Bachelor Thesis
Customer's involvement by giving feedback to increase the customer relationship

Bachelor thesis
at the
Graz University of Technology

submitted by
Josep-Oriol Batlle Coderch

Fakultät für Maschinenbau und Wirtschaftswissenschaften
Institut für Betriebswirtschaftslehre und Betriebssoziologie
O.Univ.-Prof. Dipl.-Ing. Dr.techn. Ulrich Bauer

June 2015

Supervisor: Dipl.-Ing. Jochen Kerschenbauer
Assessor: Herbert Mühlburger
STATUTORY DECLARATION

I declare that I have authored this thesis independently, that I have not used other than the declared sources / resources, and that I have explicitly marked all material which has been quoted either literally or by content from the used sources.

……………………………
……………………………

……………………………
……………………………

date

……………………………

(signature)
Abstract

This document is an extended research of how the feedback can make a business successful. Studying the sport’s feedback the reader could find the analysis of the most important applications in the American football league, the quantification of the European football market size and also four interviews with media and teams from Spain. By reading this report the user would have a deep knowledge in the sport’s feedback world.
# Index

1 **Introduction** .......................................................................................................................... 1  
1.1 Aim ........................................................................................................................................ 1  
1.2 Purpose .................................................................................................................................... 1  
1.3 Scope ....................................................................................................................................... 1  

2 **Overview about customers possibilities to give feedback** ......................................................... 2  
2.1 Importance of feedback ........................................................................................................... 2  
2.2 Possibilities ............................................................................................................................. 3  
2.2.1 IT ........................................................................................................................................ 3  
2.2.2 Clothing ............................................................................................................................... 4  
2.2.3 Sports .................................................................................................................................. 4  

3 **Market research in american football** ....................................................................................... 6  
3.1 National Football League (NFL) ............................................................................................ 6  
3.1.1 NFL Now ............................................................................................................................ 6  
3.1.2 NFL Mobile ....................................................................................................................... 7  
3.2 New England Patriots .............................................................................................................. 9  
3.2.1 Social networks of New England Patriots......................................................................... 9  
3.2.2 Patriots Gameday Live ....................................................................................................... 10  
3.3 San Francisco 49ers ................................................................................................................. 13  
3.3.1 San Francisco 49ers App .................................................................................................... 13  
3.3.2 Levi’s Stadium ..................................................................................................................... 17  
3.4 Suggestions to implement ......................................................................................................... 18  

4 **Football’s market size in Europe** .............................................................................................. 20  
4.1 Introduction ............................................................................................................................ 20  
4.2 Stadium Attendances per match day in first division ............................................................... 20  
4.2.1 Stadium attendances per match day: Bundesliga ............................................................... 21  
4.2.2 Stadium attendances per match day: The Premier League .............................................. 22  
4.2.3 Stadium attendances per match day: La Liga .................................................................. 23  
4.2.4 Stadium attendances per match day: Lega Serie A .......................................................... 24  
4.2.5 Stadium attendances per match day: Ligue 1 ................................................................. 25  
4.2.6 Stadium attendances per match day: Raiffeisen Super League ....................................... 26  
4.2.7 Stadium attendances per match day: Österreichische Fußball-Bundesliga ................. 26  
4.3 Stadium Attendances per match day in second division ......................................................... 27
1 Introduction

1.1 Aim

Nowadays we live in the consumer world. Everyday millions of products are bought and the people want always the best of them. Nevertheless, how can a business get the right data in order to improve their products or services? It should exist a way to get live feedback from the customers.

This memory analyses the customer’s involvement by giving this feedback. With this information in hand, the reader will have an overall view of the market possibilities in this area.

Finally, what this proposal also intends is to generate an interest in the services’ feedback. This area is the most difficult to get this information. Not only because the customers are not willing to spend time giving their opinion but also because the company does not have the right strategy to get this feedback.

1.2 Purpose

The main purpose of this project is to provide to the reader with a big picture about how the customer relationship is and how it should be.

The analysis of the different markets where the information of the customer is valuable is also a main goal for this memory.

Last but not least, it will be examined deeply the football market in order to show to the reader the attractiveness of this field.

1.3 Scope

This project is focused on the customer’s involvement by giving feedback. For this reason it is written for anyone who is interested in selling a good product or service with the best customer service.

More specifically, this project is focused in the football field. Thus, it is crucial for football clubs and the media. These groups of people are the most concerned about the opinion of their supporters.
2 Overview about customers possibilities to give feedback

2.1 Importance of feedback

First things first, to talk about the importance of feedback first it is necessary to know what feedback is. Feedback is the ‘information in response to an inquiry, experiment etc.’\(^1\) this short definition can be divided in three parts.

Information. Nowadays, the information is increasingly the most valuable bargaining chip in the market. With this powerful currency the companies can attract many investors and in return this sponsors can look at the privacy of their customers. Most of the IT companies are working this way. They offer a free service but in reward they collect some information about their customers. Once they have analysed and sorted all the data, this companies search the best sponsors to sell this information. This way the IT companies receive more than enough money to create a successful business.

Response. For getting a real feedback it is necessary to get a proper response. These answers are given from the customers. Usually, the companies only collect the data from the bad experiences with their products or services. Nevertheless, giving feedback the customer can also share his/her good opinion. This point is so important: no matter if they give the right or the wrong answer, the important thing is to analyse why they response one way or another.

Inquiry or experiment. This third point is where the reader should be more interested. The investigation could be done in different ways. One way could be with a simple survey. Here the customer can share his/her opinion but sometimes the questions are too closed. Other way could be an interview. In this case, the interviewee is freer to answer his/her view. Nevertheless, we lose the anonymity that we have from the survey. Last option from an endless list could be only analysing the reaction of the customers to new products or services.

Taking all this previous information into account it can be made the following definition about feedback. Feedback is collecting and analysing all the customers’ information from an exhausted investigation of their opinion about specific product or service in order to make a business more profitable.

---

\(^1\) Definition of feedback [2nd June 2015, 12:59]:
2.2 Possibilities

2.2.1 IT

As it has been discussed before, information in the IT companies is their own currency. Nevertheless, this section is going to discuss how they get specific information, how they get feedback from their users.

Firstly, the Apps for mobile phones and tables should be analysed. The most common feedback is the one showed in the Figure 1. However, why the most usual answer is “No thanks” or “Remind me later”? The answer is clear; it is not as fast as rating directly inside the application. The user needs something fast. He/she is not willing to spend more than 2 second to give his/her opinion. Other common way of getting feedback is writing your view about the right or wrong performance of the App. This is more valuable information rather than a simple rating system. The companies can notice why the downloads of theirs Apps are not as they had expected. Nevertheless, it is more work for the users and consequently they are less appealing than a rating system. The last and the most direct feedback is looking at the number of downloads. This is obvious information; if the app is not downloaded the users are not satisfied with the product.

Secondly, it can be analysed the websites or social networks. In this category usually there are not a specific section inside the web. Most of the time, the developers of the website they are also users. This way, they can get feedback from themselves. Moreover, in many websites they have a tab with the most frequent questions and answers. There, the companies can see if their platforms are intuitive or not.

Last but not least, it has to be mentioned how IT companies with tangible products, such as Apple or Samsung, get their feedback from the users. Apple, for instance, has its own section on the website\(^2\). First the user has to select the product he/she wants to give feedback. Then he/she has to fill out a short form with some data and give the feedback. As the reader can notice, this is a tedious work. For this reason, Apple only would get the feedback of the bad performance of the products. On one hand this is excellent since this comments are from the customers who need some change in their product. While on the other hand, this company does not receive what the users want to maintain. They could improve this feedback by giving a small reward to the people who give constructive opinions about their products. It is a clear fact that these companies are making their own research in customer product acceptance. However, it would be more engaging if all the users could give their suggestions in an easier way.

Customer's involvement by giving feedback to increase the customer relationship

2.2.2 Clothing

To address this section it is analysed the most famous clothing company: Inditex. More specifically, it is shown to the reader the success facts of its oldest and more profitable brand, Zara.

The company has an excellent communication system between all its stores. Zara based all their production on the customer reactions. It notes what they buy and do not buy. It records feedback that customers give to the staff. For instance, if during 2 or 3 days the people ask for some specific jumper the retailers report this information to the headquarters and they deliver some items to the store. Nevertheless, Zara does not have many stocks. In doing so, the customer needs to buy the clothes now or never.

The retailer's report is only one example of how they get feedback from the shoppers. Furthermore, they are introducing new machines in theirs stores. These machines are direct and live feedback that the company can receive from their clients. Zara gives in reward discounts for the next purchases. This innovative way of involving the customer in the company for sure is going to be other big key factor in Inditex’s success.

By having this fast conversation with its clients, Zara is the most flexible brand in the fashion world. It produces new clothes in three weeks. By getting this live feedback Zara can provide to its retailers with the fashion trends from 3 weeks ago. For this reason, it has six collections instead of two each year.

With this successful example the reader should notice that feedback in the clothing world is also really important in order to satisfy the customers.

2.2.3 Sports

Last but not least, a special field of study is the sport’s feedback. This is a world that moves a vast number of people and consequently a vast number of money. It is true that is the main entertainment event in Europe if we look at the number of supporters. Looking at this powerful statement, how is the feedback got in sport’s show? To answer this question first this feedback could be divided in three different categories. It can be done from the fans to the teams. Also the players can give their opinion about the supporters or their training staff. Finally, the team might be interested in giving some inputs to their members in order to encourage them to enjoy the sport’s events.

