhibit high levels of loyalty, making them less likely to switch allegiances;
- **Vicarious Identification:** Fans identify with their favourite teams, often emulating their sporting heroes by wearing team uniforms or purchasing endorsed products;
- **Optimism:** Sports fans frequently display optimism, believing in their team's potential despite losses;
- **Resistance to Technological Adoption:** Sports organisations are generally conservative when it comes to adopting new technologies;
- **Limited Supply:** The season length and the number of scheduled games limit sports clubs' ability to maximise revenue through ticket sales.

This unique set of characteristics shapes the sports retailing landscape, making it unlike any other sector in the world.

2.3. The Role of Sports Fans and Their Loyalty

In the world of sports, and particularly football, consumers are not just customers, they are passionate fans. What distinguishes these fans apart from the traditional consumers is the intensity of their devotion and the nature of their loyalty. Sport fans are usually highly involved and follow sport closely. They have a strong emotional bond with the teams they support and use sports as a way to escape from their daily lives (Da Silva and Las Casas 2017). These people see themselves as "active parts of the game itself," believing that their presence and participation have an impact on the success of their team, as opposed to being passive spectators (Yoshida and James 2010).

Football fans exhibit distinct characteristics that differentiate them from regular consumers, namely their distinct emotional attachment, loyalty behaviours, and active participation (Samra and Wos 2014). Indeed several aspects have been found to relate to the profile of fans: emotions, intolerance, supportive social contexts, and memorabilia (Piipponen 2011). These aspects can

be described as follows: a) emotion: Fans exhibit a profound emotional attachment and identification with their teams, often to the extent that their moods and emotions are significantly influenced by the outcomes of team events; b) intolerance: Some fans display a remarkable level of intolerance towards others who may not share the same level of commitment to their beloved team; c) supportive social contexts: sport fanatics extend their passion for their teams into their social lives, influencing their choice of friends, media consumption, and collectibles. The way they select friends often revolves around shared team loyalties, and their consumption of media and collectibles is heavily influenced by their allegiance to their teams and d) memorabilia: Fans have a strong inclination to collect a wide array of team and match-related artefacts, a phenomenon known as "capital collecting." These precious relics serve as tangible reminders of their presence during significant team events and their enduring devotion to their idols.

Football fans are people who have a strong sense of loyalty to their teams. As a result, they tend to stick with one team for a long time, spending a lot of time and money on them, and remain devoted even when their team isn't winning (Da Silva and Las Casas 2017).

Stewart, Smith, and Nicholson (2003), state that there are three types of fan commitment: behavioural, attitudinal, and cognitive. Supporters develop cognitive (knowledge of the sport and team), attitudinal (strong belief in the team and sport) and behavioural (physical acts such as purchasing tickets and merchandise) evidence of their devotion.

Fan identification is more than just watching, it is a deep emotional bond that gives one a feeling of belonging and purpose. Sport fans are a diverse group, with various terms used to describe them, such as fanatics, passionate partisans, highly committed fans, vested fans, diehard fans, and more (Dionísio, Leal, and Moutinho 2008). These definitions draw attention to the variety of fan behaviours as well as their shared devotion.

Loyalty to a team has a significant impact on fan behaviour and attitudes. The more a fan supports a team through attending matches, watching them on TV, consuming related media, buying merchandise, and trying to persuade others to do the same, the more devoted to that team they are. Additionally, many fans become less price conscious when buying team or player merchandise (Piipponen 2011). From this unique loyalty, we are able to extract value through merchandise. Football fans are purchasing more than just merchandise, they are also acquiring symbols of their identification and loyalty. These merchandises are highly visible to others and strengthen one's identity as a sports fan.

Thus, it is important to recognise the importance of the merchandising when establishing a connection between the fans and their favourite teams, by capturing the team spirit, the essence of the sport and the player charisma. When fans own these products, they get to be part of the game, even when they are not of the field (Spears and Singh 2004).

Moreover, beside buying club merchandise, fans devote themselves by going to games in the stadium, watching them on TV, consuming other club-related media, dressing in the colours or logo of their team, and attempting to persuade others to do the same (Da Silva and Las Casas 2017). This demonstrates the intensely engaged and passionate behaviour of the fans. This passion is so unique that highly engaged sports fans are active players who have an impact on the game itself because they don't just concentrate on actions that benefit themselves and other supporters - rather, they also prioritise tasks that benefit their favourite teams (Yoshida et al. 2014).

These loyal behaviours reflect the fact that sport fans are unique consumers, and their commitment to a sports team is "arguably unparalleled in other business or leisure sectors." (Tapp and Clowes 2002).

2.4. Research Question

Following a thorough review of the existing literature, what remains undiscussed is how a club can benefit from this information and optimise the in-store customer experience to increase footfall and enhance fan engagement. With this in mind, the following research questions were chosen to guide the investigation forward:

RQ1: What are the perceptions of FC Porto store users regarding the store's product offerings and the overall shopping experience?

RQ2: How does the FC Porto store experience compare with other similar retail outlets?

RQ3: What new features should be introduced to optimise customer experience and deepen the relationship between the fans and the club?

3. Methodology

Whenever we approach a problem, it is fundamental that we consider the philosophic approach that underlines our research. Critical realism emphasises the understanding that both underlying structures and observable phenomena are crucial in research (Saunders, Lewis, and Thornhill 2007), frequently leading to the integration of mixed methods, where quantitative and qualitative methods are combined. This approach is “valuable, because it can potentially capitalise on the respective strengths of quantitative and qualitative approaches” (Östlund et al. 2011).

3.1. Qualitative Research

3.1.1. Interviews

To understand customers' perceptions about the store, and consequently answer the RQ1, 16 semi-structured interviews were conducted at the FC Porto store at Estádio do Dragão.

These interviews were instrumental in capturing personal perspectives on specific topics, by “gaining insights into or understanding of opinions, attitudes, experiences, processes, behaviours, or predictions” (Rowley 2012). The questions served as a guide, allowing each

interview to follow a unique path, opening space for the exploration of themes raised by the participants themselves (Brounéus 2011).