Firstly, the easiest way of getting feedback is from the fans. When they go to the stadiums the feedback from them is really simple, they simply clap or shout. This way, the players can

---

notice whether they are happy with the team’s performance or not. Nevertheless, this simplicity gives to the team the difficulty to measure and analyse this feedback. For this reason many clubs have their own page in the main social networks. Looking at the comments from the users they can receive more specific information about their fans.

Secondly, the hardest way of getting feedback is from the players. They don’t have this freedom to scream to their fans or just say a sincerely opinion about the performance of their team. When they react spontaneously the next day these words are in the front page of all the sport’s media. They also risk their career if the player’s statements cause a fan’s decrease. With all this information in mind, the athletes can give their feedback using the social networks as a modern way and using the press conferences as a traditional form. In the social networks they can create their personal brand by giving more personal information than only their sport’s performance. In contrast, when they use the press conferences they must think in a team manner. They are obliged to express their constructive opinion about the team, trainer and other club’s staff always taking into account their career’s interests.

Lastly and following on from the foregoing, the social networks are a powerful tool in order to give feedback from clubs to their fans. This feedback is always to encourage their supporters to be more engaged with the team. Nevertheless, as it has been mentioned before, this information should be positive and motivating for gathering more and more fans. The club cannot give a negative opinion as they act as an enterprise.

To sum up, here the reader can deduce that the most potential market is getting feedback from the supporters. This is because the other ways of getting feedback do not fit in the previous definition. To get a proper opinion this should be honest. If this information is disrupted for business interests, this feedback cannot be analysed. For this reason the following project is focused on how the fans can express their opinion in different sport’s events.
3 Market research in american football

3.1 National Football League (NFL)

To begin this research the following section analyses how the most profitable league in the United States of America is encouraging their fans to participate and attend to the matches. From the National Football League⁴ there are two Apps that allow the fans to have their mobile phones as a television screen.

3.1.1 NFL Now

The first App is NFL now. With this App the fans are engaged with their mobile devices during live games. Basically, the NFL provides to all the football fans a wide video selection. In the main menu we have the following tabs:

![Image of NFL Now main menu]

This App has many options. Nevertheless, it is worthy to comment only a few aspects of its tools.

- Sign in. Firstly, it can be seen that the user needs to get a free account in order to benefit from all the information that they gave. This is the first difference with the next Apps. On the following apps the used does not need any account. However, it helps to the fans to make their own app.
- My channel. In this tab the NFL suggests lot of videos related with the user’s team.

⁴ NFL webpage [13, March 17:23]: http://www.nfl.com/fans
- Live. There the fan can watch all the live channels that the NFL offers.
- Highlights. This is a great tab because the user can watch the most important plays or news of his/her teams in a very short time delay. This is the same option that the Patriots gives to their fans with the tap of video Highlights. Nevertheless, the NFL offers a bigger content; the fans can watch all the highlights of all the teams.
- Setting. Here the user should choose his/her favourite teams and add his/her favourite players in order to adapt the videos with the user’s preferences.
- Feedback. Last but not least, this tab gives to the fans the opportunity to share comments, concerns or questions about the app. Taking all this into account, it is clear that the developers of this app want to involve the user in the way that this tool works.

This App has a very interesting material but it is true that the users need a great Internet connection. That’s why many teams of the NFL are investing in Wi-Fi networks like the New England Patriots.

3.1.2 NFL Mobile

The second App is NFL Mobile. This app has less video content than the previous. It is so just because this is for mobile devices. There are not many different tools than in the previous App. Nevertheless, there are some interesting tabs that they have been commented.

The first thing is the main menu that it could be seen in the Figure 6. It has fewer options than the previous. For a mobile app it is better. When the user is trying to find the information it has to be easy. It is good to have everything well organized. Nevertheless, it has to be intuitive and in this app is easier to move up between the sections and get to the right information. When the app is opened the fan

---

5 More information about NFL mobile [13, March 18:26]:
https://www.youtube.com/watch?v=36gtOJcTrUVU
Customer's involvement by giving feedback to increase the customer relationship

has to choose his/her team. Then, they will get the news depending on their preferences. This menu has the following options:

- **Combine**. The NFL scouting combine is a show that takes place in Indianapolis every February where college football players perform physical and mental tests. The combination of both tests gives to the coaches complete information about the possible players. In this section the teams can get the latest news about them or watch many videos. They can also look at results of all the tests.

- **Home**. Inside this tab there is all the latest news and videos about the NFL. One thing that the user can notice is that he/she has always an advertisement on the top or the bottom of the screen.

- **Featured videos**. The same as the previous app this has a huge selection of the best videos of all the NFL.

- **NFL now**. In this tab the football fan can see the latest news. They can also look the information about all the teams. Finally, on the top menu the user can see what is happening in the social networks such as the lasts tweets or hashtags.

- **Scores & Schedules**. Inside this section the fan can check all the results of the matches and the schedule of all the season.

- **News**. The user can follow the latest news about his/her team. It is a good selection for a fan that wants only the news of his/her team.

- **Teams**. There the fan can look all the most important statistics of their team. He/she has also the last game with the result. They can also see the team leaders depending on the position of the field.

On the last options of the main menu the NFL gives the teams the opportunity to sell their clothes and stuff to their fans. The user has the chance to go directly to his/her team’s shop.

---

3.2 New England Patriots

3.2.1 Social networks of New England Patriots

To begin with the finalists of the Super Bowl of 2015 this section is going to give some number of how the New England Patriots are using the social network.

Looking at their Facebook page the have more than 6 millions of likes. On average the Patriots upload 4 posts each day. Regarding with the ‘bird social network’ they have more than one million of followers and they have done 30 thousand of tweets. In Twitter they post on average 8 twits each day. Sometimes this information is the same as they post on Facebook. Looking at their Instagram on average they post between 1 and 3 pictures every day. Nevertheless, they posted 21 pictures the day of the Super Bowl. They have more than 1 million of followers and more than 2,500 pictures uploaded on this social network. On Pinterest the have more than 21 thousand followers and more than 31 pins collections. These collections are clothes, little Patriots’ fans, animal fans, bakery of Patriots... Finally looking at Google+ the reader should know that the upload one post each day and they have more than 1 million of followers.

In the next section are discussed the Patriots’ Apps. The Patriots has three apps. They are investing lot of money in Wi-Fi infrastructures inside their stadium in order to offer to their fans free Wi-Fi. This way, the fans can enjoy the apps from the team and use it in the best conditions. The first app is “The Patriots football daily app” where they offer the newspaper of the team in a portable version. The second app is “New England Patriots App”. There the fan can find a lot of information, videos, news, etc. about the team. Nevertheless, for this project the most useful app to analyse is the “Patriots Gameday Live”.

---

8 New England Patriots’ Twitter [12th March 2015, 12:40]: https://twitter.com/patriots
Customer's involvement by giving feedback to increase the customer relationship

### 3.2.2 Patriots Gameday Live¹²

This application has many tools that give an advantage from other’s team’s app. The main menu has the following possibilities:

- **News & Alert Feed**: there the user can see the latest news about the game such as the last touchdown or special offers for the fans like the opportunity to win an iPad. There also the supporter can see the latest alerts of the traffic or some posts with interviews with the players.
- **Video Highlights**: there the user can watch the most relevant videos before, during and after the match.
- **Live video**: In this section the fans have access to live replays after every play with the lives camera of the field. With this, the fans that have lost the last kick can enjoy right in the palm of their hand. Every play is ready for viewing about 15 seconds after it happens.

It also has inside many different sections such as live replays, NFL RedZone, end zone camera, What’s Hot, Cheerleaders, Sideline Camera…

This video section is the most difficult to synchronize with the teams. Nevertheless, it is the most attractive additional content.

---


Customer's involvement by giving feedback to increase the customer relationship

- Live game blog. In this tab the Patriots Football Weekly’s Publisher Fred Kirsch broadcast the entire match with his game play commentaries.
- Statistics. In this section the fan can choose between the statistics of the team, the player or he/she can follow the match with the drive tab. In the drive part the team is writing all the plays of the match.
- Scores. Inside the scores part the fans can see all the results of the National Football League. With this they can be up to date with the other matches of the league.

- Radio & Press Conf. There the people who are in the stadium or in home can listen to the live radio and follow the press conference after the match.
- Stadium. This is a tab with lot of options inside. Firstly, they offer to the fan the **stadium map**. The second option is to get tickets through **TicketExchange**\(^\text{13}\). It is a good way to find tickets the last minute. The NFL offers it. The idea is the following: the fans can buy tickets directly from other fans that they have sold previously. It is true that many teams in the football leagues would want this option in order to fill up the

---

field in all the matches. Moreover, it engages to the fan to get the season tickets because the supporters can sell the tickets if they don’t want to go to some specific matches. The next tab is to report fan behaviour or seat issues. It is clear that in many football fields there are violent people. With this tool the team can control and prevent disturbances. The seating chart shows to the user the prices and locations of the stadium’s seats. In the tab of directions there is some driving directions to get to the stadium. In parking the user can see the map of the parking lot and get information about if it is full or not. On the captioning section the fan can read the public announcements of the stadium. Lastly, with the QR Code Reader the supporters can scan the QR in order to watch the information or the advertisements that the team wants to show.

- Restroom Wait Times\textsuperscript{14}. This is the most special tab. When the used are in this tab, firstly he/she chooses between man and female restrooms. Then he/she should specify the section. Finally, the app shows the closest bathroom to his/her section with a coloured dot on the left side. On the top of the screen the app explains that a green dot is a little or no line, a yellow dot is between 2 and 4 minutes of line and a red dot is more than 4 minutes of line. With this feature the fan can know the right time to go to the restroom and he/she wouldn’t miss any score of his/her team.

- Weather. Inside this section the fan can know the weather forecast for the match and take with him the suitable clothes.