The interviewees were selected directly in the store, ensuring that they were fans of FC Porto and were at least 18 years old, in compliance with ethical standards. Before each interview, a brief explanation of the research and clarifications regarding the confidentiality and duration of the interview were provided, aiming to achieve greater openness and honesty in responses. Topics covered included frequency of store visits, products preference, reasons why fans visit the store and buy, negative experience and suggestions to make the store ideal for the club's fans. All interviews were recorded and transcribed for a detailed analysis, thus ensuring the richness of the data collected. The interview guide can be found in the Appendices.

3.1.2. Structured observations

Considering that “some types of actions and activities are difficult to communicate verbally, and self-recall and self-report are often not very reliable as sources of information” (Engler et al. 2011), we conducted structured observations in several stores of esteemed football clubs, to answer the RQ2. This method of planned observation allows to understand “which things happen, how often and possibly when and in what sequence rather than why they happen” (Saunders, Lewis, and Thornhill 2007). In addition to the visuals, aspects such as sounds, and the interaction between employees and customers were observed. Particular attention has been paid to innovative elements, such as the use of interactive technology and fan engagement strategies. A script, available in the Appendices, with relevant categories of observation was used to ensure consistency and comparability between the different stores.

3.2. Quantitative Research

3.2.1. Survey

After collecting qualitative data and to help us answer the RQ3, we proceeded to conduct an online survey, using the Qualtrics platform. A survey is a “research study in which

individuals are asked to report on affiliations, opinions, beliefs, behaviours or personal characteristics” (Engler et al. 2011), in this case, the objective was to validate and quantify the insights obtained in the qualitative analysis. The questionnaire was disseminated among a sample of FC Porto consumers, resulting in 314 responses.

During the survey, participants were asked to rate the club’s current store, react to ten ideas proposed for new experiences, and express the extent to which such experiences would influence their willingness to visit the store. Additionally, the survey sought to understand customer engagement in social media related to FC Porto. All the details of the survey can be found in Appendices. The answers obtained were subjected to a rigorous statistical analysis, using the tools provided by Qualtrics.

4. Results and Discussion

4.1. Benchmarking Analysis

The benchmarking process involved visiting the stores of the top 20 revenue generating football clubs to understand their retail strategies and observe first-hand what sets their approach apart. The purpose of this benchmarking was to understand RQ2.

In brainstorming sessions with experts from the area, and in the absence of similar benchmarking literature, criteria such as usability, required investment, uniqueness, sophistication, people, space, emotional engagement, and interactivity were used for evaluation of the generated ideas. From these ideas, which were inspired by our visits, we selected the 10 initiatives that scored the highest across all our criteria.

	Definitions of the Evaluation Criteria
Usability	the fact of something being easy to use, or the degree to which it is easy to use
Required Investment	the resources, such as money, effort, and time, invested to generate profit or gain an advantage
Uniqueness	the quality of being unique or special in some way
Sophistication	the level of complexity, considering the ability to perform advanced functions within a given context
People	number of people need to perform the experience
Space	the amount of area that needs to be used
Emotional Engagement	the fact of being involved with something
Interactivity	the degree of user involvement in the experience

Table 1: Definitions of the Evaluation Criteria, Cambridge Dictionary

Experience	Evaluation Criteria (1 to 5)							
	Usability	Required Investment	Uniqueness	Sophistication	People	Space	Emotional Engagement	Interactivity
Club History Timeline	5	2	3	2	1	2	5	2
Fan Picture Gallery	5	2	3	3	1	2	5	3
High Jump Challenge	4	2	4	1	2	2	4	5
Interactive Product Customisation	4	3	3	3	3	1	5	5
Live Statistic Feeds	5	3	4	3	1	2	4	3
Mannequins with players face	5	3	5	3	1	1	5	2
Stadium Seats	5	2	3	1	1	2	3	2
Subsoccer	4	3	4	1	1	2	4	4
Themed Fitting Rooms	5	2	3	1	1	1	3	1
Trivia and Quizzes	5	2	4	2	1	2	3	4

Table 2: Experiences Suggested, Own Data - Green: Indicates that the experience is easy to implement

For an in-depth description of each experience and to see all the initiatives that were considered, which can be implemented by FC Porto if there is interest, please refer to the Appendices.

Following the identification of the top 10 initiatives, focus shifted to the FC Porto store's service landscape. Bitner (1992) first used the word “servicescape” to describe the actual physical space where customer services are provided. Within the retail domain, ambient circumstances, layout and design, and social variables are among the many components that are included, all of which have a substantial impact on the experiences and actions of customers. During the benchmarking visits, several key servicescape elements were observed that contribute to enhance customer experience. These elements included:

Servicescape Elements:

	Observations made in the esteemed football clubs stores	Description of the observations
Ambient conditions		
Music	<ul style="list-style-type: none"> All stores play commercial music, with a shift to Christmas-themed music during the holiday season. On match days, 7 out of 13 stores visited change to more emotional, exciting music with louder volumes, including club chants and anthems, enhancing the fan experience, as these songs are very important to the fans. If the team wins, some clubs have a special playlist with music that captures the essence of the club. 	In many contexts, like sports clubs and festive seasons, music plays an essential role in establishing the right atmosphere. It not only improves the whole experience but also reinforces the sense of identity and emotional bond between fans and the club.
Aroma/ Scent	<ul style="list-style-type: none"> Of the 13 stores visited, 8 of them use a fragrance or plan to add one soon. The most popular scents are sweet aromas like vanilla or scents that resemble stadium grass. These are expected to bring more customers in and encourage them to spend more time in the store. Recognising the importance of a scent in the store, some clubs have adopted a temporary solution by using scented sprays. 	In addition to improving customer experience, strategically placed fragrances—especially ones associated with well-known or enjoyable scents—have the potential to increase foot traffic and in-store time.
Lightning	<ul style="list-style-type: none"> Alongside to rotating lights that can be adjusted to showcase specific products, all stores use LED lighting in the official colours of the club. This is to guarantee product visibility and 	The key to create a dynamic and captivating retail environment is the mix of adjustable revolving lights and club-coloured LED lighting. This strategy not only increases visibility and draws