- Alarm clock. In this tab the user can download tones with the voice of some players for the alarm clock.

- Photo Fun. There the fan can create his/her own keepsake only uploading one picture on the app and then he/she will get this photo superimposed. They can also upload an image from them on match. Then, the best images will be posted in the Patriot’s webpage.

3.3 San Francisco 49ers

3.3.1 San Francisco 49ers App\textsuperscript{15}

The team San Francisco 49ers is a referent of the fan engagement in the NFL. Its proximity to Silicon Valley gives to this team an advantage in the field of the new technologies. That’s why the two apps from this club should be examined.

The first thing that the user can see is that when he/she downloads the Android app is less than 5MB. It surprises everyone because the app is really developed and it has a wide range of tabs and content. In the main screen the user could see the following options:

![Main screen and menu](https://play.google.com/store/apps/details?id=com.yinzcam.nfl.sf)

This menu is divided 7 different sections.

1. News & Media. This section has a particularity. The fan can switch between tabs from the main menu, at the top left side of the screen, or from a sliding menu, on the top of the screen. This is really helpful for the user because he/she can navigate between the sections of this part.

   The fan has a good selection of the news always with a big and coloured picture of the report. In the videos tab the user can watch some interviews with the players as well as the greatest plays of the match. The next option is the photos. They are carefully classified in various folders. In the social section the users can share their opinion about the match or the team in the social media. They can also see all the comments in the social media with #49ersInvasion. This team has also its own radio and in the audio tab the fan can listen to interviews.

2. Season. There the fans can take a look to the schedule of the 49ers with the final result of the matches played. Then they can see the standings of each conference with the points earned and dropped of every team. The last tab of this section is the league scores. There the supporter can follow all the recent leagues results of the other teams.

3. Team. Firstly, the users can look up for the information of the entire roster. They can search for the player’s name, number or position with the top tabs. Nevertheless, only by writing the name, in the finder of the top right part of the screen, they can find the player too. When they click on the name, the fans can learn more about this player. The app provides wide information such as the number, position, height, weight, age, experience, hometown, college and some statistics. It also includes brief description about his career as a football player.

Secondly, the team show to the supporters a depth chart with the name of the players and the position that they are going to play in the next match.

Thirdly, in the team stats the team shows the statistics season of each player with the most relevant information. Last but not least, this app gives to the fan very valuable information: the inactives. In this section there are all the status reports of the next match. The team shares the information about which players are out, questionable or probable to play in the next match. They also provide the...
fans with the names of the players that have participated or not in the practices. In brackets there are the reason why they are not in the best conditions for playing the next match.

4. Cheerleaders. It is true that the most important part of the fans in these sports is men. For this reason they provide a wide photo selection of the cheerleaders of the team.

5. Game day. The name of this section is the same as the App from the Patriots. Nevertheless, it is simpler and it has less tools. In the *Play-by-play* tab we have a new sliding menu on the top part of the screen and the first option is *P-B-P*. Here the fan can follow closely all the plays' descriptions in real time. In the *stats* section there is the statistics of the match of each team such as plays, total yards, penalties, etc. There are also the *players’* statistics in the next tab. Lastly; in the *drives* section is written the entire match with the most important plays.

In the *NFL Game Centre* the app send the fan to the NFL platform with the same play-to-play sections and statistics.

6. Fan zone. This team has great ideas in order to maintain the loyalty of its fans and here is one of them. The have created the *Faithful 49*. It is a community of all the fans of the San Francisco 49ers. They reward their dedication with the team. The supporters compete for the title of the most faithful fan. They win points (Yards) attending to the games, checking content in the webpage or following the team on the social media. The more they engage the more points they get. They reward them with tickets for the matches, products from the shop or even plane tickets for watch the team out of the San Francisco. On the following picture there is some ways to win this points\(^{16}\).

---

They motivate their fans to go to the field, to complete their data and to connect all the social networks with their profile. The team also promote the sale of the food and clothes in the stadium. One singular way to earn 100 yards is for entering in the stadium 90 minutes before the kick-off. Thus, they avoid the traffic jam and the fan can spend more money before the match.

In this part of the app the user can go to the proshop and get some clothes from the team. The fan can also go to their faithful 49 profile and look for his/her ranking number. Lastly, in the app they can go the Levi’s stadium tab and buy tickets for the next events in this stadium. This is basically the webp age of the stadium in mobile version.

7. More. This part has the settings of the notifications and the information about the privacy policy of this app.
3.3.2 Levi’s Stadium

This App is from the team of San Francisco 49ers. It has only a few tabs but the products that they offer are really attractive. Also, it can help to the supporters to enjoy in the best conditions the football match.

On the home screen the fans can choose between five possibilities:

- **Tickets.** Firstly, the app offers the possibility to get tickets for all the events in the stadium only by clicking on the mobile device. Before to get the tickets they ask for the “Account Manager” in order to get all the information of the fan.

- **Parking passes:** The supporter can also purchase the parking tickets. If they have already the passes for all the season they get automatically the BIDI code for the parking places. The fans can also transfer any ticket or parking pass for the events to any friend or family member. They only should click to Transfer Ticket. It is really useful if the user would like to meet the friends or the family directly on the seats of the stadium.

---

**Figure 3.3.9. Main screen and menu**

**Figure 3.3.10. Ticket**

**Figure 3.3.11. BIDI code and transfer tickets**

---


• Food and drink: In this part of the App the fan can order the food in two ways. They can order the “Express Pickup” from a place stand near the supporter's seat. This way they avoid the waiting time or the lines. They can also order the “In-Seat Delivery”. The fan only has to order the food and they will get in their seat.

• Faithful 49ers. This is a really good fan engagement. The team rewards the supporters with prizes like free food, merchandise and some experiences with the team. They can win this prizes depending on how they are engaged with the team. As we can see in the screen shot the user can order his/her t-shirt from the San Francisco 49ers and get it in his/her seat in 10 minutes.

• Explore Levi’s. In this tab the fan can see where he/she has the closest food places, shops or restrooms. The app allows the supporters to navigate to any point of interest. They can get also the line wait times of the restrooms.

3.4 Suggestions to implement

From the previous 3 points could be extracted many ideas in order to create a useful application. It has been seen that in the NFL they give a lot of importance to the live videos and information. They also believe that a good application should be customized with the user’s preferences and show him/her the suitable information. In order to have free publicity a good app should have direct connection with the social networks. Thinks like share with Facebook or connect with Twitter have to be visible and easy to find. Also the users are comfortable with a secondary menu on the top of the screen that makes faster the interaction with the application.

For the fans that attend to the stadium a helpful tool would be the restrooms waiting line. It would be very useful to order the food from their seats. Other feature that also the team could profit from it could be the exchange tickets. This easier way of buying and selling tickets to other fans is beneficial for both sites. In order to get along all the supporters of the stadium the club should add a section to report a bad behaviour.
Also from the previous applications’ analysis could be deducted the following points:

- The user wants fast live video content.
- A good application should be “customized” by giving to the user the option to select his/her favourite team & player.
- An easy and intuitive menu should be included on the top of the screen.
- The information should be easy to find and well organized.
- It is really important the way the statistics are shown. Not only numbers.
- The users should have the chance to share their ideas to the social networks with photos, hashtags…
- Include some ways to spend money such as food, merchandising, tickets…

If all this things have the combination with a good reward the success of the application is guaranteed.
Customer's involvement by giving feedback to increase the customer relationship

4 Football’s market size in Europe

4.1 Introduction

In this section the reader can look at how big is the football’s market size in Europe. It will analyse the most important countries regarding the number of supporters per team. This will give to the reader the importance of having feedback from the fans to the teams.

As it is always a comparison between many countries the most visual way to present is with many graphs. For this reason every point is presented with the result of previous calculations in a very simple way.

4.2 Stadium Attendances per match day in first division

![Stadium Attendances](graph421.png)

Graph 4.2.1 Stadium attendances per match day in first division

In Graph 4.2.1 the reader has the most important leagues in Europe in descending order of the number of supporters that go to the stadiums. In first positions are the Bundesliga and

---

19 Bundes Liga’s Attendance in Stadiums [26th May 2015, 17:09]:
http://www.soccerstats.com/attendance.asp?league=germany

20 The Premier League’s attendance in the stadiums [22nd May 2015, 11:59]:
http://www.soccerstats.com/attendance.asp?league=england

21 La Liga’s attendance in the stadiums [22nd May 2015, 11:52]:

22 La Lega Serie A’s attendance in the stadiums [22nd May 2015, 11:57]:

23 Ligue 1’s attendance in the stadiums [22nd May 2015, 11:55]:
http://www.licence1.com/ligue1/affluences/journee

24 Bundesliga Austria’s Attendance in Stadiums [26th May 2015, 17:17]:

25 Swiss Football League’s Attendance in Stadiums [26th May 2015, 17:32]:
http://www.european-football-statistics.co.uk/attn/avesui.htm
Customer's involvement by giving feedback to increase the customer relationship

The Premier League. They have their stadiums almost full in every match. In contrast it is shown how empty are the stadiums in Spain, France and especially in Italy. In this last league, Serie A, the stadiums are just a bit over the 50% of their capacity on average attendance. This is because the corruption cases that this league had few years ago. Nowadays it is not as attractive as it had been. Regarding the Austrian and the Swiss leagues they don’t have as many fans as the previous ones. Nevertheless, they both together have more than 170 thousand supporters on their fields every match day.