	<p>appeal, avoiding dark areas that could draw away customer's attention.</p>	<p>attention to particular products, but it also makes shopping more enjoyable and engaging, which may spark customers' interest and extend their stay in the store.</p>
Colours	<ul style="list-style-type: none"> The club's official colours are used throughout every store, enhancing brand identity and fostering a visually consistent atmosphere. 	<p>In addition to enhancing brand identity, the regular usage of club colours makes the atmosphere visually appealing and comfortable for those who follow the team.</p>
Cleanliness and organisation	<ul style="list-style-type: none"> Every store has daily cleaning as regular practice, which helps to maintain a tidy and welcoming environment. To ensure easy navigation and a pleasurable shopping experience, the stores are thoughtfully divided into sections such as the main merchandise area, personalisation zone, checkout counters, a place for fan merchandise from other suppliers, and a retro collection. 	<p>The regular maintenance of the store, which includes organisation of the store into specific sections and daily cleaning, makes for a far more pleasant shopping experience for customers.</p>
Design factors (layout, product display, decoration)		
Layout	<ul style="list-style-type: none"> Theming of the Store: The use of the logo and the club colours contribute to a consistent store layout. Mirrors or Frames for Pictures: Mirrors are useful when placed strategically, and they also promote customer engagement, which improves the store layout Accessibility and Ease of Product Browsing: An efficient store layout must include clear signage and designated areas to facilitate rapid and simple navigation 	<p>The strategic layout of the store is distinguished by easily visible product sections, mirrors for interaction, and club logos and colours, which is essential for optimising consumer flow and elevating whole shopping experience. This facilitates navigation and creates a welcoming environment for fans.</p>
Product Display	<ul style="list-style-type: none"> Display of Trophies, Awards, and Club Memorabilia: Showcasing these items attracts attention and enhances the atmosphere Use of Visual Elements to Tell the Club's History: Including images and videos can make purchasing more interesting and educational. Product Variety and Exclusive and Limited-Edition Products: The diverse range of products highlights the uniqueness of the store. Product Displays Highlighting New Arrivals: Use of images and screens to highlight new and important products. 	<p>Product displays are essential for drawing in customers. They can feature everything from club trophies and memorabilia to new arrivals and exclusive items. These exhibits enhance the shopping experience by successfully communicating the club's accomplishments and history while also informing and involving customers.</p>
Decoration	<ul style="list-style-type: none"> Theming of the Store with Mannequins and Club Products: Using mannequins dressed in club products, including those modelled after players, improves the store decoration. Seasonal or Thematic Window Displays: Decorate the store for special events like jersey launches and Christmas. 	<p>An immersive and dynamic atmosphere is greatly enhanced by the store's decorating. These decorative elements enhance fans' experience and strengthen their bond with the club.</p>
Staff behaviour and image – social		
N° employees in the store	<ul style="list-style-type: none"> The varying number of employees in different stores indicates that staffing should be customised based on consumer volume and store size. 	<p>The behaviour and image of the employees is a fundamental aspect of the shopping experience. This emphasises a strong customer service, reflecting the store's commitment to not just sell products but also create a memorable connection with the club's supporters.</p>
Employees appearance	<ul style="list-style-type: none"> The apparel selection - such as branded sweatshirts or official tracksuits - not only makes employees stand out but also improves the client experience by acting as a live product demonstration. Wearing official kits and lanyards helps employees visually correlate with the club's identity. 	
Level of interaction with customer	<ul style="list-style-type: none"> Each employee is assigned to a certain section, which guarantees that customer needs are met. Emphasising customer service as a key selling feature highlights how important employee engagement is to improving the buying experience. Having employees who are club fans and share their experiences adds a personal touch, and strengthens the bond with clients 	

Table 3: Servicescape Elements, Own Data

In conclusion and answering the RQ2, the comparison between FC Porto store and other similar retail outlets brings room for improvement. During the benchmarking visits to esteemed

football clubs' stores, it remained clear that most of them are investing in enhancing the in-store customer experience, an aspect in which FC Porto still lacks behind.

Regarding the servicescape, most clubs use elements such as thematic club related music and special scents like vanilla or grass from the stadiums. The clubs that use this believe it resonate with the club's identity and add a distinctive and inviting sensory layer to the shopping experience. Besides that, the decoration of these stores is aligned with the club's branding, employing official colours and symbols, and, frequently, featuring seasonally themed displays that show the club history. To see all the aspects regarding servicescape please see Table 3: Servicescape Elements, Own Data.

Beyond the servicescape, one differentiator factor is the adoption of innovative and immersive experiences. This includes a wider range of product customisation options, extending beyond traditional match jersey to a variety of club merchandise. An engaging and personal touch is also added through the use of mannequins modelled after the players, increasing the connection between fans and their idols. To see more innovative ideas made by the clubs please see Table 2: Experiences Suggested, Own Data.

These observations highlight that there is a substantial opportunity for FC Porto to enhance their in-store customer experience. Implementing similar strategies would not only improve the shopping experience for fans but also strengthen the club's brand identity and its competitive advantage in the team merchandise market. Embracing these innovative elements could transform FC Porto's store into a more engaging, emotionally and fan-centric space, aligning it more closely with the practices of the industry's leading football clubs.

4.2. Interviews Analysis

As part of the research on customer experience in the FC Porto's store, interviews were conducted with 16 participants, of which 7 were women and 9 were men. The educational diversity of respondents ranged from primary school level to master's degree, reflecting a wide

range of perspectives. The predominant age group among respondents was 25 to 34 years old, although there was representation from almost all group up to 65 years old or older.

Among these fans, loyalty to FC Porto was a constant, with all of them declaring an endorsement of the club that dates back to childhood, they have been fans “since they were born”. The long-standing connection with FC Porto was clearly manifested in the preferences and behaviours of the interviewees – “being a *Portista* is a blessing”. This loyalty to the club motivates their regular visits to the store, with the majority of respondents visiting it monthly, some annually, and two reporting weekly visits.

When asked about the types of products purchased from the store, jerseys emerged as the most sought-after items, followed by training clothes, scarves and accessories or souvenirs, which is in line with the data provided by FC Porto (information available in the Appendices). One of the interviewees expressed his high commitment, saying: “If I could, I would buy everything, just because it is from FC Porto”. This quote captures the fan’s strong emotional attachment to the club’s products, with several fans saying that they buy the products because it has the club’s logo. In terms of product information, the majority of respondents stated that they mainly use the club’s website, followed by the Instagram and the club’s official app to stay up to date on available products.