4.2.1 Stadium attendances per match day: Bundesliga

As the reader can see in the Graph 4.2.2 this is the most attractive league in terms of average attendance in the stadiums. Bundesliga has really huge stadiums and the performances that the teams are having these last years are the most engaging of Europe. These two facts give to the reader the certainty that Bundesliga is an excellent market and more specifically the first two teams: Borussia Dortmund and Bayer Munich. Nevertheless, it is shown in the previous graph that the two last teams have every match the stadiums almost full of supporters. It can be deduced that this teams have many fans but the capacity is not enough to cover the market demand. Last think to say about Graph 4.2.2 is that Hertha Berlin has its stadium really empty in comparison with the other clubs of Bundesliga.

To reaffirm the importance of this league the clubs know how to treat well their fans. In every match the 10% of the seats are reserved for the visitor team. This way the rival’s supporters...

Graph 4.2.2. Average attendances in the stadium versus stadium capacities in Bundesliga

---

26 Bundes Liga’s Attendance in Stadiums [26th May 2015, 17:09]:
http://www.soccerstats.com/attendance.asp?league=germany
Customer’s involvement by giving feedback to increase the customer relationship

want to travel to the other stadium. Moreover for the local fans the club always includes the transportation with the ticket for the match such as bus, train or subway. Every club has an agreement with the public transport of the city\textsuperscript{27}.

4.2.2 Stadium attendances per match day: The Premier League

Graph 4.2.3. Average attendances in the stadium versus stadium capacities in The Premier League\textsuperscript{28}

In the Graph 4.2.3 it is shown how full are the stadiums in The Premier League. It is the most attractive market in terms of percentage of attendances in the stadiums. Almost every team has its field full of its capacity. Nowadays, the inversion in this league is really big and these numbers show to the reader the reason why it is that huge. These inversions have made grown the number of “stars players” per team. Consequently, the football show for England is guaranteed for years. However, it can be seen that there are two discontinuities with Sunderland and Aston Villa. This is because of their bad performance during this last season, 2014/15.

\textsuperscript{27} Facts from the Bundesliga [9th June 2015, 15:52]: http://deportes.starmedia.com/futbol/liga-alemana/por-que-estadios-bundesliga-siempre-estan-llenos.html

\textsuperscript{28} The Premier League’s attendance in the stadiums [22nd May 2015, 11:59]: http://www.soccerstats.com/attendance.asp?league=england
4.2.3  Stadium attendances per match day: La Liga

Coming to the third league in numbers of average attendance per match, La Liga has many singularities. Firstly, the Graph 4.2.4 shows to the reader that Real Madrid and Barcelona have the most part of the supporters. This is because they have always the best players and their stadiums are really big. Secondly, it is a reality that the stadiums in Spain are not as full as the previous leagues. This is because in La Liga the timetable are always changing. The fan does not know the hour or day of the match until the television channels have decided. This fact gives an enormous impact for the media but not for the team. Also, continuing with this low assistance, the hours for the matches are often late and it does not give the chance to the families to enjoy it together. Thirdly, there is a big difference between the stadium capacity and the average attendance in RCD Espanyol. The club has recently changed its stadium and the current season they are playing bad. Nonetheless, they have many fans and the history of its club is one of the oldest of this league. Lastly, it is shown on the previous graph that the last team has, on percentage of fullness, a larger number than many of the La Liga’s teams. SD Eibar comes from the second division and its fans are enjoying this adventure with their team.

Graph 4.2.4. Average attendances in the stadium versus stadium capacities in La Liga

La Liga's attendance in the stadiums [22nd May 2015, 11:52]:
4.2.4 Stadium attendances per match day: Lega Serie A

Lega Serie A is one of the first leagues with low stadium attendances. It is said on the previous section that the capacity of the stadiums is a factor that helps of having more fans in the fields. Nevertheless, this is not true in Italy. The main reason for this dramatic support is because of the corruption case on 2006. That year Juventus, Lazio and Florentina had to be relegated to the second division, Serie B. The punishment for the payment of some arbitrators was lighter for Milan and other teams that they had to start the season with fewer points. This is still continuing affecting one of league that was really famous 10 years ago. Serie A has a huge number of potential supporters. However, the trust with this league is still recovering from that case.

Looking at the Graph 4.2.5 and taking the entire previous information into consideration the Italian league can move lot of people. This market has more possibilities to improve and change the negative into positive numbers.


### 4.2.5 Stadium attendances per match day: Ligue 1

<table>
<thead>
<tr>
<th>Club</th>
<th>Average Attendance</th>
<th>Stadium Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marseille</td>
<td>38,136</td>
<td>69,023</td>
</tr>
<tr>
<td>Paris Saint-Germain</td>
<td>39,467</td>
<td>73,087</td>
</tr>
<tr>
<td>Lila</td>
<td>13,038</td>
<td>23,179</td>
</tr>
<tr>
<td>Lyon</td>
<td>30,391</td>
<td>48,347</td>
</tr>
<tr>
<td>Saint-Etienne</td>
<td>26,365</td>
<td>30,016</td>
</tr>
<tr>
<td>Nantes</td>
<td>19,589</td>
<td>24,910</td>
</tr>
<tr>
<td>Bordeaux</td>
<td>28,122</td>
<td>30,016</td>
</tr>
<tr>
<td>Rennes</td>
<td>20,704</td>
<td>24,634</td>
</tr>
<tr>
<td>Nice</td>
<td>18,916</td>
<td>26,683</td>
</tr>
<tr>
<td>Metz</td>
<td>17,351</td>
<td>21,863</td>
</tr>
<tr>
<td>Lens</td>
<td>17,938</td>
<td>23,051</td>
</tr>
<tr>
<td>Guingamp</td>
<td>12,922</td>
<td>20,126</td>
</tr>
<tr>
<td>Reims</td>
<td>11,070</td>
<td>19,391</td>
</tr>
<tr>
<td>Lorient</td>
<td>9,128</td>
<td>11,771</td>
</tr>
<tr>
<td>Montpellier</td>
<td>11,870</td>
<td>20,126</td>
</tr>
<tr>
<td>Bastia</td>
<td>12,070</td>
<td>20,126</td>
</tr>
<tr>
<td>Evian</td>
<td>16,500</td>
<td>18,021</td>
</tr>
<tr>
<td>AS Monaco</td>
<td>19,634</td>
<td>20,126</td>
</tr>
</tbody>
</table>

Graph 4.2.6. Average attendances in the stadium versus stadium capacities in Ligue 1.

With the Graph 4.2.6 in mind it can be deduced that the percentage of people who go to the stadiums with the capacity of them is bigger than in the Italian league. The Ligue 1 is taking a good position in terms of teams’ supporters these last years. This is produced for the recent investments of many Arab sheiks. For example in the club Paris Saint-Germain many star players have been recruited such as David Luiz or Zlatan Abrahimovic. This fact gives to the French league the distance of less than 12,000 supporters per match day from Serie A.

---

Customer's involvement by giving feedback to increase the customer relationship

4.2.6 Stadium attendances per match day: Raiffeisen Super League

As the reader can see on the previous Graph 4.2.7 the Swiss league is smaller in terms of stadium attendances than the leagues on the previous sections. In this country football is not one of the most famous sports. There alpine skiing is the most followed. Nevertheless, there are only 2 teams with an average attendance of less than the 50% of the stadium capacity. This makes clear the good health of the football market in Switzerland.

4.2.7 Stadium attendances per match day: Österreichische Fußball-Bundesliga

The Österreichische Fußball-Bundesliga is the less followed league of this research. This fact is because the Austrian Football is not so famous. Nevertheless, the influence from the German league has helped the clubs in order to move more fans to their stadiums. On the Graph 4.2.8 the reader can see that the club with the most filled stadium is the Rapid Wien in terms of average attendance and the Wolfsberger AC in terms of percentage of filling the stadium.

Graph 4.2.7. Average attendances in the stadium versus stadium capacities in Raiffeisen Super League

Graph 4.2.8. Average attendances in the stadium versus stadium capacities in Österreichische Fußball-Bundesliga

Customer's involvement by giving feedback to increase the customer relationship

4.3 Stadium Attendances per match day in second division

Regarding the second division of each football league the order has changed a little bit in terms of average match attendances to the stadiums, as it can be seen in the Graph 4.3.1. In first position is the British league, Football League Championship, that has only few thousands of the supporters less than the first league in Italy or France. In second position is the German second division with almost 3 times more supporters than the first league from Switzerland. In third, fourth and fifth positions are the leagues from Spain, Italy and France respectively. In the last two positions are the leagues from Switzerland and Austria both with less than 20,000 fans on the stadiums every match day.

These numbers show that the most powerful leagues are still the British and the German with a great advantage over the following ones. The reader can find the graphs with the numbers divided in teams in the Appendix A.

Graph 4.3.1 Stadium attendances per match day in second division

35Football League Championship [27th May 2015, 17:17]:
362 Bundes Liga’s attendances in the stadiums [27th May 2015, 17:39]:
http://www.worldfootball.net/attendance/2-bundesliga-2014-2015/1/
37Liga Adelante’s attendances in the stadiums [27th May 2015, 17:23]:
http://futboldesegunda.blogspot.co.at/2015/01/analisis-asistencia-los-estadios-de-la.html
38Serie B’s attendances in the stadiums [27th May 2015, 17:51]:
http://www.european-football-statistics.co.uk/attn/aveita.htm
39Ligue 2’s attendances in the stadiums [27th May 2015, 18:08]:
http://www.ligue1.com/ligue2/affluences/club
40Challenge League’s attendances in the stadiums [27th May 2015, 18:21]:
41Erste Liga’s attendances in the stadiums [27th May 2015, 18:13]:
4.4 Stadium Attendances per match day in third division

In this section it is shown in the *Graph 4.4.1* the countries where professional players play the third division. For this reason it does not analyse the leagues from Switzerland and Austria. In the first position is still the British league, League One. Despite that the average match attendance is much lower than the stadium capacity the number of fans that go to every match is still more than the Swiss first league and the Austrian first league. It is the same case than the German third league. Nevertheless, the decrease of the supporters at the stadiums of Spain, Italy and France is more accentuated.

---

42 League one’s attendances in the stadiums: [29th May 2015, 19:13]:
http://www.worldfootball.net/attendance/eng-league-one-2014-2015/1

43 3 Liga’s attendances in the stadiums [29th May 2015, 20:14]:
http://www.worldfootball.net/attendance/3-liga-2014-2015/1

44 Segunda B Grupo 1’s attendances in the stadiums [29th May 2015, 19:30]:
http://www.worldfootball.net/attendance/esp-segunda-b-grupo-1-2014-2015/1

45 Lega Pro Prima Divisione’s attendances in the stadiums [29th May 2015, 19:50]:

46 Championnat National’s attendances in the stadiums [29th May 2015, 20:07]:
http://en.wikipedia.org/wiki/2012%E2%80%9313_Championnat_National
4.5 Fans at home per match day watching the television in first division

Number of fans watching the television at home*

![Bar graph showing the number of fans watching the television at home for different leagues.]

Graph 4.5.1. Audiences in the television during the season 2014/15.47484950: No reliable information about Österreichische Fußball-Bundesliga and Raiffeisen Super League

In this Graph 4.5.1 it is shown the main reason why The Premier League has the largest investments of the European football. These more than 12 million of viewers per match day on the television at home proof that the market size in this league is enormous.

In second position the Bundesliga has more than 7 million people watching their games at home. This number is only from the pay television Sky. With this in mind the reader can deduce that this number might be higher.

These two first leagues reaffirm the previous analysis done in the point 4.2. The British and German leagues have a really appealing football. As it has been written before this success comes from the well-structured timetables of the matches and obviously from the excellent football performance.

In the third and fourth position are the Italian and Spanish leagues respectively. The market size is still big but not as the previous leagues. Nonetheless, it is shown that the differences between these two leagues is less than in the stadium attendances. This fact indicates that the Italian competition has still a big market size at home but not in the stadiums.

---

47 The Premier League’s TV audience [24th May 2015, 12:30]:
48 Budesligas’s TV Audience [26th May 2015, 17:45]:
49 La Lega Serie A’s TV audience [24th May 2015, 12:46]:
50 La Liga’s TV audience [22nd May 2015, 19:59]:
51 Ligue 1’s TV audience [24th May 2015, 11:56]:
http://enpleinelucarne.net/2013/05/ligue-1-laudience-journee-par-journee-547
In the last position the French league has two million of supporters at home. Nonetheless, this data is from the pay television channel Canal+ and as the Bundesliga it can be deduced that this number would be bigger if it was reliable information about the public channels.

Last thing to take into account is that this research could not find reliable numbers of the Swiss and Austrian leagues. However, it can be inferred that the market size has minor impact than the previous leagues commented.

4.6 Overall fans watching the matches per match day in first division

In the Graph 4.6.1 it is represented in a visual way the number of fans that each league have. These numbers are the addition of the number of fans watching the television plus the average stadium’s attendances. The difference between The Premier League and the other competition is enormous. The British league covers more than one third of the total market size. Nonetheless, if at this number is added the German league they cover almost two thirds of the football supporters in Europe.

Nonetheless the reader should not neglect the rest of the European fans. If a company could cover only one of those apparently small markets the success of this business would be guaranteed.
4.7 Potencial Market

4.7.1 Introduction

In the points below the reader could find other forms of finding how appealing is the football market in Europe. The study will be focused on the number of club members and the number of likes on Facebook. This way it is compared the traditional and the modern numbers respectively. Nonetheless, these fans should be considered as a potential participants in the football matches as it is not clear whether they watch this sport show or not.

4.7.2 Number of club members

In Graph 4.7.1 it is represented the most important teams in Europe in terms of number of club members. The membership to a club is by now quite out-dated. Nonetheless, many fans from different teams have the necessity of having the card from the team.

---

52 Premier League’s fans [27th May 2015, 11:39]:
http://www.resultados-futbol.com/premier/grupo1/equipos

53 FC Barcelona’s fans [27th May 2015, 11:44]:

54 Real Madrid’s fans [27th May 2015, 11:50]:
http://www.ticketbis.com/el-sueno-mas-caro-del-mundo

55 Atletico de Madrid’s fans [27th May 2015, 11:54]:
http://www.mundodeportivo.com/20141226/atletico-madrid/el-atletico-de-madrid-alcanza-los-75-000-socios-record-historico-del-club_54422804122.html

56 Italian’s fans [27th May 2015, 12:05]:
http://www.resultados-futbol.com/serie_a/grupo1/equipos

57 Manchester United’s fans [27th May 2015, 12:17]:
http://futbolfinanzas.com/top-10-de-los-equipos-con-mas-socios-del-mundo/

58 Bundesliga’s fans [27th May 2015, 12:51]:
Customer's involvement by giving feedback to increase the customer relationship

For example, in Spain the clubs use this membership for having the chance to attend to the stadiums. Only the members from the teams can buy season tickets.

Even if the fees are sometimes expensive, more than 250 thousand Bayern Munich’s fans do not hesitated of buying this identity. This fact proofs that although this team has only 75,000 seats available in its stadium more than 3 times of this people want to support this team.

To conclude this section, from the Graph 4.7.1 it can be inferred that Germany and Spain are in the first positions in terms of number of club members of their best teams.

4.7.3 Looking at number of likes on Facebook

![Graph 4.7.2: Likes on Facebook of all the club of Europe](https://www.facebook.com/

The numbers presented in the Graph 4.7.2 are huge. It is hard to believe that more than 525 million of people like the teams from the first division of Europe. With only this information the reader have to realize that the potential of the football market is terrific.

Nonetheless, this is the first graph that shows the Bundesliga out of the first two positions and the Spanish league in second position. The Premier League is still in front of the list with

---

59 Facebook [27th May 2015, 18:03] (all the links of all the likes on facebook are in Bibliography): [https://www.facebook.com/](https://www.facebook.com/)
more than 200 million of likes on Facebook. From these information could be deducted that the post powerful leagues in Europe could be the British, German and Spanish competitions.

On the graph below is represented the clubs with more than 2 million likes on Facebook and the reader should study simultaneously with the Graph 4.7.2 in order to have the right deductions.

As it has been mentioned before the reader can notice that the first two teams, FC Barcelona and Real Madrid CF, have almost the 90% of likes on Facebook of the entire Spanish league.

Other thing that should be analysed is that England has 8 clubs with more than two million likes on Facebook. Italy has 5 teams, Spain and France have 4 clubs and Germany has 3 teams. From this fact it can be inferred that England has the most uniform league in Europe. The Premier League had not only two clubs fighting for the competition. All the teams have a great amount of fans following them. This is not the case in Spain or Germany. There are 2 or 3 teams competing for the first positions. By saying that a business focused on England should be more global than in Germany or Spain. In these two countries the company has to appeal the supporters of the biggest teams.

If the reader wants to find a deeper detail of these numbers he/she could find the rest of the likes on Facebook by teams in the Appendix B.

---

Facebook [27th May 2015, 18:03] (all the links of all the likes on facebook are in Bibliography): https://www.facebook.com/
Customer's involvement by giving feedback to increase the customer relationship

4.7.4 Forecast of possible customers per season

4.7.5 Introduction

In the following sections the possible number of customers is analysed from the numbers gathered on the previous point of this study.

The numbers presented bellow are for match day. Nevertheless this analysis have this numbers as an overall season because the people who are in the stadiums watching the match one week they might be the same on the next week watching the game from the television at home.

4.7.6 Stadium Attendances in first division

Average match attendance at the stadium fan's forecast

<table>
<thead>
<tr>
<th>League</th>
<th>50% of the fans</th>
<th>30% of the fans</th>
<th>10% of the fans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bundesliga</td>
<td>302,048</td>
<td>215,229</td>
<td>78,410</td>
</tr>
<tr>
<td>The Premier League</td>
<td>361,785</td>
<td>217,011</td>
<td>73,357</td>
</tr>
<tr>
<td>La Liga</td>
<td>274,887</td>
<td>184,602</td>
<td>58,497</td>
</tr>
<tr>
<td>Serie A</td>
<td>235,512</td>
<td>138,813</td>
<td>45,104</td>
</tr>
<tr>
<td>Ligue 1</td>
<td>120,259</td>
<td>72,127</td>
<td>22,275</td>
</tr>
<tr>
<td>Raiffeisen Super League</td>
<td>55,937</td>
<td>33,558</td>
<td>9,137</td>
</tr>
<tr>
<td>Österreichische Fußball-Bundesliga</td>
<td>32,427</td>
<td>19,816</td>
<td>4,453</td>
</tr>
</tbody>
</table>

Graph 4.8.1. Possible customers looking at the average match attendance at the stadium

Regarding the number of potential fans that can give feedback from the stadium, this work takes into account that the possible business could cover the 50%, 30% or 10% of the market share as an optimistic, medium and pessimistic forecast respectively.

Obviously, the leagues are in the same order than in the point 4.2. Nevertheless, in the Graph 4.8.1 if it is added the normal forecast for the two best leagues in terms of average match attendance this number is almost half a million of supporters.
4.7.7 Fans at home

In the *Graph 4.8.2* it has made the same forecast than in the previous section but as it has been mentioned in the point 4.5 the television data for Switzerland and Austria were not available. From this graph it should be noticed that the medium forecast of the apparently worst league, Ligue 1, is still higher than the one commented in the *section 4.8.2* for this reason a wise advise would be that the feedback should be focused in both fields, at the stadium and at home. Nevertheless, the main goal for a good business is to attract the people who are watching the television at home.