The preference for buying in the physical store, rather than the online store, was attributed to the convenience of being able to try on the pieces and the personalised service. Many respondents praised the in-store service, with one stating: “Staff are amazing and make me feel at home. They add a lot to the experience of coming to the store.”

In addition to the products, respondents expressed several suggestions to improve the in-store experience. These ideas include holding events with players, installing a mini football pitch or goal to score goals, wax mannequins representing the players, a corner with stadium

seating and television to show highlights or old games, placement of stadium grass in the store, a space with a dragon, an area with a PlayStation and backdrops to take pictures.

Moreover, most expressed the desire to have FC Porto music, such as chants and the club's anthem, playing in the store daily. Likewise, suggestions such as recreating the smell of the stadium grass and installing LEDs with the club's official colours were mentioned, as well as the idea of a better distinction of the areas of the store.

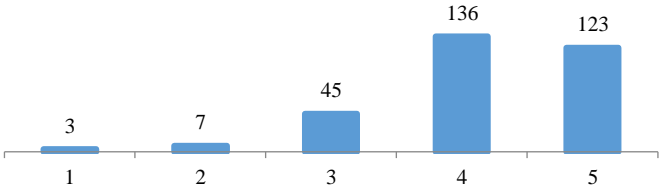
However, there has been criticism related to the size of the store, especially on match days when space seems insufficient. Many interviewees suggested that the club should expand the store to enhance the circulation and diversify the variety and quantity of the products. One interviewee observed, "On match days, the circulation in the store is very hard."

In conclusion and answering RQ1, the interview results reveal significant insights into customer preferences and experiences at the FC Porto store. The passion for the club is a determining factor, influencing the frequency of visits and purchasing choices. The personalised service and overall atmosphere of the store are highly appreciated but there is room for improvement, especially when it comes to the size of the store and the diversification of the experiences offered. These insights are key to the future store improvement strategies, with the aim of further strengthening fans' connection with the club.

4.3. Survey Analysis

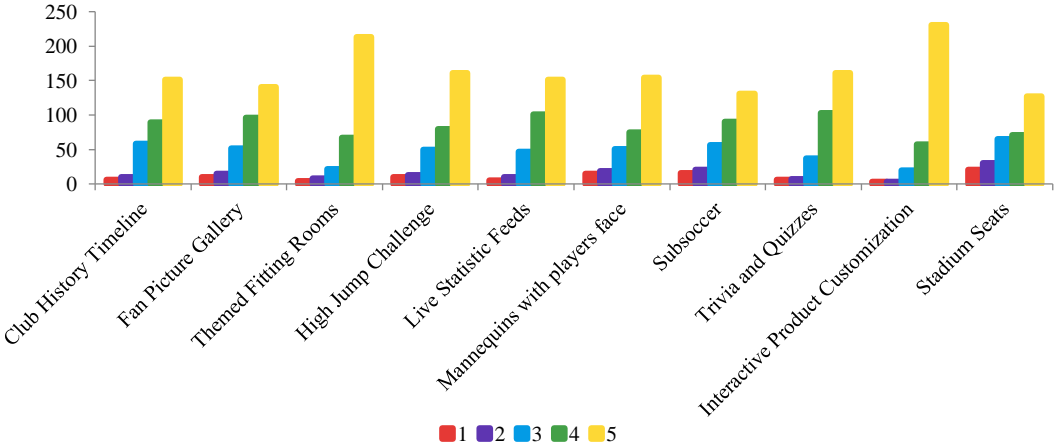
A survey was undertaken to attempt and find an answer to the RQ3. This was done in order to supplement the previous research and the conclusions regarding the needs of the FC Porto fans. The survey received a total of 314 valid responses for all the questions. The majority of the respondents were in the 18-24 age group (62,7%) and were mostly women (55%). In terms of educational background, most had higher education, with bachelor's degrees being the most common. Regarding their occupation, 50,6% of the respondents were students, followed by specialised workers. The questionnaire is available in the Appendices.

FC Porto’s store rating showed a positive trend, with the majority of participants (259 out of 314) giving it a score of 4 or 5 out of 5, which indicates a general satisfaction with the store.



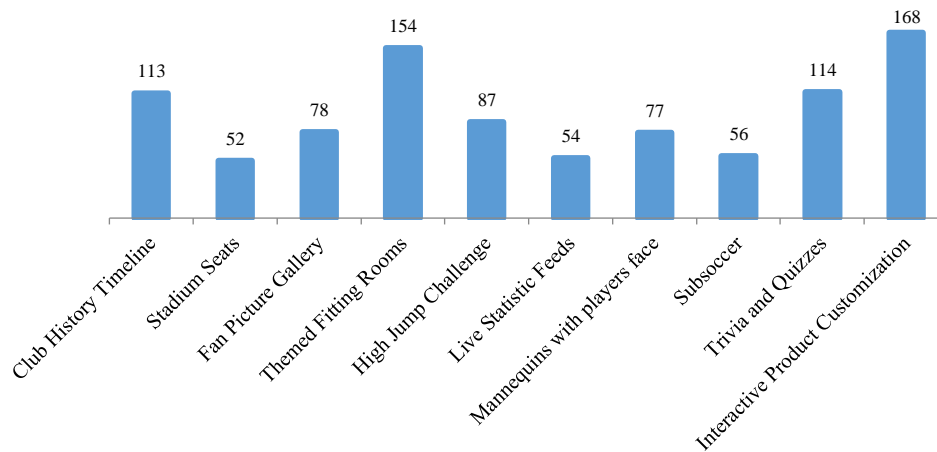
Graphic 2: FC Porto’s Store Rating, Own Data

When asked about their interest in different ideas to enhance the in-store experience, the “Interactive Product Customisation” and the “Themed Fitting Rooms” options stood out, receiving the most votes. This suggests a strong fan interest in immersive and personalised experiences. Also, these experiences are not only fun, but also allow fans to have a deeper connection with the club. Introducing these in-store experiences can also reinforce fans’ loyalty and emotional relationship with the club.



Graphic 3: "Rate these experiences from 1 to 5", Own Data

When asked to choose three experiences to add to the store, “Interactive Product Customisation” (168 votes), “Themed Fitting Rooms” (154 votes) and “Trivia and Quizzes” (114 votes) were the most voted. However, fourth place went to “Club History Timeline” with only 1 vote difference from third place with 113 votes.