4.7.8 Overall fans per match day in first división

Taking only the numbers of supporters in the first division at the stadiums and at home the *Graph 4.8.3* shows to the reader the enormous possibilities of business that has this field.
Customer's involvement by giving feedback to increase the customer relationship

Only looking at the most pessimistic scenario in England, with the 10% of market sharing, a possible business could obtain more than one million of customers.

4.7.9 Stadium Attendances in all the divisions

In the Graph 4.8.4 the information extracted is really interesting. Adding all the professional leagues in every country, England is the most popular country in terms of average match attendances in their stadiums per match day. Moreover, this graph shows that in Italy and Spain the number of supporters that assist to the stadiums every weekend is more or less one million.

These numbers are so much higher than Switzerland and Austria together. As it has been written before, in these countries the football is less attractive. Also it is true that the number is citizens is less than in the other countries. This affects to the overall result as well.

Regarding the forecast analysis it can be inferred that the Italian and Spanish leagues together, in an optimistic market sharing, can engage more than one million fans to their stadiums per match day.
4.7.10 Overall fans per match day in Germany, Austria and Switzerland in all the divisions

Graph 4.8.5. Possible customers looking at the German countries

As these last years have become more popular the football leagues in the German countries this Graph 4.8.5 shows the potential of their competitions. In this graph it is added all the professional leagues from Germany, Switzerland and Austria and the number of fans that are watching the television at home. This way, the total amount of supporters is 8,747,460. As it has been mentioned before, the number of fans at home could be higher as the data is only from Sky, a pay television channel. This astronomic number leads to the conclusion that an excellent business could be started in the German speaking countries.
5 Interviews

5.1 Preparation and development of Interview guide

In this section it is written the remarks from four interviews made in Spain. As it has been written in the previous section this market is not the biggest but it is still an attractive opportunity for running a new football business. As the main focus of this report is the customers’ feedback, these interviews were done with the aim of gathering information about how the media and the clubs get the opinion from the supporters about the football clubs.

In the Appendix C the reader could find both interview guides for the media and for the teams. Nevertheless, here it is presented a brief summary of the most important topics of these interviews.

The media has been asked if they would like to have a tool for getting feedback from the fans. Also it is important for this report the answer of who in his/her opinion should ask questions to the supporters in order to get a proper feedback. Other main question is how they would sell a business focused on gathering information from the supporters. Finally, a key point for this study is the actual situation of the clubs in Spain. It is important to know how a developed are with the new technologies.

It has been interviewed two kinds of teams, one from the third division and an amateur club. From both of them the most important information that is valuable for this project is how they get the information from the fans and which of this information is relevant for them. Also they have been asked how would they act if they have a feedback tool for their team. For starting a business based on the information it is important to know if this information would be used for the clubs. As it has been asked to the media is important for this project to find the way to sell a product based on feedback information.

5.2 Remarks from the interviews

5.2.1 Interview with a newspaper editor

This first interview is made to the editor of an important sports newspaper in Spain. The aim of the interview was to get a first contact with the media and see if they could be interested in a possible business of feedback.

He thought that the information from a proper feedback of the fans could be very interesting for the young trainers and also for the press. The editor said that this way they could see if
the supporters trust in the trainer’s decisions. He also remarked that the toughest issue is getting the image from the clubs because in Spain the clubs are so powerful consequently they don’t sell their name or logo to every company.

He also found really interesting the information that a feedback tool could get from the fans. He claimed that clubs, trainers, fans and also the media would be interested in knowing the information shared. Nevertheless, he said that a third person should ask the questions in order to get a proper feedback because if the club could ask, it would seem that the questions are manipulated. In his opinion it is difficult to negotiate with the big clubs in Spain as they want to have always the power.

Changing to the issue of how would he sell a business of feedback information, he believed that for the sponsors is important to hold a part of the public image for them. He affirmed that showing the sponsor’s brands clearly would make them happy and consequently, they would invest more money. He said that including the sponsor in the business would be a good idea such as reward the customer with free sponsor’s products. He also opined that the “colours” of his/her team attract the fan. And for the teams he insisted that the rights issue should be well discussed with them. After this is solved, he recommended talking with the media related to the teams in order to support his project. Finally, he would find the proper sponsors.

Regarding how advanced are the clubs in Spain he said that F. C. Barcelona would have WLAN the next season 2015/16. He also affirmed that the LFP is working hard on this issue. Nevertheless, he thought that is difficult to up to date all the teams in Spain.

5.2.2 Interview with newspaper product manager

The second interview was made to the same newspaper but with the product manager. This way the reader can get some information about how to sell a good product in the Spanish football market.

She thought that a good way of getting an interesting feedback could be live information about the supporters while the match is running. She stood out that this information would be valuable for the clubs as the fans make the team.

Nevertheless, she said that from her experience the user usually get bored of continuous questions and, for this reason, everything should be easy and fast for the customers. She also thought that reward for giving this feedback would be a good way of selling a product to the users. She suggested that they might like to get access to private information or to special draws.
Customer's involvement by giving feedback to increase the customer relationship

She also said that all the feedback received that would make the user more engaged with the team should be public. However, she affirmed that many clubs would not agree to do that with some specific information.

In order to engage to the supporters of giving feedback she stands that a good way could be making a big advertising campaign on the media. In order to get money she would sell the information to clubs or media. She also thought that the feedback should be in both directions, the user should answer some questions from the team and the club should do the same with the supporters’ questions. She added that the interaction between the fans should be included in a feedback tool.

Regarding the actual situation of the football in Spain she said that F.C. Barcelona was developing something like a social network for supporters.

5.2.3 Interview with team from the third division

For the difficulty of getting interviews with teams from the first division in Spain, this project has found an important club from the third division that actually is fighting for rising to the second division. More in detail, this interview is with the communication manager from this team from Barcelona.

He shared his way of getting information about the fans. Actually he is using the traditional channels like the telephone and e-mail and also the modern ways like Facebook and Twitter. He thought that the social networks are more important than the websites. He also explained that before the match he gives the information about the hour and prices and during the match he posts one tweet every minute. In these tweet he includes the minute and result in order to have the supporters well informed. After the match, he said, that the fans share their opinion about the result, the dynamic of the players... but he does not receive many feedbacks about the managers of the team. Regarding these feedbacks he only look at the ones who are related with his retransmission. Moreover he told that many fans give to him feedback about the infrastructure of the stadium in the streets, talking with him because they are a small club. Nevertheless, he would like to have more feedback about new ideas or projects.

He also thought that if the trainers would have specific information regarding what the fans think about the performance of the team, they would not use it. He explained that the trainers know better than everybody how the players are all the time. He also said that somebody has to select offensive messages in order to make public some feedbacks. Nevertheless, he affirmed that the team's managers would like to have only positive comments.
He explained that as a business this information would be valuable to have it selected by expert supporters or amateur fans. He affirmed that sometimes there are fans that know the team better than the trainers. However, he suggested that this feedback should be for fun not for changing the tactics of the team.

Regarding how would he sell this information he said that as a club they could not afford of paying for feedback. Maybe he would be open to pay in proportion to the club’s budget, but they are a small team. He would make that another person would pay for it such as sponsors or advertisements. Nonetheless, this advertisements he thought that should be constrained for not getting the customers saturated.

Finally, he as a supporter would be all the day giving feedback of his team.

### 5.2.4 Interview with an amateur team chairman

In this last interview it had been selected an amateur team in order to get different information from the football world in Spain. For this reason this interview is with the president of a new and small club. This entity nowadays is implementing new things in the football amateur in the field of the values, education and new technologies. He defined his club as innovative and he wants to grow with robustness and with the new technologies. He showed that they are making a betting game and this way the people take part in the matches. He affirmed that the supporters don’t know what the reward is, but they fight for it anyway.

He explained that they talk with their fans via e-mail and website. He showed that they have a Facebook account but they don’t use it to retransmit the matches. He said that they get feedback by talking with the people. He thought that the opinions of their supporters are important but they select the ones that are not extreme. He affirmed that the bulk of the fans usually are right. Nevertheless, as they have many parents as fans he said that the trainer would not listen to their feedbacks. He affirmed that the parents are really impartial. For these reason he wouldn’t ask to their fans about the line-up but the result. He also thought that a tool to report bad behaviour of a supporter would be very useful for their team because he said that they want to bring good values into the club.

Regarding the business of the information extracted from the feedback, the president told that nowadays they are opened to any innovative idea, and with the feedback of the fans this could be easier. He stood that this feedback should be as a game, this way the fans are excited. He said that as a small club they don’t have time to make marketing but they could advertise any business of getting feedback from the supporters. He explained that they have more than 400 families and the sponsors might be interested of getting information from them. He was convinced that with this information could make a successful business. Nevertheless, he stood that this feedback should be constructive as they have many kids in
Customer's involvement by giving feedback to increase the customer relationship

their teams. He also said that could be really interesting to test feedback tool with their parents because they are very engaged with the team and they are not conflictive. Finally, he suggested that first is important to give this feedback for free and after many clubs are convinced with this idea the company should find sponsors.

5.3 Overall results from the interviews

In this section is presented all the advices that have been gathered during these four interviews. To do so, this discussion is divided in two parts: advices from the media and tips from the teams.

Regarding the information extracted from the media's interviews, they are convinced that the feedback got from the supporters could be a valuable product. Moreover this information feedback should be asked from a third person in order to obtain objective questions and answers. Also they insisted in making an easy, fun and fast feedback in order to entertain the fans. In this field they said that an attractive reward could be enough for getting this information. Nevertheless, the negotiations about the rights and image with the Spanish clubs would be really tough. The most powerful teams in Spain are working hard on their own business and it is difficult to deal with them. For creating a successful business they recommend to the reader to make a big advertising campaign including all the sponsors of the company.

Turning to the team's interviews, they shared the way they get information from their fans. They use Twitter, the website and as a small teams the simple conversation with their supporters. They both insisted that the trainer would not change his tactics with information extracted from a feedback. Nevertheless the opinion of the fans should be selected and avoid disruptive feedbacks. They wanted only constructive opinions. Moreover, one of the teams asked for a way of reporting a bad behaviour of the supporters. They also asked for innovative ideas, they did not want only complains about their matches. Lastly, as a team they were not opened to invest in business with feedback. They want this information but they suggest that this should be paid by a third person such as sponsors.
6 Conclusion and further research

After this extended research about the customer’s involvement by giving feedback, getting feedback of business is a key factor in order to achieve a successful company. It has been exposed many examples of how this feedback has helped to well-known companies to improve their products and services.

More deeply, it is true that getting feedback from team’s supporters is possible to engage them strongly with their clubs. It has been shown how the teams of the National Football League (NFL) are investing a lot in fan’s involvement. They have been developing many apps in order to enable their fans to enjoy the matches in a more interactive manner.

Looking in the European football, it has been remarked the astronomic amounts of potential customers. The market size of this sport in Europe gives infinite opportunities for a business of getting feedback from the supporters.

This information extracted from the fans should be well selected and then sold to the teams, media or possible sponsors. The supporters want an easy, fast and funny way of giving this feedback. Furthermore, the clubs want this information in order to focus on fan’s engagement. Lastly, the media and sponsors are interested in select the fan’s preferences for showing them the proper advertisements and consequently they could sell more products.

To continue this analysis would be interesting to explore how much feedback want to give the people who are in the stadium and at home. It is true than the person who has paid the match’s ticket would not be all the game answering questions. Other suggestion could be make an extended analysis of the media related to the teams. It might be useful to know how willing to help are them to a feedback business.
7 Bibliography

Definition of feedback [2nd June 2015, 12:59]:

Apple feedback [3rd June 2015, 10:07]:
https://www.apple.com/feedback/

Zara feedback [3rd June 2015]:

NFL webside [13, March 17:23]:
http://www.nfl.com/fans

More information about NFL mobile [13, March 18:26]:
https://www.youtube.com/watch?v=36gtOJCtUVU


New England Patriots’ Facebook [12th March 2015, 12:35]:
https://www.facebook.com/newenglandpatriots

New England Patriots’ Twitter [12th March 2015, 12:40]:
https://twitter.com/patriots


New England Patriots’ Pinterest [12th March 2015, 12:52]:
https://www.pinterest.com/Patriots/

New England Patriots’ Google+ [12th March 2015, 12:45]:
https://plus.google.com/+patriots/about


Ticket exchange [15, March 16:50]:

More information about Patriots Gameday Live [13th March 2015, 13:45]:
http://www.patriots.com/news/article-1/Coming-to-the-game-Download-Patriots-Gameday-Live/1a566a47-fe7c-4a9c-b5f6-5cb243b2b05a

San Francisco 49ers App [13th March 2015, 14:02]:

49ers gain yards [14th March 2015, 12:48]:

Levis stadium App [14th March 2015, 15:32]:

More information about Levi’s stadium App [14, March 11:55]:
http://www.levisstadium.com/stadium-info/stadium-app/

Bundes Liga’s Attendance in Stadiums [26th May 2015, 17:09]:
http://www.soccerstats.com/attendance.asp?league=germany

The Premier League’s attendance in the stadiums [22nd May 2015, 11:59]:
http://www.soccerstats.com/attendance.asp?league=england

La Liga’s attendance in the stadiums [22nd May 2015, 11:52]:
La Lega Serie A’s attendance in the stadiums [22nd May 2015, 11:57]:
Ligue 1’s attendance in the stadiums [22nd May 2015, 11:55]:
http://www.ligue1.com/ligue1/affluences/journee

Bundesliga Austria’s Attendance in Stadiums [26th May 2015, 17:17]:
Swiss Football League’s Attendance in Stadiums [26th May 2015, 17:32]:
http://www.european-footbal-statistics.co.uk/attn/avesui.htm

Facts from the Bundesliga [9th June 2015, 15:52]:

Punishment for Serie A’s teams [9th June 2015, 16:48]:
http://deportes.elpais.com/deportes/2006/07/14/actualidad/1152861712_850215.html

Football League Championship [27th May 2015, 17:17]:
2 Bundesliga’s attendances in the stadiums [27th May 2015, 17:39]:
http://www.worldfootball.net/attendance/2-bundesliga-2014-2015/1/

Liga Adelante’s attendances in the stadiums [27th May 2015, 17:23]:
http://futboldesegunda.blogspot.co.at/2015/01/analisis-asistencia-los-estadios-de-la.html

Serie B’s attendances in the stadiums [27th May 2015, 17:51]:
http://www.european-football-statistics.co.uk/attn/aveita.htm

Ligue 2’s attendances in the stadiums [27th May 2015, 18:08]:
http://www.ligue1.com/ligue2/affluences/club

Challenge League’s attendances in the stadiums [27th May 2015, 18:21]:

Erste Liga’s attendances in the stadiums [27th May 2015, 18:13]:

League one’s attendances in the stadiums: [29th May 2015, 19:13]:

3 Liga’s attendances in the stadiums [29th May 2015, 20:14]:
http://www.worldfootball.net/attendance/3-liga-2014-2015/1/

Segunda B Grupo 1’s attendances in the stadiums: [29th May 2015, 19:30]:

Lega Pro Prima Divisione’s attendances in the stadiums [29th May 2015, 19:50]:

Championnat National’s attendances in the stadiums [29th May 2015, 20:07]:
http://en.wikipedia.org/wiki/2012%E2%80%932013_Championnat_National

The Premier League’s TV audience [24th May 2015, 12:30]:

Budesligas’s TV Audience [26th May 2015, 17:45]:
Customer's involvement by giving feedback to increase the customer relationship

La Lega Serie A's TV audience [24th May 2015, 12:46]:
La Liga's TV audience [22nd May 2015, 19:59]:
Ligue 1’s TV audience [24th May 2015, 11:56]:
http://enpleinelucarne.net/2013/05/ligue-1-laudience-journee-par-journee-547
Premier League’s fans [27th May 2015, 11:39]:
http://www.resultados-futbol.com/premier/grupo1/equipos
FC Barcelona’s fans [27th May 2015, 11:44]:
Real Madrid’s fans [27th May 2015, 11:50]:
http://www.ticketbis.com/el-sueno-mas-caro-del-mundo
Atletico de Madrid’s fans [27th May 2015, 11:54]:
http://www.mundodeportivo.com/20141226/atletico-madrid/el-atletico-de-madrid-alcanza-los-75-000-socios-record-historico-del-club_54422804122.html
Italian’s fans [27th May 2015, 12:05]:
http://www.resultados-futbol.com/serie_a/grupo1/equipos
Manchester United’s fans [27th May 2015, 12:17]:
http://futbolfinanzas.com/top-10-de-los-equipos-con-mas-socios-del-mundo/
Bundes Liga’s fans [27th May 2015, 12:51]:

Premier League Facebook’s likes [27th May 2015, 18:03]:
https://www.facebook.com/manchesterunited/likes
https://www.facebook.com/Arsenal/likes
https://www.facebook.com/newcastlunited/likes
https://www.facebook.com/mcfcofficial/likes
https://www.facebook.com/LiverpoolFC/likes
https://www.facebook.com/sunderlandafc/likes
https://www.facebook.com/ChelseaFC/likes
https://www.facebook.com/Everton/likes
https://www.facebook.com/TottenhamHotspur/likes
https://www.facebook.com/westhamunitedofficial/likes
https://www.facebook.com/southamptonfc/likes
https://www.facebook.com/lfcofficial/likes
https://www.facebook.com/avfcofficial/likes
https://www.facebook.com/stokecity/likes
https://www.facebook.com/officialcpfc/likes
https://www.facebook.com/westbromwichalbionofficial/likes
https://www.facebook.com/hulltigersofficial/likes
Customer's involvement by giving feedback to increase the customer relationship

https://www.facebook.com/officialburnleyfc/likes
https://www.facebook.com/SwanseaCityFC/likes
https://www.facebook.com/OfficialQPRFC/likes

La Liga Facebook’s likes [27th May 2015, 21:20]:
https://www.facebook.com/RealMadrid/likes
https://www.facebook.com/fcbarcelona/likes
https://www.facebook.com/AtleticodeMadrid/likes
https://www.facebook.com/ATHLETICCLUB/likes
https://www.facebook.com/ValenciaCF/likes
https://www.facebook.com/sevillafc/likes
https://www.facebook.com/MalagaCF/likes
https://www.facebook.com/RealSociedadFutbol/likes
https://www.facebook.com/elchecf/likes
https://www.facebook.com/RCDeportivo/likes
https://www.facebook.com/realclubcelta/likes
https://www.facebook.com/villarrealcficial/likes
https://www.facebook.com/RCDEspanyol/likes
https://www.facebook.com/GRANADACF.es/likes
https://www.facebook.com/LevanteUD/likes
https://www.facebook.com/CordobaCFSAD/likes
https://www.facebook.com/udalmeriasad/likes
https://twitter.com/RVMOficial/followers
https://twitter.com/elgetafe
https://www.facebook.com/sdeibar/likes