Graphic 4: "If you could only choose 3 experiences, what would they be?", Own Data

A large majority (95%) of the participants believed that the introduction of these new experiences would increase their willingness to visit the store, underscoring the potential of these innovations to attract more visitors.

Regarding the use of social media, Instagram has emerged as the dominant platform for sharing and following content related to FC Porto. This underlines the importance of Instagram as a key channel of communication with fans, followed by Facebook, Twitter, TikTok, and WhatsApp. In addition, 12 votes were attributed to the "Other" category, which corresponded mainly to the club's official app. The use of social media is particularly relevant since the interesting thing about experiences is being able to share them. By sharing their experiences in the store on social media, fans not only promote the club and the store, but also contribute to the creation of an active community.

In conclusion and answering RQ3, the results of this survey indicate a desire from fans for more immersive and personalised experiences in the FC Porto store, such as Interactive Product Customisation, Themed Fitting Rooms, Trivia and Quizzes and Club History Timeline. In addition, the importance of these experiences in bringing fans to the store is emphasised, thus expanding the connection between fans and the club.

4.4. Integration of Data and Research Questions Answer

The interviews conducted at the FC Porto's store revealed a strong emotional connection with the club's products and a preference for personalised shopping experience. The passion for the club significantly motivates shopping and store visits. There is a clear need for more immersive and innovative experiences to further connect the club with the fans. The results of the survey confirm this tendency, showing a high rate of satisfaction with the store but also a desire for new engaging features. Fans believe these innovations could increase store visits. This aligns with practices seen in other clubs' stores, such as enhancing the store atmosphere with club-themed music and scents, investing in decorations that reflect the club's history, and emphasising the customer service. The insights from the interviews, benchmarking, and surveys have identified 4 experiences that could be integrated into the store to further enrich the fan experience: Interactive Product Customisation, Themed Fitting Rooms, Trivia and Quizzes and Club History Timeline.

5. Conclusion and Recommendations

Overall, the study's findings demonstrate that footfall is significantly impacted by the in-store customer experience at FC Porto's Estádio do Dragão store. Using a mixed-method approach, this study offers knowledge of how interactive elements and the servicescape in a retail setting might favourably impact consumer behaviour.

The study makes important academic contributions by filling in a gap in the literature on sports retail, particularly as it relates to football club stores. Through a combination of qualitative and quantitative research techniques, such as survey and interviews with FC Porto consumers, as well as, benchmarking with the football club stores, it has produced an extensive analysis of how in-store experiences affect consumer footfall. This study adds to the body of literature by providing a distinctive and unique viewpoint on the relationship between sports retail and customer experience, a topic with so little research.

From a managerial standpoint, the study makes a useful number of recommendations. It highlights how crucial it is to develop immersive experiences that are consistent with the club's brand. This contains suggestions related with interactive experiences and the servicescape. The interactive initiatives that the respondents preferred were, in order, Interactive Product Customisation, Themed Fitting Rooms, Trivia and Quizzes, and Club History Timeline. For better understanding of these initiatives, the study offers suggestions for their application:

- **Interactive Product Customisation:** With the most votes, this idea showed that fans really want personalised products. It is recommended that FC Porto extends the present customisation choices beyond jerseys in order to improve this. Fans show a strong desire to personalise a wide range of products, including, scarves, hats, and accessories. The club may make an investment in machinery that would enable this customisation;
- **Themed Fitting Rooms:** There is clearly opportunity for more creativity when using the current fitting rooms as a base. One possibility, using technology, is to incorporate digital displays so that the consumer may try on clothes against a variety of backgrounds. An alternative strategy might be to take a more traditional way with no technology, immersing customers in the club's past with elements like stadium grass flooring, pictures of iconic events, or replicas of players' locker rooms;
- **Trivia and Quizzes:** FC Porto can experiment with different quiz styles, such as ones that explore supporters' historical knowledge of the team or linking them to their idol players, by answering questions that would tell them what player from the team are them;
- **Club History Timeline:** The need for a link to the club's illustrious past is evident in the desire for a Club History Timeline. One way to put this into practice would be to include historical quotations, important dates, and other details all over the store. For supporters, this not only fortifies the club's identity but also creates a compelling narrative.

Regarding the servicescape, the following suggestions aim to enhance the in-store CX:

- **Music:** To create a lively atmosphere that is in line with the club's identity, incorporate FC Porto's anthems and fan chants into the store's music playlist;
- **Aroma/ Scent:** Introduce a signature fragrance into the store – the benchmarking trips emphasised the use of sweet scents or those that remember stadium grass;
- **Lightning and Colours:** To create an emotionally charged and visually captivating environment, use LED lighting throughout the store in the club's colour scheme;
- **Layout:** Improve the store's layout by using clear signage. Customers will be able to quickly find and interact thanks to this straightforward navigation;
- **Product Display:** Showcase the club's trophies, awards, and memorabilia;
- **Store Decoration:** Change the store's decoration to capture FC Porto's spirit and history.

In addition to improving customer satisfaction, these tactics also increase brand loyalty and give business a competitive advantage in the sports retail sector.

5.1. Limitations

The study does, however, recognise its limitations. Its findings' generalisability is called into question due to its exclusive focus on FC Porto's store. Furthermore, additional biases are introduced by the demographic differences between the survey respondents and the in-store interviewees. The majority of replies in the survey came from the 18-24 age group, although in-store interviews were more likely to focus on the 25-34 and 35-44 age ranges. Likewise, a gender disparity is apparent, with 55% of survey participants being female and 56% of in-store interview participants being male. These differences in demographics emphasise the need for special attention when applying the findings to all age and gender groups.

In order to corroborate these results, future studies should take a wider variety of football teams from various cultural backgrounds. In addition, a longer-term analysis of how in-store customer experience improvements affect revenue creation and customer loyalty may provide more profound understanding of these solutions' effectiveness.