Serie A Facebook’s likes [28th May 2015, 9:32]:
https://www.facebook.com/ACMilan/likes
https://www.facebook.com/officialasroma/likes
https://www.facebook.com/Juventus/likes
https://www.facebook.com/SSLazioOfficialPage/likes
https://www.facebook.com/Inter/likes
https://www.facebook.com/ACFFiorentina/likes
https://www.facebook.com/SSCNapoli/likes
https://www.facebook.com/sampdoria/likes
https://www.facebook.com/genoaCFCofficial/likes
https://www.facebook.com/hellasveronafc1903/likes
https://www.facebook.com/TorinoFootballClub/likes
https://www.facebook.com/palermocalcioint/likes
https://www.facebook.com/cesenacalcio/likes
https://www.facebook.com/atalantabc/likes
https://www.facebook.com/officialsassuolocalcio/likes
https://www.facebook.com/fcparma/likes
Customer's involvement by giving feedback to increase the customer relationship

https://www.facebook.com/CAGLIARICALCIOOFFICIALPAGE/likes
https://www.facebook.com/ACChievoVerona1929/likes
https://www.facebook.com/empolifcofficialpage/likes
https://www.facebook.com/UdineseCalcio1896/likes

Ligue 1 Facebook’s likes [28th May 2015, 10:23]:
https://www.facebook.com/OM/likes
https://www.facebook.com/PSG/likes
https://www.facebook.com/Losc/likes
https://www.facebook.com/olympiquelyonnais/likes
https://www.facebook.com/assepageofficielle/likes
https://www.facebook.com/fcnantes/likes
https://www.facebook.com/FCGB/likes
https://www.facebook.com/staderenness/likes
https://www.facebook.com/ogcnice/likes
https://www.facebook.com/fcmathzofficiel/likes
https://www.facebook.com/racingclubdelens/likes
https://www.facebook.com/SMCanennoniciel/likes
https://www.facebook.com/ToulouseFC/likes
https://www.facebook.com/enavantdeguingamp/likes
https://www.facebook.com/SDROFFICIELLE/likes
https://www.facebook.com/MHSC/likes
https://www.facebook.com/pages/Sporting-Club-de-Bastia/11409235307182?sk=likes
https://www.facebook.com/etgf/likes

Bundesliga Facebook’s likes [28th May 2015, 11:05]:
https://www.facebook.com/BVB/likes
https://www.facebook.com/FCBayern/likes
https://www.facebook.com/S04/likes
https://www.facebook.com/HSV/likes
https://www.facebook.com/VfB/likes
https://www.facebook.com/borussia.mg/likes
https://www.facebook.com/herthabsc/likes
https://www.facebook.com/eintracht/likes
https://www.facebook.com/Hannover96/likes
https://www.facebook.com/WerderBremen/likes
https://www.facebook.com/1fsvmainz05/likes
https://www.facebook.com/bayer04fussball/likes
https://www.facebook.com/FCAugsburg/likes
https://www.facebook.com/vflwolfsburgfussball/likes
https://www.facebook.com/achtzehn99/likes
https://www.facebook.com/SCFreiburg/likes
Customer's involvement by giving feedback to increase the customer relationship

https://www.facebook.com/meinSCP/likes

Österreichische Fußball-Bundesliga Facebook’s likes [28th May 2015, 11:37]:
https://www.facebook.com/skrapid/likes
https://www.facebook.com/SKSturm/likes
https://www.facebook.com/svried1912/likes
https://www.facebook.com/WolfsbergerAC/likes
https://www.facebook.com/admirawacker1905/likes
https://www.facebook.com/SCWN08/likes
https://www.facebook.com/Sv.Groedig/likes

Raiffeisen Super League Facebook’s likes [28th May 2015, 11:54]:
https://www.facebook.com/fcbasel1893/likes
https://www.facebook.com/bscyb/likes
https://www.facebook.com/FCSG1879/likes
https://www.facebook.com/fcz.ch/likes
https://www.facebook.com/pages/FC-Sion/128099090117?sk=likes
https://www.facebook.com/grasshopperclubzuerich/likes
https://www.facebook.com/fchtun/likes
https://www.facebook.com/fcaarau/likes
https://www.facebook.com/fcvaduz/likes
Appendix A: Stadium attendances in second division

Graph A.1. Stadium attendance in Football League Championship

Graph A.2. Stadium attendance in 2. Bundesliga
Customer's involvement by giving feedback to increase the customer relationship

Graph A.3. Stadium attendance in Liga Adelante

Graph A.4. Stadium attendance in Lega Serie B
Customer’s involvement by giving feedback to increase the customer relationship.

**Stadium Attendance**

Graph A.5. Stadium attendance in Ligue 2

Graph A.6. Stadium attendance in Challenge League
Customer's involvement by giving feedback to increase the customer relationship

![Stadium Attendance Graph](image)

**Graph A.7. Stadium attendance in Erste Liga**
Appendix B: Likes on Facebook

Graph B.1. Teams with more than 500 thousand and less than 2 million likes on Facebook

Graph B.2. Teams with more than 200 thousand and less than 500 thousand likes on Facebook
Customer's involvement by giving feedback to increase the customer relationship

Graph B.3. Teams with more than 100 thousand and less than 200 thousand likes on Facebook

Graph B.4. Teams with less than 100 thousand likes on Facebook
Appendix C: Interview Guides

Media’s interview:

- Do you think that getting feedback from the supporters is interesting?
  - For whom is it interesting? For the football club or for the fans?

- What advantages and disadvantages do you see in getting feedback from the fans?

- How would you make for the fans an attractive business based on feedback? And for the clubs? And for the sponsors?

- Who in your opinion should ask questions? Should be the club or a third person?

- What ideas you would implement for a business based on feedback?

- How would you sell this business?

- What’s the current situation in the Spanish league in terms of new technologies and WLAN?

- What are in your opinion the troubles that a possible business could have with the Spanish teams?
Team's interview:

- How do you communicate with your fans?
  - How do you communicate before, during and after the match?

- About which topics do you receive information about the club?

- In which decisions do you have in consideration the fan's opinion?

- If you would have the fan's opinion about a particular match’s situation, would you change the tactic of the team? In which situations?

- Do you use any tool to know the fan's opinion?

- Would you make the feedback public to everybody?

- How do you know the feedback from the fans about the infrastructure of the stadium?

- Would you like to get more feedback about other topics?

- What advantages and disadvantages you can see of business based on the supporter's feedback?

- How much would you pay as a club?

- How much would you pay for the information?

- How would you add your sponsors in this business? How many of them would you like to include from your club?
Customer's involvement by giving feedback to increase the customer relationship

List of Graphs

Graph 4.2.1 Stadium attendances per match day in first division ........................................ 20
Graph 4.2.2. Average attendances in the stadium versus stadium capacities in Bundesliga 21
Graph 4.2.3. Average attendances in the stadium versus stadium capacities in The Premier League ......................................................................................................................... 22
Graph 4.2.5. Average attendances in the stadium versus stadium capacities in Serie A ...... 24
Graph 4.2.6. Average attendances in the stadium versus stadium capacities in Ligue 1 ...... 25
Graph 4.2.7. Average attendances in the stadium versus stadium capacities in Raiffeisen Super League ......................................................................................................................... 26
Graph 4.2.8. Average attendances in the stadium versus stadium capacities in Österreichische Fußball-Bundesliga ......................................................................................................................... 26
Graph 4.3.1 Stadium attendances per match day in second division ................................ 27
Graph 4.4.1. Stadium attendances per match day in third division ........................................ 28
Graph 4.5.1. Audiences in the television during the season 2014/15: No reliable information about Österreichische Fußball-Bundesliga and Raiffeisen Super League ............................................ 29
Graph 4.6.1. Number of fans watching the television at home plus average stadium’s attendances: No reliable information about Österreichische Fußball-Bundesliga and Raiffeisen Super League ......................................................................................................................... 30
Graph 4.7.1. Number of Club members of the most important football clubs in Europe ..... 31
Graph 4.7.2. Likes on Facebook of all the club of Europe ....................................................... 32
Graph 4.7.3. Teams with more than 2 million likes on Facebook .............................................. 33
Graph 4.8.1. Possible customers looking at the average match attendance at the stadium . 34
Graph 4.8.2. Possible customers looking number of fans watching the television at home: No reliable information about Österreichische Fußball-Bundesliga and Raiffeisen Super League ......................................................................................................................... 35
Graph 4.8.3. Number of fans watching the television at home plus average stadium’s attendance in first division: No reliable information about Österreichische Fußball-Bundesliga and Raiffeisen Super League ......................................................................................................................... 35
Graph 4.8.4. Possible customers looking at the stadium attendances in all the professional divisions ......................................................................................................................... 36
Graph 4.8.5. Possible customers looking at the german countries ....................................... 37
Graph A.1. Stadium attendance in Football League Championship ........................................ 50
Graph A.2. Stadium attendance in 2. Bundesliga ................................................................. 50
Graph A.3. Stadium attendance in Liga Adelante .................................................................... 51
Customer's involvement by giving feedback to increase the customer relationship

Graph A.4. Stadium attendance in Lega Serie B ................................................................. 51
Graph A.5. Stadium attendance in Ligue 2 ........................................................................ 52
Graph A.6. Stadium attendance in Challenge League .......................................................... 52
Graph A.7. Stadium attendance in Erste Liga .................................................................... 53
Graph B.1. Teams with more than 500 thousand and less than 2 million likes on facebook 54
Graph B.2. Teams with more than 200 thousand and less than 500 thousand likes on facebook .......................................................................................................................... 54
Graph B.3. Teams with more than 100 thousand and less than 200 thousand likes on facebook .......................................................................................................................... 55
Graph B.4. Teams with less than 100 thousand likes on Facebook ........................................ 55
Customer's involvement by giving feedback to increase the customer relationship