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7. Appendices

7.1. Interview Guide

Good morning/afternoon. My name is Catarina Seabra, and I am a student in the Master's program in Management with a specialization in Marketing at Nova School of Business and Economics. For my master's thesis, I am investigating the role of in-store experiences, specifically at the FC Porto store. I am exploring the opinions of FC Porto fans regarding the store and its environment, which is why I am interviewing you today. For this purpose, I will ask you some questions in a conversation that should last a maximum of 30 minutes. There are no right or wrong answers, so feel free to express whatever comes to mind on the subject. For the analysis of our interviews later on, I would like to record our conversation if you agree. In accordance with the General Data Protection Regulation, this will be used only for this project and will remain anonymous. All recordings will be destroyed in January 2024 when the study

concludes. You will not be contacted afterward unless you choose otherwise at the end of this interview.

Filters - To ensure it makes sense to participate in this study:

- Confirm if you are over 18 years old.
- Confirm if you are a FC Porto fan

Questionnaire:

1. How often do you visit the physical FC Porto store, approximately?
 - Daily
 - Weekly
 - Monthly
 - Rarely
 - Never
2. How long have you been a fan/supporter of FC Porto?
3. What type of FC Porto products do you usually purchase in the physical store? (Select all applicable options)
 - Shirts/jerseys
 - Training items
 - Accessories (hats, scarves, etc.)
 - Collectibles
 - Others (please specify)
4. What was your last purchase at the store? (Specify the product or products)
5. What do you particularly like about these products?
6. What leads you to choose one product over another?
7. What leads you to choose to buy in the physical store instead of the online store?
8. Besides products, what other experiences or services would you like to see in the store?

9. Where do you usually get information about FC Porto-related products before making a purchase?
10. Can you tell me how you feel every time you visit the FC Porto store?
11. What motivates you to shop at the physical FC Porto store?
12. Is there any significance in buying products here in the store, as opposed to anywhere else?
What is different?
13. What kind of experiences, initiatives, or special in-store events could strengthen your emotional connection with the club?
14. What are the main reasons for buying FC Porto products here at the official store?
15. Can you tell me about the last time you made an impulse purchase here at the store? How do you think that happened?
16. Can you tell me about any negative experiences you've had in the store? Was it related to products, service, or something else?
17. Imagine that there were no limits to what this store could be and represent for FC Porto fans. What would the ideal store be like? What kind of experiences would it offer? And what products? Would it have different areas? What kind?
18. What is your age?
 - 18-24 years
 - 25-34 years
 - 35-44 years
 - 45-54 years
 - 55-64 years
 - 65 years or older
19. What is your gender?
 - Male

- Female
- Other

20. What is your level of education?

- Cannot read or write/Illiterate
- Incomplete primary education / Can read/write without completing primary education
- Completed primary education
- Completed Preparatory Cycle
- Completed 9th Year unified or former 5th year of high school
- Completed 11th / 12th unified or former 7th year of high school
- Professional/Artistic course
- Intermediate course / University attendance / Bachelor's degree
- Bachelor's degree in Nursing, Social Work, Preschool Education, Primary Education, Tourism, Secretarial, Accounting, and Documentation
- Other Bachelor's degrees
- Master's/Postgraduate degrees
- Doctorate

21. What is your occupation?

- Middle and Upper Management
- Specialized Technicians and Small Entrepreneurs
- Service/Trade/Administrative Employees
- Skilled/Specialized Workers
- Unskilled/Non-Specialized Workers
- Retired/Pensioners/Unemployed/Living on income
- Students
- Housekeepers

The interview has come to an end. Thank you very much for your time. I would like to ask if, after analysing the data and developing solutions, we could contact you to see if our recommendations would improve your experience at the store? Thank you again, and have an excellent day!

7.2. Questionnaire Guide

7.2.1. Portuguese Version



Caro(a) participante, gostaria de lhe agradecer pelo seu tempo.

O meu nome é Catarina Seabra e sou estudante do Mestrado em Gestão, com especialização em Marketing, na Nova SBE. No âmbito da minha tese de mestrado, estou a investigar o papel das experiências em loja, mais especificamente na loja do FC Porto. Estou a explorar as opiniões dos adeptos do FC Porto acerca da loja e do seu ambiente. Para tal, é fundamental obtermos informações sobre como se sente relativamente às sugestões que concebemos para a loja, de forma a que estas correspondam às expectativas dos adeptos.

Todas as respostas são confidenciais e não serão utilizadas para outros fins que não o presente estudo. Este inquérito terá a duração aproximada de 3 minutos.

Ao prosseguir, está a confirmar que possui 18 anos ou mais e que é adepta do FC Porto. A sua participação neste estudo é voluntária e importante para a pesquisa. Por favor, continue apenas se atender a estes critérios.

Obrigada!





Powered by Qualtrics 

Numa escala de 1 a 5, onde 1 significa 'muito insatisfatório' e 5 significa 'extremamente satisfatório', como avalia a loja do FC Porto no Estádio do Dragão, considerando tanto a sua experiência de compra quanto a atmosfera e as experiências oferecidas pela loja?


- 1 2 3 4 5
○ ○ ○ ○ ○

Numa escala de 1 a 5, onde 1 significa 'nenhum interesse' e 5 significa 'interesse extremo', qual seria o seu nível de interesse em ter estas experiências na loja oficial do FC Porto no Estádio do Dragão?

	1	2	3	4	5
<p>Linha do Tempo da História do Clube (contextualização histórica do clube ao longo da loja)</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Galeria de Fotos dos Adeptos (interação por meio de fotografias - um QR Code ativa a câmara, permitindo ao consumidor tirar uma foto no momento)</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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<p>Provedores Temáticos (experienciar a sensação de se vestir para entrar em campo)</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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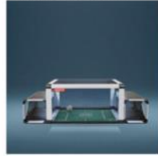
<p>Desafio do Salto (tentativa de saltar tão alto quanto um jogador do clube)</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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<p>Transmissões de Estatísticas (informações interativas sobre os jogadores e a equipe em geral)</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Manequins com Rosto dos Jogadores (por exemplo, manequim realista do Pepe ou do Taremi)



Subsoccer (versão compacta e adaptada do futebol tradicional, concebida para espaços menores)



Trívia e Quizzes (jogos Interativos)



Personalização Interativa de Produtos (customização de itens além de camisolas de jogo, incluindo gorros, chapéus, cachecóis, canecas, cadernos, entre outros)



Assentos do Estádio (sentar-se em bancos reais para vivenciar a atmosfera do estádio)



Caso tivesse a oportunidade de escolher apenas três experiências para inserir na loja, quais seriam as suas preferências? Por favor, selecione três opções da lista abaixo.

Linha do Tempo da História do Clube

Galeria de Fotos dos Adeptos

Provadores Temáticos

Desafio do Salto

Transmissões de Estatísticas

Manequins com Rosto dos Jogadores

Subsoccer

Trivia e Quizzes

Personalização Interativa de Produtos

Assentos do Estádio

Estas experiências influenciariam positivamente a sua vontade de ir à loja do FC Porto?

Sim

Não

Quais são as redes sociais que normalmente utiliza para partilhar ou seguir conteúdo relacionado ao FC Porto? Por favor, indique todas as plataformas que utiliza para este fim.

Instagram

Twitter

TikTok

Facebook

Whatsapp

Outra

Qual é a sua idade?

18-24 anos

25-34 anos

35-44 anos

45-54 anos

55-64 anos

65 anos ou mais

Qual é o seu género?

Masculino

Feminino

Outro

Qual o seu grau de educação?

Não sabe ler nem escrever / Analfabeto

Primária incompleta / Sabe ler/escrever sem ter completado a primária

Primária completa

Ciclo Preparatório (completo)

9º Ano unificado ou antigo 5º ano dos liceus (completo)

11º / 12º unificados ou antigo 7º ano dos liceus (completo)

Curso profissional / artístico

Curso médio / frequência universitária / bacharelato

Licenciatura em Enfermagem, Serviço Social, Educador(a) de Infância, Ensino Primário, Turismo, Secretariado, Contabilidade e Documentação

Restantes Licenciaturas

Mestrados/Pós Graduações

Doutoramento

Qual a sua ocupação?

Quadros Médios e Superiores

Técnicos Especializados e Pequenos

Empregados dos Serviços / Comércio / Administrativos

Trabalhadores Qualificados / Especializados

Trabalhadores não Qualificados / não Especializados

Reformados / Pensionistas / Desempregados / A viver de rendimentos

Estudantes

Domésticas

7.2.2. English Version

Dear participant, I would like to thank you for your time. My name is Catarina Seabra, and I am a student in the Master's program in Management, specializing in Marketing, at Nova SBE. As part of my master's thesis, I am investigating the role of in-store experiences, more specifically in the FC Porto store. I am exploring the opinions of FC Porto fans about the store and its environment. For this, it is essential to obtain information about how you feel regarding the suggestions we have made for the store, so that they meet the expectations of the fans. All responses are confidential and will not be used for purposes other than this study. This survey will take approximately 3 minutes. By proceeding, you are confirming that you are 18 years of age or older and that you are a fan of FC Porto. Your participation in this study is voluntary and important for the research. Please continue only if you meet these criteria.

Thank you!

1. On a scale of 1 to 5, where 1 means 'very unsatisfactory' and 5 means 'extremely satisfactory,' how do you rate the FC Porto store in the Dragão Stadium, considering both your shopping experience and the atmosphere and experiences offered by the store?
2. On a scale of 1 to 5, where 1 means 'no interest' and 5 means 'extreme interest,' what would be your level of interest in having these experiences in the official FC Porto store in the Dragão Stadium?
3. If you had the opportunity to choose only three experiences to include in the store, what would be your preferences? Please select three options from the list below.
 - Club History Timeline
 - Fan Picture Gallery
 - Interactive Product Customisation
 - Live Statistic Feeds
 - Mannequins with Players Face

- Stadium Seats
- Subsoccer
- Themed Fitting Rooms
- Trivia and Quizzes

4. Would these experiences positively influence your willingness to go to the FC Porto store?

- Yes
- No

5. What social media do you normally use to share or follow content related to FC Porto?

Please indicate all the platforms you use for this purpose.

- Instagram
- Twitter
- TikTok
- Facebook
- Whatsapp
- Other

6. What is your age?

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years or older

7. What is your gender?

- Male
- Female

- Other

8. What is your level of education?

- Cannot read or write/Illiterate
- Incomplete primary education / Can read/write without completing primary education
- Completed primary education
- Completed Preparatory Cycle
- Completed 9th Year unified or former 5th year of high school
- Completed 11th / 12th unified or former 7th year of high school
- Professional/Artistic course
- Intermediate course / University attendance / Bachelor's degree
- Bachelor's degree in Nursing, Social Work, Preschool Education, Primary Education, Tourism, Secretarial, Accounting, and Documentation
- Other Bachelor's degrees
- Master's/Postgraduate degrees
- Doctorate

9. What is your occupation?

- Middle and Upper Management
- Specialized Technicians and Small Entrepreneurs
- Service/Trade/Administrative Employees
- Skilled/Specialized Workers
- Unskilled/Non-Specialized Workers
- Retired/Pensioners/Unemployed/Living on income
- Students
- Housekeepers

7.3. FC Porto's Most Sold Items

TOP 15 – Most sold items (in value)	
Product Description	Weight (%)
First Jersey 22/23MT230060	15,80%
Third Jersey 22/23MT230073	5,60%
Second Jersey 22/23MT230067	3,70%
Letter BWIN 22/23	2,80%
Junior Box First Jersey 22/23JY231178	1,80%
Infantil Box Infantil First Jersey 22/23IY231178	1,70%
Women First Jersey 22/23WT230060	1,40%
First Jersey 23/24MT230207	1,30%
Number BWIN 22/23	1,30%
Third Jersey 23/24 MT230232	1,00%
NB FC Porto Shoes 22-23U327FCP	1,00%
First Jersey Cr 22/23JT230060	0,90%
Badge Taça Campeão Nacional 22/23	0,90%
Blusão Azul Navy 22-23MJ231030_NV	0,80%
Junior Box Third Jersey 22/23JY231180	0,70%

7.4. Structured Observations Script

Ambience	Music	
	Aroma/Smell	
	Lightning	
	Colours	
	Store cleanliness and organisation	
Visual Presentation	Theming of the store (colours, logos, etc.).	
	Display of trophies, awards, and club memorabilia.	
	Use of visual elements to tell the club's history.	
	Mirrors or frames to take pictures	
	Seasonal or thematic window displays.	
Employees	N° employees in the store	
	Employees appearance (what are they wearing?)	
	Level of interaction with customer	
Merchandising and Products	Product variety (jerseys, accessories, souvenirs, etc.).	
	Exclusive products available in the store.	
	Product quality.	
	Pricing and promotions.	
	Arrangement and organization of products on shelves.	
	Exclusive limited-edition products.	
	Product displays that highlight new arrivals.	
	Accessibility and ease of product browsing (e.g., clear signage).	
Interactive Experience	Interactive screens or virtual reality devices for customers.	
	Trial areas (e.g., for trying on sports uniforms).	
	Customisation opportunities (e.g., adding names and numbers on jerseys, custom prints).	
	In-store games or challenges related to the sport.	
	Interactive product catalogues on touchscreens.	
	Virtual try-on solutions for merchandise.	
Activities and Events	Hosting special events or autograph sessions.	
	Screening games or historical club moments.	
	Partnerships with former players for fan meet-and-greets.	
	Workshops	
	Products try-outs (football and goal)	
	In-store fan engagement activities, e.g., quizzes, contests, or mini games.	
	Product demonstrations	
Technology and Connectivity	Presence of free Wi-Fi in the store.	
	Use of apps or QR codes to provide additional information to customers.	
	Social media integration for sharing experiences.	
	Availability of mobile charging stations.	
Collaborations	What type? What brands?	

7.5. Benchmarking

Experience	Description	Evaluation Criteria (1 to 5)							
		Usability	Required Investment	Uniqueness	Sophistication	People	Space	Emotional Engagement	Interactivity
Club History Timeline	Create an interactive timeline highlighting the club's historic moments through multimedia displays and trophies.	5	2	3	2	1	2	5	2
eSports Platform	Create a unique fan-team bond by creating an immersive eSports space where fans can play PS5.	4	3	4	4	2	4	4	5
Fan Chants Karaoke	Provide an interactive karaoke station where fans can record and share their versions of club chants, boosting online team spirit.	4	4	5	3	2	4	4	5
Fan Picture Gallery	Provide an area where customers can take selfies and have them quickly displayed throughout the store, resulting in a vibrant and engaging visual celebration of their presence.	5	2	3	3	1	2	5	3
Goal-Scoring Challenge	Introduce a goal-scoring challenge that uses sensors to measure speed and accuracy. Offer prizes to spectators who score the highest, enhancing the experience with a fun and competitive element.	4	4	4	1	2	4	4	5
High Jump Challenge	Set up a high jump station so that fans can measure their own jumping ability in comparison to their favourite players	4	2	4	1	2	2	4	5
Hologram	Make hologram displays of players or trophies to provide fans with exclusive photo opportunities.	3	5	5	5	3	3	4	3
In-Store Wi-Fi and Charging Stations	Make the store more welcoming and pleasant for extended fan visits by providing free Wi-Fi and charging stations.	5	2	3	2	1	2	1	1
Interactive Coach's Corner	Create an "Interactive Coach's Corner" so that fans may feel the excitement of planning like a professional coach, increasing their interest in the strategies used by the club.	4	4	5	4	2	3	4	4
Interactive Mannequins	To get people to notice your product, use interactive mannequins that can provide product information and even make small movements.	4	4	5	5	2	1	2	3
Interactive Product Customization	Increase the amount of interactive product customisation options available to fans so they can add their own touches to a wide range of items, like hats, scarves, and accessories, and show their support in original and imaginative ways.	4	3	3	3	3	1	5	5
Live Statistic Feeds	Install screens with real-time leader boards, player performances, and game statistics to keep fans engaged with player and match details.	5	3	4	3	1	2	4	3
Mannequins with players face	Put on display realistic player mannequins to provide fans with exclusive photo opportunities and a stronger sense of team connection.	5	3	5	3	1	1	5	2
Match Day Offers	Introduce special discounts on a selection of products on match day, adding to the thrill of the big game.	5	2	3	1	1	1	3	1
Meet and greets	Organize meet and greet events with players, coaches, mascots or club legends for autograph sessions and photos.	4	5	3	1	5	4	5	5
Photo Booths with Props Or Players	Establish customised picture booths in the store, complete with accessories like scarves, jerseys, and club memorabilia. Pictures can be taken by fans and posted on social media.	4	3	3	2	2	4	5	5
Pitch Football	Make a miniature football pitch so that supporters have an entertaining and energetic area to play friendly matches.	4	4	4	1	1	5	4	5
Smart Fitting Rooms	Provide innovative smart fitting rooms that allow consumers to easily request various sizes, colours, or styles in addition to allowing them to virtually try on items.	4	5	5	5	2	1	3	4
Stadium Seats	Create an immersive environment where fans can experience the atmosphere and energy of being in the actual stadium, surrounded by the echoes of cheers and enthusiasm, by installing authentic stadium seating within the store.	5	2	3	1	1	2	3	2
Subsoccer	Offer a subsoccer pitch to give fans a fun and unique football gaming experience.	4	3	4	1	1	2	4	4
Themed Fitting Rooms	Offer digitally customisable club-themed backdrops, stadium-inspired player locker room decoration, and historical moment	5	2	3	1	1	1	3	1
	displays - complete with real stadium grass - to create a remarkable fitting room experience. Fans can take selfies while trying on items thanks to this setup, which also immerses them in the club's rich history and atmosphere.								
Themed Merchandise Sections	Create special themed merchandise sections, such as retro collections and youth academy showcases, to improve navigation.	5	3	3	2	1	1	2	2
Trivia and Quizzes	Provide trivia and quizzes stations so that fans can learn about the club's past. These stations will include interactive screens and will provide fans with a variety of quizzes ranging from club history to fun questions like "What Player am I?" This will be a fun and engaging opportunity for supporters to test and broaden their knowledge of the team.	5	2	4	2	1	2	3	4
Virtual Reality Experiences	Provide fans with immersive virtual reality experiences that allow them to virtually enter the pitch from the tunnel, experience the thrill of scoring the game-winning goal from a player's perspective, and explore the stadium from various angles.	3	5	5	5	2	3	5	5
Workshops and Skill Clinics	Organise clinics and workshops aimed at developing skills, including dribbling clinics, penalty kick clinics, or coaching sessions.	4	3	4	5	3	4	4	4